

Social continued

# Continuous Investment In Our People

We recognise that providing clear pathways for growth not only enhances individual performance and job satisfaction, but also strengthens our ability to attract, develop and retain talent across the business. Developing skills and supporting career progression remain key priorities in building a high-performing and future-ready workforce.

By equipping our employees with the skills and knowledge they need to succeed, we are building capability that supports both high standards across our operations and long-term business resilience. Now and in the future.

During 2025, we continued to expand our learning and development approach, with a focus on building capability across technical, operational and leadership roles while supporting long-term workforce sustainability.

To address this priority and in complement During the year, we introduced further frameworks and initiatives to support leadership development and continue to drive performance across the organisation.

### Global Leadership Matrix

We launched a Global Leadership Matrix to define what effective leadership looks like across our business. The matrix sets clear expectations for leadership behaviours at all levels, providing a practical framework to support development, measure impact and encourage reflection. This approach reflects our belief that leadership is not defined by role or seniority, but by the impact individuals have in their day-to-day work.

### Professional Development

In conjunction with our leadership matrix, we also expanded access to both internal and external professional development opportunities during the year.

These included Sales Leadership programmes, PRINCE2 Project Management qualifications and Management 101 skills training, equipping employees with practical tools and guidance to succeed in a fast-paced environment.

Teams across the business also enhanced their capabilities through Continuous Professional Development (CPD) and participation in industry events and conferences. These have covered a broad range of areas, including financial reporting, technology, cyber security, employment regulation and diversity and inclusion, ensuring our talented people remain at the forefront of our fast-moving industry.

### Growth & Innovation Board

We launched a Growth and Innovation Board, established to bring together high-performing employees from across different functions and levels of the organisation, from recent hires to those with significant tenure. The Board provides a structured forum to explore business challenges, improve internal processes and contribute ideas that support performance and long-term growth. This approach enables fresh perspectives to inform key decisions, supporting more effective problem-solving and long-term performance.

### Recognising Performance and Impact

Aligned with championing growth and innovation, in 2025 we introduced quarterly sales and customer journey awards to recognise outstanding performance across the sales function of our business. Categories such as Team Player, Customer Champion and Deal of the Quarter promoted the importance of collaboration and end-to-end delivery to our teams. Winners have been recognised across multiple regions, including the UK, Germany, USA and GCC, encouraging peer to peer learning and reinforcing the behaviours and values that support long-term development across our teams.

### Building Future Skills Through Apprenticeships

In 2025, we strengthened our use of apprenticeships as a strategic tool to address skills gaps, support workforce planning and build a sustainable pipeline of talent across the business. As a result we are proud to share we provided 4 apprenticeships in 2025.

### Digital Capability and Data Skills

We partnered with the University of Gloucestershire to support our Data Analyst, Jana Hirsemann, in undertaking a Level 6 (BSc Hons) Digital Technology Solutions Apprenticeship, running from September 2025 to July 2028.

This programme is designed to help us continue building world-class advanced digital and data capabilities, supporting the development of technology solutions that enhance efficiency and enable innovation across the business.

By investing in this apprenticeship, we are further strengthening our internal digital expertise, particularly within the LoweConex platform, while supporting long-term capability development across our technology functions. The programme also reflects our commitment to flexible learning, with dedicated time provided during the working week to support study and development.

### Supporting Operational Skills and Workforce Resilience

We also introduced a Level 2 Property Maintenance Apprenticeship in partnership with Gloucestershire College, aligned to the needs of our Refurbishment function.

This initiative was developed in response to ongoing recruitment challenges for specialist roles, providing an alternative approach to building capability by developing talent internally.

By aligning apprenticeship training with operational requirements, we are addressing immediate skills gaps while establishing a longer-term pipeline of skilled professionals within its technical teams, strengthening both operational resilience and future workforce sustainability.



## From Learning To Application

Through her apprenticeship, Jana is applying her learning directly within her role, strengthening her ability to translate data into meaningful insights.

**Jana Hirsemann**  
Data Analyst



Neil is gaining hands-on experience in the Refurbishment team. Learning in a live environment where both experience and capability are developed together.

**Neil Wise**  
Refurbishment Technician

