



# A foot in the future

Sustainability update 2021

MAPP



# We believe there is a better way to manage commercial property

We believe property management can be a force for good. That’s why we make buildings work not just for profit, but for people and the planet too. We are committed to raising awareness of and embedding good sustainable practices right across our business. In this sustainability update, we share examples of progress made in 2021<sup>[1]</sup> and set out 2022 targets – our foot in the future.

<sup>[1]</sup> Roughly speaking, from August 2020 to August 2021, unless otherwise indicated



B Impact Score of 86.6 achieved in our first submission.

“

In 2021, MAPP became the largest B Corp certified real estate consultancy in the UK – a recognition of our high standards in social and environmental performance, transparency and accountability. The year-long scrutiny of our operations and relationships was humbling, validating and rewarding. It made us do things differently and we want to do more. B Corp accreditation is just the beginning of our journey.

”



**Nigel Mapp**  
Chief Executive Officer



# Our business and stakeholders

## What we do

We manage over 900 commercial buildings including offices, mixed use and leisure properties... even a snowdome. At the last count these were valued at around £14 bn<sup>[3]</sup>. We look after them day in, day out for our clients – many of the UK's leading funds and REITs, private equity backed investment managers and other investors based in Europe, the US and Asia.

## Who matter to us

As well as our clients, we are reliant on a host of other important stakeholders to make our business tick. In no particular order: occupiers, visitors, local communities, suppliers, partners/collaborators and our employees. Their opinions inform our decision-making and guide and shape our actions.

## What drives us

We have three business objectives:

1. To create a great place to work together
2. To deliver an unrivalled and exceptional service for clients and occupiers
3. To build a truly sustainable business by balancing planet, purpose, people and profit

## What makes us different

We like to think we stand out from the crowd by being: innovators, do-ers, leaders, specialists and relentless learners. And by doing what we do with energy, positivity, creativity, ability and friendliness. We are MAPP.



## Our purpose

MAPP is radically reimagining how commercial property is managed. We want to create inviting places where businesses and people can really thrive, help our clients deliver their objectives, protect our planet and generate employment opportunities for people from all walks of life.

6

(Beautiful)<sup>[4]</sup> offices: Birmingham, Bristol, Glasgow, London (HQ), Manchester and Newcastle

5

One of the top 5 property management companies in the UK<sup>[5]</sup>

850

Clients (UK and global)

c£14bn

Portfolio of 900 buildings (worth around £14bn)<sup>[1]</sup>

600+

Suppliers who deliver services to the buildings we manage (a small army of cleaners, engineers, landscapers, security guards, beekeepers and many more skilled contractors)

8,000+

Occupiers

£35m

Revenue growing organically at between 10% and 20% per annum<sup>[2]</sup>

479<sup>[3]</sup>

Employees, including teams of Surveyors, Facilities Managers, Guest Experience Managers and sustainability experts

150,000+

Daily visitors to the buildings we manage

15+

Collaborators, our ecosystem of leading thinkers in technology, customer experience, and sustainability

<sup>[1]</sup> Last evaluation  
<sup>[2]</sup> MAPP accounts  
<sup>[3]</sup> As at December 2021  
<sup>[4]</sup> We are very biased (but see page 7 for proof)  
<sup>[5]</sup> MAPP estimates

# The future of property management: MAPP V2.0 and V3.0

Agile and passionate, we adapt to property cycles and new ways of working.

MAPP V2.0 and V3.0 embody our next stage of growth which will embed more sustainable thinking into everything we do. It will also be fast, fun and furious as we reimagine buildings, engage with occupiers and react to changing occupier demands.

Successful property management will focus on experiences, health and wellbeing, sustainability, relevance and community.

To help navigate our rapidly changing and complex world, at MAPP we talk about V1.0, V2.0 and V3.0 – three distinct yet interdependent areas of property management.

## V1.0

Getting the basics of property management right (and doing it really, really well).

What we mean

- Risk management, governance and data reporting
- Budgeting, service charges and rent collection
- Maintenance, procurement and facilities management

## V2.0

Focusing on people, places, experiences and welcomes.

What we mean

- Fantastic services and amenities to boost productivity and wellbeing
- Drawing employees and visitors back to buildings post Covid-19
- Helping occupiers meet new flexible working demands

## V3.0

Thinking more about the planet and the society that surround us.

What we mean

- Creating positive social impact (e.g. wellbeing and engagement)
- Reducing environmental impacts in buildings and communities
- Helping our clients and occupiers do the same

Our modular approach gives our clients flexibility to mix and match our services.

Whether they opt for V2.0, V3.0 (or both) they can move forward with confidence knowing that our V1.0 service delivery is solid and the best in class.

More about our V3.0 progress on next page.



# MAPP V3.0

## Our progress to date



## Across our managed portfolio

31

Provided 31 active sustainability services in over 230 buildings

52

Clients use us for full utility management

7 + 5

Supporting seven clients on Global Real Estate Sustainability Benchmark (GRESB) submissions, and five on Real Estate Energy Benchmark (REEB) submissions

243

Completed over 243 Sustainability Baseline Surveys to support our clients

8

Active smart metering rollouts across our clients



## @MAPP

### How we do things round here

- B Corp certification achieved in July 2021
- Underpinned by updated core policies and processes
- Code of Ethical Conduct embedded across the business

### For our society

745

Internal ESG training courses completed

£12,152

Charity donations, raised through joint MAPP/occupier campaigns

8

In-house ESG and sustainability experts

HQ

Refitted with focus on flexible working and wellbeing

### For our planet

ISO 14001 & ISO 45001

Environmental management and H&S standards maintained

EV

Electric and hybrid car leasing schemes introduced



## A foot in the future

11

New targets established for 2022

See page 14





# Creating a great place to work together

We want to create a working community where people can reach their potential and fulfil their needs for self-esteem, belonging and achievement in a safe and inclusive environment.



We will  
'Inspire you'



We will get to  
'Know you'



We will  
'Grow you'



We will  
'Reward you'



We will  
'Involve you'

For more info

Extraordinary people, industry-recognised leaders across all key disciplines, and a values-based culture resulted in MAPP achieving 'Best Places to Work in Property' three years running in 2018, 2019 and 2020.







## Knowing our people

We are an adventurous, curious and outward looking team of 479 people. We celebrate our differences and believe that gender equality, diversity and a wide perspective can help to shape our success. For that reason we strive to recruit people from diverse backgrounds who have exceptional talent and ability.

## Diversity and inclusion

In early 2021, we carried out an audit of our team with the help of Inclusiviti, a full-service D&I consultancy, focusing on gender, race/ethnicity, disability and sexuality. We recorded over a 74% response rate and above average inclusion indicators. We were particularly pleased to note that employee sense of satisfaction and belonging and value of D&I at MAPP scored above 80%. Identified improvement areas include building capability in our line managers to lead a more diverse and inclusive workforce.

### Gender



Gender	Percentage
Female	52%
Male	48%

### Ethnicity



Ethnicity	Percentage
White	82%
Asian/Asian British	8%
Black/African/Caribbean Black British	4%
Mixed/multiple ethnic groups	5%
Other ethnic group	1%

## Gender diversity

We aim to improve gender diversity in our workforce and in the industry. We signed up to [Real Estate Balance's CEO commitments on diversity](#), and have a three-year plan to promote and encourage better gender balance by mentoring Facilities Managers, Surveyors and Client Accountants. We also: only speak on panels where organisers commit to panels diversified by gender and ethnicity, review our salaries by gender against those in the wider industry to ensure consistency and fairness within each role, offer a growing number of flexible working arrangements (currently in place for 70 people) to accommodate a more diverse gender mix, encourage female team members to participate in women's networks such as Mentoring Circle and run 'stay in touch' and returnship programmes to ensure a positive experience for our returning parents.

## Social mobility

We work with key strategic collaborators on schemes to give apprentice and development opportunities to candidates from diverse backgrounds. We connect to organisations such as the BAME Apprenticeship Alliance, The Tech She Can Charter, Leadership Through Sport and Business and The Prince's Responsible Business Network. In 2021, our Accounting teams hired ten young apprentices from disadvantaged backgrounds to facilitate and develop new talent within our industry. We will continue to invest in our apprenticeship programme to grow diversity within MAPP.

6



# Looking after our people

We engage with our employees to address welfare, wellbeing and career development, making every effort to retain and develop our people and our culture.

## Training and development

We place high value on personal growth and make sure that our staff have the training and development they need to excel at their jobs, both now and in the future. Through our training platform, Litmos, staff can access training modules on a wide range of topics, including sustainability, aimed at driving change and improving our approach. Our Learning and Development team meets with primary team leaders at least twice a year to discuss development plans for each team. Our employee review cycle ensures each person has a shared understanding of their opportunities to grow in their role and career.

## Health & Safety and wellbeing

We are committed to achieving high standards of Health & Safety for our employees as well as people who work in or visit our managed portfolios. For us, a safe work environment is also free from all forms of violence, acts of intimidation and abuse. Our strategy supports mental health and wellbeing challenges through open dialogue and advice and this includes understanding our employees' flexible working preferences as we move back into office space post pandemic.



## Giving our people a voice

We value our people's opinions and believe in transparency, operating an 'open door' culture and encouraging our employees to talk freely through clear communication channels. We are developing more inclusive workforce representation through our NextGen Board, which comprises a mix of employees from different teams and regions who feedback viewpoints to the Directors and contribute to the development of ideas and best practice throughout the business.

## Onboarding

We have a tried and tested onboarding process, integrated with a learning programme, that allows new employees to hit the ground running. Our People and Talent team gives a personal touch, meeting with all new employees and holding regular catch ups. A 360 review helps employees adapt quickly to new ways of working and identifies training opportunities with our subject matter experts.

## 180 Great Portland Street

In 2021, we refurbished our London headquarters which houses around 200 people. Led by MAPP's Building Consultancy team, wellbeing was central to this refit, which incorporates flexible workspaces and biophilia features, such as a moss wall to create a link to nature. Fresh fruit and snacks are also available in our airy kitchenette and dining area. We are hoping to achieve RICS SKA Gold certification rating – an environmental assessment method and standard, benchmarked against sustainability good practice criteria for refits.



## A refit with people and the planet in mind





# Working with occupiers

We constantly aim to improve the spaces we manage by exceeding the expectations of our occupiers and owners.

## Smart people

Strong occupier relationships lead to exceptional customer service. At MAPP, we understand the power of human connection and have invested in new roles and responsibilities to give this aspect of our service a boost post lockdown. We appointed a Head of Occupier Services to reinforce our occupier-centric mindset throughout the business and strengthened our Front of House teams. The role of our 24 Guest Experience Managers has taken on a new dimension (well, three in fact). Part host, part building manager and part enlivenment specialist, they work with our site teams to organise events and programmes to bring our places and spaces to life.

## Smart tech

We let tech do some of the more routine work so we can focus on the exciting things above. Investment in our occupier portal, Locale, allows us to communicate consistently, giving occupiers access to a 24/7 overview of what is happening in their building - from service charges and Health & Safety information to compliance and other data. Our team has successfully onboarded around 50 sites and plans to increase this number in 2022. We have also developed an entry-level occupier portal in partnership with Locale, called MAPP Hub, for those sites with smaller service charges (so nobody feels left out).



## Star results

Creating stimulating and healthy environments supports our occupiers' physical, mental and social wellbeing. We have implemented wellbeing strategies and initiatives in several of our business and science parks and we check these are working through consistent reviews and updates via trackers. This year, we helped our clients gain four Fitwel Certifications, receiving the top 3-star rating at Farnborough Business Park.



“ Having kept places clean, safe and secure to encourage return, we are turning all our attention and creative energy to bringing personality and amenity back to work – and putting our occupiers at the heart of our thinking. ”



Nikki Yates  
Head of Occupier Services



# Biodiversity and nature

We understand the growing importance of ecology and biodiversity in the built environment.



## The value of nature

We are committed to managing buildings that are in harmony with nature and work with some of the UK's leading ecological landscapers to achieve this. We have responded to our occupiers' increased desire for and reliance on the intrinsic value of nature (brought further into focus during the Covid-19 pandemic) to restore rhythm, calm and sanity.

We carry out an annual Sustainability Baseline Survey across our managed sites to capture information on biodiversity, as well as wellbeing, social value, and sustainable features we should expect in the built environment, to identify opportunities for improvement.



## Top landscaping awards

In partnership with Nurture Landscapes and Orchard Street Investment Management, MAPP won a Green Apple Award in recognition of its biodiversity work at a number of managed sites. And, in December 2021, Nurture Landscapes and ASA Landscape Architects, in partnership with MAPP, were recognised at the highest level, receiving two British Association Landscape Industries Awards for landscaping maintenance at Chineham Park, owned by Frasers Property UK.



Above, from left to right: Millie Mackichan (MAPP), Chris Beevor (Orchard Street Investment Management), Lora Brill (Orchard Street Investment Management), Sharon Butterfield (MAPP) and Simon Blackley (Nurture) receiving the Green Apple Award.



# Doing our bit for the community

Creating social value is part of our DNA. We encourage our teams to 'give back' through a mixture of volunteering, matched giving and increased community and occupier engagement.



## Volunteering

We give all employees two additional days paid leave each year for volunteering. Our volunteering activities suffered a setback due to Covid-19. Undeterred, we increased our volunteering take-up target to 75% and adapted our approach to make things easier for our employees to engage. Our new partners, Volunteering Matters and Ethical Angel, are organisations that provide online volunteering platforms, allowing the MAPP team to complete their volunteering days remotely if they prefer. We also have a network of Charity Champions, dedicated advocates from teams across MAPP, who share and promote information about volunteering opportunities. They act as a point of contact, voice thoughts from across the company, come up with ideas and coordinate projects.

## Matched giving

In 2021, MAPP formalised its Matched Giving Policy for employees who fundraise on behalf of UK registered charities. Staff are now able to claim up to £250 per employee, per year of matched funding on any money they have raised themselves for eligible causes. We are proud of this significant development which will allow staff to give more to the causes they care about most.

## Increased engagement

Many of our social value initiatives benefit from increasing levels of community engagement across our network of managed buildings, with MAPP teams working ever more closely with occupiers and partners to raise awareness of and organise donations for our chosen campaigns and events.

Despite logistical challenges during lockdown, we supported the KidsOut Giving Tree Christmas campaign for the third year in a row, collecting donated toys to distribute to children in local refuge homes, many of whom have escaped domestic violence. We also launched 'Let's Can Hunger' to support national foodbanks (see opposite for more details) and organised other projects such as ad hoc beach clean ups, and mental health awareness talks.



Plastic Free Eastbourne beach clean up.

From MAPP, Mike Dobey, Ian Scott and Steven Alexander. From MS Solutions, Steve Bates and John Thoroughgood.



Stronger together:  
creating social value  
with our occupiers

## Let's Can Hunger

Our 'Let's Can Hunger' campaign supported Love Your Neighbour, a charity responding to the Covid-19 crisis. We made the most of our network of buildings to collect monthly donations across England. 15 participating sites donated a total of 3,617 food items which helped feed vulnerable members of society impacted by the pandemic. We want to thank our clients, occupiers, and our collection partner GreenZoneCSS for supporting us and Love Your Neighbour.



# Helping our clients to reduce their environmental impacts

MAPP's Sustainability team works with clients to improve data collection and provide technical support to maximise environmental performance and reduce carbon emissions.

## Digitising data and reporting

We have strengthened our client data and reporting services by embedding digital and automated solutions wherever possible throughout our managed portfolios. Our data management service, for example, streamlines reporting such as asset level energy and waste dashboards. Our ability to collect robust, high quality data as standard allows us to manage more client corporate reporting and external benchmarking processes. We are supporting seven clients with their Global Real Estate Sustainability Benchmark (GRESB) submissions and five clients on their Real Estate Energy Benchmark (REEB) submissions to the Better Building Partnership.

### Supporting our clients



#### Global Real Estate Sustainability Benchmark (GRESB)

Waypoint, AEW, Schroders, Frasers Property UK, Nuveen, HiH Real Estate, Harrison Street.



**Real Estate Energy Benchmark (REEB) submissions to the Better Building Partnership**  
Schroders, AEW, Orchard Street Investment Management, Frasers Property UK, Nuveen.

## Smart metering

An example of our digital solutions is the development and implementation of MAPP's smart metering service. All clients now have the opportunity to upgrade their electricity, gas and water meters to utilise this smart technology, which enables utility meters to be read remotely at 30-minute intervals, ensuring high quality automated data. This data is essential to day to day property management and, more importantly, supports client-specific corporate targets and net-zero carbon strategies.

To date, eight clients have adopted our solution and are rolling out smart metering.



# Making an impact through our sustainability services

Our Sustainability team works closely with clients to understand their strategic sustainability requirements, using our full range of expert services to create positive sustainable impact.

## Prioritising sustainable actions

Fraser Property UK (FPUK) appointed MAPP in 2020 to manage five business parks in South East England. Together, we set up a 12 month timeline to build a solid Environment, Social and Governance (ESG) foundation, embed FPUK's net-zero carbon targets into operational management and improve their sustainability performance. Our first steps were to collect data and use this to propose sustainability actions and understand associated risks and opportunities. In our first year of collaboration we:

- Identified on-site renewable technology opportunities and shifted electricity supplies to 100% renewable energy (REGO certified)
- Adopted a more digital approach to data reporting, including rolling out smart metering across three of the parks by the end of 2021
- Maintained ISO 14001 accreditation
- Introduced a three-year biodiversity plan in partnership with Nurture Landscapes
- Achieved Fitwel Certification across four sites
- Helped form and implement a Social Value Strategy
- Supported FPUK in improving their GRESB score to a 4-star status



Helping to embed net-zero carbon targets into operational management.

## Mapping out a sustainability strategy

In July 2021, MAPP embarked upon a partnership with Firethorn Trust to develop a sustainability strategy to support their net-zero carbon pathway. The first stage of this strategy work involved gaining an understanding of the company's sustainability ambitions and undertaking a materiality assessment with key stakeholders to learn what mattered to them.

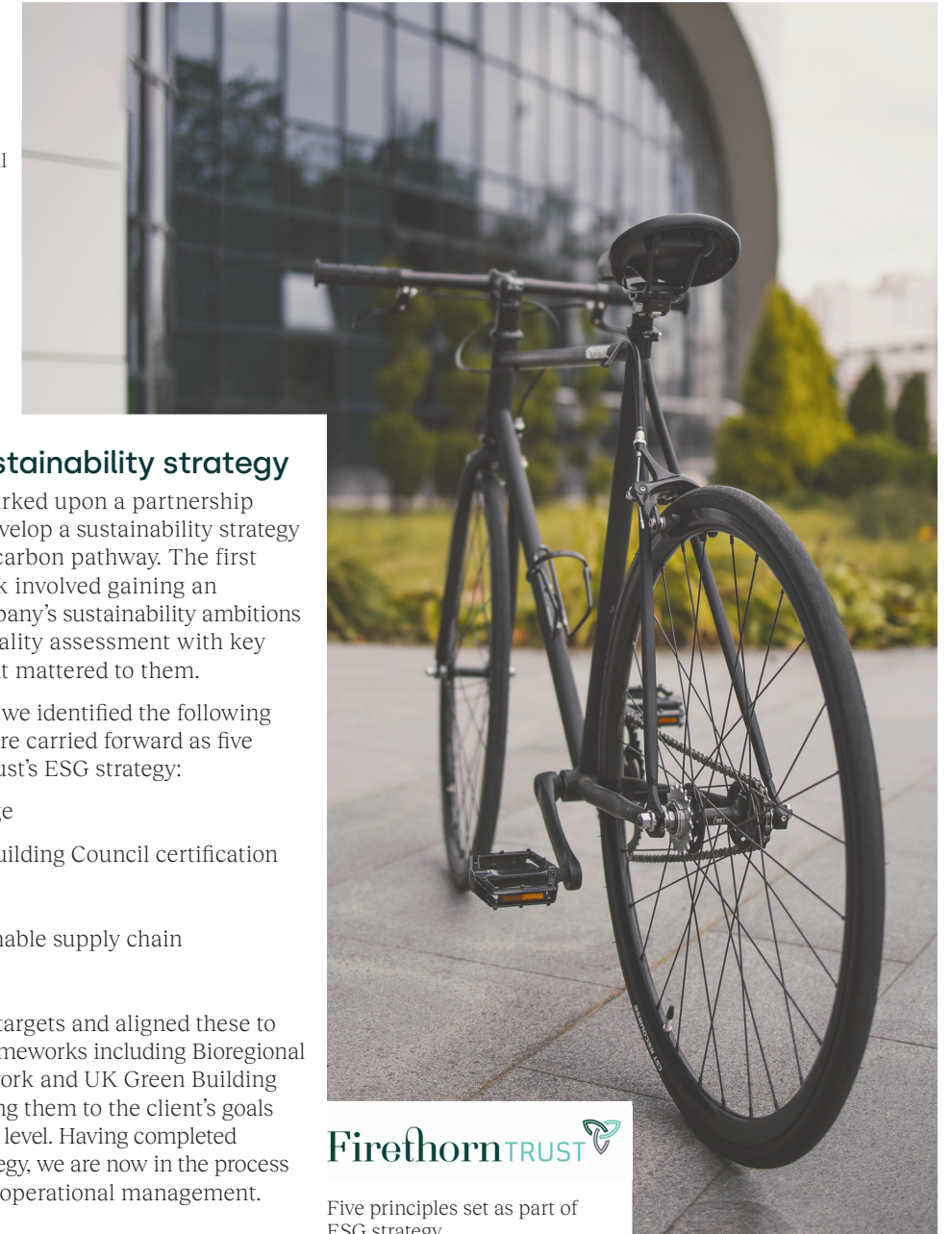
Through our engagement we identified the following five focus areas, which were carried forward as five principles of Firethorn Trust's ESG strategy:

- Tackling climate change
- Achieving UK Green Building Council certification
- Improving biodiversity
- Strengthening a sustainable supply chain
- Focusing on wellbeing

For each principle we set targets and aligned these to industry standards and frameworks including Bioregional One Planet Living framework and UK Green Building Council, while also tailoring them to the client's goals at a corporate and portfolio level. Having completed Firethorn Trust's ESG strategy, we are now in the process of embedding it into their operational management.



Five principles set as part of ESG strategy.






# How we do things round here

We recognise the importance of effective governance to protect the interests of our stakeholders and to set best practice foundations as we progress MAPP V3.0.


Our values



Be appreciative




Embrace accountability





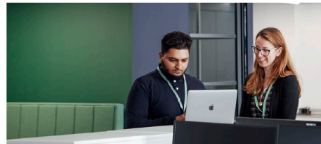


Live authentically



Pursue adventure





Avoid ambiguity

[For more info](#)

## Continuous improvement

As outlined on page 2, in July 2021 we became the largest real estate consultancy company in the UK to obtain B Corp certification. B Corp provides us with a formal framework to continue to push the boundaries in how we deliver, measure and assess the impact we create with our people, partners, the community and environment, while empowering us to do even better as we grow.

## Code of Ethical Conduct ('Code')

We developed this Code in 2019 to formally set out the responsibilities we have to each other and how we conduct ourselves as a business. We also expect our clients, contractors and suppliers to follow similar principles. Examples of key policies and statements from our Code are set out opposite and are made available to all MAPP employees and relevant third parties.

## Our values and culture

Having a written set of expectations and guidelines is important, but how we interpret and act upon them is more so. Our values shape our culture and our culture guides our discretionary behaviour and decision making. Key markers of our culture include high trust, healthy conflict, commitment, clear accountability, acknowledging results and these set us apart and energise us.

## Good faith reporting and whistleblowing

We foster a positive 'open door' work environment that promotes compliance with our Code by encouraging employees to ask questions, raise concerns and promptly escalate any known or potential issues in good faith (non-retaliation). If employees feel uncomfortable in talking to their direct managers (for whatever reason) our whistleblowing policy provides an alternative route.

## A foot in the future: supply chain focus

In 2022, we aim to strengthen our supply chain governance to ensure that we only operate with companies that match our sustainability standards and align with our corporate values. We aim to evaluate ESG risks and opportunities across our key suppliers, focusing in the first instance on modern slavery and carbon emissions monitoring.

**Policies**

**Our responsibilities to ourselves**

- Corporate governance
- Equal opportunities
- Health & Safety
- Anti-harassment
- Flexible working
- Information security and privacy
- Internal GDPR
- Business continuity
- Communications
- Internet and social media policy
- Environmental statement

**Our responsibilities to others**

- Conflicts of interest
- Bribery prevention
- Anti-facilitation of tax evasion
- Fraud
- Anti-money laundering
- Modern slavery
- Procurement



# A foot in the future: 2022 sustainability targets

The importance of sustainability has gained significant ground across MAPP and we made solid progress in the last 12 months both internally and with our clients. Our 2022 targets will help focus our teams further and we look forward to sharing our progress in our next update.

What we will do @MAPP		
For our society		Timescale
1	Our D&I audit identified areas where we are excelling and areas where we can improve. We are committed to acting on the results, and are expanding our review to incorporate age, social mobility, parenting and other areas.	End of 2022
2	Increase and improve social impact across the business: review and create social value trackers to accurately monitor matched giving, volunteering days and charitable on site events.	Q1 2022
3	Launch our Social Value Framework, which will act as a guide for our teams to tailor to their specific assets and achieve authentic social impact and outcomes in their areas.	First half of 2022
4	Formalise our partnerships with Volunteering Matters and Ethical Angel and embed them into our volunteering processes early next year, with the aim of achieving 75% uptake in volunteering days by the end of next year.	First half of 2022
For our planet		Timescale
5	Publish our net-zero carbon roadmap and commitments.	First half of 2022
6	Maintain our 100% diversion from landfill and 70% recycling targets.	Ongoing
7	Reduce our energy usage across the MAPP offices by 7% year on year.	Ongoing
How we do things round here		Timescale
8	Embed B Corp: Review our submission and put together a gap analysis and improvement plan for the next two years ahead of our three year recertification.	Q2 2022
9	Strengthen the management of our supply chain: implement and conduct Sustainability and Social Value assessments across current suppliers to validate and identify any ESG risks, including areas such as modern slavery. Invite top ten suppliers to conduct a more in-depth sustainability review including site visits and in person meetings with our Sustainability and Procurement teams.	End of 2022

What we will do across our managed portfolio		
For our society		Timescale
10	Further engagement with our occupiers: This year has seen MAPP make some significant developments around occupier services and the agenda for next year is equally exciting. We have several targets for 2022 and beyond. <ul style="list-style-type: none"><li>Develop an online platform to collaboratively share best practices and build up a resource database. Information such as templates and guidelines on newsletters, handbooks, event campaigns, etc. will be accessible to all MAPP staff including site teams.</li><li>Appoint customer engagement ambassadors within each MAPP department to support the occupier experience.</li><li>Continue rolling out the occupier portal to the next tranche of viable properties.</li><li>Compile an annual occupier survey to determine what our occupiers want and how we are performing.</li></ul>	2022 and beyond
For our planet		Timescale
11	MAPP will tailor and integrate with the UK Green Building Council Biodiversity Net Gain guidance to create a clear process/guidance document to use across MAPP's managed assets.	End of 2023

## Sharing best practice

At MAPP, we strive to achieve our company wide target of diverting 100% of waste from landfill and maintaining our 70% recycling rate, and in 2021 we successfully removed a major paper stream by digitising invoices and lease forms. This initiative was led by our NextGen Board (our evolving employee representative body) who also compiled helpful, comprehensive recycling and waste reduction guidance for our MAPP offices. We are now sharing these documents with occupiers and clients in our managed sites to encourage more recycling based on our own experience and practices.

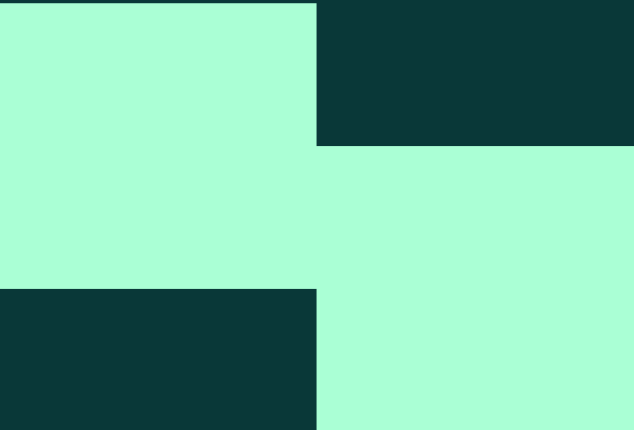




# Meet the team

To support MAPP V3.0, we have expanded MAPP's sustainability capacity, performance and services, and our dedicated Sustainability team has grown from three to eight.

In 2020, we appointed our Sustainability and Social Value Executive Director, Rowan Packer, who reports directly to David Clein and meets frequently with Nigel Mapp, to support our aspirations and implement positive change. Our team has over 60 years' combined experience across a range of specialisms.



## Sustainability team and other MAPP employees who support them



**Nigel Mapp**  
Chief Executive  
Officer



**David Clein**  
Managing Director



**Rowan Packer**  
Sustainability  
and Social Value  
Executive Director



**Denise Newbold**  
Head of ESG Data



**Robin Miah**  
ESG Data Analyst



**Miraj Karsandas**  
Associate Director  
- Sustainability



**Jaime-Louise  
Morley**  
Associate Director  
- Sustainability



**Antonia van  
Maris van Dijk**  
Assistant  
Sustainability  
Manager



**Sean Steel**  
Chair of NextGen  
Board



**Sean Greathead**  
Head of People  
and Talent



**Ana Pereira**  
Sustainability  
Manager



**Charlotte Campbell**  
Head of Branding,  
Marketing and  
Communications



**Jonathan Gill**  
Chief of Staff



**Alex Herrmann**  
Head of Building  
Consultancy



**Nikki Yates**  
Head of Occupier  
Services

**A. Holland  
(not pictured)**  
ESG Data Analyst