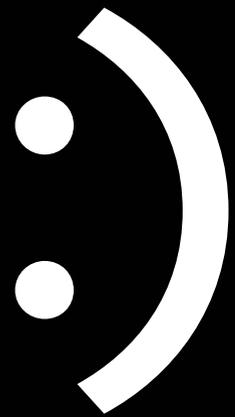




MAPP

Hello,
Hi there



We are MAPP

We are an adventurous, curious and outward looking team of around 300 people who are on a mission to do something a little bit special together.

Since the day we got going in 1998 we knew things needed shaking up in the world of property management. So we got stuck in with a heavy emphasis on being curious and finding out exactly what our clients really needed (hint – it was way more than collecting the rent and sending out some dull quarterly reports), and then focused everything on delivering that tailored service that was best in sector and exceeded our clients expectations.

Over the years we've learnt the importance and the power of being specialists. You see generalists (most of our competitors) are good but specialists are better, and because we are specialists we will always make a bigger difference.

It seems to work and we are proud to now manage over £12bn worth of commercial (and the odd bit of residential) property up and down the land, looking after over 5,000 occupiers on behalf of our clients which include Funds, REITS, Trusts and Investment Managers backed by Private Equity.

Brand on a page

Our people plan

We will get to 'Know you'

We will 'Grow you'

We will 'Involve you'

We will 'Inspire you'

We will 'Reward you'

Our values

Be Appreciative

Live Authentically

Embrace Accountability

Pursue Adventure

Avoid Ambiguity

Why we do what we do?

To turn spaces into places where businesses and people can really thrive and as a result want to stay and grow within the buildings we manage.

Why is that important?

Occupiers who want to stay and grow within a building are loyal customers and that loyalty and demand for space drives rental growth, capital appreciation and investor returns.

More broadly successful businesses and vibrant buildings underpin our economic growth and feed the societies and communities around them.

How do we do it?

We have a way of working that's very simple; better people, better culture, better work, united by a common purpose and a desire to do it right.

Our specialisation and focus on PM means we are better able to recruit and retain great people. We are a great place to work and we encourage our people to roll up their sleeves, to be curious, adventurous and outward looking. PM is no longer a commodity and in a real estate market full of generalists, specialist knowledge and foresight represent a real competitive advantage.

On their day generalists can deliver but specialists will always outperform.

What do we do?

We find out exactly what our clients expect and then deliver a property management service that is best in sector and exceeds expectations for the client and their occupiers.

We are at the leading edge of innovation, integration and service delivery, constantly delivering new ideas and ways of working and are excited at leading the transformation of the sector and take that responsibility seriously.

We are 100% owned by people who work in our business and we are only as successful as the buildings and portfolios we manage.

Turning twenty one in 2019 seemed to be a good opportunity to take stock of the road travelled, but really we are far more interested in the future.

Big picture stuff – we know that successful businesses underpin our economic growth, and that feeds the societies and communities around them. And we know (and still passionately believe) that well managed properties can transform the businesses within them.

We have one foot in the future, and want to take our clients, occupiers and partners with us. We are a property management business that turn spaces into places, where businesses and people can really thrive.

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Whilst having a clear vision is important, it's no good if there isn't a compelling and credible plan that energises everyone.

Our plan (the mission if you like) is built on meeting three key objectives:

1

To create a great place to work together

We believe that it is possible for everyone at MAPP to wake up each day inspired to go to work, feel safe and valued whilst there, return home at the end of the day fulfilled by what's been achieved, and know that we have contributed to something as part of a team which is greater than just ourselves.

Creating places where businesses and people can really thrive starts with ensuring that our people are thriving. We promote a culture which supports the broader goals of diversity and inclusion.

We're on a mission to create a working community that takes us way past the very dull traditional relationship of 'time and effort in exchange for cash' to a place where people can reach their potential and fulfil those higher needs of mastery, high self-esteem, belonging and achievement. The foundations for how we do this are unpacked further on – and it seems to be working because we keep getting awards including Property Week's Best Places to Work in Property.

2

To deliver an unrivalled and exceptional service for clients and occupiers

You've probably noticed that the way we all think about property is changing.

So we are doing something about it. First and foremost it's about understanding the shift in mindset towards people-first experiences. We're calling it V2.0 – an industry rethink in response to the disruptive headwinds that are re-shaping property ownership and occupation.

Occupiers are in pursuit of great experience, great places, and really great service. This is where we deliver; continuing to be the best at executing V1.0 - where strong property management, accounting and facilities management must be in place – but then combined with our V2.0 networked solution, supported with new technologies,

new working methods, new collaborations and a reimagined service that builds relationships, experiences, engagement and loyalty. As V2.0 supports and strengthens our occupiers' brand and quality of workspaces, their employees are more likely to feel valued, want to stick around and thrive. And when they thrive, their business performs, and then – well you know, what we said earlier...

To build a truly sustainable business balancing purpose with profit

3

Our world is bigger than our business and therefore we strive hard to find profitable solutions that meet the great social and environmental challenges our world faces.

As part of that we are excited to be working towards becoming the first real estate advisory business in the UK to achieve B Corporation status as a way to measure our positive impact on people, community and the environment. We hope to get there in 2020.

In terms of social and community value we focus on some key activities:

We ensure that our supply chain partners are committed to working with us and in the buildings we manage in socially and ethically responsible ways

We work with Benefacto to create value driven charity days with our employees and use GivX to measure our impact (in 2019 we were in the top five SME's in the UK).

Our corporate relationship with RESURGO has helped transform the lives of thousands of young people through working with students from RESURGO's SPEAR course, or helping to build enterprises that have meaningful social impact through RESURGO Ventures.

And we focus equally on environmental impact. We may only be a few hundred people but our reach and leadership influence on sustainability extends across the whole £12bn portfolio – i.e. we punch well above our weight. Together, we are loud and active voices, engaged with the BBP's Managing Agents Partnership and Revo's Environmental Management Working Group, while also participating in Revo's Sustainability and Community Engagement Working Group and the BCO's Environmental and Social Governance Committee.

We think that all this is worth shouting about.

Our culture

How we like to do things around here

Life is too short to spend so much of our waking time in a workplace culture that sucks out energy rather than is a source of energy. We hope that the plan we've set out gets you excited and that you will one day look back at your time with MAPP and say with confidence that you were part of something exceptional; to say you were inspired to grow, where you helped shape things, where you achieved excellence in your

field, where you were rewarded well, and where you felt proud to be part of a successful team making a difference. Culture really makes a difference though right? If you like what you've seen so far then keep reading. Here's where we share a little about what we expect of each other (our Core Values), and what you can expect of MAPP as a company (our People Plan).

Our values

Being confident and clear on our purpose and our mission objectives as a business is critical and we hope you 'get it' and are excited about playing a key part in making it happen. Our values are equally important in that they reflect and shape our identity, as well as acting as a guiding light for everyone in our decision making and 'how we do things around here..'

Just because we don't name these as specific values doesn't mean we don't hold strongly to their importance and expect them to be lived out.

Our values shape our culture and it's our culture that guides our discretionary behaviour – how you choose to act in the moment.

It's our culture that tells us how to respond to an unprecedented service or colleague request. It tells us whether to risk telling our bosses about our new ideas, to step out of our comfort zone and whether to surface or hide problems.

We make hundreds of decisions on our own every day, and culture is our guide telling us what to do when the boss isn't in the room, which is of course most of the time!

It's important for you to note though that before we get into core values there are some things which we take as a 'given', and trust you to do without the need for any direction; teamwork for a start, but also honesty and integrity, playing nice, minding your manners, and the golden principle of 'treating others as you would wish to be treated'.

For us to achieve our three key objectives we need to live out our values in how we choose to behave in our day-to-day interactions.

That means they are woven into the fabric of MAPP — in how we recruit, how we reward and promote, how we assess performance, how we plan, how we solve problems and what we celebrate.

They inspire us in building this Great Place to Work, that we are proud to be part of, and that consistently delivers Exceptional Service to our clients and occupiers, all in a truly Sustainable and responsible way.

Be Appreciative



First up – let's look outward at the needs around us and respond generously through our social value initiatives. We are so privileged in the grand scheme of things and we want to know that if we weren't around, some less fortunate people would actually notice.

At work we want to be quick to express gratitude and recognise the great contributions our people make to the team, our occupiers and our clients. 'Catch' people doing great work and shout about it, celebrate and acknowledge the successes of others. Be known as someone who encourages and supports others.

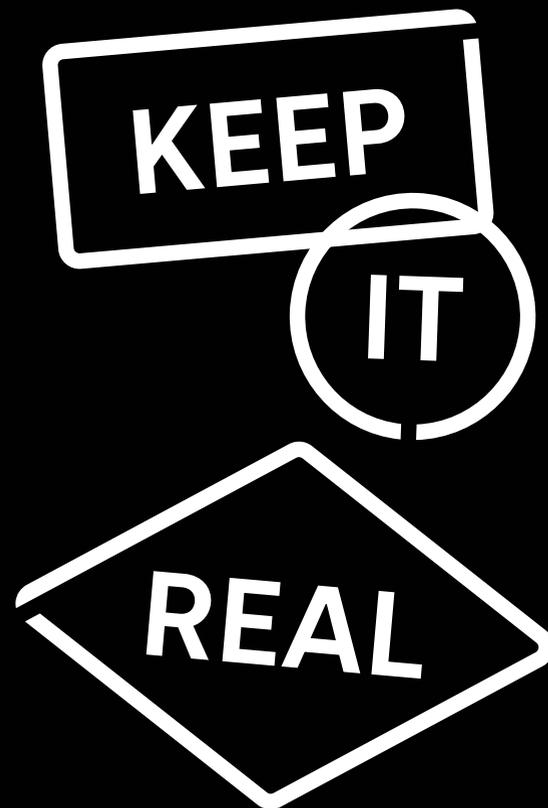
Live Authentically

It takes courage to be authentic – so choose that courage and let's kill off the bullshit.

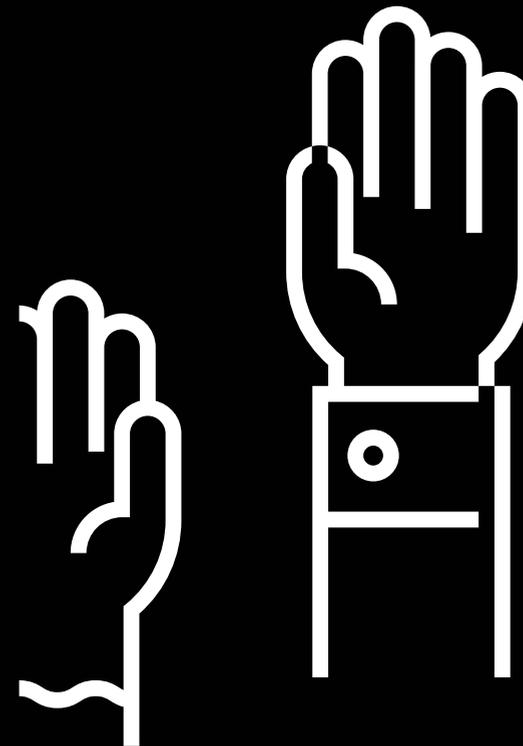
"What you see is what you get". This means being candid, not manipulating people nor distorting facts. Don't spin the truth or leave false impressions. Talk to whoever you need to for resolution and if at times you need to vent – vent with your line manager or the People Team!

You know that deadlines are deadlines (not vague possibilities) so ensure you make agreements carefully – and then keep them!

Don't attempt to bullshit your way out of a commitment you've broken. Tell the truth in a way people can verify. Don't hide information (or lose sleep).



Embrace Accountability



There is a thrill in taking ownership and being accountable - so let's embrace it! Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing – and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.

Focus on establishing a track record of results. Make the right things happen. Don't overpromise and underdeliver. Don't make excuses for not delivering or not responding to colleagues. Don't mistake activity for achievement.

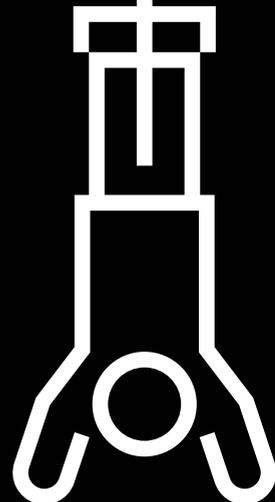
Have a passion for what you do enjoying the fulfillment that comes from consistently providing a great service to colleagues, clients, occupiers and suppliers.

Pursue Adventure

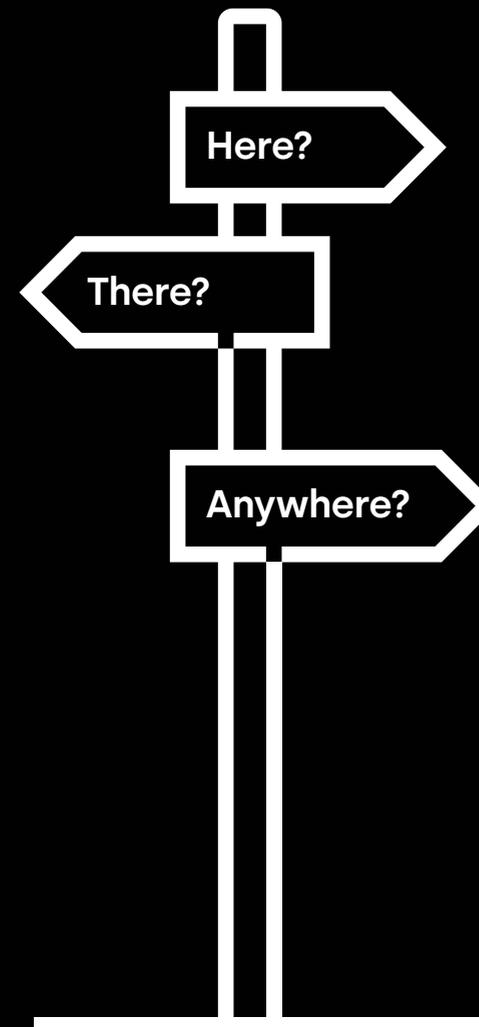
This is really about a commitment to 'getting better'. In the world we live in we are continually needing to adapt so we need to increase our capabilities, be learning regularly and dare to invite feedback occasionally both formal and informal.

Then act upon the feedback you receive and thank people for taking the time to help you.

Don't assume your knowledge and skills will be sufficient for tomorrow's challenges – they really won't. Bring your excellent self to work and leave at the end of the day super-proud of what you've learnt and what you've achieved.



Avoid Ambiguity



Unnecessary ambiguity acts as a huge drag on achievement. So whenever you sense it – tackle it head on, even if it's the 'elephant in the room'.

Address the tough stuff directly. Insist on knowing and where appropriate documenting what's what. Never tolerate uncertainty about what you need to be doing to achieve excellence.

Make sure you clarify expectations – disclose yours and surface their's. Renegotiate them where needed and possible – and never assume that expectations are clear or shared.

People plan

As we've said, we only have three key objectives as a business and the first of those is to create 'a great place to work'.

We mean it, we create it, invest heavily in it and we keep ourselves collectively accountable for continuing to make it better. We seem to be doing alright with it too as we're consistently recognised as one of the industry's best places to work!

To make that a reality we have those core values we mentioned earlier (notable because it basically means you won't have to deal with d!@<head type behaviour), along with a very clear strategy built on our five key pillars:

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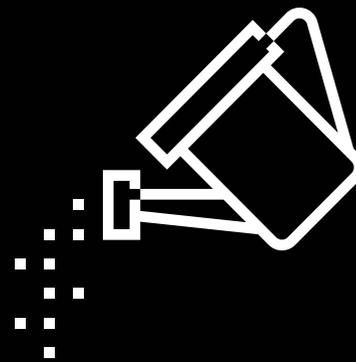
We will get to 'Know you'



...not just your face – but who you are as an individual, what you're good at, what your ambitions are, and what support you need to get there.

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We will 'Grow you'



...we're mindful of healthy eating around here so we don't mean physically. If you're not growing as a person – stretching out of your comfort zone occasionally, intentionally trying to reach your potential – then you're stagnating and that's not good for you or for those around you.

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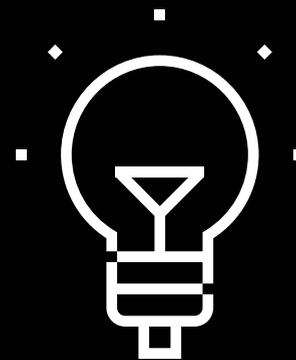
We will 'Involve you'



...in important decisions that affect you and create an inclusive and collaborative working environment where you will feel empowered to contribute and make a difference.

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We will 'Inspire you'



...actually we inspire each other through encouragement and a call to excellence in our work that builds on our reputation for unrivalled service delivery, sustainability as well as social impact.

1 2 3 4 5

We will 'Reward you'



...first of all by ensuring you really know what you need to do to succeed. In addition to a competitive salary, there's excellent training, monthly office drinks, summer and Christmas parties, recognition awards, project opportunities, promotion, treats (including your birthday off) and of course our employee profit share.

To sum up then – high trust, healthy conflict, commitment, clear accountability and results are the key markers of our culture that set us apart and energise us.

The end result? Delivery of exceptional V1.0 and V2.0 service to clients and occupiers that exceeds expectations and is radically different to our competitors.

M:APP

wearemapp.com