



Driving sustainability

ESG Report 2025

INTRODUCTION



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Driving sustainability and business resilience



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Sirius Real Estate remains committed to building a sustainable future grounded in strong economic foundations and responsible business practices. We continue to integrate environmental, social, and governance (ESG) considerations into our strategy and operations, ensuring long-term value creation for all stakeholders, while seeking to make a positive impact.

This year, we have further refined our ESG approach through a detailed double materiality assessment, recognising both the financial impact of ESG factors on our business and the wider impact of our operations on people and the planet. Our ESG framework, embedded within our corporate strategy, provides a clear structure to guide our actions and track our progress and is designed to deliver value over the short, medium, and long term.

Building on the foundations outlined in our previous reports, this year's ESG Report reflects our continued progress. It outlines how we are working to embed our sustainability commitments, enhance transparency, and integrate ESG into decision-making at all levels of the business.

This report, alongside our wider reporting suite which includes our Annual Report and website, provides an update on our progress across these three areas and how we are working to benefit our business and stakeholders, while also contributing to the broader global effort to address climate change and societal challenges.

To drive sustainability and business resilience, we remain focused on:

- Decarbonisation and climate resilience: refining our strategy for managing and reducing our carbon, improving energy efficiency, and working towards net zero emissions.
- Social responsibility: investing in our people, supporting our tenants, and contributing to the communities in which we operate.
- Governance and risk management: maintaining our strong governance structures and proactively identifying and managing ESG risks and opportunities.

AT A GLANCE

A sustainable way to empower business and unlock potential

Sirius Real Estate is a leading owner and operator of branded business and industrial parks. Listed on the London and Johannesburg Stock Exchanges, our property portfolio is valued at over €2 billion. Supporting more than 10,000 tenants in Germany and the UK, we provide a diverse range of conventional and flexible workspaces that enable businesses to thrive.

Our strategy focuses on acquiring, transforming, and managing underutilised, multi-tenanted, and mixed-use properties in strategic locations. Through active portfolio management and driving operational efficiencies, we improve the sustainability performance of our assets over time, to build the resilience of our portfolio, and enhance rental and capital value.

This strategy is underpinned by our purpose to create and manage optimal workspaces that empower small and medium-sized businesses to evolve and thrive. We seek to unlock the potential of our people, properties, and the communities in which we operate, so that together we can create long-term financial and social value, while reducing our environmental impact.

We achieve this by:

- Empowering our people: nurturing a collaborative culture that allows our people to thrive, creating opportunities for learning and development, and recognising and rewarding their talent and contribution.
- Enhancing our portfolio: extending the life of our buildings through investment, improving energy efficiency, and reducing environmental impact.
- Supporting business growth and local communities: providing flexible workspaces that help our tenants to grow and adapt to changing business needs, creating local employment opportunities and support to local communities.

All this is done while carefully considering the operational and financial implications of each activity and initiative we undertake. Through this approach, we are able to unlock value for our stakeholders and ensure that we are able to build a resilient and sustainable business for the future.



Germany*

323
employees

70
sites

1.8m
lettable space in sqm

6,499
tenants

€1.9bn
value of owned property

*Excluding 35% interest in seven additional properties, through the Titanium venture with AXA IM Alts, creating a total of 77 sites that are impacted by our ESG initiatives.



UK

176
employees

75
sites

0.6m
lettable space in sqm

3,978
tenants

€0.6bn
value of owned property

LETTER FROM THE CEO

Embedding ESG in our business



This is our third ESG Report, and I am pleased to demonstrate our continued progress in embedding sustainability into our strategy and decision-making, further informed by our recent double materiality assessment.

We continue to strengthen our resilience and allocate resources for long-term and sustainable growth.

I would like to start with reaffirming our commitment to our ESG ambitions, particularly in the context of today's evolving geopolitical and economic landscape. We recognise our responsibility, not only to our people and our tenants, but also to the environment, through how we manage our properties and operations. We see this as completely intertwined with our responsibility to our financial stakeholders, to drive sustainable growth and deliver consistent returns. Simply put, without financial performance, we cannot invest in the areas of sustainability that enable us to make a difference. For the leadership team and me, sustainability is a commercial imperative, managed with the same detail and strategic planning as every other part of our business.

With this in mind, and as part of governance best practice, we completed a detailed assessment of material sustainability issues, focusing on those with potential financial impact, and those where we have a responsibility to manage our impact on people and the planet – a concept known as double materiality. This assessment was built on our first materiality analysis from three years ago, with the outcomes validating the direction of our ESG strategy to date. It has also allowed us to refine our ESG strategy further, ensuring that our management efforts and financial resources are directed to where they can have the greatest impact. As a result, our strategy remains pragmatic, supported by robust operational and financial analysis. While this may mean we don't always move the fastest, we are committed to delivering meaningful change and long-term value to all our stakeholders.

How is this value created?

Firstly, through our people. This report highlights our ongoing investment in our employees, through the training and development programmes, delivered through the Sirius Academy. I am especially proud of the progress we have made in supporting our people, not only through training but also in prioritising engagement. The impact and benefits of our many initiatives is evident in the CEO Forums we regularly run across the business.

Secondly, the importance of environmental responsibility is clear. Our decarbonisation journey has continued, taking into account the evolving regulatory outlook, as the EU and the UK navigate the balance between achieving net zero and maintaining economic competitiveness.

Our senior management team and Board are very aware of this balance, and we remain committed to reaching net zero within the respective German and UK targets of 2045 and 2050. All our short- and mid-term actions are designed to support this ambition.

At the same time, we must highlight the challenge and opportunity of our asset type and mix. The modernisation and refurbishment of existing buildings extend their lifespan and are a more efficient use of the planet's resources, reducing embodied carbon compared to demolition and new construction. While this approach enhances resource efficiency, it presents unique challenges in establishing a consistent decarbonisation pathway. Our diverse portfolio, comprising office, warehouse, and industrial spaces, often in one unit, further complicates emissions modelling against scientific methodologies. Despite these challenges, we are working with experts to refine our models and to enhance data collection and accuracy. With over 99% of our emissions being classified as Scope 3, the key to our net zero programme is to improve building efficiency, expand renewable energy provision and use, and encourage close engagement and collaboration with our tenants. This report outlines the progress we have made across all these areas.

In conclusion, I would like to thank all of our employees, and everyone involved in driving forward our ESG ambitions and contributing to our steady progress. You continue to make us a stronger, more sustainable business.

Andrew Coombs
Group Chief Executive Officer



Highlights

ENVIRONMENT



Achieved
**net zero
emissions**
for Scope 1 and 2
in Germany and the
UK*

[Read more →](#)


Reconfirmed our
ambition to reduce
Group Scope 3 emissions
intensity per sqm by
45%
by 2030

[Read more →](#)


Completed
11
PV pilot projects in
Germany

2
in the UK

[Read more →](#)


Provided
100%
renewable energy in
Germany

96%
green electricity in
the UK

[Read more →](#)

* Includes Scope 1 and Scope 2 emissions, as well as Scope 3 categories of Business Travel, Waste to Landfill, and Downstream Transport and Distribution. These represent the minimum mandatory boundary for the Net Carbon Zero certification, awarded by Achilles.

SOCIAL



Recorded a
51:49
split of female and male
employees across the
Group

40.5%
of senior leadership roles
held by women

[Read more →](#)


Delivered
1,894
days of training across the
Group, including

418
for managers,
surpassing targets

[Read more →](#)


Achieved an
85%
response rate to the annual
employee survey, with

84%
recommending Sirius as a
great place to work

[Read more →](#)

GOVERNANCE



Recognised with ESG ratings of
AA
MSCI

C
CDP

A
GRESB
Public Disclosure

Low Risk
Sustainalytics

[Read more →](#)


Completed a
**comprehensive double
materiality assessment**
to review ESG strategy and priorities

[Read more →](#)

ESG OVERVIEW

Refining our approach to ESG

Our approach to Environmental, Social, and Governance (ESG) has evolved as we work to embed sustainability into every part of our business. In line with our commitment to transparency, we completed a comprehensive double materiality assessment during this financial year to further our understanding of the ESG issues that matter most to our business, stakeholders, society, and the planet.

Double materiality assessment

The assessment process involved both qualitative and quantitative analysis as well as engagement with key stakeholders, including shareholders, tenants, suppliers, employees, senior management, and the Board. In designing the assessment, we also conducted a thorough review of international frameworks and reporting standards. These included the European Sustainability Reporting Standards (ESRS), SASB and GRI, and we also considered expectations for the forthcoming IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB). This approach supported the identification of the most material issues from both a financial and impact standpoint, allowing us to focus on the long-term sustainability of our operations.

We identified several issues that we believe are central to ensuring the resilience of our business, as well as important to our stakeholders and our ability to drive value creation for our shareholders. These include four core material issues, as well as additional focus areas considered to be strategically important to our business.

Material issues



Net zero, and efficient energy and carbon management



Governance and business ethics



Climate change adaptation and business planning



Tenant collaboration and engagement

Strategically important issues



Training and development



Diversity, equity, and inclusion



Local community development and engagement



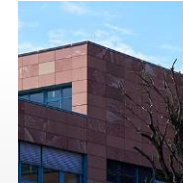
Occupational wellbeing



Materials and resource use



Waste management in business operations and tenant sites



All of these issues were already recognised within our sustainability programme in some way but have been reemphasised in our updated ESG framework, which will guide our ongoing efforts and ensure we remain responsive to the evolving landscape of financial, regulatory, and societal needs. The framework also acts as the foundation for our disclosures in this year's Annual Report and ESG Report. We aim to provide details on our progress across these areas, and to demonstrate how we are delivering positive environmental and social impact, alongside sustainable financial returns.

[See page 6](#) for our new ESG Framework



Learn more about how we are embedding the outcomes of our double materiality process in our Spotlight on Governance on [page 27](#)




ESG OVERVIEW

Our ESG framework

Informed by our double materiality assessment, our ESG framework incorporates ten sustainability objectives, grouped into three pillars:

Climate Action, Empowering People, and Responsible Business.

Our sustainability objectives and initiatives are considered on the basis of sound economic principles, rigorous management assessment and stakeholder engagement, and are embedded into our operations and decision-making.

ENVIRONMENT


Climate Action

Delivering a climate-resilient portfolio


Achieve net zero for Scope 1, 2 and 3 emissions through efficient energy and carbon management

Understand and respond to climate change in long-term business planning and building adaptation

Engage and collaborate with tenants to achieve climate and environmental goals

Reduce environmental impact of materials and resource use in refurbishment and construction

Minimise waste in business operations and tenant sites

[Read more](#)


SOCIAL


Empowering People

Nurturing talent and our local communities

Empower employees through continuous learning and career development

Encourage a culture of diversity, equity, and inclusion (DEI) and actively prevent discrimination

Safeguard employee wellbeing by supporting mental and physical health

Create positive impact through community engagement and investment


[Read more](#)


GOVERNANCE


Responsible Business

Ensuring robust governance and ethical decision-making

Embed ethical business practices and strong governance at every level

[Read more](#)


Sound economic principles, detailed financial and operational assessments, and stakeholder engagement

ENVIRONMENT

Climate Action

Delivering a
climate-resilient portfolio



Our work to achieve our environmental targets is based on rigorous economic analysis to ensure value creation for stakeholders.”

Andrew Coombs
CEO



As a responsible business, we strive to enhance the climate resilience of our portfolio and contribute to a more sustainable built environment. Core to our model is extending the life of buildings, which – in addition to being a competitive advantage – we believe is better for the planet than demolishing and reconstructing properties.

With over 99% of our total emissions identified as Scope 3, our ongoing work to enhance building efficiency, increase provision and use of renewable energy, and collaborate with tenants will be key to achieving our net zero ambitions.

During the year, we continued to make progress against our environmental commitments. Looking ahead, we will evaluate and implement measures to achieve further efficiency and emissions reductions, ensuring our portfolio remains resilient and compliant with evolving regulations, while supporting our wider business objectives.

Navigating our net zero journey



FY2020/21 to FY2023/24

We laid the foundations for our net zero pathway across the UK and Germany, embedding ESG into governance, operations, and strategy. We have:

- Established ESG governance structures and enhanced our GHG reporting and third-party verification of Scope 1, 2 and 3 emissions.
- Achieved net zero for Scope 1 & 2 emissions in Germany and carbon neutrality in the UK, both with minimal offsets.
- Developed a decarbonisation pathway and strategy benchmarked against CRREM/SBTi.
- Set our ambition to reduce our Group Scope 3 emissions intensity per sqm by 45% by 2030 with FY2021/2022 as our baseline.
- Launched Sirius Renewable Energy GmbH to support our PV system rollout in Germany and commenced a UK PV programme.
- Ensured 55% of UK EPC-rated properties were rated at C or above and assessed our pathway to EPC B by 2030 for the UK portfolio.
- Enhanced transparency of our sustainability actions and ambitions through our standalone ESG reports, CDP submissions, and expanded TCFD-aligned disclosures.



FY2024/25

We continue to make progress on our decarbonisation journey across the Group. We have:

- Achieved net zero for Scope 1 and 2 emissions in Germany and the UK, with minimal reliance on offsets.
- Continued our Scope 3 reduction efforts, focusing on tenant engagement and refining carbon modelling based on updated data and pilot projects, maintaining the 2030 emissions intensity ambition.
- Expanded our renewable energy rollout, with 11 PV systems installed in Germany and 2 in the UK.
- Enhanced energy efficiency measures through implementation of LED lighting projects, thermostat upgrades, and continued progress towards our EPC goals.



To 2030

AMBITION

Reduce Group Scope 3 carbon emissions intensity per sqm by 45%. We will:

- Continuously refine and update our carbon modelling, pathway, and ambitions, to reflect evolving data, tenant activity, regulatory developments, and portfolio changes.
- Focus on LED lighting, heating system improvements and building adaptation in Germany and the UK, with upgrades to UK portfolio to EPC B by 2030, pending regulatory clarity.
- Continue the rollout of PV systems across Germany and the UK, subject to operational and financial viability.
- Engage tenants in shared decarbonisation efforts.



Post 2030

AMBITION

Achieve net zero for Scope 3 emissions by 2045 in Germany and by 2050 in the UK, subject to operational and financial feasibility.

Ongoing assessment of the net zero pathway will continue in line with evolving policy and regulatory guidance in both geographies, and in response to industry and business dynamics.

ENVIRONMENT

Climate Action

Delivering a climate-resilient portfolio

OUR OBJECTIVE

Achieve net zero for Scope 1, 2 and 3 emissions through efficient energy and carbon management.

This year, we have achieved net zero for Scope 1 and 2 emissions for Germany and the UK. Our net zero statement includes Scope 1 and Scope 2 emissions, as well as Scope 3 categories of Business Travel, Waste to Landfill, and Downstream Transport and Distribution. These represent the minimum mandatory boundary for the Net Carbon Zero certification, awarded by Achilles, a global data verification company. This reflects the steady progress in managing our direct emissions, and the ongoing implementation of our energy and carbon reduction measures.

Scope 3 emissions, which continue to account for over 99% of our total emissions and are primarily driven by tenant activities, remain our most significant challenge and will be a central focus for our ongoing efforts. Achieving a meaningful reduction in Scope 3 emissions will require sustained engagement and collaboration across our value chain, particularly with our tenants.



We are committed to our long-term objective of achieving

net zero

across Scopes 1, 2, and 3 emissions in line with national targets, by 2045 in Germany and by 2050 for the UK.

To support our ambitions, we continue to roll out decarbonisation initiatives across our portfolio. These include the installation of LED lighting, photovoltaic (PV) systems and the replacement of outdated heating systems, all of which contribute to long-term energy efficiency and carbon reduction.



Our overarching ambition remains to reduce Scope 3 carbon emissions intensity per square metre by

45% by 2030

using FY2021/2022 as the base year.

This target is benchmarked against the CRREM version 2.5 methodology and the Science-Based Targets initiative (SBTi), applying a location-based approach for emissions factors. As noted last year, this ambition does not yet account for emissions from industrial tenants' processes, which are not covered under the CRREM methodology and remain a significant but complex component of our portfolio.

This year we have refined, and will continue to refine, our carbon modelling based on new data from pilot projects, evolving tenant data, sector guidance and a better understanding of our asset profiles. Changes to our portfolio through acquisitions and disposals also influence the direction of our decarbonisation pathway, requiring ongoing updates to our assumptions and projections. This a daptive approach enables us to test assumptions, incorporate lessons learned, and stay responsive to changes in policy, technology, and market or portfolio dynamics.



While our ambition does not currently include embodied carbon or emissions from our 35%-owned Titanium venture, these will be addressed through a separate engagement programme. We also recognise that the pace of national grid decarbonisation in the UK and Germany may impact our pathway, and we will monitor this closely.

We remain committed to adapting and refining our approach, ensuring our pathway to net zero remains credible, measurable, and aligned with operational realities. Equally, we will continue to apply careful financial management to the delivery of our decarbonisation strategy. It remains our ambition to absorb the required investment within our normal planning and budgets, as we continue to integrate decarbonisation into our long-term asset management and operational strategies.

ENVIRONMENT

Progressing energy and carbon reduction initiatives

We continue to manage our carbon footprint across both our German and UK portfolios through energy efficiency upgrades, renewable energy provision, and aligning our initiatives with our long-term decarbonisation pathway.

In Germany, we have maintained our net zero emissions status for Scopes 1 and 2 with minimal reliance on validated carbon offsets.

This has been achieved by ensuring that nearly 100% of the electricity used in our asset management offices is sourced from renewable energy and by ongoing improvements to energy efficiency. Across our German portfolio, the proportion of renewable electricity against total electricity provision is forecast to increase slightly to 99.84%.

In the UK, we achieved net zero for Scope 1 and 2 emissions, supported by sourcing 96% of total electricity from green energy sources, driving energy efficiency initiatives, and minimal use of carbon offsets. Furthermore, we continue to integrate energy efficiency initiatives as part of our broader decarbonisation strategy, focusing on enhancing building performance through EPC upgrades. In FY2023/24, we successfully met our target of achieving an EPC rating of C or better for at least 55% of our UK sites. This target was maintained in FY2024/25 as we prioritised sites with EPC certificates expiring in 2025, ensuring that all reassessments met a minimum rating of E or better. Looking ahead, we anticipate increasing this figure to 65% by the end of FY2025/26. In parallel, we have reviewed our mid-term pathway to align with the UK Government's goal of achieving EPC B ratings across the full portfolio by 2030. Based on our current progress, we remain confident in meeting this target. However, we recognise that government policies and timelines may evolve, and we continue to monitor regulatory developments.

2025 electricity provision

Germany



99.84%

forecasted proportion of renewable electricity against total electricity

UK



96%

of total electricity from green energy sources

Enhancing the energy efficiency of our assets is a core part of our decarbonisation strategy. Our LED replacement programme has continued across the Group, reducing energy consumption in support of our ESG objectives. In Germany during FY2024/25, we completed 78 lighting optimisation projects, contributing to our energy efficiency goals through both targeted initiatives and as part of our routine refurbishment work. We have already identified an additional 27 ESG-focused projects for future upgrades, separate from normal course refurbishment. In the UK, energy efficiency improvements such as LED upgrades are delivered as part of our broader EPC improvement programme. While individual elements are not separately tracked, they are integrated into a strategic approach that supports our long-term goals.

Smart energy metering remains a valuable tool for improving energy management. Most of our sites in the UK are equipped with smart meters, and work is ongoing to look at remaining properties, including recent acquisitions. In Germany, we are working towards digitising our smart energy meters by 2027. Our implementation plan is in place, with final approvals and expectation to commence the programme in the next financial year, starting with the properties within the Titanium venture. The outcomes from the Titanium properties will then be assessed for how we manage the rollout across the remainder of the portfolio.

This proactive approach ensures that all our properties will be equipped with smart meters in advance of the 2030 regulatory requirements for grid providers.

Heating system replacements and improvements are also being assessed and implemented across our portfolio. In Germany, we have made progress with smart thermostat installations, completing nine projects during FY2024/25, with two heating system replacements planned for FY2025/26. In addition, we are exploring opportunities to connect sites to the district heating network, as well as other options appropriate to our heating system and site dynamics. In the UK, we continue to evaluate the need for heating system upgrades in alignment with our EPC improvement programme, ensuring our assets meet evolving energy efficiency standards.

Looking ahead, we will further refine our decarbonisation pathway to 2030, incorporating our capital expenditure plans, regulatory developments and progress made of our energy and carbon reduction initiatives. Our aim is for our assets to remain compliant with sustainability requirements while supporting our broader climate and corporate goals.

ENVIRONMENT

Generating onsite renewable energy through PV installations

Building on the foundation established in FY2023/2024, we have continued our work to install photovoltaic (PV) systems across our sites as part of our decarbonisation strategy.

In Germany, our dedicated PV business, Sirius Renewable Energy GmbH, has made progress in rolling out PV systems across our portfolio.

In addition to the PV system in Augsburg, a further 10 properties have been equipped with PV systems during FY2024/25, moving from 0.8MWp installed capacity to 2.9MWp. New systems were installed at Tempelhof, Markgröningen, Aachen I, Frickenhausen, Göppingen, Alzenau Industrie Str., Alzenau Siemens Str., Gartenfeld, Ludwigsburg, and Borsig, with final commissioning pending for some of these sites.

Looking ahead to FY2025/26, we have identified 10 further sites for installation, including Oberhausen, Rostock, Nuremberg, Hanover, Bonn, Nabern I, Mannheim, Erfurt, Rastatt, and Neckartenzlingen. These installations are expected to add a further 3.1MWp of installed capacity across more than 18,000m² of roof space.

FY2024/25



11 properties equipped with PV systems, increasing capacity to

2.9MWp

FY2025/26



10 further sites identified for installation expected to add further capacity of

3.1MWp

An assessment of our German portfolio has identified that approximately 18% of our total roof area has potential for PV installation. This is forecast to generate up to 20 million kWh annually, of which 16–17 million kWh could be consumed on site, which equates to a potential offset of 14–15% of total electricity demand across the portfolio. We will continue to make progress towards unlocking this capacity as part of our long-term decarbonisation strategy, ensuring our planning is based on careful operational and financial considerations.

In the UK, our two pilot projects in Solihull and Theale are now live, with energy consumption tracking in line with expectations and financial savings materialising as projected. Work has also begun at our recent acquisition Gloucester Vantage Point, which has a 1.4MWp solar system that generates around 1,200,000kWh of solar energy every year, to evaluate the potential benefits of battery storage to enhance energy efficiency. Following internal feasibility studies, we have identified eight additional sites in the UK that may be suitable for PV installations and are undertaking a structural survey at one of these ahead of commencing work. We will continue to explore opportunities for further installations where feasible.

As we make further progress in our PV programme and work to finalise plans for installations in FY2025/26, we will continue to refine our decarbonisation modelling to incorporate energy generation and emissions reduction ambitions.

Enhancing data collection and transparency

We continue to strengthen our data collection and integration processes to enhance the reliability of our greenhouse gas (GHG) measurement system. Our ESG Department in Germany and our team in the UK are key to driving our decarbonisation efforts, playing a significant role in monitoring and reporting on our emissions data.

For the third consecutive year, our emissions have been independently verified by Achilles, a global data validation company. This verification reinforces our commitment to transparency in our emissions reporting.

For further information, please see our GHG Emissions Report, published in our Annual Report 2025 on [pages 38 – 39](#)



We submitted our second CDP disclosure in October 2024, maintaining our C rating.

We are actively working to enhance our data quality and strengthen our decarbonisation initiatives and disclosures to improve our score in any future assessments.

Promoting sustainable transport

As part of our management of Scope 1 and 2 emissions, we aim to reduce transport-related emissions and promote low-carbon transport options for our employees, where possible. Since 2020, we have been transitioning our company car fleet to hybrid and electric vehicles, with 96.4% of our fleet in Germany now consisting of low-emission models.

In the UK, we have a salary sacrifice scheme to promote the uptake and use of fully electric vehicles.

To promote sustainable travel, we encourage using train for business trips wherever feasible and also provide support for active commuting. We offer a bicycle leasing programme in Germany, and in the UK, we participate in the Cycle-to-Work scheme, promoting both employee wellbeing and emissions reduction.



ENVIRONMENT

OUR OBJECTIVE

Understand and respond to climate change in long-term business planning and building adaptation.

Climate change presents both risks and opportunities for Sirius and the wider real estate sector and was identified as a material issue in our recent materiality assessment. We are actively working to integrate climate resilience into our long-term business strategy, by assessing physical risk, adapting our buildings, and considering aspects such as carbon pricing.

Evaluating physical risk and building adaptation

We have undertaken an update of physical risk modelling for the UK and German portfolios to understand how climate-related factors such as extreme weather events, rising temperatures, and flooding could impact our assets. Using climate scenario modelling, aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, we have been able to identify potential vulnerabilities within our portfolio.

During the year, we conducted a detailed analysis of physical risk for each asset across our portfolio, with the support of a third-party specialist. The assessment revealed a low risk to climate stress across all risk types and climate-related scenarios, and on timelines to 2050 and 2100. Only a small number of assets were considered potentially exposed to a '100-year event flood' or a '100-year storm surge', both to 2100, representing under 3% and under 1.5% of the portfolio, respectively. These insights inform our investment and asset management decisions enabling us to enhance the resilience of our properties. Part of this work involves discussions with relevant local authorities to understand actions they are taking on flood mitigation so that we can incorporate this into decisions we make regarding building adaptation measures.

For further information on physical and transition risks and how we are responding, please see our TCFD Report published in our Annual Report 2025 on [pages 40 – 53](#)



Integrating carbon pricing and financial planning

Incorporating carbon tax considerations into our financial planning and decision-making enables us to prepare for potential financial implications of changes to carbon tax and related regulations. In Germany, we are focused on energy used for heating, in line with the German ETS scheme which is distinct from the EU Emissions Trading System (ETS).

The evolving cost of carbon in Germany influences our investment and asset management decisions in terms of how we look to reduce our emissions and approach our energy-efficiency upgrades. Our financial modelling considers both current tax rates and potential future tax rates, including changes to the landlord and tenant split. We continue to monitor policy changes in Germany, and in the UK, we are monitoring how the UK's carbon pricing mechanism evolves, and how we can best incorporate this into our financial planning.

Embedding sustainability into acquisition due diligence

We continue to embed ESG considerations into our due diligence processes. With several acquisitions completed this year this work has been particularly active. For all potential acquisitions reaching the advanced stage of exclusivity, we commission dedicated ESG evaluations to understand the potential implications for our carbon reduction efforts. Our due diligence allows us to identify risks and opportunities and provide an initial view on how prospective additions to our portfolio may impact our decarbonisation pathway, considering alignment with CRREM, and physical risk exposure.



OUR OBJECTIVE

Engage and collaborate with tenants to achieve climate and environmental goals.

Our ESG Department in Germany has developed a tenant engagement strategy with a focus on tenant satisfaction as well as engagement related specifically to sustainability measures. The programme of activities will be continuously updated to reflect operational and sustainability priorities.

One of the main pillars of the engagement programme is working with those tenants who contribute most significantly to our Scope 3 emissions and to better understand our tenant emissions. Tenants have participated in several sustainability-related actions during FY2024/25, with engagement informing our plans relating to the rollout of LED lights, PV systems, and EV charging, as well as waste collection processes.

We have continued to monitor and assess our provision of EV charging across our German portfolio in response to engagement with our tenants. In total, since commencing the programme, we have installed 231 charging points across a total of 59 sites, meaning over 75% of our portfolio, including the Titanium venture, is now equipped. Looking ahead, we will continue to work with our tenants to identify suitable locations for EV-charging.

In the UK, our EV charging infrastructure has expanded further with the support of our national provider partnership and remains an important area of focus for our Top 50 tenants in particular, as communicated to us in the most recent tenant survey. Over the last year, the number of sites with EV charging provision has increased from 16 to 22. The next phase of the rollout is expected to include an additional seven sites. We will also be engaging with site managers at a further 16 sites to help determine site demand and feasibility of future installations.

ENVIRONMENT

Generating insights from our tenant engagement survey

Our annual survey remains a key feature of our engagement with tenants and provides valuable insights into what matters to them, including in relation to sustainability. Our most recent survey, completed in November and December 2024, reflected good participation across both BizSpace and Sirius, with especially high response rates from our Top50 tenants in Germany and the UK.

Encouragingly, there is growing engagement with decarbonisation among tenants, with some setting their own targets and developing strategies to enhance energy efficiency and reduce emissions. Key sustainability priorities identified by respondents include transitioning to renewable energy, reducing CO2 emissions, providing onsite recycling, and improving energy performance certificates (EPCs) in the UK. These insights help to inform our approach to asset management and collaboration, enabling us to better understand our tenants' sustainability ambitions.

Nurturing our green spaces

We work to maintain and enhance green spaces across our portfolio, recognising that they provide both environmental and tenant wellbeing benefits. With over 788,600sqm of green areas under our management, ranging from woodlands and grasslands to wildflower meadows, our approach allows us to enhance both the biodiversity and tenant experience of our sites.

We believe nature plays an important role in making our business parks more enjoyable places to work. We have therefore created 56,000sqm of wildflower meadows in Germany and the UK since our biodiversity programme began in FY2021/22, providing green areas that are low maintenance, contribute to site aesthetics, and bring benefits to both people and wildlife.

Beyond our portfolio, we support bee populations through our ongoing partnerships with Hectare Nektar in Germany and Bee1 in the UK. Our sponsorships allow professional beekeepers to support 2.5million bees across 40 hives in Germany, and 500,000 bees across 8 beehives in the UK.

In addition, our partnership with Tree Nation, which manages reforestation projects across the world, has funded the planting of 23,073 trees this year across Madagascar, Tanzania, Kenya, and Uganda. Of these, more than 5,300 trees have been planted as a result of engagement with our tenants related to contract signing and renewals. While this initiative contributes to global ecosystem restoration, it is separate from our carbon offsetting programme. The total number of trees planted is estimated to absorb 1,807 tonnes of atmospheric carbon dioxide this year.

OUR OBJECTIVE

Reduce environmental impact of materials and resource use in refurbishment and construction.

Our ESG Department in Germany has developed a tenant engagement strategy with a focus on tenant satisfaction as well as engagement related specifically to sustainability measures. The programme of activities will be continuously updated to reflect operational and sustainability priorities.

Understanding and mitigating embodied carbon is an important part of our environmental strategy. Embodied carbon, which accounts for emissions generated during the extraction, processing, transportation, and installation of building materials, represents 14.7% of our overall carbon footprint.



We track these emissions through our award-winning Building Information Modelling (BIM) system, which enables greater accountability across our refurbishment projects.

Embodied carbon in total emissions

Germany

9,383.65

MtCO₂e
FY2023/24

12,067.33

MtCO₂e
FY2024/25

The increase in FY2024/25 reflects a higher volume of refurbishment activity and greater investment across our German portfolio. Some of this year's emissions also relate to projects initiated in the previous financial year but captured in this year's reporting, as we account for embodied carbon based on actual spend when the project is completed, rather than project start dates or on a pro rata basis.

These results highlight the importance of continuing to refine our modelling and assumptions. Next year, we aim to review and update our embodied carbon model to better reflect our current portfolio, material intensity and project types.

By leveraging the insights from the sample analysis of our German portfolio we can refine our approach to embodied carbon. This includes assessing material choices, improving project planning, and considering lower-carbon alternatives where feasible. The sample analysis also allows us to strengthen our emissions reporting and informs our engagement with our suppliers. We continue to engage with our providers of materials and services to enhance sustainability practices, including sustainable sourcing and, importantly, to minimise construction waste and improve circularity in our operations. ESG clauses are included in all contracts, and all new suppliers are required to sign agreements that reflect these standards. We are also working with our facilities management partners to explore opportunities for reducing the impact of technical equipment used across our sites.

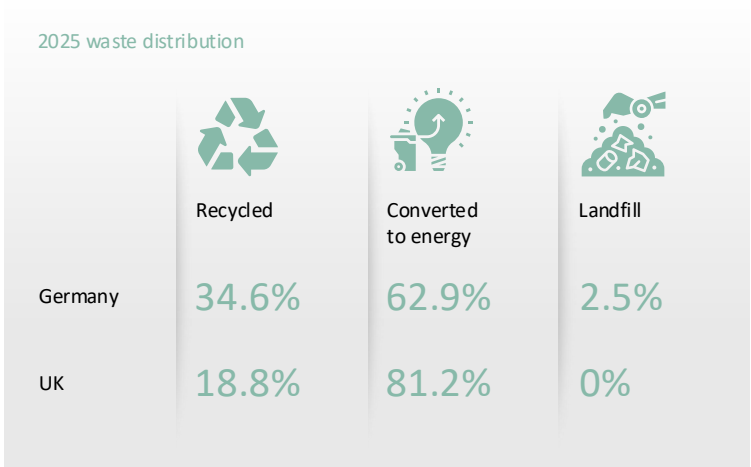
All of these aspects contribute to enhancing operational efficiency and supporting our work to repurpose and refurbish the older buildings which make up a large portion of our portfolio.

ENVIRONMENT

OUR OBJECTIVE

Minimise waste in business operations and tenant sites.

Over the past year, we have continued our work to refine our waste management initiatives across both our UK and German portfolios, with a focus on reducing waste, increasing recycling, and improving the efficiency of our resource usage.



In Germany, our centralised waste collection system allows us to calculate and manage our waste-related carbon emissions effectively. All of our sites are now equipped with sufficient bins to match site demand and to comply with government requirements for minimum provision. Any new acquisitions are assessed and transferred, when possible, to our waste contract partners to ensure alignment with our waste programme. We will continue to work with waste providers to explore opportunities to increase recycling rates across all sites and closely manage our environmental responsibilities.

In the UK, the provision of onsite recycling is one of the most important sustainability factors for our tenants according to the recent tenant survey. We have started to make progress towards the government’s ‘Simpler Recycling’ scheme which will be mandated by March 2026. Our aim is that all of our sites will have mixed recycling bins, and sites with kitchens will be equipped with food waste caddies. While the nationwide rollout has faced some delays, we are on track to complete deployment across our sites in the next financial year.

Managing water usage

We remain committed to driving efficiencies in both waste and water usage, regularly reviewing our processes to identify opportunities for improvement. All of our initiatives align with our efforts to minimise our environmental impact as well as supporting our tenants to make informed decisions on their own usage and impact.

In Germany, as reported last year, almost all of our sites have now been equipped with smart water meters, as part of our “Smartvatten Project”. During the year, meters were installed at six of the seven outstanding sites, with installation at the one remaining building scheduled for FY2025/26. We will continue to assess new acquisitions and address potential technical issues as they arise.

Across our UK portfolio, we expanded our programme to monitor and manage water usage. We have now installed automatic water meters at 36 our highest water-consuming tenants, adding five during this year. We are expecting to finalise one additional installation already commissioned in FY2025/26, with a further two scheduled. This enables us to monitor consumption more effectively and supports engagement with our tenants to reduce water waste and usage.

ENVIRONMENT

Spotlight on environment

Head of ESG,
Erik von Stockhausen,
reflects on learnings and
next steps for Sirius' PV
programme



01

How does investment in PV systems fit within the Company's broader sustainability and net zero goals?

PV systems are a and cost-effective and measurable way to reduce building emissions, as we work to achieve our carbon reduction ambitions. Reducing energy demand from the public grid aligns with the CRREM location-based approach for carbon emissions factors upon which our decarbonisation pathway is based. This alignment is important. Alongside the environmental benefits, the business case has also strengthened in recent years as energy prices have become more volatile. For us, PV represents both a financial opportunity and a step forward in reducing our carbon footprint.

02

What lessons have been learned from the initial PV projects?

Our PV rollout began with a pilot installation in Augsburg, an 800 kWp system that served as a valuable test case. The project validated the technical feasibility, installation process, and financial return model. However, it also revealed the complexity of identifying suitable sites across our portfolio. We evaluate the suitability of buildings on the basis of roof orientation, structural load-bearing capacity, age of electrical infrastructure and energy consumption, which can be complex and time-consuming to determine, depending on the characteristics and age profile of our assets. To a lesser extent, the pace of implementing our PV programme has also been affected by the time it can take to receive approval for grid connection from public grid providers. With our installation programme now well underway, the benefits of further rollout are clear, and we have a dedicated budget within the Group's overall capex plans to support additional installations.














03

What are the priorities for FY2025/26?

In addition to progressing with further roof-mounted installations, we are exploring new opportunities to expand our capacity. This year we are undertaking a pilot project to evaluate the potential use of outdoor parking areas for solar energy generation. We are also assessing the merits of lightweight modules. Weighing 4 kg/m² rather than the currently typical 20kg/m², adoption of these panels could enable the use of PV systems on buildings previously ruled out due to structural issues. We're also exploring longer-term opportunities to share excess energy production across properties, but this will depend on regulation and grid fee structures. Overall, the environmental benefit is clear and financially the programme has proven robust. Our task now is to evolve our PV strategy to ensure we continue to generate attractive returns while pursuing our sustainability agenda.

ENVIRONMENT

Performance & priorities

OBJECTIVES 	PERFORMANCE IN FY2024/25 	PRIORITIES FOR FY2025/26 
 <p>Achieve net zero for Scope 1, 2 and 3 emissions through efficient energy and carbon management</p>	<ul style="list-style-type: none"> Achieved net zero emissions for Scope 1 and 2 emissions in Germany and the UK. Completed 11 PV projects across our properties in Germany and 2 in the UK. Maintained internal EPC target of 55% of UK portfolio rated C or better. Provided near 100% renewable energy in Germany, sourced 96% of electricity from green energy sources. Continued progress with lighting optimisation projects, heating system replacements, and EV-charging and smart meter installations. 	<ul style="list-style-type: none"> Refine carbon modelling and update, as required, the decarbonisation ambition to reduce Group Scope 3 emissions intensity per square metre by 45% to 2030. Increase UK EPC-ratings to 65% of portfolio rated as C or better. Implement lighting optimisation projects, heating system replacements, EV-charging and smart meter rollout to support decarbonisation measures. Continue PV rollout, targeting 10 additional installations in Germany, and assess feasibility of further installations in the UK. 
 <p>Understand and respond to climate change in long-term business planning and building adaptation</p>	<ul style="list-style-type: none"> Updated physical risk assessments for German and UK assets. Continued monitoring of carbon tax in Germany and the UK. 	<ul style="list-style-type: none"> Continue to embed understanding and assessment of climate change in asset management strategies and financial planning. 
 <p>Engage and collaborate with tenants to achieve climate and environmental goals</p>	<ul style="list-style-type: none"> Developed tenant engagement strategy. Completed tenant engagement survey in December 2024, with good participation. 788,600sqm of green areas under management including wildflower meadow conversions. Enabled planting of 23,073 trees through our Tree Nation partnership. 	<ul style="list-style-type: none"> Led by the ESG Department in Germany, develop further the tenant engagement strategy and its implementation, including to inform the rollout of LED lighting, PV, and EV charging. Enhance understanding of tenant emissions through direct engagement and tenant survey. 
 <p>Reduce environmental impact of materials and resource use in refurbishment and construction</p>	<ul style="list-style-type: none"> Embodied carbon increased to 12,067.33 MtCO₂e reflecting higher levels of refurbishment activity in the year. ESG clauses in all supplier contracts. 	<ul style="list-style-type: none"> Update the award-winning embodied carbon modelling to better reflect our evolving portfolio and carbon intensity levels. Engage with facilities management suppliers to optimise use of technical equipment. 
 <p>Minimise waste in business operations and tenant sites</p>	<ul style="list-style-type: none"> Recycled or converted to energy 97.5% of waste in Germany, with zero waste to landfill in the UK. Completed the Smartvatten Project in Germany, and installed automatic water meters in the UK. 	<ul style="list-style-type: none"> Continued engagement with waste providers to encourage increased recycling rates. Continue to introduce mixed recycling bins across the UK portfolio, ahead of legislative requirements. 

SOCIAL

Empowering People

Nurturing talent and our
local communities



To take Sirius to the next level we will continue to develop our people through programmes tailored to our business needs.”

Annemie Ress

Group Chief HR Officer – People & Talent



By investing in our people’s development and wellbeing, engaging with our tenants, and supporting the communities surrounding our properties, we know we can make a meaningful difference, to individuals, society and to the success of our business.

We are seeing positive results from our initiatives to maintain our high rates of employee engagement, and are proud of our active programme of volunteering, employment support and other social value activities.

As we evolve our activities to enhance our social impact, we are confident this will generate greater value.

S O C I A L

Empowering People

Nurturing talent and our local communities

OUR
OBJECTIVE

Empower employees through continuous learning and career development.

At Sirius, we believe that investing in our employees’ development is key to sustaining an engaged workforce and to supporting our collaborative culture. We have continued to prioritise training and employee engagement to foster career growth, improve management capabilities and enhance the overall job satisfaction of our people. Our ambition to be an exceptional employer of choice is supported by all of our structured learning initiatives and leadership development programmes.

Promoting learning and development

Providing employees with the necessary skills and knowledge to succeed in their roles is fundamental to our success. Sirius Academy, based in our Berlin office, remains the foundation of our training programme, and offers a combination of in-person and digital learning experiences which are tailored to individuals and teams. Our Learning and Development Specialist has played a vital role in ensuring the training modules addresses skills gaps and in creating and adapting content to meet individual, team, and business needs.

In FY2024/25, we delivered a total of 1,894 training days across the Company, surpassing our target of 1,300 days.

This year, our training programme placed particular emphasis on management development, with 418 days of the total dedicated to upskilling managers. To support leadership growth, we introduced the Manager Circle, a structured 10-step management development programme, under the Sirius Academy umbrella. All managers will participate in this intensive programme, which covers essential skills such as strategic decision-making, people management, and leadership development. Leading by example, the Executive Team and Directors were the first to undergo assessments in January 2025, with a required pass rate of 85%, reinforcing our commitment to high standards in leadership.

Our investment in leadership development is rooted in the belief that effective managers are the key drivers of engagement and retention. As we continue to develop our learning offering, we have expanded our resources and tailored programmes to better support employees in managing their careers and achieving long-term success at Sirius. This has included additional content and resources being made available on our communication platform, Workplace, as well as pairing managers with a learning buddy to encourage ongoing knowledge sharing and peer-to-peer development.

Building on this year’s success, the next stage of the Manager Circle will launch in May 2025, with a curriculum designed to further enhance leadership capabilities across the organisation, using more practical examples and cases.



Group training and development	
Investment in employee training	Total training days delivered
€292,074 FY2023/24	1,580 FY2023/24
€229,246 FY2024/25	1,894 FY2024/25

S O C I A L

Empowering through engagement

Engagement with employees remains a priority, supported by regular feedback mechanisms such as the employee survey as well as ongoing digital and other internal communication. This year, we made notable strides in strengthening engagement across the Group.



Our 2024 employee survey recorded the highest participation rate to date, with

85%

of employees taking part, reflecting our continued commitment to listening and responding to employee feedback.

The Employee Net Promoter Score (ENPS) showed an improvement, with 84% of employees stating they would recommend Sirius as a great place to work. Broken down by region, 78% of employees in Germany and 89% in the UK responded positively. Going forward, we will work to maintain our high levels of engagement and ENPS.

Digital engagement has also advanced through our employee engagement and communication platform, Workplace, which is being transitioned to Workvivo. The tool continues to be well received and frequently used, with an adoption rate of 95% and a strong monthly active engagement rate. Insights indicate our colleagues' engagement with the platform is exceptionally high relative to external benchmarks.

The high levels of participation and interaction demonstrate the success of our communication approach. Team-specific podcasts are a further example of how we position and share our internal expertise.

Over the past year we have also continued to enable frequent in-person dialogue. Our Chairman regularly meets employees across Germany and the UK. The in-person and online CEO Forums have also provided a platform to discuss key issues, business development and wider company goals.

Another important engagement pillar is our People@Work initiative, through which working groups have been established for colleagues to collaborate with a Board sponsor to address issues and opportunities highlighted in the employee survey. This has proved an effective method of delivering results, with over 30 initiatives identified and implemented across the business. We recently refined the programme to focus on three areas: People, Property and Performance. Several suggestions are being considered for implementation, including reducing company car speeds; challenges and competitions to promote environmental responsibility; expansion of the 'Manage My Career' initiative to support professional growth, and driving engagement with tenants.

In FY2025/26, in alignment with our engagement strategy, we will be transitioning our People@Work initiative into Teams@Work, reflecting our increased emphasis on collaboration within and across business functions and geographies. While our previous efforts focused on individual employee contributions, this evolution shifts the focus towards strengthening team dynamics and cross-functional cooperation to drive business performance.

Our people are at the heart of what we do, and our goal remains clear: to ensure that Sirius continues to be recognised as an employer of choice by encouraging a culture that supports growth and collaboration.

OUR OBJECTIVE

Foster a culture of diversity, equity, and inclusion (DEI) and actively prevent discrimination.

We are committed to building a diverse, equitable and inclusive workplace where our employees feel valued and empowered and where DEI principles are embedded across our business. With a workforce spanning more than 50 nationalities, we are proud to reflect the communities in which we operate, and we recognise that diverse perspectives support innovation and success.

As of March 2025, we continue to maintain a strong gender representation across our teams, with a



51% female



49% male

split across the Group

Women now represent

40.5%

of our senior leadership team, reinforcing our commitment to gender equity in leadership

S O C I A L

Supporting women in leadership

Our mentorship programme for women in the UK and Germany continues to provide valuable career development opportunities. Following the success of previous cohorts, the programme remains a core part of our commitment to supporting our female colleagues in advancing their careers. Based on its success and feedback from employees, the programme has been further extended this year to be open to all colleagues, regardless of gender identity. This personalised initiative connects mentors with mentees based on skill development needs. In Germany, five women took part in the mentorship programme, matched with four female mentors, with further training planned for the next financial year as part of the broader programme run by the Sirius Academy.



In the UK, two women completed the Ment4U programme with an additional programme planned for the next financial year.

Advocating for an inclusive culture

Led by our two Diversity Ambassadors, our Diversity Groups in Germany and the UK, continue to foster inclusion and a sense of belonging for employees, including reviewing our policies and procedures. These efforts are supported by regular unconscious bias training, and biennial equality and diversity training for all employees. We also remain a signatory of the German Diversity Charter.

Driving the PRISMA programme

Our PRISMA initiative, designed to support refugees in Germany to access careers and learning in the real estate sector, continues to make a positive impact. As of March 2025, 6.5% of our workforce in Germany are former refugees. The programme has successfully provided training, development, and employment opportunities and is confirmation of our belief that diversity strengthens our organisation.

Building on the programme's success, we plan to recruit a third cohort during 2025, with the aim of giving three new interns the opportunity to gain hands-on experience in the real estate sector. Recruitment is underway, with the aim for new participants to begin the programme in May 2025.



In the UK, we have launched an initiative to help former military personnel transition into civilian careers. Following our first Veterans Open Day in November 2024, the BizSpace team recruited one veteran, and we plan to provide similar opportunities in the future.

Encouraging cross-company exchange

An ongoing success story has been the Cross-Company Exchange Programme, which has facilitated knowledge sharing between Germany and the UK. Beyond fostering cultural exchange, the programme has resulted in tangible outcomes such as the sharing of marketing initiatives and sales strategies, demonstrating its practical impact on business operations. With three exchanges completed in this year, in which 16 of our colleagues participated, the programme continues with exchanges already planned for FY2025/26 starting with October 2025.

OUR OBJECTIVE

Safeguard employee wellbeing by supporting mental and physical health.

We strive to ensure our employees feel supported in their wellbeing, by fostering a workplace that encourages mental and physical health.

Over the past year, we have continued to invest in our initiatives to support our approach to mental health awareness, physical activity, and overall employee wellbeing.

Supporting mental health

Our Employee Assistance Programme (EAP) remains an important resource for all employees, providing 24/7 confidential support from accredited counsellors, doctors, and legal professionals. Whether seeking guidance on mental health, medical concerns or legal matters, employees have access to professional support when they need it.

We continue to facilitate our mental health first aiders across the business. In the UK, six mental health first aiders received a refresher training in August 2024, enabling them to offer early intervention and peer support. These first aiders play a crucial role in increasing awareness and promoting a culture of openness around mental health. In Germany, 11 first aiders support our colleagues, and our engagement with the Fürstenberg Institut which provides coaching and counselling services, continues.

S O C I A L

Promoting physical wellbeing and active lifestyles

Encouraging physical activity remains a priority. We offer a range of initiatives to support a healthy lifestyle. Employees based in our Berlin head office have access to an onsite fitness centre, and, since October 2024, a subsidised EGYM Wellpass has been available to employees more widely. The pass provides access to gyms, pools, climbing centres and online wellness resources across Germany, making it easier and more affordable to stay active. We also continue to promote team- and group-sports such as volleyball, football, running and yoga, supporting both physical and mental wellbeing while also fostering team building.



Our bicycle leasing scheme in Germany, and the Cycle-to-Work programme in the UK, provide financial incentives to cycle rather than drive to work, supporting employee health as well as sustainable commuting.

OUR OBJECTIVE

Create positive impact through community engagement and investment.

We remain committed to developing positive relationships with the communities in which we operate. Every day, we engage with more than 10,000 tenants and 150 local communities and recognise the social and economic value that we can generate through our properties and engagement initiatives. By providing and maintaining flexible business spaces, we enable opportunities that can benefit local economies and enhance community wellbeing.

During FY2024/25, our employees continued to dedicate their time and skills to supporting our communities. In Germany, our colleagues contributed 411 volunteer hours to initiatives including maintenance work for a school, sorting food donations, as well as educational and sports activities for children.

In the UK, employees were encouraged to use one of their working days for volunteering, resulting in 208 hours providing support to local schools and businesses. These efforts align with our ambition to create positive impact where we operate.

Beyond volunteering, we remain active in charitable giving and social awareness campaigns, such as World AIDS Day and Rainbow Day, which aligns with our commitment to inclusivity and wellbeing across our sites.

Our Prakti-Match initiative, originally launched in December 2023 to connect tenants with internship opportunities, has been restructured based on participant feedback. The programme is now tailored to support the children of our employees and tenants, offering them guidance as they enter the job market. Starting in January 2025, quarterly webinars will cover essential career development topics, including application processes, CV writing, and interview training. Engagement and impact will be reviewed to determine the programme's long-term viability.

During FY2024/25, our social impact programme has also made an active difference to tenants. This year, we supported three tenants through various initiatives and donations. Our contributions have included granting access to free space for community-driven initiatives and offering a virtual office at no cost to facilitate philanthropic activities. This programme will be integrated into our tenant engagement strategy, ensuring that we continue to provide practical support where feasible. In the UK, we have supported tenants and local community initiatives run by schools and sports clubs, providing free use of our facilities including parking, as well as contributions to fundraising activities.

By evolving our initiatives, whether through volunteering, employment support or investments in our tenants' social impact activities, we aim to support our local communities and create benefits for our tenants, employees, and wider society.



S O C I A L

Spotlight on social

Q&A with Annemie Ress, our Group Chief HR Officer – People & Talent



01

Driving employee motivation and engagement has been a particular focus this year. Why is this, and what has this meant in practice?

At Sirius, we recognise that people and property drive performance, and that an engaged, motivated, and aligned team is vital to achieving our ambitions. Engagement was already high, and two initiatives have been key to maintaining this.

Our Workplace platform has transformed communication and collaboration, by facilitating real-time, relevant conversations between colleagues across the business, regardless of location.

Recognising the critical role of managers in employee motivation, launching the Manager Circle was a significant step to building consistent, high-impact leadership through knowledge sharing and skill development. In-person attendance was important to maximising collaboration, and a dedicated space on Workplace has provided a forum to continue conversations and access digital resources.

02

What has been the impact of these initiatives?

Feedback on both Manager Circle and our engagement platform has been overwhelmingly positive, with results already evident in the organisation. We have seen marked improvements in attrition and absence metrics, for example, and it's encouraging that more people have asked our Learning & Development Specialist to recommend programmes for individual or team development.

Our participation rates on Workplace have been remarkable, even against external benchmarks. We have seen enormous value in the different types of interaction and knowledge sharing the platform has facilitated across the business. In addition, the analytics provide valuable insights into how to optimise our internal comms. This is particularly helpful for content that we need all colleagues to read, which by necessity isn't always the most engaging.

03

Looking ahead, how are you looking to build on this success?








Our focus will be on bolstering our high levels of participation and engagement by improving the quality of what we do.

Having laid firm foundations and established a common language in the first phase of Manager Circle, the next stage will be much more practical, centred on application. To underline the significance of the programme and ensure learnings are embedded in how we operate, a component of managers' bonus this year will be tied to the Manager Circle.

Exemplified in our repositioning of People@Work to Teams@Work and supported by our new Workvivo platform, we will place greater emphasis on collaboration as we look to unlock higher levels of performance.

SOCIAL

Performance & priorities

OBJECTIVES 	PERFORMANCE IN FY2024/25 	PRIORITIES FOR FY2025/26 
 Empower employees through continuous learning and career development	<ul style="list-style-type: none"> Delivered 1,894 training days, including 418 for managers, surpassing our target of 1300 days. Launched the Manager Circle training programme to support leadership development. Expanded Sirius Academy to include more tailored content. Conducted employee survey with 85% response rate and 84% recommending Sirius as a great place to work. 	<ul style="list-style-type: none"> Continued focus on career development, maintaining our target to deliver 1,300 training days. Launch next stage of Manager Circle in May 2025 with new curriculum. Transition our employee engagement initiative People@Work into Teams@Work to enhance collaboration. Shift our internal communication platform from Workplace to Workvivo to enable continued meaningful digital engagement and dialogue.
 Foster a culture of DEI and actively prevent discrimination	<ul style="list-style-type: none"> Strong gender representation across teams with 51:49 female-to-male split, and 40.5% females in senior leadership. Expanded mentorship programme to include all colleagues, with seven women across the Group being supported by mentors. 6.5% of our workforce in Germany are former refugees. Veterans programme launched in the UK, to support former military personnel to transition to civilian careers, recruiting one veteran through an Open Day event. Knowledge-sharing fostered with 16 employees participating across 3 cross-country exchanges. 	<ul style="list-style-type: none"> Continue to support female leadership and mentorship with additional programmes planned. PRISMA programme progressing with 2025 cohort recruitment underway; Veterans programme to continue in the UK. Launch next cross-country exchange programme in October 2025. Ongoing DEI training and awareness, led by Diversity Ambassadors.
 Safeguard employee well being by supporting mental and physical health	<ul style="list-style-type: none"> Supported physical activity via new EGYM Wellpass in Germany, plus gym access, sports, and cycling schemes. 17 trained mental health first aiders in place across Group. 	<ul style="list-style-type: none"> Assess for opportunities to expand wellbeing initiatives to support physical and mental health.
 Create positive impact through meaningful community engagement and investment	<ul style="list-style-type: none"> Delivered 619 volunteer hours by employees across the Group. Supported three tenants via the social impact programme in Germany. 	<ul style="list-style-type: none"> Enhance community support through volunteering, employment pathways and provision of community space.

GOVERNANCE

Responsible Business

Ensuring robust governance and ethical decision-making



Communication and engagement are integral to our culture and underpin robust governance.”

Kremena Wissell
Chief Marketing and Impact Officer



A thriving and resilient business is built on a solid governance framework and well-defined processes. By prioritising sound governance, we cultivate trust and strengthen our business.

Our clear management structure promotes accountability and transparency in all our activities. Our commitment to ESG is integrated into our governance framework and guides our decision-making.

GOVERNANCE

Responsible Business

Ensuring robust governance and ethical decision-making

OUR OBJECTIVE

Embed ethical business practices and strong governance at every level.

Upholding high standards of governance, transparency, and ethical business practice is a priority for our business. Governance and business conduct were identified as key issues in our double materiality assessment, reflecting the value our stakeholders place on these topics, and the expectation that we must work to ensure accountability, risk management and compliance with regulatory developments.

Providing strong ESG oversight and governance structures

We have established a clear and strong governance framework, ensuring ESG oversight at Board and executive levels, and throughout our business. The Sustainability & Ethics Committee, Audit Committee, and the ESG Working Committees provide regular updates on ongoing ESG-related activity, while the CEO and Chief Marketing and Impact Officer (CMIO) report to the Board and senior leadership on ESG priorities and emerging issues. All the work led and implemented by our ESG Department in Germany and the UK management team is incorporated in these updates.

Our strong governance and reporting practices are reflected in our engagement with and strong ratings by key ESG rating agencies:

AA
MSCI

A
GRESB Public Disclosure

Low Risk
Sustainalytics

C
CDP

Environmental and social objectives are also embedded within our management review and remuneration frameworks. Executive Directors and eligible staff have ESG targets, which include advancing our net zero strategy, progressing tenant engagement and continuing to support employee learning and engagement.

Engaging our stakeholders on double materiality

In line with our commitment to robust governance and stakeholder engagement, we finalised our double materiality assessment during FY2024/25. This process enabled us to refine our understanding of the ESG issues that are most material, both to our business, and to how we manage our own impact on the environment and society. The assessment included targeted engagement with internal and external stakeholders, including tenants, suppliers, investors, and employees. The outcomes have informed our framework and ongoing strategy, risk management, and sustainability reporting. A more detailed overview of the assessment and its outcomes is provided earlier in this report on page 5 and is reflected in our updated objectives and disclosures for this year.

Enhancing regulatory preparedness and reporting

The continuously evolving regulatory landscape presents new compliance and disclosure challenges for many businesses. We have paid particular attention to the IFRS Sustainability Disclosure Standards issued by the ISSB (International Sustainability Standards Board) and have monitored the ongoing developments in relation to the EU's Corporate Sustainability Reporting Directive (CSRD). We work hard to understand and meet ESG frameworks and legislation and have conducted compliance reviews to understand our readiness for these frameworks.

We have also enhanced our climate risk reporting by updating our scenario analyses and physical risk assessments, which are reflected in our FY2024/25 TCFD report. ESG-related risks have been assessed and continue to be integrated into our corporate risk management framework, ensuring that both transitional and physical risks and opportunities are assessed and managed effectively.



For further information, please see our TCFD Report published in the Annual Report 2025 on [pages 40 – 53](#)



GOVERNANCE

Upholding policies and business conduct

We remain committed to ethical business practices and compliance across all areas of our business. We regularly review Group policies and Committee Terms of Reference to ensure alignment with evolving legal requirements and best practice. This year, we updated our Modern Slavery policy. Our Anti-Bribery and Corruption and Whistleblowing policies remain unchanged, with no incidents reported in the current or prior financial years.



Our policies covering Anti-Discrimination and Diversity, Sustainability, Health, and Wellbeing as well as our Employee and Supplier Codes of Conduct and the Acceptable Use of IT, remain unchanged. In the UK, our People and Talent team is monitoring legislative changes and will update relevant policies as required.

[Our policies](#) →

Maintaining cybersecurity and data protection

Cybersecurity remains a governance priority, with oversight provided by the IT Committee, which meets regularly and reports quarterly to the Board. We continue to strengthen our approach to ensure that potential threats related to data and cyber are identified and mitigated proactively. Recent enhancements to our IT function, including new leadership roles in Germany and the UK, have further strengthened our capacity to address cybersecurity and data protection risks and opportunities across the business.

Our commitment to maintaining a strong cybersecurity framework is also reflected in our annual penetration testing, which supports the renewal of our cybersecurity certification, received most recently in September 2024. Employees receive regular training and are tested annually to reinforce awareness of security best practice, reducing the risk of human error and cyber threats. Compliance with EU and UK GDPR regulations remains a focus, with regular reviews to ensure we meet data protection requirements. We have experienced no material information security breaches in the last year.

GOVERNANCE

Spotlight on governance

Kremena Wissell,
Chief Marketing and Impact
Officer, discusses the
evolution of Sirius' ESG
approach



01

How has the Company's ESG governance evolved in recent years?

Changes to our governance structures have had a significant influence as we have formalised our approach to ESG. Established a year ago, our ESG Department in Germany has grown from one to three people, and our ESG Working Group in the UK has also grown. These teams are central to advancing our sustainability ambitions across the business.

Our compliance function has also evolved during the year, and we have appointed both a Compliance Manager and Compliance Officer within our Legal team. Having stepped down from the Sirius Board of Directors, James Peggie continues to contribute in the role of legal advisor to the Board and Executive Committee.

Our cybersecurity capabilities have been enhanced with the creation of a Head of Technology Transformation role in Germany, while longstanding internal and external Data Protection Officers (DPO) continue to support data privacy locally. More recently, we appointed a UK-based external DPO to complement BizSpace's internal function, enhancing our responsiveness when managing data privacy and compliance matters.

Together, these developments support our ability to meet evolving sustainability reporting standards and reinforce the governance frameworks expected by our stakeholders.

02

Why was the updated double materiality assessment an important step for Sirius?

In addition to deepening insights into our impact, risks, and opportunities and what matters to different stakeholders, this more in-depth and holistic assessment has supported our preparedness to comply with evolving reporting requirements. More broadly, the process stimulated valuable conversations among our wider team, unified the organisation around common objectives, and helped develop a recognition that discussing risks can also unearth opportunities. These are discussions that we will continue to take forward and embed in the years ahead.

03

Beyond compliance, how is Sirius ensuring its ESG strategy delivers tangible impact?

We are using targeted pilot projects to inform and guide our decision-making and path towards decarbonisation. This is particularly important since benchmarks are not readily available for our asset class. While measuring social impact can be challenging, we make sure to prioritise areas where we can make a difference to our business and to the communities in which we operate.

In evaluating any initiative, we always take a very considered approach and ensure there are broader benefits to our business and our stakeholders.

04

What are Sirius' ESG priorities for the next year and beyond?

Managing and reducing, where possible, our environmental impact will continue to be a focus, taking into account external factors such as regulatory developments, as well as Sirius' wider objectives to grow in a financially sustainable way.

GOVERNANCE

Performance & priorities

OBJECTIVES



Embed ethical business practices and strong governance at every level

PERFORMANCE IN FY2024/25



- Maintained ESG oversight at Board and executive level via Sustainability & Ethics, Audit, and ESG Working Committees, and regular updates on ESG delivered by CEO and CMIO.
- Finalised a double materiality assessment with input from tenants, employees, suppliers, and investors with outcomes informing ESG strategy and risk management.
- Conducted preparedness reviews for ISSB and CSRD frameworks.
- Updated scenario and physical risk assessments reflected in enhanced TCFD report.

PRIORITIES FOR FY2025/26



- Continue embedding ESG into decision-making and risk frameworks.
- Continue to reflect outcomes from materiality assessment in strategy and reporting.
- Monitor evolving disclosure requirements and align reporting accordingly.
- Further enhance risk modelling and management to better reflect material ESG-issues.





[/Sustainability](#)
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