

Sustainability

Our people



“At Foresight, our people and values are central to our culture and fundamental to delivering our strategy.”

Our people

Reflecting on the past year, I am proud of the progress we’ve made in supporting our people. As a growing organisation investing in a range of emerging technologies, our success is driven by the talent and commitment of our teams, and we have been pleased to achieve several important milestones this year.

Throughout the year we have been particularly focused on investing in learning and development. We have significantly expanded our training offering – drawing on both internal expertise and external specialists – across a wide range of topics, as well as hiring a dedicated lead for talent and development. The Technology and Development team have played an especially active role, championing training initiatives across the business, particularly in the rapidly evolving field of AI.

Our commitment to diversity, equity and inclusion (“DE&I”) underpins our people strategy and this year we introduced DE&I training for all employees. Our women in leadership programme, Elevate, continues to gain momentum and we were pleased to see it awarded Highly Commended in the Best DE&I Initiative category at the Business Culture Awards. To date, 47 women have participated in the programme, both internally at Foresight and externally as it is now available to senior women across the Finance industry. The external reach of Elevate underpins the quality of the programme, as well as the wider requirement for initiatives like this to support the next generation of female leaders in the sector.

We have also further developed our European and Australian Colleague Forums as spaces for diverse perspectives and open dialogue. In particular, we have been focusing on supporting alignment across teams and offices, with this culminating in the delivery of our first Global Colleague Forum post-period end. Across the various employee workstreams delivered by the Forums I remain deeply grateful for the continued support provided by Alison Hutchinson in her role as their co-Chair.

At Foresight, our people and values are central to our culture and fundamental to delivering our strategy. I look forward in the year ahead to working alongside a committed team focused on delivering excellence for our business.

Suzie Ruffley
Chief People Officer

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Working at Foresight

Governance of our people strategy

Our People and Culture (“P&C”) team is led by our Chief People Officer, Suzie Ruffley, who sits on the Group Management Committee and regularly attends the Executive Committee. She reports directly to the CEO and is supported in her work by Alison Hutchinson, who acts as the Colleague Representative on the Board and co-Chair of the Foresight Colleague Forums.

Policies

Our commitment to our workforce is demonstrated through comprehensive global employee policies, country-specific policies and detailed employee handbooks. These policies, along with our commitment to providing a safe and inclusive workplace, reflect our ongoing efforts to support and protect our employees in all aspects of their professional journey.

We have well-established internal processes to address potential or actual negative impacts on our workforce. These include internal investigations, mediation and corrective actions with follow-up steps to ensure resolution. Employees can raise concerns through the P&C team or by following the formal complaint procedure outlined in the Employee Handbook.

Policies, including those relating to whistleblowing, are in place to protect employees from retaliation or discrimination when raising concerns and we aim to ensure that all staff are aware of and can access these channels in confidence.

Engaging with our workforce

We provide employees with regular opportunities to share their views and contribute to shaping the working environment. These include Colleague Forums, an annual engagement survey and Company-wide meetings where they can submit questions anonymously to senior leadership.

Our European and Australian Forums meet quarterly and led a number of initiatives during the year, including our “Values Champion” competition, where employees were rewarded with prizes for best representing Foresight’s core values. Full anonymised notes from the Colleague Forums are included in the P&C quarterly Board packs, with a summary also provided in the main Board Report.

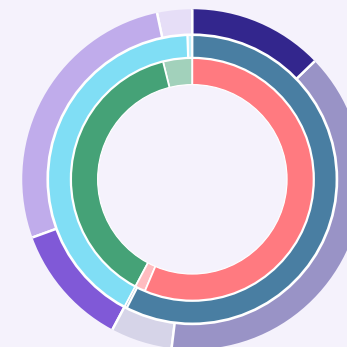
Our engagement survey offers employees an anonymous platform to share feedback across a wide range of topics. Feedback from the survey is helpful in guiding priorities for the following year, with the outputs from the FY25 survey being reflected in our decision to choose learning and development as a priority area for the business during FY26. In FY26, our overall engagement score was 79%, a slight increase from 78% in FY25, with a strong participation rate of 90% (FY25: 91%).

We also engage a large number of our employees through the ACE mentoring scheme, which supports career development and cross-functional learning, and through leadership training sessions designed to provide space for feedback, discussion and capability building among managers and senior leaders.

Our commitment to DE&I

Our approach to DE&I continues to be delivered through our THRIVE strategy. This reflects our recognition that diversity of thought and perspectives is critical to our onward success as a business and is a key component of delivering a successful and forward-thinking culture. A core component of THRIVE is our commitment to supporting female leaders across our business. This includes delivering this through our Elevate women in leadership programme, which is covered in more detail on the following pages.

Employees by age, employment type and work pattern



Employees by age¹

	Male	Female
Under 30 years old	58	53
Between 30 and 50 years old	178	122
Over 50 years old	26	15

Employees by employment type¹

	Male	Female
Permanent	260	188
Temporary	2	2

Employees by work pattern^{1,2}

	Male	Female
Full-time	256	173
Part-time	6	17

1. As at 31 March 2026.

2. Part time is defined as working less than 35hrs a week.

CASE STUDY

Elevating ambitious and motivated women in finance

During the year, we were pleased to see the continued growth of our bespoke women in leadership programme, Elevate. Elevate is designed to empower women with the insights, mindset, skills and confidence needed to excel in leadership. It addresses a persistent cross-sector challenge: the underrepresentation of women in senior leadership roles.

The programme draws on neuroscience-informed leadership development techniques and follows a structured curriculum delivered by internal and external coaches, creating a comprehensive and impactful learning experience. Now open to external candidates, Elevate has seen strong demand, with consistently high satisfaction scores from participants. During the year, 14 individuals completed the programme, including seven Foresight employees. Targeted at senior manager level and above, Elevate has demonstrated a strong impact on career progression, with a notable proportion of Foresight participants achieving promotion shortly after completion. The influence of Elevate across our business has therefore been compelling and on the next page, Laura Grenier, a participant in this year's cohort, shares her perspective on the programme.

50%

of internal participants have been promoted within 12 months of completing the programme

We have also focused on broadening the programme's reach and accessibility beyond direct participants. During the year, we launched the Elevate Networking Event Series, with the inaugural event held in February and attended by over 70 participants. The event featured Olympic medallist Fatima Whitbread MBE alongside bestselling author and leadership coach Gina Gardiner, who shared insights on resilience, growth and leadership. This series is open to Elevate alumni and coaches, Foresight employees, and women across the financial services sector. Planning is already underway for further events in FY27, as part of our ambition to develop Elevate into a broader forum where challenges can be openly shared and collective action taken.



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Q&A with Elevate participant Laura Grenier

Laura Grenier is Director, Head of Finance in the Corporate Finance team at Foresight Group.

What made you want to take part in Elevate?

When I was offered the opportunity to participate in the programme, it was actually perfect timing as I found myself at a crossroads in my career. I had recently joined Foresight in a new role and felt that this was an opportunity to challenge myself whilst leveraging the skills and experience I had built up in my career to date.

Could you talk me through some of the main areas covered in the programme?

The Elevate programme extends across a wide variety of skillsets and is designed to be flexible in supporting all of its participants. Some of the key areas include:

- Personal attributes and traits, which for me translated as recognising the importance of my own personality and values on my career
- The importance of communication
- Leadership styles and how to adapt and evolve those to specific circumstances, teams and career stages
- Strategies for intentional and structured career planning

We participated in a variety of practical activities and group work, as well as inward-looking exercises to surface personal insights – I was genuinely surprised by some of the feedback and results from the practical exercises we completed! I have found these practical tools particularly useful, to give me confidence in communication, organisational and leadership skills, building on the constructive feedback from our live classroom work.

What would you say you have gained most from taking part?

I have many different takeaways which have impacted me in multiple ways. I used to think that if you worked hard and were committed this would automatically be recognised. Working through the Elevate programme I have realised that intentionality in connections and showcasing personal achievements and differentiating skillsets is key to drive progress and support career development.

Taking a step back was extremely valuable and often provided surprising insights. For example, consideration of how much our different values impact on who we are, how we lead, interact and communicate with others.

My new buzzword is intentionality! To bring to conversations, meetings, planning, communications and drive my career agenda in the direction I would like it to take.



What would you say to anyone who is considering signing up to Elevate?

This is a highly participative programme – you will get out what you put in. However, the investment of your time and attention is more than outweighed by the opportunity to progress your career intentionally, not just upwards but also by widening your skillsets. The opportunity to take time away from the day-to-day schedule and step back to consider the bigger picture is invaluable and empowers career planning for the longer term.

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Our commitment to DE&I is also reflected in our external partnerships, where we have particularly focused on supporting schools and educational charities. We partner with the Amos Bursary, a charity that supports state school students of African and Caribbean heritage by providing academic and professional opportunities. This includes offering participants internship opportunities at Foresight across a number of departments. We also work in partnership with Svitlo School, which supports the education of displaced Ukrainian children, and Sacred Heart, which provides access to learning and enrichment opportunities for students from underrepresented backgrounds.

Finally, the role of training is also a key element in our approach to DE&I. During the year we were pleased to launch our first mandatory DE&I training module for all employees. This provides employees across the business with a clear foundational knowledge of inclusion and its importance to our business. This training covered inclusive practices around age, disability, neurodiversity, parenthood, carers, race and culture, religion and belief, sex and gender bias, gender identity and expression, sexual orientation and socio-economic status. Alongside this, we provide support to line managers, providing guidance on inclusive hiring practices and the skills needed to lead diverse teams effectively.

Learning and development

Key to supporting our employees is our commitment to learning and development, a focus area following on from our FY25 engagement survey. We have a strong track record of providing employees with the funding and support to further their personal and professional development.

This includes bespoke training and courses delivered by both internal and external providers. Employees are also able to access an uncapped training budget which they can utilise to support their professional development.

We deliver a variety of Company-wide development initiatives. These include regular "Foresight Connect" sessions on relevant topics, with the Sustainability and Technology and Data ("T&D") teams running separate series of Connect sessions during the year covering a broad range of themes. In total, we saw attendance from 771 employees across ten Foresight Connect sessions during the year.

Pay and benefits

We conduct regular benchmarking exercises to ensure our total compensation packages, including base salary, short-term incentives ("STI"), and long-term incentives ("LTI"), remain competitive. We operate a UK Share Incentive Plan ("SIP") Scheme for all Pay As You Earn ("PAYE") employees and have a Phantom SIP Scheme to mirror this for our other European and Australian employees.

During the year we also introduced the Wellhub corporate wellness solution for Foresight employees in the UK, Europe and Australia. This provides employees with access to a platform with a range of benefits including access to gym and fitness studios, with this benefit reflecting our commitment to supporting our employees in living healthy lives.

Gender pay gap reporting

For the purposes of this disclosure, "Senior Management" is defined as Managing Directors and above, plus any Heads of Department. This definition reflects the structure of our organisation and the levels of leadership responsible for strategic and operational decision-making.

As at 31 March 2026, 23% of Senior Management roles were held by women and 77% by men.

Mean average gender pay gap for hourly pay
FY26: 26% and FY25: 25%.

Median gender pay gap for hourly pay
FY26: 25% and FY25: 23%.

Mean gender pay gap for bonus pay
FY26: 43% and FY25: 52%.

Median gender pay gap for bonus pay
FY26: 34% and FY25: 51%.

The gender pay gap at Foresight reflects the current distribution of roles across the Group, with a higher concentration of men in senior, higher-paid positions. Whilst base pay and bonus structures are consistent across equivalent roles, the broader workforce composition continues to influence the overall gap.

At Foresight, we remain committed to addressing this imbalance. Our approach includes diverse hiring, targeted talent mapping, and the continued delivery of our bespoke women in leadership programme, Elevate, which supports the progression of female talent into senior roles.

Please see more detail of gender pay gap in our Remuneration Committee report on page 143.

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Work-life balance metrics

All Foresight employees are entitled to enhanced maternity, paternity and adoption leave. These policies reflect our commitment to supporting our employees in balancing their professional and family responsibilities. Additionally, Foresight supports part-time working where the role allows it.

Characteristics of Foresight's own workforce

Foresight's own workforce had 452¹ employees and 16 self-employed workers at year end. Employees are based across offices in the United Kingdom, Australia, Spain and other European locations as shown in the table on the right.

The total employee number represents an increased headcount of 30, reflecting our continued investment into the business. Female employee representation decreased by 2.5 percentage points to 42% over the period.

A total of 89 employees left during the year, an employee turnover rate of 20%, up on 14% last year. Nearly three-quarters of these exits were voluntary. The increase reflects strong market demand for talent as well as higher levels of internal movement driven by growth and evolving roles. The Group continues to invest in reward, career development and engagement to support retention and long-term stability.

Foresight had no non-guaranteed hours employees.

Own workforce²

	FY26				Year-on-year increase/decrease
	Male	Female	Other	Total	Total
Own workforce	277	191	0	468	+26
No. of employees	262	190	0	452	+30
Self-employed	15	1	0	16	-4
% of employees	58.0%	42.0%	0.0%	100%	—

Employees by country²

	FY26 No. of employees	FY25 No. of employees	Year-on-year increase/decrease
United Kingdom	354	321	+33
Australia	61	62	-1
Spain	16	17	-1
Italy	7	7	—
Ireland	8	5	+3
Luxembourg	0	5	-5
Other	6	5	+1
Total	452	422	+30

1. Agency workers are not tracked and their numbers considered immaterial.

2. As at 31 March 2026 and 31 March 2025.

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Targets

We are committed to the Women in Finance Charter, a government initiative to improve gender balance in financial services. As part of this, we've set a target to reach 30% female representation in Senior Management by the end of 2027. Setting a target helps to ensure that we stay focused on making progress and hold ourselves accountable through regular tracking and reporting. This target forms part of the core metrics that we choose to track alongside our Sustainability Strategy.

Adequate wages

All Foresight employees are paid above the applicable minimum wage in their respective countries of employment.

As part of this commitment, we are also accredited as a London Living Wage employer, ensuring that all employees and regular contractors in London are paid in line with or above the independently calculated living wage.

Compliance with wage requirements is monitored through regular payroll reviews and updates to reflect changes in local legislation.

Social protection

All employees have social protection. These vary across jurisdictions and include sick leave, pension and family leave.

Collective bargaining and social dialogue

Collective bargaining agreements are in place in Italy, Spain, Greece and Germany covering all employees and social dialogue agreements are in place in Italy and Spain covering all employees.

Actions for health and safety

Mandatory health and safety training has been introduced for all office-based employees globally. In addition, Institution of Occupational Safety and Health ("IOSH")-accredited training is required for all field-based workers – both permanent and temporary – to ensure consistent health and safety standards across our operations.

Foresight Group's own workforce is primarily office based and similar to last year there were no serious¹ health and safety incidents during the reporting period.

Incidents of discrimination and human rights violations

There were no recorded severe incidents of discrimination or human rights violations within our workforce during the reporting period.

1. Serious health and safety incidents include fatalities within the organisation's workforce or among other workers on its sites arising from work-related injury or ill health. They also include recordable work-related accidents resulting in more than three consecutive days of absence or restricted duties, and diagnosed cases of work-related ill health within the organisation's workforce.

