

Our Purpose, Values and Culture

Our Purpose:

To create inspiring and sustainable spaces for occupiers to thrive and communities to flourish.

Whilst working toward this Purpose we aim to achieve long-term sustainable success in the business, generating value for the benefit of all our stakeholders.

Our Purpose is inextricably linked to the Values which support the way in which we strive to achieve our strategic goals.

The Board has articulated the culture of Helical plc (“Helical” or the or “Group”) through the setting of six Values which, combined with the Purpose, align to the policies, practices and desired behaviours of the business.

The Group embraces the following six Values when engaging and conducting business with its stakeholders:

- Integrity
- Excellence
- Collaboration
- Creative
- Sustainable
- Dynamic

Our Stakeholders

Engrained within the culture of the Group is its consistent approach to ensuring the wider interests of its stakeholders are considered in all its corporate decision making. When making decisions, the Directors of Helical are committed to complying with their section 172(1) Companies Act 2006 duty to weigh up all the relevant factors and determine which course of action would most likely contribute to the success of the Group. The Board is also focused on its responsibility to have regard for all stakeholders when setting strategy and developing policies.

We define our stakeholders as our shareholders (“Shareholders”), partners, occupiers (tenants/customers), employees, local communities situated in and around our development and property sites, our suppliers and contractors, the government and other regulatory bodies (together “Stakeholders”). Helical believes that, in order to act in ways that promote the success of the Group for the benefit of, and create value for, its members as a whole we must understand the needs and expectations of our wider Stakeholders as well as our Shareholders.

Purpose and scope of this policy

The purpose of this policy is to set out our commitment to ensuring that the needs and expectations of our Stakeholders are considered when discussing and making decisions about the business. The policy also sets out how we seek to engage with our Stakeholders in an inclusive and proactive way.

Our Commitment

In line with section 172(1) of the Companies Act 2006, the Directors of Helical act to promote the success of the Group for the benefit of its Shareholders. However, the Helical Board of Directors (“Board”) place a great emphasis on the importance of the views and interests of its other key Stakeholders. Helical’s

stakeholders are those groups that are likely to be affected by the Group's activities, and hence play a key role in the successful execution of the Group's long-term strategy.

In recognition of the importance of the Group's relationship with its stakeholders, the Board has set out its commitments to its stakeholders as follows:

- (i) engaging with our stakeholders to build and maintain positive business relationships;
- (ii) ensuring that our stakeholders are kept informed and have access to information about our business;
- (iii) considering the needs and expectations of our stakeholders throughout the Group;
- (iv) inviting feedback from our stakeholders to help us identify current and emerging issues facing our business; and
- (v) ensuring that our activities generate sustainable, long-term value for all our stakeholders.

Our Stakeholder Engagement Process

The Board places utmost importance on the maintenance of positive relationships with all the Group's Stakeholders. It is through effective engagement that the Board has sought to understand their views. In order to meet our commitments, set out in this policy, the following avenues of engagement are adopted on an ongoing basis:

Stakeholder category	Material issues and considerations for stakeholders	Means of engagement by Board and/or management
Shareholders	<ul style="list-style-type: none"> • Financial performance. • Generation of long-term sustainable returns. • Environmental, social and governance practice ("ESG"). 	<p>Direct Board level engagement</p> <ul style="list-style-type: none"> • Scheduled and unscheduled meetings between Shareholders and members of the Board. • Annual and Half Year results announcements and presentations. • Investor roadshow presentations. • AGM presentations and Q&A. • General Meetings. • Property tours. • The Executive Directors hold talks with relevant employee Shareholders covering remuneration, with a focus on the PSP and the SIP. <p>Group level/indirect Board engagement</p> <ul style="list-style-type: none"> • Publication of Helical news via RNS. • Regular posts on social media platforms with respect to Helical news. • Regular updates from the Executive Directors to the market, including press articles. • Analyst/investor reports. • Feedback from corporate brokers.

		<ul style="list-style-type: none"> • Helical's website and dedicated Shareholder email address overseen by the Company Secretarial team.
Partners	<ul style="list-style-type: none"> • Financial performance and generation of sustainable returns. • Collaboration and communication. • Risk appetite and management of the partnership. • Corporate responsibility. 	<p>Direct Board level engagement</p> <ul style="list-style-type: none"> • Executive Directors meet with key business partners (JV partners) and report back to the Board on a regular basis. • Key business partners (JV partners) are invited to attend the Annual and Half Year results presentations. <p>Group level/indirect Board engagement</p> <ul style="list-style-type: none"> • Regular communication and feedback on business and ESG matters. • Transparent reporting. • Collaborative approach with clear responsibilities. • Helical's website. • Informal social events are held with our JV partners.
Occupiers (tenants/customers)	<ul style="list-style-type: none"> • Quality of service provided. • Delivery of quality space to meet needs. • Ability to meet needs of changing markets. • Value for money. 	<p>Direct Board level engagement</p> <ul style="list-style-type: none"> • Feedback received directly from occupiers, and indirectly through our managing agents, is fed into Board discussions. <p>Group level/indirect Board engagement</p> <ul style="list-style-type: none"> • Occupier engagement programme is run throughout the portfolio, led by managing agents Ashdown Phillips. • Annual sustainability reports sent to all occupiers at our investment properties at The Loom, E1 and The Bower, EC1. • Engagement through social media campaigns and individual asset websites. • The Bower's website underwent an update which completed during the year and offers engagement benefits. • Programme of meetings with occupiers on a regular basis. • Helical staff supporting new occupiers by, for example, attending restaurant opening events of F&B tenants.
Employees	<ul style="list-style-type: none"> • Opportunities for training and development. • Fulfilling and rewarding work in a safe and comfortable environment. • Fair treatment, recognition and remuneration. 	<p>Direct Board level engagement</p> <ul style="list-style-type: none"> • Designated Non-Executive Director responsible for ongoing workforce engagement: <ul style="list-style-type: none"> – Meets a cross section of employees during the year; and

	<ul style="list-style-type: none"> •Diverse, inclusive and positive culture. 	<ul style="list-style-type: none"> –Contactable via email all year round. •Role of the designated Non-Executive Director for workforce engagement published for all staff. •Open and inclusive culture through Purpose and Values. •Executive Directors present Strategy Update to staff. •Board annually reviews key workforce policies and procedures. •All staff are invited to become members of the SIP on appointment to the Company, and consequently are invited to attend Helical’s AGM, where they have the opportunity to engage with the Board and with other stakeholders. •Informal Board/staff engagement events held throughout the year. •Whistleblowing reporting channel enables to all staff to report to designated NEDs. <p>Group level/indirect Board engagement</p> <ul style="list-style-type: none"> •Staff satisfaction survey/interviews. •Regular staff appraisals. •All staff invited to attend Business Update meetings. •Helical’s website. •Staff consulted on Group marketing exercises, e.g. the Helical re-branding and website refresh exercises. •Maintenance of the Staff Handbook. •Staff property tours. •Staff consulted on Group charitable giving and sponsorships.
Local communities	<ul style="list-style-type: none"> •Ethical and responsible corporate behaviour. •Environmental impact of developments. •Creating social value in local areas, including development of public realm, facilities open to members of the public and engaging with local communities. 	<p>Direct Board level engagement</p> <ul style="list-style-type: none"> •CEO engages on community and environmental initiatives on behalf of the Group. <p>Group level/indirect Board engagement</p> <ul style="list-style-type: none"> •Local resident consultations and regular newsletters. •Community and charitable initiatives/events. •Engagement with non-governmental organisations (“NGOs”) and other interest groups to improve our understanding of current and emerging environmental and societal topics.

		<ul style="list-style-type: none"> • Participation in sustainability initiatives, both global and regional, through the Sustainability Committee. • Submissions to sustainability benchmarks and indices. • Engagement with prospective future property professionals via the Helical Work Experience Programme. • Sustainability news and publications. • Helical's website. • Paid volunteering days available to all staff.
<p>Suppliers and contractors</p>	<ul style="list-style-type: none"> • Agreement of and compliance with appropriate payment terms. • Payments made as soon as practicable and in line with the Prompt Payment Code. • Collectively prevent and mitigate risk of modern slavery, bribery and corruption in our supply chain. • Ethical and fair dealings. 	<p>Direct Board level engagement</p> <ul style="list-style-type: none"> • Audit and Risk Committee leads the assessment of external audit performance and service provision, inviting our external Auditor to Committee meetings. • Property valuers invited to Audit and Risk Committee meetings. <p>The Board receives a detailed report from the Group's IT service provider on an annual basis.</p> <p>Group level/indirect Board engagement</p> <ul style="list-style-type: none"> • Open communication about expected behaviour within our supply chains e.g. our Supplier Code of Conduct, Human Rights Policy, Equality, Diversity and Inclusion Policy and Modern Slavery Statement are shared with all suppliers and contractors. • Regular communication and feedback, with increased dialogue with certain key suppliers affected by political and economic uncertainties, for example we have maintained an ongoing dialogue with main contractors and key supply chain members on the tariffs imposed by the Trump Administration in the US. • Paying suppliers and contractors fair fees. • Bi-monthly meeting with the Group's IT service provider. <p>Helical's website.</p>
<p>Government and other regulatory bodies</p>	<ul style="list-style-type: none"> • Corporate responsibility and accountability. • Compliance with applicable laws and regulations. • Compliance with applicable taxation regimes. • Monitoring updates to the legal and regulatory environment. 	<p>Direct Board level engagement</p> <p>CEO regularly engages with Governmental, regulatory and industry bodies.</p> <p>Group level/indirect Board engagement</p> <ul style="list-style-type: none"> • Transparent statutory reporting. • Open approach to communication.

		<ul style="list-style-type: none"> • Board oversight of key relationships and areas impacted. • Open dialogue with regulatory agencies and Government bodies, e.g. HMRC with respect to our obligations as a REIT. • Health and safety experts and other stakeholders invited to meetings of the Group's Health and Safety Committee. • Reports on the results of active participation through industry groups presented to Board. • Helical's website. • Assisting industry forum consultations.
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The Board annually reports on the ways in which its engagement with Stakeholders has influenced decision making and the execution of Group strategy in the Strategic Report section of the Annual Report and Accounts.

Last approved by the Board on 11 February 2026.