



# The MAPP report 2022

A foot in the future

MAPP

# Welcome to our second MAPP report

“At MAPP, we are balancing our impact on the planet, people, purpose and profit to build a business for the long term.

Even in our own business, however, we know that sustainability means different things to different people, and it’s just as confusing in the outside world, with changing indices, opinions and jargon. So, this year, we have simply called our update ‘The MAPP Report’.

Welcome.

Since the last report, we have made progress in areas that matter to us and we know matter to our people, occupiers, clients, communities and supply chain partners. This includes re-energising our people after two years of largely working from home, making sure that we are delivering a truly sustainable property management service really well, launching an improved occupier platform, utilising technology to limit environmental impacts in both our offices and the spaces we manage, whilst keeping a tight relationship with hand-picked partners who are aligned with our values.

One of the notable additions to this year’s report is our own Net Zero Carbon commitment by 2025. This is an ambitious aspiration and a solid step forward, and we are proud to have come up with a clear plan to make this commitment a reality. This, alongside our clients’ Net Zero Carbon commitments, gives us the opportunity to be a force for good and to evidence that in our report.

Pulling this report together acts as a reminder of what we have achieved and can celebrate, as well as being a humbling reality check of what still needs to be done to address social, climate and environmental injustices. At MAPP, we will use our culture and values, common sense and compassion to do the right thing in our business and to hold ourselves accountable to effect long-term, positive change.”

**Nigel Mapp**  
Chief Executive Officer

## 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



## 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.



B Impact Score of 86.6 achieved in our first submission.

All figures listed in this report are from 1st September 2021 to 31st August 2022 unless stated otherwise.

# Our business and stakeholders

We are in this for the long haul – investing in our people, processes and philosophy to better our service, delight our clients and win new business. It was a busy year.

## What we do

We manage over 900 commercial buildings, including offices, mixed use and leisure properties, business and science parks... even a snowdome. At the last count the properties we manage were valued at around £25bn<sup>[1]</sup>. We look after them day in, day out for our clients, many of whom are the UK's leading funds, asset managers, private trusts, REITs and private equity backed investment managers, alongside other investors based in Europe, the US and Asia.

## Who matters to us

As well as our clients, we engage with a host of other stakeholders who make our business tick - our occupiers, visitors, local communities, suppliers, partners/ collaborators and our people. Their opinions inform our decision-making and guide and shape our actions.

## What makes us different

We like to think we lead the way and stand out from the crowd by being innovators, doers, specialists and relentless learners. And by doing what we do with energy, authenticity, creativity and friendliness. We are MAPP.

## What's new in 2022?

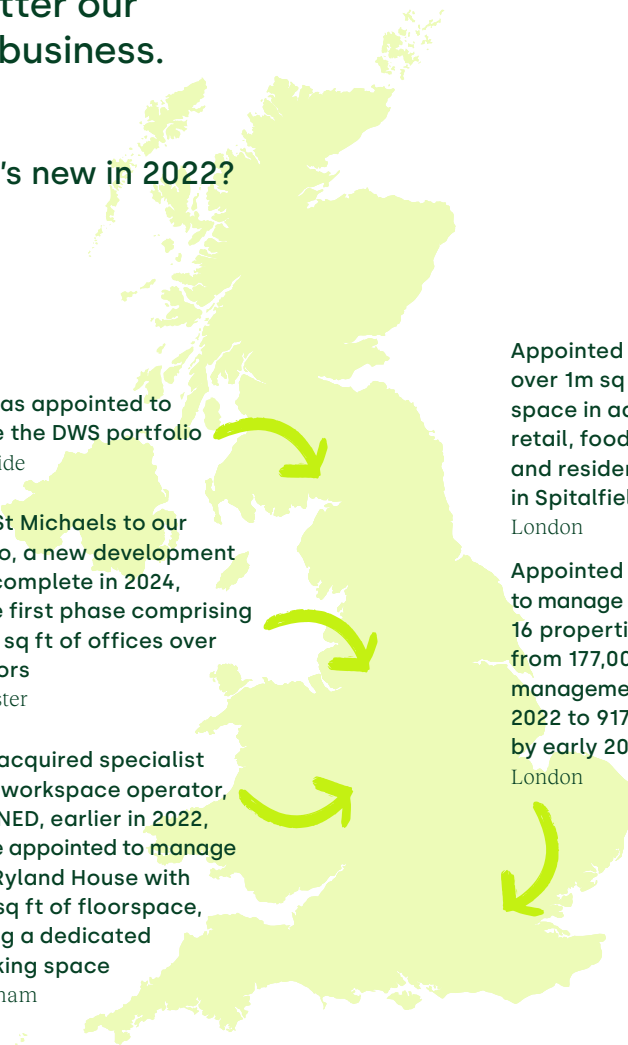
MAPP was appointed to manage the DWS portfolio Nationwide

Added St Michaels to our portfolio, a new development due to complete in 2024, with the first phase comprising 185,000 sq ft of offices over nine floors Manchester

Having acquired specialist flexible workspace operator, RE-DEFINED, earlier in 2022, we were appointed to manage Louisa Ryland House with 90,000 sq ft of floorspace, including a dedicated co-working space Birmingham

Appointed to manage over 1m sq ft of office space in addition to retail, food and beverage and residential units in Spitalfields London

Appointed by Fabrix to manage a portfolio of 16 properties, moving from 177,000 sq ft under management in December 2022 to 917,000 sq ft by early 2023 London



£45m

Revenue, growing organically at over 20% per annum since April 2019<sup>[2]</sup> (2021: £35m)

c£25bn

Portfolio of 900+ buildings (worth around £25bn)<sup>[1]</sup>

5

One of the Top 5 property management companies in the UK<sup>[4]</sup>

600+

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

And another 6,000+ contractors further down the supply chain

5

(Beautiful)<sup>[3]</sup> offices: Birmingham, Bristol, Glasgow, London (HQ), and Manchester

100+

Clients (UK and global) (2021: 100+)<sup>[5]</sup>

15+

MAPP partners – specialists in areas such as technology, customer experience, and sustainability, delivering an integrated world-class service in our complex and specialised sector

575

People<sup>[6]</sup>, including teams of Surveyors, Facilities Managers, Guest Experience Managers and sustainability specialists +20% year on year (2021: 479 people)

8,000+

Occupiers (2021: 8,000+)

250,000+

Daily visitors to the buildings we manage

<sup>[1]</sup> Last evaluation as at 1st November 2022

<sup>[2]</sup> MAPP accounts year ended April 2019 to April 2022

<sup>[3]</sup> Well, we would say this, wouldn't we

<sup>[4]</sup> MAPP estimates

<sup>[5]</sup> MAPP estimates; 2021 figure restated

<sup>[6]</sup> As at end August 2022

# Leading the way in property management

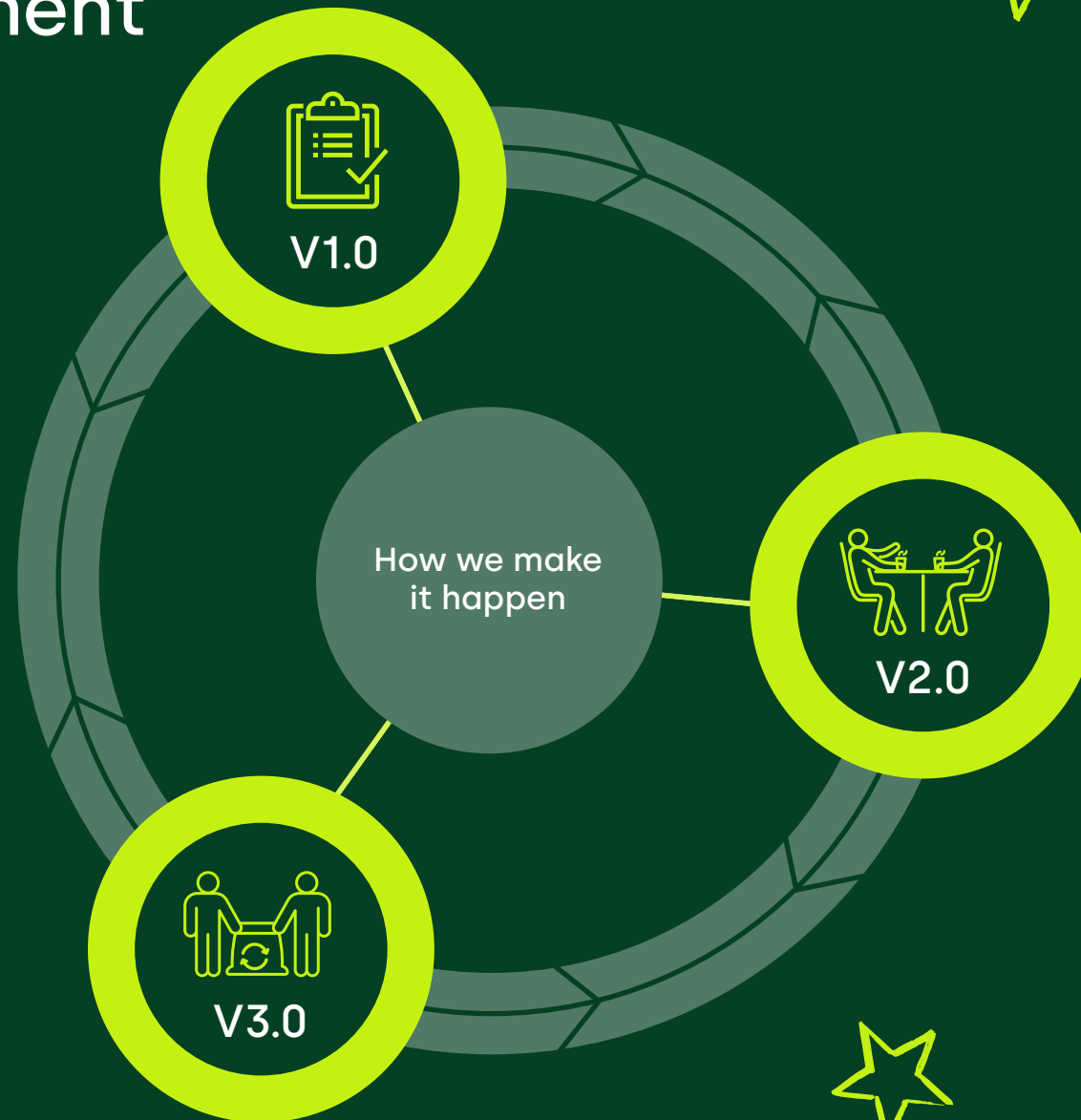
Successful, sustainable property management combines systems, experiences and long-term thinking to benefit relationships, people and the planet.

## Our differentiated approach

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.

Our modular approach gives our clients flexibility. Whether they opt for V1.0, V2.0 or V3.0 (in any combination) they can move forward with confidence knowing that our V1.0 service delivery is solid, robust and the best in class.

By using MAPP to deliver all three modules, our clients get enhanced occupier engagement and innovative sustainability services that can bring that extra bit of social and commercial value to their assets and for people who use them.



## V1.0

**Getting the basics right and doing it (really, really) well**

The foundation of our service, built on core competencies in compliance, reporting and management. This includes:

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

## V2.0

**Focusing on people, places and experiences**

Bespoke experiential and practical solutions to support our occupiers and the spaces they enjoy. This includes:

- Productivity and wellbeing services and amenities
- Flexible working consultancy
- Events and enrichment activities
- Great spaces and memorable welcomes

## V3.0

**Thinking more about the planet and our society**

One-stop shop of sustainability services that help clients and occupiers embed sustainable and social best practices to deliver long-term growth, with a focus on:

- Creating positive social impact
- Reducing environmental impacts in buildings and communities
- Helping clients and occupiers to meet their Net Zero targets and deliver positive outcomes
- Measuring and monitoring sustainability and social value impacts



# Sustainable and social performance

How we drive ourselves to think more about the planet and our society both in-house and across our managed sites.

## What we are doing in-house

For our society

# £100,000

Amount donated by MAPP Ltd to charitable efforts

# 705

Hours of MAPP employee volunteering

# 8

People across several departments contributed in designing our social value framework

For our planet

# ISO

ISO 14001 & ISO 45001 environmental management and H&S standards maintained

# 2025

Pathway to Net Zero 2025 roadmap published

How we do things round here

# 14

In-house ESG and sustainability specialists (increased from 8 in 2021)

# 3,583

Internal ESG training courses completed

# 92%

The top score in our 2022 engagement survey for the comment "MAPP's commitment to social responsibility is genuine"

## What we are doing across our managed sites

For our society and planet

# 212

Active sustainability services provided in over 700 buildings, equivalent to circa 65m sq ft (2021: 31 across 230 buildings)

# 75

Clients use us for full utility management (2021: 52)

# 445

Asset Sustainability Action Plans completed to support our clients (2021: 243)

# c50k

Tonnes of carbon under management across our portfolio

# 12

Supported 12 funds with submissions for Global Real Estate Sustainability Benchmark (GRESB)

# 6

Supported six clients with submissions for Real Estate Environmental Benchmark

# 12

Active smart metering rollouts across our clients' funds (2021: 8)



# Creating a great place to work together



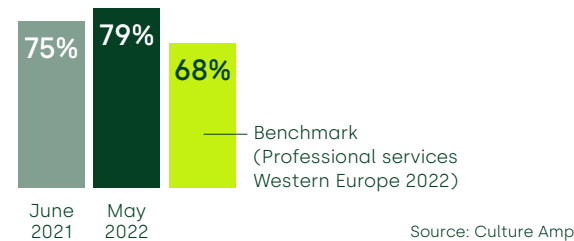
At MAPP, we believe that work is part of our search for meaning as human beings. We are creating an energised working community where people can reach their potential and fulfil their needs for self-esteem, belonging and achievement.

## Re-energising and reconnecting our people

We place great importance on our culture, values and behaviours. These underpin our high standards and help us to meet our three business objectives (see page 2). In a growth business, with new hybrid working arrangements and a 20% increase in employees to 575 people this year, we have worked hard to reconnect and energise our team, reinforce our culture, amplify our colleagues' voices and to find and develop our talent.

We ran a survey in May 2022 and set up a working group to develop a 'how to' guide within our new hybrid working policy. We continue to check in with our team to keep our thinking and guidance up to date.

## MAPP employee engagement score



## Listening to our people

In May 2022, 87% of team members participated in our annual survey. We increased our engagement score by 4ppts to 79% (versus June 2021) which was 11ppts above the benchmark (for professional services in Western Europe).

We asked additional questions about our workplace and culture and earned our top score of 92% (27ppts ahead of the benchmark) for the comment "MAPP's commitment to social responsibility (e.g. community support, sustainability, etc.) is genuine". This is heartening as we look to deepen our strategic social value commitments across the business. Our greatest opportunities from the survey pointed towards improving collaboration across departments. We have reviewed data and feedback team-by-team, set actions and have already begun to see material improvements.

This year we also ran an insightful 'love and loathe' survey:

### At MAPP, we love...

- People – our teams, our occupiers and the ability to meet new people
- The variety and pace of our business
- Making progress, problem-solving, improving the business, getting things done and achieving goals
- Being able to grow and learn
- Work-life balance and flexible working

### At MAPP, we loathe...

- Boring stuff (repetitive/duplicated tasks)
- Old tech and systems, and unnecessary processes – anything that slows us down
- Not adding value – chasing information and people that stop us from making progress
- Volume/pressure of work
- Writing reports and presentations

## Giving our people a voice

In 2022, we improved the format of our online monthly Town Hall meeting and are now attracting over 200 employees at each one. We get to hear many more voices and different views from across the business and are feeling more energised and connected as a result. We tee up different functions and speakers in advance to cover a good breadth of topics and leave time for Q&A.

Each session is recorded, uploaded and promoted on our intranet and we are upgrading our systems to make the Town Hall experience even more engaging. These monthly meetings complement twice-yearly roadshows when our CEO, Nigel, gives an update in person on business performance, usually in two or three offices. These sessions are also recorded and made available online.

# 200+

Team members regularly attend our monthly Town Hall meetings

# Looking after our people

Our people strategy comes about from listening to each individual at MAPP and aims to help our people do their jobs really well.

## Investing in our people

We know where we need to invest to support our people as we grow.



## Training and development

Training and development is a core element of our people strategy. We have invested significantly in this, launching a management training programme for targeted groups in the business. This includes training for supervisors and managers of small teams, leadership development for more experienced managers, and coaching for our executive teams. All attendees are appointed a buddy to help them throughout the courses - some of which last up to six months. This comprehensive programme, which is being rolled out in late 2022 and into 2023, came about as a direct result of feedback from our twice-yearly people reviews.

## Health and financial wellbeing

The mental and physical wellbeing challenges associated with lockdowns and the return to the workplace are well documented. Financial concerns, brought about by the current cost of living crisis, are adding to these. At MAPP, we help our people - from crisis support to preventative work - as part of our overall approach. This includes:

- Eight qualified mental health first aiders
- Mental health awareness training for all line managers
- Increasing the salary of our people ahead of the next pay review to help with the rising cost of living
- £30/month ringfenced benefit to help our people make better lifestyle choices (healthy food, gym membership, etc.)
- 24/7 Employee Assistance Programme for (confidential) access to advice on stress and anxiety, work-life balance, health and wellbeing
- Hardship fund created in October 2022 to help finance unexpected challenges
- 'myEva' planning tool to help with financial budgeting, and goal-setting

## Keeping and promoting our talent

Our people-related activities have two goals - to attract and retain good people who 'get' our culture and values. We aim to keep voluntary turnover at 15% or below. Along with many other companies, we were affected by the post-Covid trend of people reassessing their lifestyles and work commitments, and we missed our target this year.

Although we do not set a formal target, we promote from within where we can. In recent years, we have promoted between 10-15% of our employees every year - a reflection of how much we want to grow our people.

# 100%

Of our line managers trained in mental health awareness

Reconnecting our people (post lockdown) through team-building events and celebrations.

# Understanding every individual

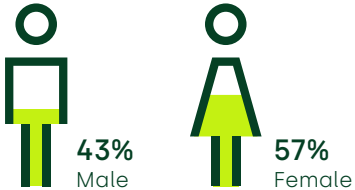
We want to learn more about each team member at MAPP, recognising that we have more work to do in the area of diversity, equity and inclusion, especially as we grow.

### Diversity, equity and inclusion (DE&I)

Back in early 2021, we carried out an externally-led DE&I audit to obtain an objective view of our approach. Building on the positive feedback we received, this year we worked on a diversity learning module for our leadership development programme and generated our first (voluntary) ethnicity pay gap report. Once again, all our people have engaged with our Diversity Strategy and have been willing to share their diversity information. As a result, we can provide an accurate picture of our progress. We continue to use an external DE&I specialist to challenge and shape our thinking and progress.

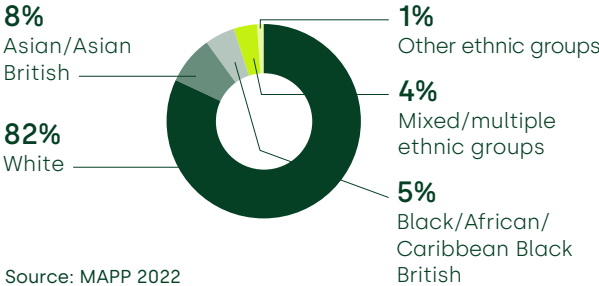
### Gender

We increased the number of females working in our business in 2022 (from 52% in 2021).



### Ethnicity

Our % ethnicity profile remained stable year on year and continues to roughly reflect the UK's overall make up.



### Gender pay gap

We published our gender pay gap report in March 2022 - our median gender pay gap increased from 22.1% to 23.8% and our mean gender pay gap decreased slightly from 23.9% to 23.7%. Our gender pay gap does not occur from paying male and female employees differently for the same job roles but is rather a function of gender distribution. We continue to champion gender diversity in our workforce, including through: mentoring programmes, flexible working arrangements, and 'stay in touch' programmes to help returning parents. We also support industry initiatives to promote gender balance. For example, we signed up to Real Estate Balance's CEO commitments on diversity to create a more inclusive culture, where women and men are valued based on their individual contributions. More information can be found in our report [here](#).

### Social mobility

In 2022, a team of eight people worked to shape our new social value framework (SVF) which was signed off by the Board in November. We have always woven social value into our business dealings but our SVF will spark the planning and implementing of activities with more strategic intent.

Our agreed focus is creating opportunities for those from underemployed groups facing higher than average barriers to employment. Our specialist partner of 12 years, Resurgo, will help us choose initial small-scale, high-quality projects, evaluate outcomes and impact, and select the most appropriate measures of success. We expect our SVF programme to gain significant momentum over the next two to three years as we actively involve our employees, supply chain partners and clients.

Alongside this, MAPP teams will continue to alleviate other social value challenges, working with the people who need this support the most in and around areas where we live and work.

Although we did not take on additional apprentices in 2022, we continued to work with Leadership Through Sport and Business to evaluate development opportunities for candidates from diverse backgrounds.

### Our policy

We are committed to providing equal opportunities in employment and to avoiding unlawful discrimination against our stakeholders. MAPP's workplaces are free from unlawful discrimination on grounds of race, colour, ethnic or national origin, gender (including gender reassignment), marital or civil status, sexual orientation, age, religion or belief, disability, pregnancy, maternity or adoption rights, trade union membership or part-time or fixed-term working. Our [Equal Opportunities and Diversity Policy](#) is available on our website.



# Engaging with our occupiers

We put life and soul into our properties by better connecting with our occupiers and their local communities.

## Knowing our occupiers

We continue to invest in our Occupier Services team, reflecting the importance we place on elevating our strong relationships with occupiers to give them an exceptional experience in the buildings we manage. During the year, we recruited additional Guest Experience Managers (GMXs) and now have over 70 working across our sites. Part host, part building manager and part enlivenment specialists, they work with other on-site team members to get to know their communities better to bring our places and spaces to life. This work includes organising pop-up events and programmes that sit within our Asset Sustainability Action Plans.

Examples of wellbeing initiatives include recipes of the week, on-site health drives and creating mindful outdoor areas, alongside promoting local community and charity events through newsletters and posters. We actively seek feedback from occupiers to fine-tune our service offer and activities, and aim to track our engagement through more formal occupier surveys in the year ahead.

## Smart tech

We use and invest in tech to further improve engagement with occupiers. Over 100 of our managed sites are now signed up to an occupier portal. We partner with various occupier portal providers and have worked with Locale to produce the 'MAPP hub' for an entry level portal or offering. These portals bring operational benefits (for example, by giving occupiers easy access to key compliance documentation such as Health & Safety information, fire risk assessments and other sustainability data) as well as an additional channel that helps us communicate regularly with our occupiers about what is happening in and around their buildings. Our on-site GXMs assist the Occupier Services team to generate monthly content to share across our portals.



## Collaboration is key

Our property portfolio is varied. No one size fits all and we do not expect it to. Instead, we are aiming to provide bespoke, relevant and meaningful occupier services for individual properties. Behind the scenes, however, we work hard to share best practice initiatives, giving MAPP employees inspiration, tips and tools to replicate successful campaigns from other areas or sectors in their own sites. These 'on-site insights' encourage deeper levels of occupier and community engagement.

## Creating social value through fundraising

We encourage occupiers and clients to get involved in MAPP-wide fundraising campaigns (if they wish) and, each year, we are humbled by their positive response. We are also committed to supporting other charity events organised by occupiers in some of our larger sites.

## Let's Can Hunger

MAPP launched Let's Can Hunger in 2020, supporting national food bank collections to help feed vulnerable individuals during the Covid-19 pandemic. This year we adapted our campaign to keep things local – aiming for food donations to be shared close to where they are collected. We have committed to reinvigorating our group-wide support for this campaign, looking to increase the number of participating sites and donated food items to help people during the cost of living crisis. Our thanks go to our collection partner GreenZoneCSS for supporting us again this year.

GreenZoneCSS helping to distribute food donations for Let's Can Hunger campaign.



## KidsOut Giving Tree

We are planning our fourth annual KidsOut Giving Tree campaign by collecting and distributing donated toys during the winter holiday season to children in local refuge homes, many of whom have escaped domestic abuse.



## Supporting work placements

At the Vicar Lane Retail Centre in Chesterfield, our retail team has forged a strong partnership with Derbyshire Adult Community Education Service to provide workplace opportunities with independent retailers in the centre. Now in its second year, this initiative is part of the centre's year-round community programme.

# Doing our bit for the community

We encourage our people to 'give back' through a mixture of volunteering, matched giving and increased community engagement.

## MAPP Charity Crew

Our reinvigorated MAPP Charity Crew advocates, leads and motivates everyone at MAPP to make a significant contribution to charity. In 2022, this network now includes representatives from all MAPP workplaces and site teams. Sponsored by our Sustainability and Social Value Executive Director, the Crew meets at least quarterly to discuss charitable activities for presentation and sign-off at the national Charity Crew network, chaired by our CEO.

# 30

Dedicated advocates in our MAPP Charity Crew

## Volunteering

We give all team members two additional days of paid leave each year for them to spend volunteering with a registered charity. To raise awareness and boost volunteer days as we emerged from lockdowns, last year we set a take-up target of 75% and adapted our approach, making it easier to engage. We launched onHand, for example – an online app which prompts team members to join various volunteering missions (including their own suggestions). In 2022, we recorded 705 volunteer hours across MAPP.



# 705

Volunteer hours recorded in 2022

Our charity champions in Manchester spent a day cleaning up Rossall Beach in Cleveleys.



MAPP team taking part in the JLL Property Triathlon at Dorney Lake in July 2022.

## MAPP Charitable Foundation

Supported by MAPP's Charity Crew, the MAPP Charitable Foundation is a grant-making registered charity funded entirely by profits created by MAPP. It contributes to a wide range of charities and matches charitable funds raised by the MAPP team who, in accordance with our Matched Giving Policy, can each claim up to £250 per year for eligible causes. In 2022, MAPP employees successfully claimed for £4,975 of matched funding.

## 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 closely with occupiers and partners to organise campaigns and events. In addition to MAPP-wide events, many of our employees support local events, industry-linked charities or simply things they feel passionate about.

# £4,975

Matched by MAPP Charitable Foundation

September 2022 saw the return of the Paragon Mudathon. Our intrepid MAPP team took on the extreme, 5k mud run challenge with all proceeds going to charity. This is the 'before' photo.

# Giving nature a helping hand

We work to enhance and protect biodiversity across our managed sites.

## Our aim

We aim to make a positive impact towards nature recovery on our managed sites, (including full repairing and insuring (FRI) lease assets) as well as bringing benefits to occupiers by connecting them to wildlife. We aim to achieve higher levels of biodiversity upon completion or management of buildings than at the start.

## Ecological landscaping

We have established partnerships with specialist ecological advisors who work closely with our landscapers to ensure biodiversity best practice is integrated into standard landscape management. With Biodiversity Net Gain (BNG) legislation in force from 2023, it is essential we manage newly created green space correctly and have set up an internal Biodiversity Working Group to create guidance for our site teams and to monitor industry developments.

Although BNG legislation only applies to new developments, we do not limit our ecological work and have implemented initiatives across all asset types. These include urban agriculture projects, such as adding rooftop beehives in office blocks, and citizen science events - encouraging people to collect environmental data to help organisations and scientists. Some examples are illustrated opposite.

Stockley Park  
Greater London



## Exterior living wall

In Chineham Park, we created an exterior living wall. Plants were carefully chosen to maximise ecological value - to help purify the air, regulate urban temperatures and thermally benefit buildings.

Chineham Park  
Basingstoke



## Bumblebee award

In 2022, both Winnersh Triangle and Stockley Park received a Bumblebee Award as part of Nurture's Biodiversity award scheme. Nurture is a corporate member of the Bumblebee Conservation Trust (among others) and sets conservation criteria that must be met by each site to be endorsed. These awards recognise the work that MAPP's site teams and Nurture have put in to support bumblebees.



Winnersh Triangle  
Winnersh



16

Sites used biodiversity reports to inform better landscape management

5

Biodiversity and landscaping awards won



1,760

Jars of honey harvested from beehives installed across our sites

## Rooftop bees hives

In celebration of World Bee day, Landmark invited their occupiers to see their rooftop bees and learn from an expert beekeeper.

# Our Net Zero commitment

We have published our first Net Zero roadmap, which underpins our commitment to reducing our carbon footprint in our own offices.

## Setting our goals

In 2022, we crystallised our thinking and learnings from previous years and formally committed to becoming Net Zero Carbon by 2025, and Climate Positive from 2030 onwards. This includes all our Scope 1 and 2 emissions, and defined Scope 3 emissions. We will report on progress made along our Net Zero Carbon pathway for transparency and accountability each year.

This roadmap relates solely to our MAPP offices and not properties that we manage on behalf of our clients. Examples of our work and services which help our clients to move towards their own Climate Positive aspirations can be found on pages 13 and 14.

## Carbon reduction

### Reducing the impact of commuting

We are raising awareness of alternative ways to commute to work and providing employee incentives. We also promote national initiatives such as #CycleToWorkDay.

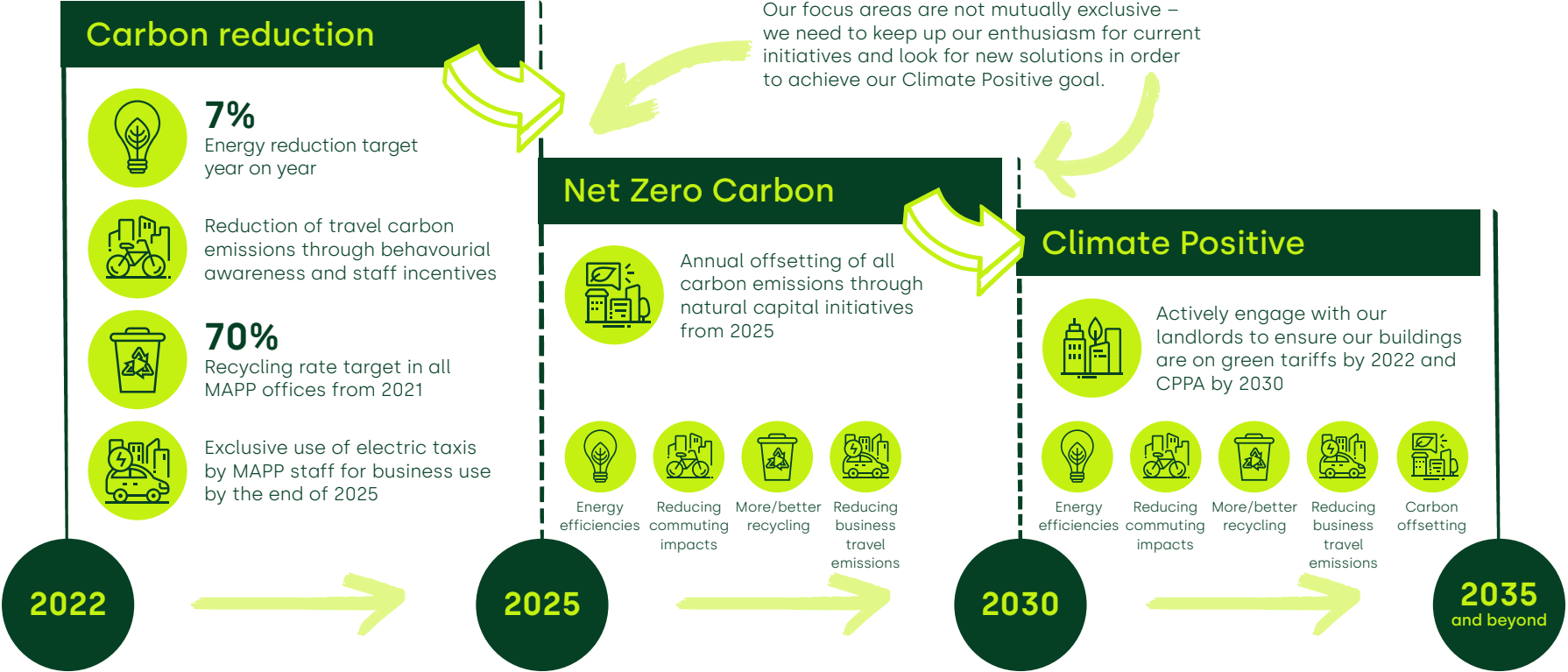


## Recycling @ MAPP

We look for opportunities to reuse and recycle materials and aim to divert recoverable materials from ending up in energy-from-waste plants, refuse-derived fuel plants or landfill. For MAPP offices we have a 100% diversion from landfill target and a 70% recycling target. In 2022, we struggled to capture data accurately enough to publish our own performance and are working with our landlords to find a better solution.



## MAPP's Net Zero pathway



# Making an impact through our sustainability services

We help our clients achieve their own sustainability goals by applying our in-house ESG expertise – from legal compliance to renewable energy opportunities.

## Energy performance certificate (EPC) de-risking

From April 2023, the UK Minimum Energy Efficiency Standards (MEES) Regulations will only allow buildings with EPC ratings of E and above to be leased. MAPP has been assisting AEW to understand and mitigate immediate and longer-term risks to their portfolio.

After aggregating and centralising EPC information in a database by rating and expiry dates, MAPP (in collaboration with AEW's preferred EPC assessor) evaluated AEW's immediate 'at risk' properties, re-assessed current ratings, and facilitated EPC+ reports to identify priority improvement areas and works required, allowing AEW to de-risk its portfolio in a systematic approach.



## Pioneer CPPA deal

In 2022, MAPP helped Pioneer to broker a Corporate Power Purchase Agreement (CPPA) for four of their sites, making them the first UK science park to source green electricity from a single, dedicated supplier. The two-year virtual CPPA deal was set up with Ray Valley Solar, the UK's largest community-owned ground mount solar park, based in Oxfordshire.

Powering over 700,000 sq ft of office and lab space for more than 100 companies, this watershed initiative is a significant step for Pioneer's carbon reduction ambitions. It enables them to work towards reporting zero carbon emissions for their Scope 2 electricity and offers the science and technology community a sustainable hub for future developments.

Pioneer



## Benchmarking success

Global Real Estate Sustainability Benchmark (GRESB) is one of the most prominent global real estate ESG reporting bodies. At MAPP, we have a successful track record of helping clients with their GRESB submissions and, in 2022, we supported eight clients by providing details on key impact and ESG performance. Five of these were 'full' GRESB submissions, led by MAPP, which involved guiding our clients on the process, reporting appropriate ESG policies and governance, and identifying future improvement areas.

We also supported six clients with Real Estate Energy Benchmark (REEB) submissions to the UK's Better Building Partnership. Our drive to embed digitised reporting systems (see page 14) is key to our ability to collect robust, high-quality data as standard to manage client corporate reporting and encourage ESG improvements.

## Supporting our clients



**Global Real Estate Sustainability Benchmark (GRESB)**  
AEW, Fidelity, Frasers Property UK, Nuveen, Harrison Street, JLL, Schroders, Waypoint.



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



## Smart metering service

Together with our chosen third-party providers, we can offer clients a solution to digitise their energy monitoring. Through our smart metering service for electricity, gas and water, clients can benefit from:

- Automated readings and more accurate billing
- Instant access to energy consumption and expenditure information
- High granularity of data (at 30-minute intervals)
- Detailed reporting capabilities for energy management and sustainability projects
- Monitoring and measuring capabilities for Net Zero ambitions

# 12

Client funds (to date) are rolling out our smart metering solutions across their portfolios

# Health, safety and environmental performance in our managed sites

By investing in our risk and compliance data and analytical capabilities, we attain more opportunities to add sustainable and social value to our business.

## Moving from compliance to 'value-add'

We systematically monitor and manage key real estate risks in over 900+ of our managed properties. We have six dedicated compliance specialists who cover Health & Safety, environmental and fire risks. We use our specialised consultancy partner, S2, to independently monitor air and water quality (including for legionnaires' disease) and asbestos, among others. All information is uploaded onto our live, cloud-based platform, Riskwise.<sup>[1]</sup>

We log reportable accidents and environmental incidents (such as spillages or air pollution) onto Riskwise and evaluate them by type, by client and by building to establish trends and address the root cause. We can also see at a glance outstanding remedial actions, relevant documentation, lessons learnt and any claims. We generate an environmental compliance report every quarter which is reviewed by our Board; any major incidents would be flagged immediately. Through our investment in Riskwise, we are expanding our data and analytical capabilities, module by module - to better inform strategic decision-making.

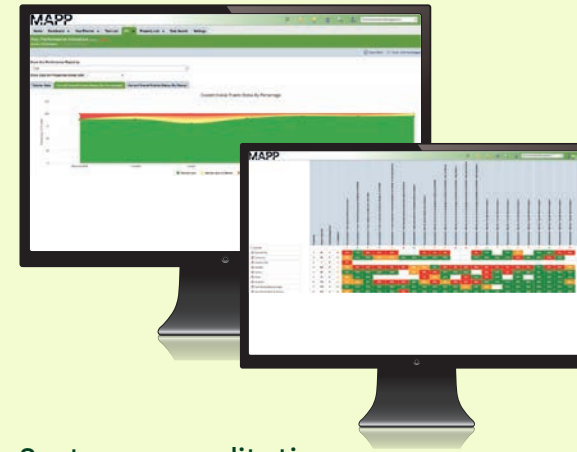
<sup>[1]</sup> The RiskWise platform has been developed by Strategic Risk Consultants S2 Partnership Ltd (S2). In June 2022, we announced the extension of our partnership with S2 to maximise the capabilities of the platform.

## Closed water system module

We have evolved our water quality tool to evaluate the overall risk and performance of on-site closed water systems, including for out-of-spec chemical dosing, pH levels, water flushing and discharges. By introducing this digitised process (replacing the current industry standard of using paper and site log books), we can take remedial action more quickly, save costs and reduce environmental impacts. Lessons learned from this process will be applied to a new air quality module in 2023.

## Waste management module

We also generate detailed waste performance reports by waste stream and by property. We used this data in our latest waste broker retender process to set more stretching specifications in auditing, data analysis and waste minimisation. We also expect our appointed broker to work with our Occupier Services team to develop waste campaigns (reducing plastic bottles, for example). We plan to measure how effective these are from an environmental angle, and how well occupiers and MAPP teams engage with these supplier-led initiatives.



## System accreditation

In July 2022, our MAPP offices and our sites' HSE Management system were successfully recertified against the ISO 14001 and ISO 45001 standards by external global audit company, SGS. SGS chose 10 properties to audit and assessed us over a period of two months. We were delighted that SGS gave us a clean bill of health and the following feedback:



**MAPP has a very well-managed system with good controls. In particular, WikiMAPP, the new documentation database and the Riskwise compliance system both demonstrate effective and efficient controls.**

SGS Auditors



## Engaging with our suppliers

Since the start of 2022, all new tender documents require applicants to include policies on sustainability, diversity and inclusion information, considerations to reduce environmental impacts and commitments to help MAPP meet its social value ambitions. Once a contract is awarded, MAPP's Facilities Management team reviews supplier performance bi-annually, including cost-savings, client performance and social value creation. These new criteria have already been used for front of house, ground maintenance and waste brokerage tenders and will be put in place for all major supplier types and loaded onto our new Riskwise Contractor Management Module in early 2023, which we will use as a 'live' interactive vetting tool.

Our Facilities Management team runs two-hour video sessions with key suppliers every six months to explain our strategic direction - including on sustainability and social value expectations - and to explore how we can best work together and share best practice. This includes learning from some of our much larger suppliers who may have more established sustainability criteria and experience than us.

### Supplier sustainability checklist

- UK Living Wage Foundation
- MAPP Charity Days commitment
- Regional plan for coordinated community support, including job creation and apprenticeship opportunities
- Agreed environmental targets
- Diversity & inclusion plans

# How we do things round here

**We recognise the importance of effective governance to protect the interests of our stakeholders and to evolve best practices as we grow.**

## Continuous improvement

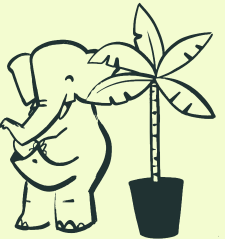
In July 2021, we became the largest real estate consultancy company in the UK to obtain B Corp certification. B Corp provides us with a formal framework to help push the boundaries in how we deliver, measure and assess the impact we create with our people, partners, the community and environment, while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

## Our culture

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

## Our values

Our values are lived and breathed in our business: we recruit and evaluate people against them and use them to shape training and development. Our CEO, Nigel, talks constantly about them and you will hear him peppering them in day-to-day conversations, as shared opposite.



**Avoid ambiguity**  
 "Uncertainty and elephants in the room will only hold us back. So when we communicate let's be really clear with each other, our clients and their occupiers."




**Be appreciative**  
 "Let's make sure we are all aware of our privilege, together with the contribution everyone around us makes. Appreciation is an important form of support."



**Live authentically**  
 "Let's all have the courage to really be ourselves. To be candid, tell it straight and make commitments with thought and care."

## How we organise ourselves

We pride ourselves on being fleet of foot and getting things done (see our love and loathe results on page 6). Our organisational structure must evolve to support (and not hinder) our future potential and in May 2022, we created a new team of people to achieve just that - our Senior Management Team (SMT). This is an exciting development which equips and empowers a collaborative, cross-functional team - our next generation of leaders - to take on more responsibility as we grow.

**Embrace accountability**  
 "Let's embrace accountability by taking ownership of our actions, shouldering our share of responsibility and focusing on tangible results."



**Pursue adventure**  
 "Change is all around us, let's rise to it and adapt with a sense of excitement, and push ourselves to meet every new opportunity and challenge that comes along."

## Tech tools

We use a variety of tech tools to streamline and track critical governance and compliance information. Our governance and risk teams use OneTrust - a software application to manage and maintain our risk register, conflicts of interest workstreams, corporate policies, Know Your Client (KYC) processes and incident response rates (including for GDPR and data breaches), among others. Mandatory training (for example, Data Privacy) is managed through our integrated e-learning platform, Litmos, and we hold detailed, standardised operating processes for our managed sites on our internal WikiMAPP site; this forms the basis of our approach to risk and audit.

## 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, and we aim to operate only with companies that match our sustainability standards and align with our corporate values. Our Code can be viewed on our website and covers topics from compliance with modern day slavery laws and GDPR to policies on anti-money-laundering, whistleblowing and business continuity.



**We've got it covered**  
 Other published documents include:

- Client money-handling procedure
- Cookie policy
- Health & Safety policy and statement
- Diversity and inclusion (D&I) policy
- Procurement policy

# A foot in the future: 2022 performance and targets

We report below on our progress against the targets we set last year. As our impact reporting develops (we are only in our second year), we will challenge and review our targets to make sure they are the most meaningful for our business and stakeholders.

What we are doing in-house		
Targets/commitments	This year	Progress
<b>For our society</b>		
1 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.	Social value events are being tracked to provide a central database for future reporting. The next step is to automate this process.	
2 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.	MAPP enhanced the framework further and therefore withheld the launch until 2023.	
3 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.	MAPP has partnerships with Volunteering Matters and onHand. Our aim is to use these partnerships to achieve our target of 75% in 2023.	
<b>For our planet</b>		
4 Publish our Net Zero carbon roadmap and commitments.	Published on page 12.	
5 Maintain our 100% diversion from landfill and 70% recycling targets.	MAPP is working with our landlords to obtain this data.	
6 Reduce our energy usage across the MAPP offices by 7% year on year.	15% increase in energy usage. This is mainly due to low occupancy in the previous (pandemic) year and our active campaign to get staff back into offices.	
<b>How we do things round here</b>		
7 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.	We have conducted the gap analysis and are working towards recertification.	
8 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.	Ongoing.	

What we are doing across our managed sites		
Targets/commitments	This year	Progress
<b>For our society</b>		
9 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.		
<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> </ul>	The online platform is expected to be launched in Q1 2023.	
<ul style="list-style-type: none"> <li>Appoint customer engagement ambassadors within each MAPP department to support the occupier experience.</li> </ul>	We now have two occupier service managers and 10 innovators within the business.	
<ul style="list-style-type: none"> <li>Continue rolling out occupier portals to the next tranche of viable properties.</li> </ul>	The occupier portal rollout is ongoing.	
<ul style="list-style-type: none"> <li>Compile an annual occupier survey to determine what our occupiers want and how we are performing.</li> </ul>	This year we have issued circa 5.5k occupier surveys.	
<b>For our planet</b>		
10 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.	Ongoing	



# It's a team effort

We continue to expand MAPP's sustainability capacity, performance and services, and our dedicated Sustainability team has grown from eight to fourteen.

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.

 <b>Nigel Mapp</b> Chief Executive Officer	 <b>David Clein</b> Managing Director	 <b>Jonathan Gill</b> Chief of Staff	 <b>Sean Greathead</b> Head of People and Talent
 <b>Rowan Packer</b> Sustainability and Social Value Executive Director	 <b>Antonia van Maris van Dijk</b> Assistant Sustainability Manager	 <b>Cameron Little</b> Sustainability Manager	 <b>Denise Newbold</b> Head of ESG Data
 <b>Nikki Yates</b> Head of Occupier Services	 <b>Raj Singh</b> Executive Director - Head of Facilities Management	 <b>Mike Lewis</b> Senior Executive Director - Head of Facilities Management	

