



Jeff Doughman
Chief Executive Officer, North America



Sharon Edmondson
Senior Vice President,
Human Resources

Our operational business

Our operating model

1



Exceptional growth

Network of 1,100 locations, growing at 50% a year

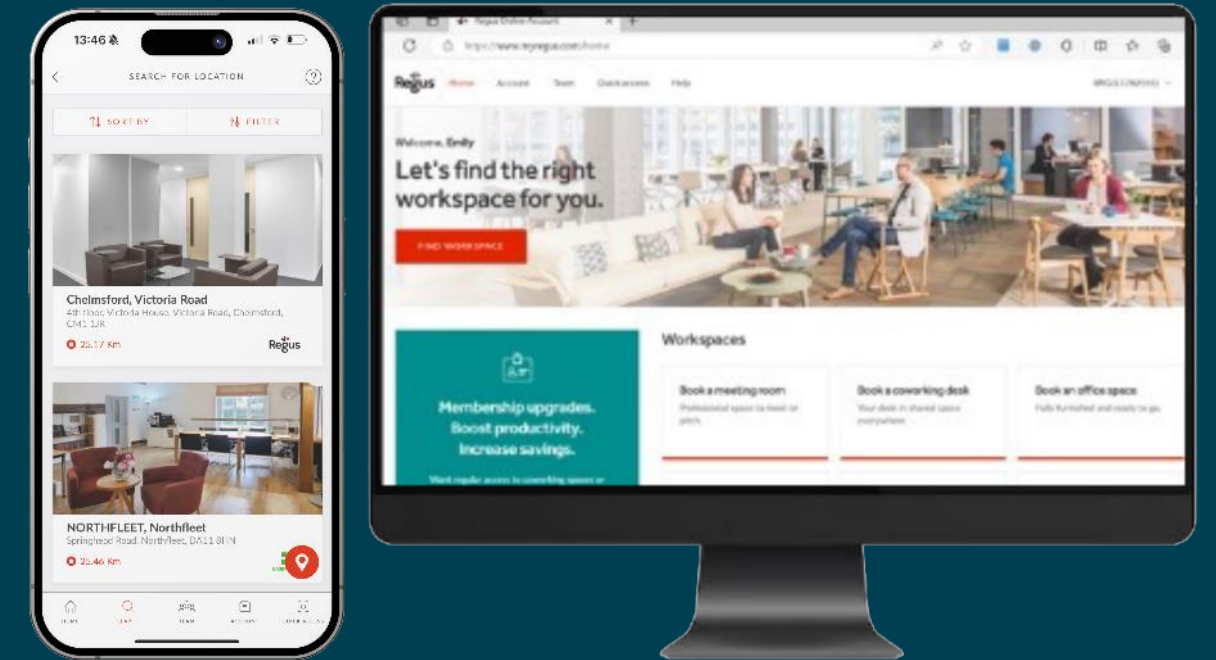
2



Unparalleled product offering

Solutions to suit every workstyle and any business

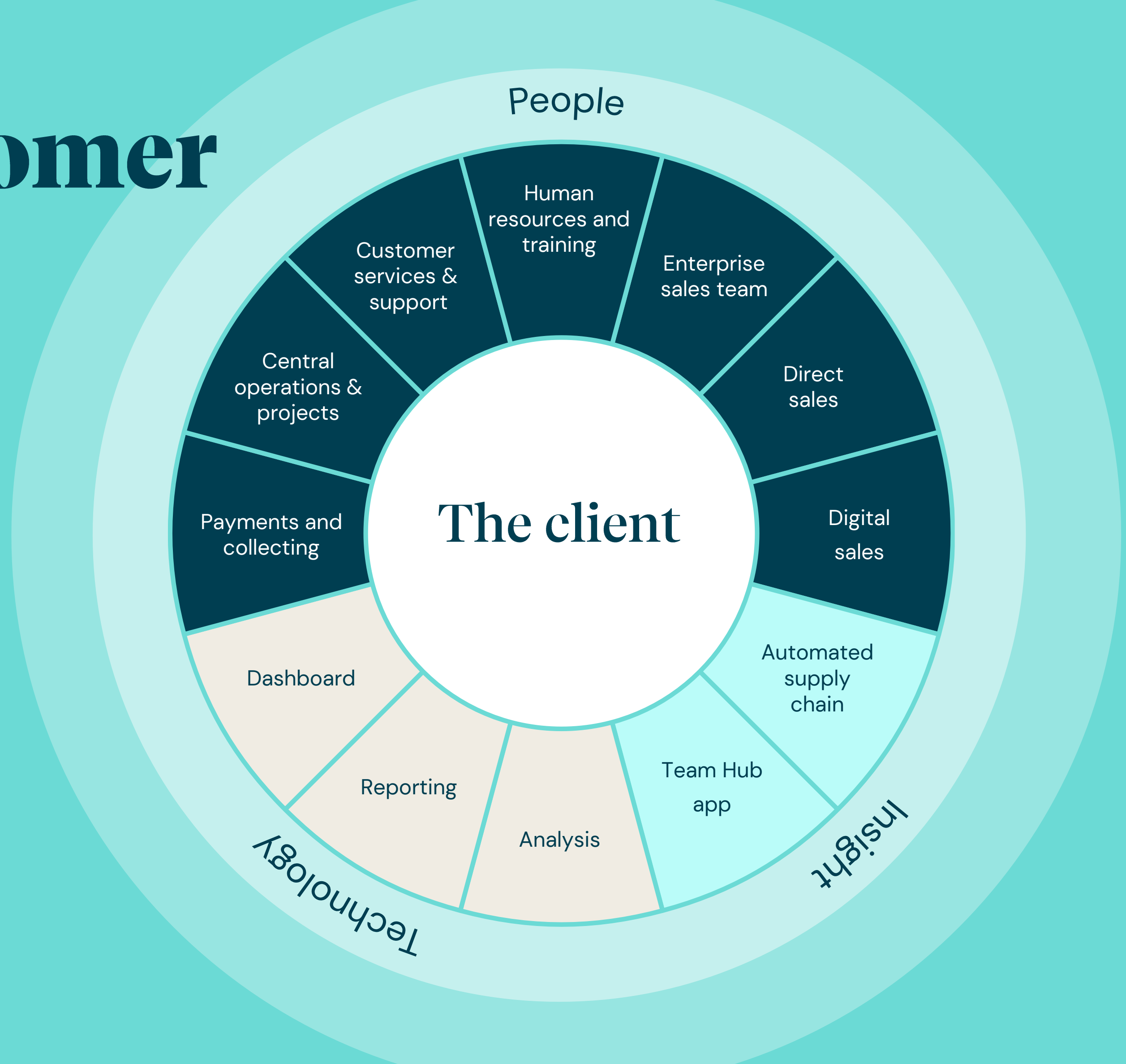
3



Best-in-class operations

Digital platform delivering operational cost efficiency

360° customer support



IWG partner support

Three pillars of support + leverage of IWG's expertise, purchasing power, and centralised back-office support



Project
manager



Project
coordination



Ambassadors

Sharon Edmondson

People are at the
heart of our business.

Our talent network

1



Recruitment Engine

A constant pipeline of talent ready to join our network and grow their career.

2



Streamlined Onboarding

A seamless onboarding experience with all the support needed to get new hires onboarded and ready to bring

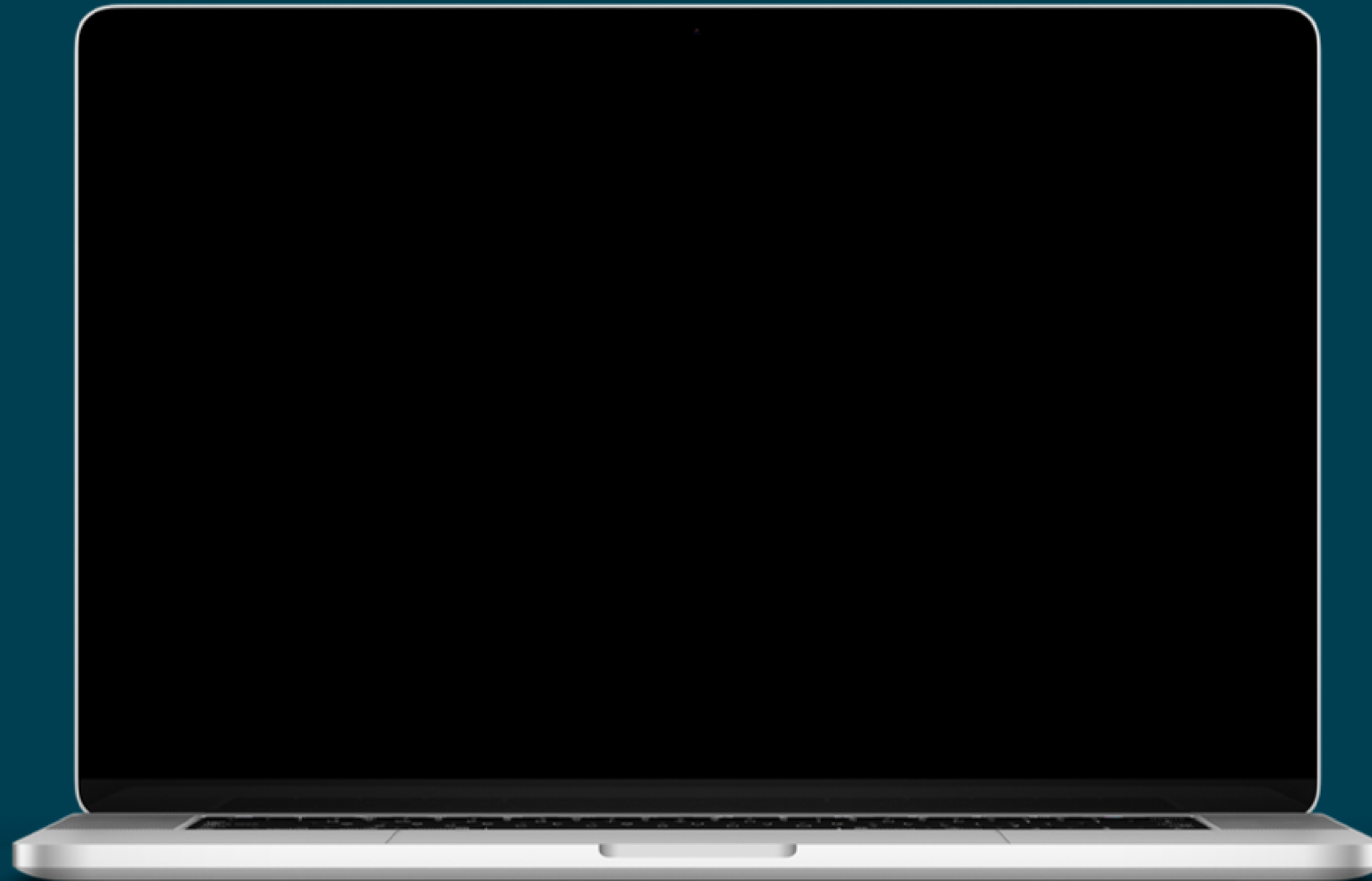
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Training & Development

Robust investment in our people. Coaching & mentoring, 3000 web-based role, performance and growth-oriented trainings, combined with 700 live trainings in 2023

NAM training



Current focus

1



Culture of accountability

Giving every team member a strong purpose and a clear focus, a winning culture of achievement

2



Strong talent bench

We develop our team members to be ready for advancement . . . 65% of our NAM workforce was promoted in 2023

3



Ongoing cycle

With accelerated growth, this talent journey is as continuous as our growth

Our People



Great talent, attracts
& retains clients

Strong leadership, culture &
development retain talent

Great people drive
great margins

The way **forward**

A fast-evolving market

1

Leading worldwide

2

Higher average adoption than global

3

Enterprise growing rapidly

4

Multi-site becoming the norm

5

Broader product adoption as corporates move to hybrid

6

Huge and continuing growth in suburban and rural locations

7

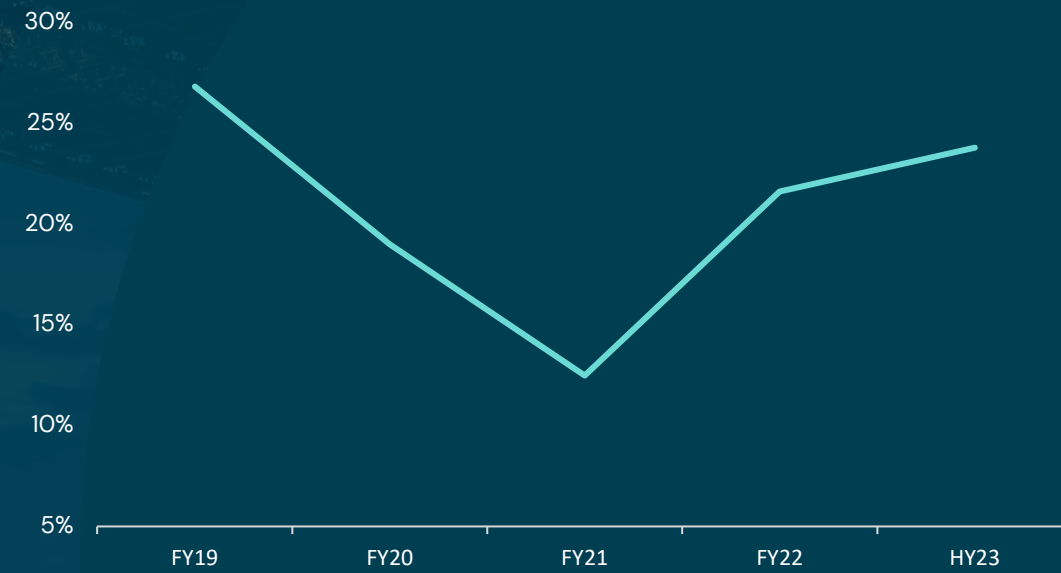
Cities still attractive and growing as more companies reduced HQ / core fixed space

8

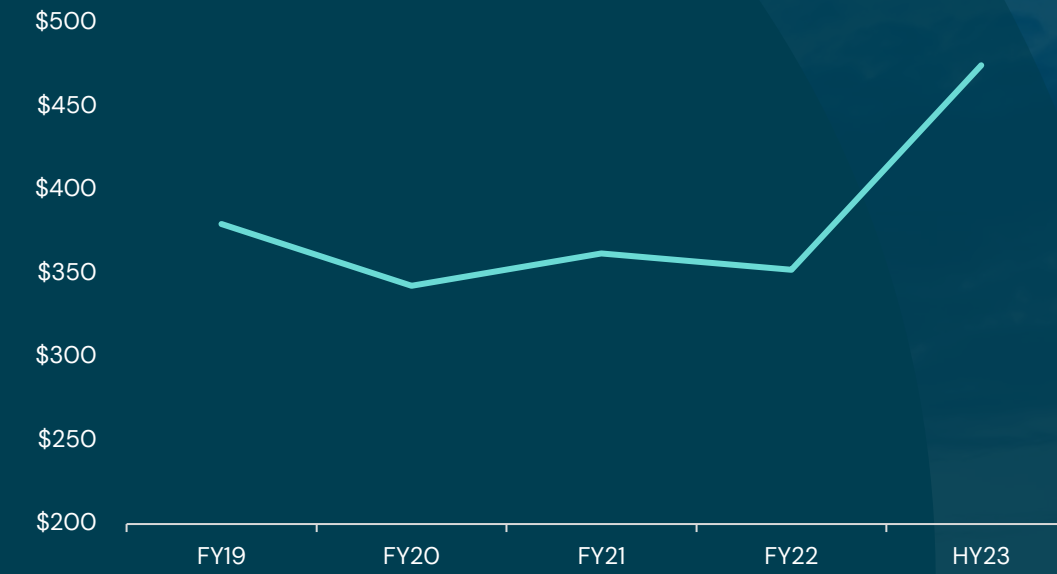
Globally high US margins continue to expand month on month

US – Strategy is working...

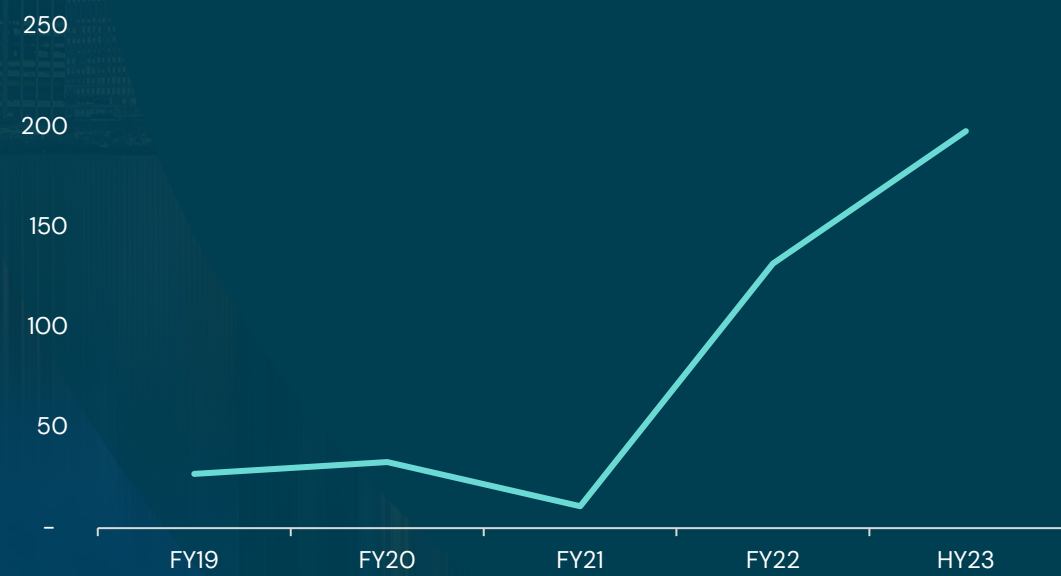
EBITDA Margin



Non-Office Revenues (\$M)



Signings



CAPEX (\$M)

