

# The MAPP report 2023

Building a business that helps  
people thrive

MAPP

# Growing with and for our stakeholders

Our third MAPP report is a reflection of our passion and collaborative focus on planet, people and profit, underpinned by good governance.

### What we do

We manage circa 1,000+ commercial buildings, valued at around £30bn<sup>1</sup>, including offices, mixed-use, retail and leisure properties, business and science parks. We look after properties day in, day out for our clients – a variety of funds, Real Estate Investment Trusts (REITs) and other real estate investors and landlords based in the UK, continental Europe, the US and Asia.

### Who matters to us

We are building a business that helps people thrive. As well as clients, we look after a host of stakeholders – our occupiers, visitors, local communities, suppliers/contractors, other partners and our employees. We strive to keep them safe, well and engaged. Their opinions inform our decision-making and shape our actions.



### Our 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?

Our culture and MAPP values set us apart. Relentlessly curious and ambitious, we are focused and passionate about growing our real estate portfolio, while balancing our impact on our stakeholders. We like to think we lead the way and stand out from the crowd by being innovators, doers, specialists and learners. And by doing what we do with energy, authenticity, creativity and friendliness. We are MAPP.

### How we are organised

We are a private limited company, managed as an Employee Ownership Trust since November 2023. We are incorporated in the UK and our group includes three LLPs who are specialists in building consultancy, flexible space (RE-DEFINED) and energy. Together, we provide an integrated service across the lifecycle of our buildings in our complex and specialised sector.

All figures in this report relate to year ending 30th April 2023, unless otherwise stated. Significant post-balance sheet events covered in the narrative are dated where possible.

<sup>1</sup> As at 31st November 2023.

# A defining year

I am delighted to share some amazing news for our employees and our business. In this third MAPP report, we talk about how we balance our impact on the planet, people and profit. It is therefore fitting to introduce how we have become an employee-owned business.

This new development secures our independence, protects MAPP’s values and distinctive culture, empowers our employees and allows us to enjoy our growth trajectory in a sustainable way.

To achieve this milestone in MAPP’s 25th anniversary year brings me huge personal joy. However, I am more excited about giving our employees an official voice in how our business is run and for this to happen under the leadership of our new CEO, Louise Bonham, who joined MAPP in September 2023.

We are thrilled that Louise has chosen to join us at this important juncture, as MAPP continues to scale up in an increasingly complex sector. Louise brings with her over 20 years of experience in the UK and EMEA property sector and, more importantly, a commitment to supporting our values and cherishing our culture as we transition to an employee-owned structure. To trigger this structure, David Klein and I have transferred our MAPP shares into an Employee Ownership Trust (EOT). Neither of us, however, will be straying too far



Having celebrated MAPP’s first 25 years, we now look ahead to our next phase of growth.



B Impact Score of 86.6 achieved in our first submission.

## Our purpose

MAPP is radically reimagining how commercial property is managed. We want to create inviting places where business 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.

“Through the Employee Ownership Trust, we will hand over the stewardship of our purpose, core objectives, values and culture to the best possible people. MAPP could not be in better hands.”

from the business as we have taken on roles as MAPP’s Chair and Executive Chair respectively. We aim to spend even more time with clients to accelerate the strategic growth of the company in its core markets, whilst supporting Louise.

So, everything changes and yet nothing changes. Our purpose, core objectives, values and culture stay the same and through the EOT, we will hand over their stewardship to the best possible people who, I am in no doubt, will enshrine, protect and strengthen them. We will continue to evolve, challenge assumptions, check boundaries and lead the sector in our own way – radically reimagining how commercial property is managed. Together, we will ensure that the buildings we manage stay relevant and flexible for the people who use them – helping them to thrive. I am looking forward immensely to the year ahead.

Nigel Mapp  
Chair

Welcome from our new  
Chief Executive Officer

# An exciting place to be

I'm really pleased to have joined MAPP at such an exciting time. Although I knew of MAPP's reputation for being best-in-class for its client delivery, helping people thrive and leading the sector in sustainability and innovation, I did not join without undertaking some due diligence of my own. This involved getting to know Nigel and David over a number of months and understanding MAPP's way of doing things.

600+

We celebrated the arrival of our 600th employee

41%

Increase in turnover

I realised quickly that I was joining an extremely well-run business with passionate people who are well placed to continue an impressive growth trajectory in a fast-changing industry. I am enjoying being part of the team.

In 2023, we celebrated the arrival of our 600th employee and grew turnover by over 41%. I cannot take any credit for MAPP's achievements in 2022/23, but I am proud to share many of them in this report.

Promoting employee collaboration at our latest annual conference.



We injected our passion for property management into Spitalfields Market, London, engaging 16,612,422 people around the estate and 18,372 market stalls last year.



## Entrepreneurial growth

Throughout the year, we evolved our client service offer, including the launch of V4.0 which creates growth opportunities, for both our clients and MAPP, through excellence in technology and data (see page 5). Combined with expertise from our complementary LLP companies, we continue to find entrepreneurial solutions in a sector shaped by changing workplace trends, societal expectations and pressures to reduce environmental impacts. As well as honing our flexible workspace model and building consultancy services, for example, we launched Energy by MAPP in September 2023, complementing our own commitment to become Net Zero Carbon by 2030 and Climate Positive from 2035 onwards (see pages 8 and 9).

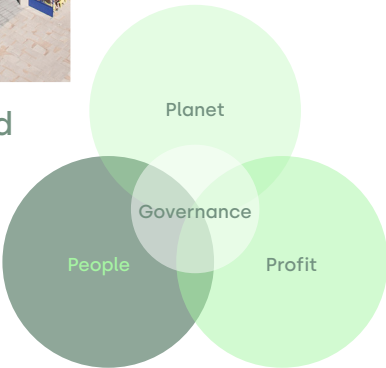
## Long-term focus

We hope and work to be a force for good. You will read later about our successful leadership training programmes, the formation of our Future Shapers groups to ensure that employees get their voices heard and ideas actioned, our role in influencing and supporting our occupiers to make a positive impact in their local communities and the roll-out of improved systems to onboard a supply base that mirrors our social value aspirations. We continue at every turn to make the buildings we manage safer for all visitors, less harmful for the planet, exciting and joyful for occupiers and local communities and more efficient and profitable for our clients. Our focus on planet, people and profit – underpinned by good governance and guided by our purpose – is a top priority for me in the year ahead.

**Louise Bonham**  
Chief Executive Officer

## A force for good

Our focus on planet, people and profit is cemented by good governance.



Our vision for property management

# Scaling up sustainably

Our approach to successful, sustainable property management combines systems, experiences, long-term thinking and technical excellence to benefit the planet, people and profit.

Our differentiated approach

To navigate and stay relevant in our rapidly changing and complex world, we constantly reimagine how we manage commercial property. At MAPP, we talk about V1.0, V2.0, V3.0 and V4.0 to describe our evolution. We operate four distinct yet interdependent property management services to provide flexibility and choice. Clients can choose, for example, a single service or a combination of V1.0, V2.0, V3.0 or V4.0 (in any configuration). The diagram opposite summarises our key services.

Introducing V4.0

We introduced our V4.0 service in March 2023. V4.0 is all about providing the right tech (both hardware and software) for the future of property management. We consider it an important tool to support both our own and our clients' progress in sustainability. Essentially, it allows us to give more valuable insight into how buildings operate to identify where the greatest impact can be made.

## 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.

## V2.0

Focusing on people, places and experiences

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

## V3.0

Thinking more about the planet and our society

Sustainability services that help clients and occupiers embed sustainable and social value best practices to deliver long-term growth.

## V4.0

Harnessing the power of technology in everything we do

Technologies and data in support of outstanding property management, using flexible and user-friendly solutions from specialist third-party providers.

A long-term force for good

# Influencing positively across our business

The buildings that we manage are complex structures and ecosystems. At MAPP, we have developed and acquired in-house skills and expertise to exert a positive influence across all aspects of property management.

## The earlier the better

We have the opportunity to influence across the whole of a building's lifecycle – from walking a site with surveyors and owners and helping architects to allocate wellbeing spaces to revitalising buildings mid-lease and re-evaluating assets at the end of purposeful life.

The earlier we can get involved in a project, the more meaningful impact we can make. However, we are happy to draw on expertise whenever needed from a growing pool of specialist teams across the business. These include sustainability, mobilisation, building consultancy, flex (RE-DEFINED), occupier services, energy and facilities management. In the diagram opposite we share illustrative examples of how we use our influence to be a long-term force for good.

## Planet

### Sustainable design

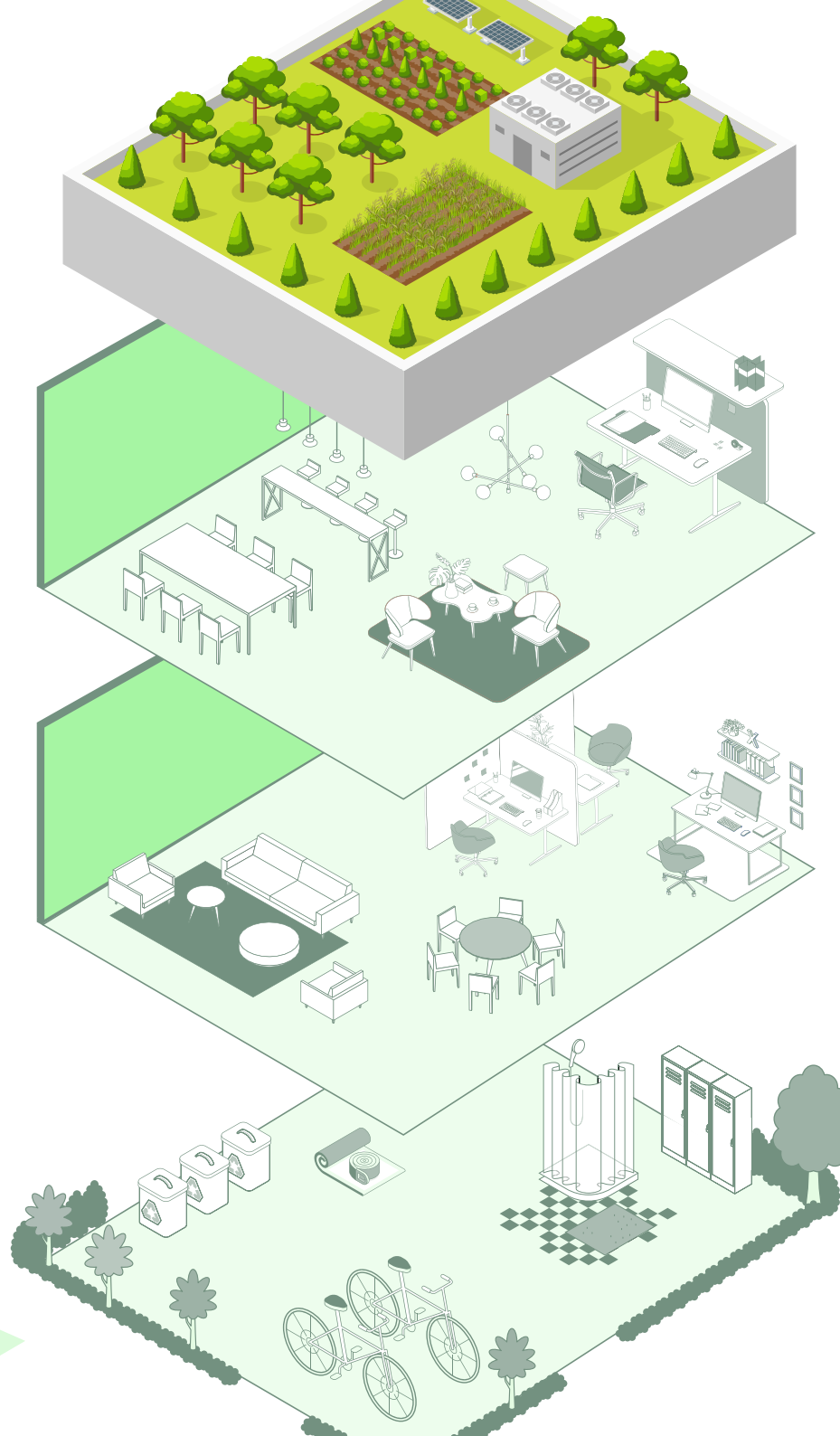
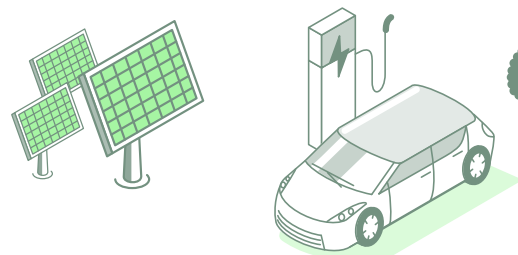
We work at the building design stage to embed sustainable and circular principles, using recycled water, repurposing furniture and influencing the choice of more sustainable materials.

### Ready for handover

We prepare waste management, energy reduction and recycling guides for new occupiers and we review and revise these as part of our service.

### Advanced energy management systems

We look holistically at energy management to help reduce carbon footprints and save costs – from installing smart meters, solar panels and electric vehicle (EV) chargers to managing renewable energy strategies.



## People

### Wellbeing focus

From recommending amenities to fitness suites, we work with architects to plan for people's wellbeing from the outset.

### Smart tech

Tech can help us better understand how a building works, reduce environmental impacts and improve profit. It also enhances people's connectivity and experiences (basically, it's a triple bottom line win).

### Community-minded

We connect people and their local communities by raising awareness of 'what's on' through communications campaigns.

### Outside-in

We write biodiversity plans to aid nature recovery and connect people with the outside – and we bring the outside into urban sites through roof gardens and living walls.

## Profit

### Asset valuation

Advising on location, valuation, due diligence and indemnity insurance, our building consultancy team can help scope whole property investment projects.

### Planned preventative maintenance (PPM)

Good practice PPM helps prolong the fabric of the building, allows us to respecify more efficient solutions and protects long-term investments.

### Space optimisation

We consult with owners and occupiers throughout a building's lifecycle to optimise space and returns, including creating, operating and generating revenue for bespoke workspaces.

### Return of asset

If it is time for an asset to be sold or repurposed, we help with asset return and re-evaluation.

Our impact: 2023 overview

# Balancing our impact across the business

Here, we provide an overview of some of the most material things we have been collaborating on since our last report. While proud of our achievements, we know we have much more to do.

See page 20 for performance against targets.

## What we are doing in our own operations

Planet

first

streamlined energy and carbon report (SECR) published

People

3

management and leadership programmes rolled out

473

ESG training courses undertaken

23<sup>1</sup>

in-house ESG and sustainability specialists (up from 14)

Communities

£100,000

donated to the MAPP Charitable Foundation

£4,085

of funding claimed by MAPP employees for eligible causes through our Matched Giving Policy

1,115 hours

MAPP employee volunteering hours through OnHand

Reinvigorated

Charity & Community Crew (see page 11)

## What we are doing across our managed sites

Planet

1,295

asset sustainability activities across the year

People

13

clients supported during benchmarking submissions

Occupiers

105<sup>2</sup>

Guest Experience Managers working in our managed sites

Clients

159

client funds with full utility management

Communities

>2,700<sup>3</sup>

food items donated for Let's CAN Hunger campaign

<sup>1</sup> As at 31st November 2023.

<sup>2</sup> As at 31st July 2023.

<sup>3</sup> As at 12th December 2023.

## Governance

EOT

The Employee Ownership Trust was announced in June and formed in November 2023

## Future Shapers

New employee representation framework and mandates launched (see pages 12 and 19)

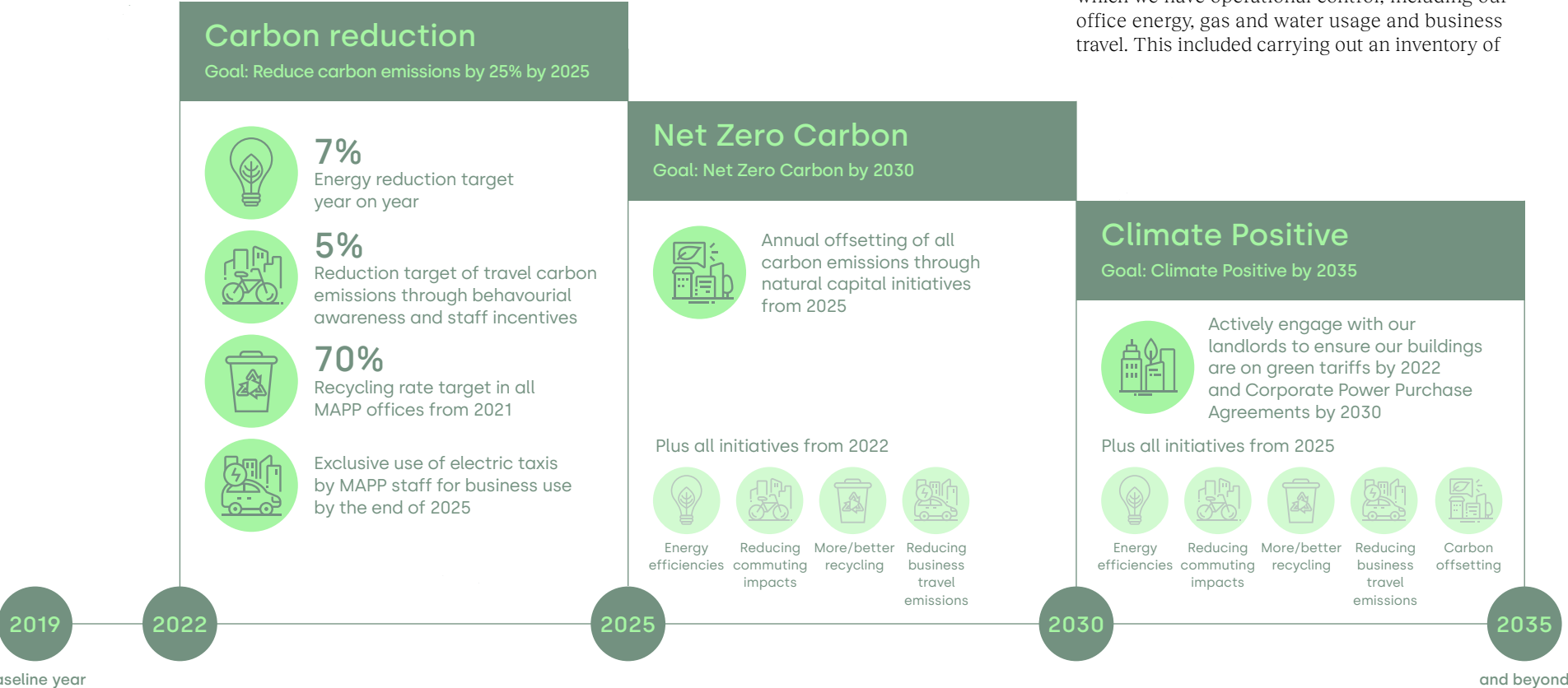
## Reporting and policies

Third Gender Pay Gap Report published and Modern Slavery Statement updated



# Embedding our commitments across our business

We focus on reducing our own impact on the planet, as well as in the buildings that we manage. In this section, we share the progress that we are making in our own offices.



## Net Zero Carbon Pathway

We first published our Net Zero Carbon Pathway in 2022 (see below). This sets out our targets and defines our emission categories. During the year, we solidified our data, further analysing where the bulk of our emissions lies. We also modelled options to identify the most effective sustainability initiatives for our pathway. From this work, we prioritised two areas of focus: reduction of business travel emissions and reduction of office emissions.

### Carbon reduction

A major workstream during the year was to further analyse all sources of environmental impact over which we have operational control, including our office energy, gas and water usage and business travel. This included carrying out an inventory of

all heating and cooling equipment that serve our offices and associated emissions. We also continued to improve our understanding of other applicable emission categories that fall under Scope 3. We will review these annually to establish whether they can be added to our Net Zero Carbon Pathway.

### Office energy

During the year, we expanded our London office space by around 50% and increased our number of employees by around 21%. This business expansion contributed to a year-on-year increase of 18% in energy use, against a target reduction of 7%. Having focused on improving the accuracy and quality of our energy data, our priority now is to implement energy efficiency measures and energy reduction behavioural campaigns. We will also carry out energy (and water) audits at all offices and explore the possibility of installing solar photovoltaic panels. We are revisiting our baseline assumption to take account of our increased office space.

### Employee business travel

Absolute emissions from business travel increased by 17% since last year, owing to the opening of our Glasgow office halfway through the previous year and the considerable business development activity across our regional offices. Business travel emissions intensity per employee decreased by 20% compared to the previous year. We have identified the reduction of emissions from business travel as a significant focus area of our roadmap and are exploring a range of initiatives to reduce these by 5% each year. Initiatives under review include: using electric taxis only for business use; introducing an electric company car fleet for high-mileage journeys; exploring the suitability of company-owned bicycles for employee use and reviewing our fuel reimbursement process and rates to ensure they favour more sustainable travel.

Planet: Net Zero Pathway continued

Office waste and recycling

During the year, we maintained our record of sending zero waste to landfill across all MAPP offices, meeting our 100% target. We fell short of our 70% recycling rate target, achieving 49%, and have renewed our focus in this area through office waste audits and by making it easier for our employees to segregate waste and reduce the risk of cross-contamination (see case study opposite).

Net Zero Carbon and Climate Positive

We have published two targets in our pathway that are not yet applicable. The first is to annually offset residual carbon emissions from 2025 onwards, and the second is to purchase 50% more carbon offsets than our operational carbon emissions reported each year from 2030 onwards. In preparation for these targets, we are investigating and considering our approach to offsets.

Carbon Crew

As part of MAPP’s work to create our new Future Shapers groups (see page 19), in 2023, we finalised the Group mandate for our Carbon Crew working group. This will assist MAPP’s sustainability team in researching, reviewing and approving initiatives in pursuit of our corporate environmental objectives. Our Carbon Crew aims to hold its first meeting in early 2024.

ESG reporting

We submitted streamlined energy and carbon reporting (SECR) data as required by the Companies (Directors’ Report) and Limited Liability Partnerships (Energy and Carbon Reporting Regulations 2018). We also choose to publish voluntarily absolute and qualified data that aligns with the European Public Real Estate Association (EPRA) best practice guidelines for the industry (see page 21). Although we are not yet required to disclose information in line with The Task Force for Climate-related Financial Disclosures (TCFD), this is on our radar.

Intensity ratios

Though our targets are currently set against our absolute emissions, we have calculated our usage intensities to achieve a more granular insight into how we are performing. As is common in our industry, we use floor area (m²) as our qualifying metric for energy intensity and full-time equivalent (FTE) employees for water and business travel intensities. As a business in growth, we consider these ratios to be an appropriate additional way to measure our progress.

|                                                         | 2021   | 2022   | 2023   |
|---------------------------------------------------------|--------|--------|--------|
| Office business travel intensity tCO <sub>2</sub> e/FTE | 0.38   | 0.35   | 0.28   |
| Office energy intensity kWh/m²                          | 159.56 | 167.38 | 180.49 |
| Office water intensity m³/FTE                           | 12.80  | 10.33  | 8.65   |

Making it easier to manage our waste

As part of our sustainability drive, we undertook a deep dive into waste generated in our MAPP offices. Our first step was to improve data accuracy, as we are currently reliant on estimated data. In our London HQ, we now obtain actual data from a manual waste weighing process in partnership with our cleaning contractors. To understand more about our recycling behaviour, we are carrying out annual waste audits across all offices and have started with London and Bristol. Through our new waste improvement tracker, we have gained greater insight into the types of waste produced and the most common causes of cross-contamination. We have improved our waste signage and removed unnecessary bins to make segregation and recycling easier for our employees and we aim to roll this out across all offices.

Interactive energy dashboard

Our interactive energy dashboard covers information on electricity, gas and water consumption, waste generation and business travel and associated carbon emissions. Performance is split by office and region and is updated quarterly, giving us a clear snapshot across the business of how our emissions are distributed. The dashboard helps us track our overall impact, monitor the success of specific efficiency campaigns and measure progress against targets.

Through our audits, we identified the most common causes of waste cross-contamination and upgraded our bins and signage.

# Working to protect and recover nature

We recognise the need to counter the negative impact of urbanisation on wildlife, while promoting the significant wellbeing and climatic benefits of biodiversity.

## Positive nature recovery initiatives

Within the real estate sector, we have both the responsibility and the opportunity to support biodiversity by creating more green spaces and implementing nature-friendly management practices. Our initiatives to increase biodiversity at our sites are integral to our overall sustainability strategy and we promote improved biodiversity performance, as illustrated opposite. During the year, we worked on our first Nature and Biodiversity Framework and an accompanying Biodiversity Guide to ensure that our biodiversity activities are targeted and impactful. We plan to launch these across the business in 2024.

MAPP Surveyor (Laura Kelly) and Facilities Manager (Peter Evans) are pictured together with Kyle Leslie and Richard Beach from Nurture, collecting the Green Apple awards in November 2023.

In collaboration with supply partner Nurture, we received three Green Apple awards in recognition of our efforts to promote biodiversity and wildlife at three managed sites: Parc Plaza (Bridgend), Hengrove Leisure Park (Bristol) and St David's Retail Park (Swansea).



At Winnersh Triangle, a green roof shelter has been installed and a revised mowing schedule has been adopted to promote rewilding.

## Biodiversity surveys

We work with our ecologist partners to measure, adjust and improve our initiatives through regular surveys. These assessments also serve to prioritise the habitats and species that should be supported in local areas.

## Rewilding

We encourage our sites to reduce the number of times they mow their grounds to promote rewilding. This change in practice helps increase plant diversity in naturalised areas, providing more food and shelter for wildlife. Rewilding can also reduce flood risk and the Urban Heat Island Effect and help wildlife to adapt better to climate change.

## Ponds

Naturalised and artificial ponds provide essential bathing and drinking sources for wildlife in an increasingly dry and hot environment. Additionally, they can help to manage flood risk and to filtrate pollutants. We always recommend installing wildlife ramps, using planting schemes that cater for different pond zones and sowing wet meadow seeds for species that only occur naturally in the local area.

## Drought-tolerant planting

We work with landscapers to create drought-tolerant planting schemes that are more likely to withstand hotter, dryer summers and more frequent hose pipe bans. We also encourage biodiverse planting schemes for pollinators to create pockets of wild habitat in an increasingly fragmented landscape.

## Green roof shelters

Using native plants selected to meet local and regional biodiversity targets and with built-in habitat panels, these shelters provide pockets of biodiverse green space that can act as 'habitat stepping stones'. These are effective in enhancing urban habitats and introducing connectivity to help nature recovery.

## Bug and wildlife hotels

The creation of bug hotels and log stacks provides insects and other wildlife with shelter from predators and a safe space to raise their young. We recommend using varied lengths and depths of nesting tubes to house as many insects as possible and installing these in shady woodland and grassy meadow areas to link up with existing wildlife zones.

## Bee habitats

Putting honey beehives on our sites engages people with nature and increases pollinator numbers. However, to balance honey bee and wild bee populations, we work with asset owners to assess each site's capacity to support both species. For example, we advise on where honey beehives should be placed and recommend allocating green space with a pollinator-friendly planting scheme or a rewilded wildflower meadow to support both honey and native bees. We also encourage the use of habitats specifically for wild bees such as quiet, sunny, well-drained banks of exposed earth that solitary bees can use to make nesting sites.



We have worked with on-site teams at Stockley Park to promote honey and wild bee populations, introduce bug and wildlife hotels and run biodiversity surveys.

# Looking at the bigger picture

We continue to educate ourselves on what social value means for our business, focusing on our intention to break down employment barriers for people.

## Crystallising our approach

During the year, we ran three social value impact sessions with Resurgo, a specialist consultancy, to test our assumptions and boundaries and better understand the theory of change. These led to emotive debates that were tough but invaluable in shaping and agreeing an impact programme that feels right for MAPP. As part of our learning, three Board members visited the ‘Raw Talent’ programme – an inspirational social value initiative at the heart of the ‘Cook’ food business.

In August 2023, we launched MAPP’s Social Value Framework for our managed sites. This sets out a structured approach to help our employees identify stakeholders, plan and deliver social value goals and capture social value initiatives. We have specified our desired social value outcome and how we plan to measure and share our impact results transparently.

£100,000

donated to the MAPP Charitable Foundation

## The MAPP Charitable Foundation

The MAPP Charitable Foundation is a registered grant-making charity established to consolidate the charitable giving of MAPP and is largely funded by the business. The Foundation provides grants to a wide range of charities with a particular focus on disadvantaged children and young people and in 2022/23, MAPP donated £100,000 to the Foundation. The Foundation also matches charitable funds raised by the MAPP team who, in accordance with our Matched Giving Policy, can each claim up to £350 per year for eligible causes. In 2022/23, employees successfully claimed £4,085 of matched funding.

## MAPP Charity & Community Crew

Our Charity & Community Crew (CCC) is an active and growing group of employees who champion fundraising ideas and events for nominated charities across MAPP. Formed to enhance how we govern our charity work, the CCC consists of six regional subgroups and one national group, involving 30 employees from across the business. In November 2023, each subgroup presented a business plan and budget for 2024 with their proposed fundraising events. These plans will be aggregated and used to chart progress that can be communicated across MAPP.

## Volunteering days

Each MAPP employee is given two paid charity volunteer days a year. In 2023, our partner platform OnHand recorded 1,115 of volunteering hours on its app. This is in addition to the many other hours spent supporting individually chosen charities. Over 50% of MAPP employees completed at least one charity day last year.

## Embedding social value initiatives with our suppliers

To support our social value initiatives, we also require new and existing suppliers to demonstrate their commitment to creating positive social impact that aligns to our values (see page 18). This helps to cement more meaningful, long-term commitments, alongside creating a multiplier effect for mutual social value work.



## Mentoring a local Leeds school to victory

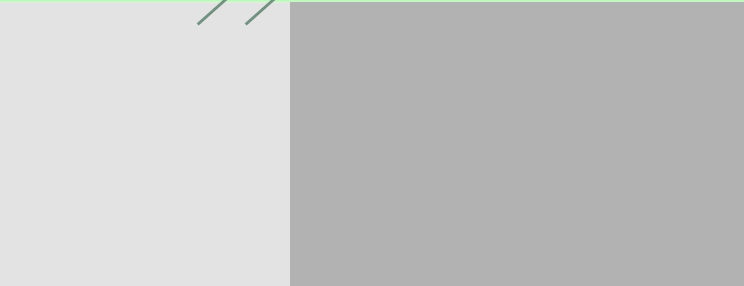
MAPP’s Manchester office donated £250 in seed money, enabling a group of Year 9 students from local Carr Manor Community School to set up business and enter Yorkshire’s Young Entrepreneur Challenge 2023: LEAP Challenge.<sup>1</sup> MAPP employee, Carla Da Souza, mentored the students for an hour each week during the seven-week event. The students sold ‘Drip’ branded water bottles, making a profit of £450 that was donated to Yorkshire Children’s Charity. The MAPP-sponsored students went on to win the challenge, which was announced in November 2023 at the Yorkshire Business Awards.

<sup>1</sup> leapenterprise.co.uk

Anastasiya Grytsenyuk is London’s Charity & Community Crew representative.



Our new national Charity & Community Crew framework has given us the confidence to organise ourselves with far more ambition.



Above left, MAPP volunteers at Euston Food Bank engage with the local community and build relationships with colleagues. Above right, employees from our Manchester office are undertaking various challenges in support of their chosen charity, The Sick Children’s Trust.



In October 2023, our London team invited representatives from its two chosen charities to talk about their work and to inspire initiatives for 2024.

People: Our employees

# Engaging our employees and giving them a voice

At MAPP, we are creating a great place to work where people can reach their potential, as well as fulfil their needs to belong, achieve and build self-esteem. We promise to know, involve, inspire and reward our people.

## Tackling the challenge of collaboration

We continue to work hard, post-lockdowns, to reconnect our employees and energise our workspaces. In last year's MAPP report, we explained that the greatest opportunities from our May 2022 employee engagement survey pointed towards improving collaboration across departments – and this is where we focused our attention during the year. We promote active collaboration through existing initiatives that bring employees together face to face, including for example our summer away day, monthly hybrid town hall meetings and our twice-yearly, MAPP-wide company meeting when business performance updates are shared. Key employee communications are recorded, uploaded and promoted on our internal system 'Beekeeper' which also houses employee policies, procedures and news.

We are determined to reduce our reliance on email (favouring in-person drop-ins, telephone and video calls) by creating more opportunities for employees to meet or to talk face-to-face. To support this push, our Head of People and Talent, Sean Greathead, visits regional offices regularly, to meet with as many employees as possible in person.

We have evolved our flexible working environment, knowing and respecting that individual employee preferences differ, aiming for office-based employees to work from home (if they wish) for no more than two days a week. In July 2023, we refurbished our London office to create an even more open and welcoming space, including new multi-media areas. We also upgraded our Bristol and Manchester office spaces.



It's informative but not an info dump. We come away with a set of actions from our learnings and a high expectation from the business to apply them.

Feedback from SPARK 2023 event



## Employee representation

At our summer away day in June 2023, we announced our intention to form an Employee Ownership Trust (EOT) (since formed in November 2023) and spent a lot of time explaining to employees the EOT's benefits and mechanics. To ensure that everyone has a voice in the EOT as we grow, we are setting up our Future Shapers initiative.

The aim is to create six employee voice forums that will give our colleagues the opportunity to contribute ideas and energy to positively influence our business in the following areas: people, occupiers, clients, environmental, social and governance. They will complement and build on some of our existing employee crews. More information can be found in our governance section on page 19.

## MAPP annual facilities management conference (SPARK)

We have reinvigorated our annual facilities management conference format and renamed it SPARK. This event allows the majority of our on-site and facilities management team to get together – approximately 210 people. Our approach is highly action oriented, focusing on agreed commitments from the previous conference and setting new ones in the context of industry dynamics and our performance. Our latest conference in November 2023, was headed by our new CEO, Louise, for the first time.

# 210

MAPP employees attended SPARK 2023

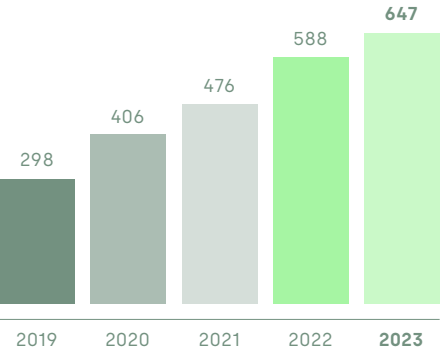
# Managing talent and investing in our people

We are committed to nurturing and strengthening our employees by giving them the skills and tools to manage our business growth aspirations.

## Preparing for growth

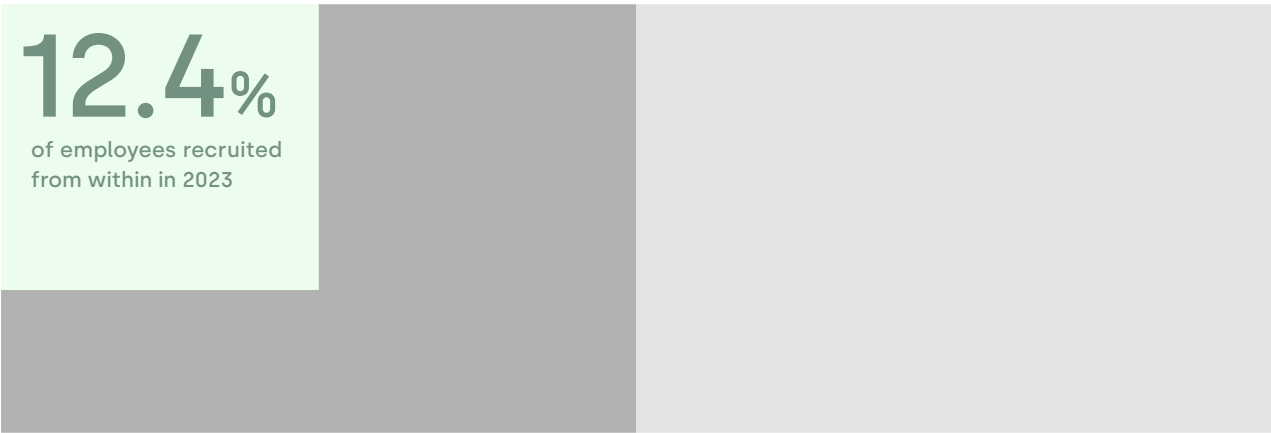
Managing talent and getting this right is critical to achieving our growth aspirations. At year-end 2023, the number of employees had increased by 10.2% to 647 (2022: 588) and continues to grow. Our priorities are: to support our employees by investing in management and leadership development; making it easier to recruit people aligned to MAPP values; and ensuring that our employees feel welcome and included. These investments are of particular long-term value to us in a tight labour market with a shortage in key areas, such as qualified surveyors.

Employee growth 2019 to 2023  
Number



## Recruiting from within

We want to attract good people who ‘get’ our culture and values and to retain them by engaging and looking after them. We aim to keep voluntary turnover at 15% or below. 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 people whom we know are aligned to our values. This strategy of home-grown talent is a long-term objective.



## Learning and development (L&D)

We have invested significantly in our L&D programmes to make them relevant and meaningful. We started, for example, by undertaking research with each member of the Senior Executive Board and Senior Management Team (SMT) to determine the business needs and specific issues that our training programmes should address. This shaped our ethos of developing engaging course content ‘by MAPP for MAPP’ – using real-life topics and issues that attendees can apply in their different business areas. Part self-assessment, online and experiential, our three core L&D programmes are viewed through the lens of our MAPP values (see page 18) and include the development of softer skills, such as how to motivate people and how to tackle difficult conversations. To date, 73 colleagues have been engaged in these programmes since their launch in 2022.

Feedback indicates that our employees feel more confident to operate from a values-driven perspective which is leading to positive behavioural change. To further support our L&D focus, in 2023, the SMT received its first 360 feedback session and additional coaching sessions. We also implemented our new HR system to improve how we capture and monitor employee data and output from our L&D investment.

## Energising our recruitment

We have upgraded our recruitment systems, processes and analytics, resulting in an increase in applications. We are also working on a significant workstream to better capture and communicate the vibe of working at MAPP by sharing, for example, new joiners’ career paths using multimedia to further energise our recruitment.

### Management Fundamentals Programme content

- 1 Learning Unit 1: Personal effectiveness
- 2 Learning Unit 2: Championing individuals
- 3 Learning Unit 3: Core management skills

“The MAPP values are tied into the programme the whole way through, meaning we all become not only better managers but the kind that embody these values as we manage and coach others.”

Rachel Hope, Estate Manager



# Valuing every individual

We value each MAPP employee and our Directors and leaders are fully committed, accountable and passionate about driving change to uphold a working environment that is open and inclusive.

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

Traditionally, our industry has not been diverse. Although we cannot fix this overnight, we have made some progress in our own business and 57.5% of employees were female at year end. Whilst encouraging, we have more work to do to address gender balance at senior levels (see opposite).

We also recognise that we need to work towards better balance in other areas, such as ethnicity, neurodiversity, disability and social mobility – and we aim to address the latter more formally through our social value commitments (see page 11). At present, we are raising awareness of and promoting open conversations about DE&I in the business, rather than setting formal quotas. For example, during our ‘values day’ for non-site new joiners, we run a specific session on ‘What does diversity and inclusion look like?’.

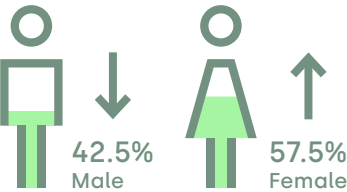
We also engage at an industry level. We are a Corporate Member of Real Estate Balance (see below) and committed to their core values of enabling, collaborating and acting inclusively, living the behaviours and promoting a culture which supports the broader goals of diversity and inclusion.

### REAL ESTATE BALANCE

Real Estate Balance is the real estate industry member body campaigning for diversity and inclusion.<sup>1</sup>

## Gender distribution

Our overall gender distribution is shown below. At year end, 24% of our senior leaders (including the Board) were female.



## Gender pay gap and balance

In our latest UK Gender Pay Gap Report<sup>2</sup>, we disclose a mean gender pay gap for ordinary pay of 24.9% (prior year: 23.7%) and a median (midpoint) gender pay gap of 23.1% (prior period: 23.8%). We review all salaries in the market to ensure there is consistency and fairness across the gender balance within each role category, level and discipline. 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 the overall distribution of women being in lower quartiles (see page 22).

To counter this, we focus on growing female managers and leaders; check for unconscious bias in performance reviews; analyse our engagement survey by gender; offer a development pathway through mentoring; support employees returning from maternity leave; and encourage participation in women’s networks among others.

## Future Shapers People (Great Place to Work) mandate

This new employee voice group exists to help contribute to our employees’ financial, physical, professional and social wellbeing, and is sponsored by our Chief of Staff.

## Employee health and wellbeing

We provide ongoing mental and financial wellbeing support. Working with our site teams, we ensure that we have accessible triage protocols in place across the business to provide structure and support to employees in crisis. We are committed to offering a human connection and signposting employees to external experts, such as trained counsellors. We also provide a range of financial benefits (see below) and this year we implemented an interim pay increase and continued our hardship fund, recognising that the ongoing high cost of living and/or an unexpected crisis can disproportionately impact a cross-section of our employees. We pledge to be here for our employees, to listen and to help.

## Employee benefits and initiatives



Employee assistance programme which we contribute to each month to encourage healthy living and fitness.



Cycle-to-work scheme, interest-free season ticket loans and green car leasing options.



Pension scheme, life cover and private health insurance.



Two paid charity days per year and a day off on your birthday, in addition to annual leave.

### EOT

A chance to share in MAPP’s success through our Employee Ownership Trust.



A range of financial help from mortgage and financial coaching to rental deposit loans.

<sup>1</sup> Source: realestatebalance.org  
<sup>2</sup> This report published in March 2023, is based on the statutory reporting period 6th April 2021 to 5th April 2022 and is available on our website.

# Making memorable spaces and communities

We are dedicated to delighting our occupiers by providing exceptional customer service and enlivening spaces to encourage engagement in their local communities.

## Enhancing occupier services

We continue to invest in our Occupier Services team to help brighten our occupiers’ day and to create environments they actively want to be a part of. We have 105 Guest Experience Managers (GXMs)<sup>1</sup>, up from 70 in the previous year, who work with other on-site team members to get to know our occupiers and their communities better and to bring our places and spaces to life. This year, reflecting our regional expansion, we increased our efforts to engage in person with our occupiers across the UK by creating new roles. Two MAPP employees, for example, now focus full time on understanding and meeting occupier needs in ‘roving’ roles. This includes engaging with Surveyors and Facilities Managers early on in projects to add value to our occupier services, such as allocating space for yoga rooms, living walls and specifying smart tech (e.g. frictionless entry).

We created a new Head of Front of House role to focus our attention on the exacting standards that can make or break first impressions and to streamline recruitment processes in this high-profile area. Our Head of Front of House has implemented bite-sized surveys in person to gather feedback on the Front

of House service and monitor the success of various events and initiatives. We are still looking to formalise how we can best monitor and gather feedback on occupier engagement without risking questionnaire fatigue and these personal pulse surveys have proved successful in the interim.

We also have ten Innovators (formerly Customer Engagement Ambassadors) from around the business who work with the Occupier Services team and help with producing content and sharing their knowledge and experience.

<sup>1</sup> As at 31st July 2023.  
<sup>2</sup> As at 12th December 2023.

## ‘What good looks like’

A key focus across our business is sharing ‘what good looks like’ to inspire other MAPP employees. In June 2023, we launched our V2.0 website. Uploaded information includes: videos that showcase the best of MAPP’s occupier services and the passion of our GXMs; examples of pop-up events that enliven our spaces and support local organisations as part of our Asset Sustainability Action Plans; and approved resources and suppliers, such as yoga and food and beverage. By giving MAPP employees tips and tools to replicate or adapt successful campaigns in their own sites, we encourage deeper levels of occupier and community engagement.

## Occupier portals

Over 100 of our managed sites are signed up to an occupier portal that offers entry-level or more sophisticated services. Our portals bring operational benefits (by housing key compliance documentation such as Health & Safety information, fire risk assessments and sustainability data), as well as provide an accessible channel that helps us communicate regularly with our occupiers about what is happening in and around their buildings. To complement local information typically uploaded by our on-site GXMs, our occupier services team generates monthly content to share

across our portals, including recipes and health and wellbeing tips, articles and posters.

## Supporting local campaigns

Our policy is to support our sites in their own fundraising efforts, rather than to impose MAPP-wide events (although we are always happy to include sites with these if they wish). In 2023, for example, over 20 sites participated in our food bank campaign ‘Let’s CAN Hunger’, donating over 2,700 items to their local food banks. In these instances, we lent support by providing posters and organising collections via our partners, GreenZone.

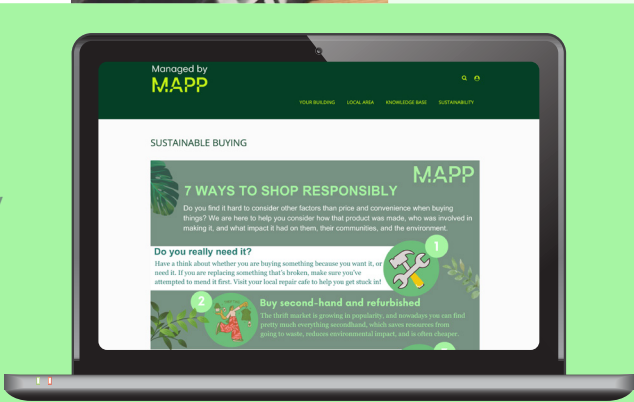


>2,700<sup>2</sup>  
food items collected  
by sites for their local  
food banks

## Adding value to our occupier portals

We continue to enhance the functionality and relevance of information on our occupier portals, based on feedback. This year, for example, we collected waste and recycling tips from around the business and added these to the sustainability section of the portal.

Andrew Orme, based at City Tower in Manchester, is one of our 105 GXMs responsible for enlivening spaces for occupiers and their communities.



People: Clients

# Helping clients to fulfil their own obligations and commitments

The deeper our relationships, the more we can apply our expertise and systems to help our clients fulfil their own sustainability obligations and commitments.

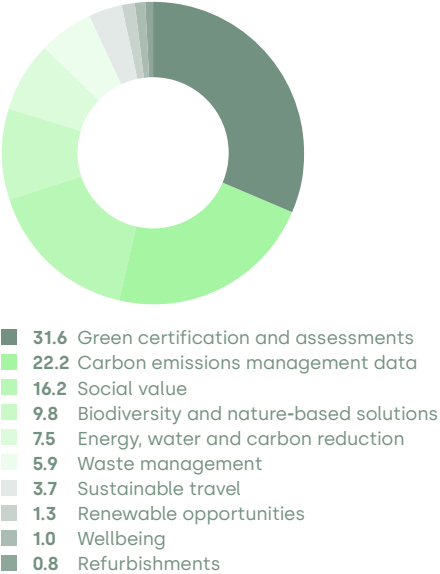
Our clients

Our clients range from small, start-up companies to long-established real estate businesses. Given our V1.0 to V4.0 service offer, the level of client engagement and scope varies account by account. One constant is the pressure that all clients are under to share more transparent sustainability information relating to their real estate investments.

Asset sustainability action plans

At year end 2023, we had 1,295 client asset sustainability action plan initiatives in place. Over 20% of our initiatives relate to carbon emissions management and we manage around 58,000 tonnes of carbon across our portfolio. As illustrated in the pie chart below, our plans are wide-ranging and include biodiversity, waste management, sustainable travel and wellbeing, as well as social value creation projects.

Asset sustainability action plan initiatives by category %



13

clients supported during sustainability submissions, including Real Estate Environmental Benchmark (REEB) and Global Real Estate Sustainability Benchmark (GRESB)

Gresham St. Paul's received an 'Excellent' rating for its Part 1 BREEAM In-use certification. Only 6% of assets have achieved this under the new V6 criteria.

Client service development

We continue to develop services to help clients manage upcoming regulations and reporting requirements and to share best practice. As part of the UK Government's staged implementation of its green policy, for example, it is anticipated that commercial landlords will require their buildings to have an Energy Performance Certificate (EPC) rating of B or above by 2030, to conform to the Minimum Energy Efficiency Standards (MEES) legislation. At MAPP, we are already working with clients to derisk their asset portfolios by assisting in early stage planning, helping with the accurate costing of improvement works and managing and delivering these in line with MEES requirements.

Net Zero evaluation and ESG training

In 2023, we undertook a portfolio-wide project on behalf of our client Derwent London. We surveyed 35 of their buildings and reported our observations on their new Net Zero targets, asset performance from an ESG perspective and areas for potential training. Following the feedback session, we worked with Derwent London to develop an ESG training programme for their Building Managers. The programme uses an online training platform, combined with interactive webinars, formal courses and a shadowing programme devised by MAPP to share internal expertise. We continue to work with Derwent London to refine their Net Zero plans for a small number of selected assets, providing on-site assistance where required.



BREEAM excellence

The Building Research Establishment Environmental Assessment Methodology (BREEAM) is one of the UK's most recognised and established ways of rating and certifying a building's environmental sustainability. In 2023, an asset in our managed portfolio – Gresham St. Paul's – received a rating of 'Excellent' for its Part 1 BREEAM In-use certification. BREEAM In-use framework standards help to determine and drive improvements in the operational sustainability of assets and this rating demonstrates MAPP's commitment to continuous improvement in its day-to-day property management activities.

Repurposing waste

We were appointed by Custodian Property Income REIT plc to undertake a complete refurbishment of a 58,341 sq ft industrial warehouse and office unit with a specific remit to enhance environmental performance – including the installation of photovoltaic panels and electric vehicle charging points. As part of the project, around 1,250 flooring panels were removed. Applying circular economy principles, we reused some of these tiles at a local office in Leicester and sent the remainder back to the tile supplier, Kingspan, who separated the wood and steel components. The steel was recycled and Kingspan used the reclaimed wood as fuel for their on-site biomass boilers, generating an estimated 35,403 kWh of heat energy.

# Managing our properties and supply chain responsibly

We continue to expand our data and analytical capabilities, moving from compliance-based to more value-add activities, including sustainability and social value monitoring.



We aim to have ‘preferred’ core suppliers who share our values and are fully aligned to our planet, people and profit goals.

## Moving from compliance to ‘value-add’

We use our live, cloud-based platform, RiskWise to systematically monitor and manage key real estate risks in circa 1,000 of our managed properties (see panel opposite). During the year, we continued to add health, safety and environment (HSE) metrics to this platform, using its capabilities as a ‘single source of truth’. Our ongoing aim is to aggregate and use our expanding information and data sets more strategically – including in the area of key supplier tenders and ongoing performance evaluation.

Since the start of 2022, all new tender documents require applicants via RiskWise to include policies on sustainability, diversity and inclusion, considerations to reduce environmental impacts and commitments to help MAPP meet its social value ambitions. Social value criteria include evidence of initiatives aligned to our own, such as giving back to the community, employee training and investment in apprenticeships. By moving from a manual to a digitised process, we can tighten our processes from the moment a tender is submitted.

Once a contract is awarded, MAPP’s Facilities Management team meets with suppliers to assess their performance every quarter – or monthly if suppliers serve multiple sites. Performance criteria include cost savings, client performance, social value creation and, since November 2023, new sustainability criteria – ten questions currently in a test module that we have



Raj is one of 230+ people in our facilities management team.

developed with the sustainability team. We have also created a supply chain working group, with representatives from our procurement, compliance, legal and sustainability teams, to focus on a sustainability and social value audit process to identify ESG risks in our supply chain. We aim to trial this module with our top ten suppliers over the next 12 to 24 months, complemented by in-person meetings and site visits.

In time, we aim to expand and automate our approach by region and across all key supplier contracts. This will help us to evaluate initial tenders and ongoing supplier performance with more objectivity and will be invaluable in helping us to extract ESG data from our supply chain on behalf of our clients. Alongside company credit checks, for example, we would ask for Health & Safety, social value and sustainability checks as standard. We have a way to go but are firmly on the right track.

**Raj Singh**  
Head of Facilities Management Operations

## HSE compliance

By continuously improving and digitising our Health & Safety information, our ten dedicated in-house compliance specialists can take remedial action more quickly, save costs and reduce environmental impacts. We manage Health & Safety, environmental and fire risks in-house and work with our specialised consultancy partner, S2, to independently monitor air and water quality (including for Legionnaires’ disease) and asbestos, among others. We log reportable accidents and environmental incidents (such as spillages or air pollution) onto RiskWise and evaluate them by type, client and building to establish trends and address the root cause.

We generate an environmental compliance report every quarter which is reviewed by our Board; any major incidents would be flagged immediately. Our closed water system module helps us 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. With over 12 months of data from our waste management module, we are working with our contractor to specify waste reduction targets and occupier services team engagement campaigns based on better data.

# Grounding our growth in culture and values

We view our maturing standards in governance, ESG and risk management as fundamental enablers of business growth, employee empowerment and the unwavering protection of our culture.

## The importance of culture

We expect and encourage our employees to live up to our core values (see below) that guide our behaviours and decision making. It is imperative that we maintain and strengthen our culture, particularly as we scale the business at pace, as this is what sets us apart and makes us MAPP. We embed our culture through regular people reviews, recruitment and onboarding processes and through the actions of our Senior Executive Board and Senior Management Team members who lead by example. To enable our cultural strength, we continue to formalise many of our systems and processes.

## Risk management

We are undertaking a comprehensive review of our risk and compliance systems and processes, including a full PESTLE analysis to give better context to our risk management approach and identification of strategic risks.

During the year, we continued to use OneTrust – a software application to track critical governance and compliance information, including: our risk register; conflicts of interest; corporate policies; Know Your Client (KYC) processes; and incident response rates (including for GDPR and data breaches).

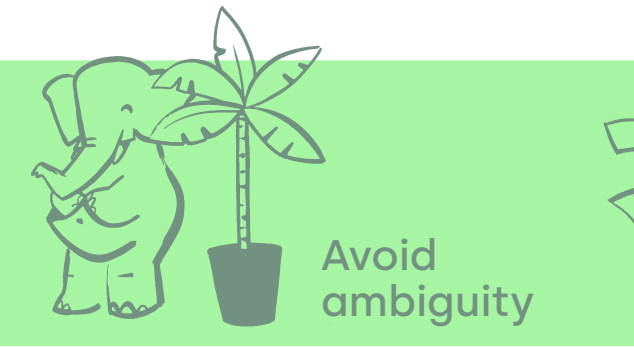
Mandatory training (such as Data Privacy and Modern Day Slavery) is managed through our integrated e-learning platform, Juno, and we hold detailed, standardised operating processes for our managed sites on our internal WikiMAPP site.

## ESG training and reporting

We continue to raise awareness of ESG principles with our employees, reinforcing their importance, particularly in the context of high growth. This year, 20 ESG-related training modules were made available to the business with 473 courses completed. We used three of our monthly Town Halls to update over 200 employees each time on social value and sustainability. During the compilation of our annual MAPP report (this being our third), we engaged key internal stakeholders, further raising awareness of the value of the report and our disclosures to our business. This year, we aligned our ESG data with our financial year end to streamline our reporting and to improve comparability. We promote the MAPP report internally and upload it on our corporate website.

473

ESG-related training courses were completed



Be appreciative



A full description of each value can be found [here](#) where we explain and bring them to life further.

# Getting ready for employee ownership

We have been busy laying the groundwork for our new Employee Ownership Trust (EOT), formed in November 2023.

## Employee Ownership Trust (EOT)

During the year, we transferred the ownership of MAPP Ltd to an EOT, securing our ability to retain our independence and pursue our aim to be a force for good in society. Our new EOT Board comprises five trustees, including a Non-executive Director who is a leading EOT expert (see below). We aim to use our new Future Shapers employee voice groups to help channel two-way views and feedback up to the EOT Board in a more structured way (see governance framework below).

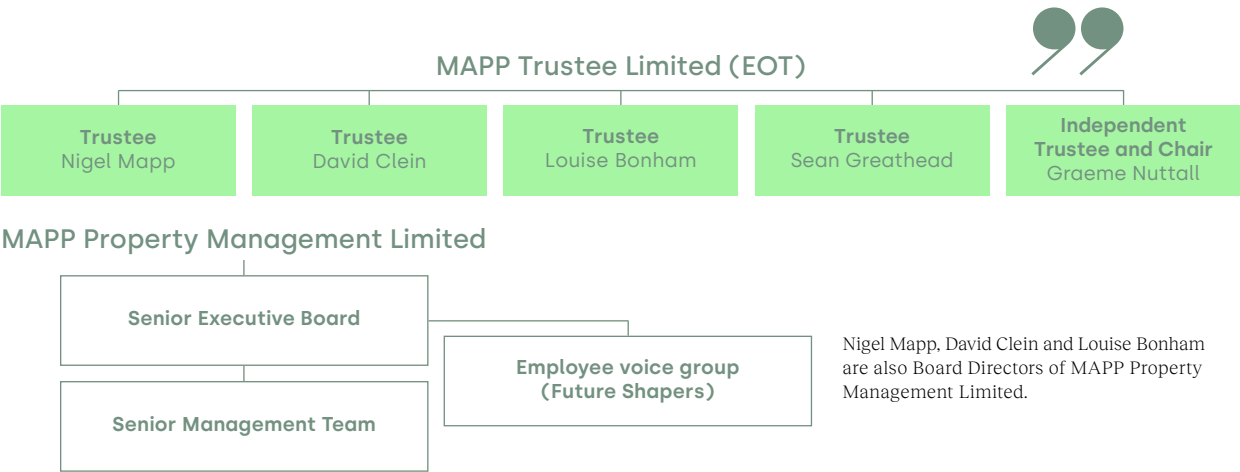
## Developing our employee voice groups

The launch of our six Future Shapers employee voice groups will represent a pivotal ‘coming of age’ moment for MAPP. We have already written mandates and appointed a sponsor for each group – either a Senior Executive Board (SEB) or Senior Management Team (SMT) member. We envisage that each group would consist of a core of around six committed colleagues with a wider sub-group of up to 20 colleagues feeding in to provide insight, support, suggestions and experiences. Our Future Shapers will act as both champions of the forums and representatives of MAPP employees across the business.

Each forum has a documented mandate. Input and feedback is discussed by SEB members and progress is shared internally. These mandates align with our strategy as well as with the B Corp impact areas and we anticipate that our Future Shapers will be instrumental in helping to streamline information for our B Corp recertification in 2024.

We are excited to make everybody at MAPP feel they have a voice through this new structure.

“As we align our business needs with the aims of the EOT, we plan to further empower our Future Shapers groups to implement their agreed mandates.”



## 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 covers, among other things, how we aim to comply with modern day slavery laws and GDPR and our policies on anti-money-laundering, whistleblowing and business continuity. Other key policies (such as cookie, Health & Safety, procurement, diversity and inclusion policies and client money-handling procedures), together with details of our certifications, etc. can be found on the [documents page](#) of our website.

## We've got it covered

- Published documents (available on our website) include:
- Client money handling procedure
  - Complaints procedure
  - Cookie policy
  - D&I policy
  - HSE policy statement
  - Modern slavery statement
  - Privacy policy
  - Procurement policy
  - UK Gender Pay Gap Report
- Certifications include:
- ISO 14001
  - ISO 45001
  - ISAE 3420 (AAF 01/06)
  - RICS client money protection scheme

# 2023 performance

Here, we report our progress since last year. As our impact reporting develops, we will challenge and review our targets to make sure they are the most meaningful for our business and stakeholders.

|                                                                                                                                                                                                    | 2021                                                                                                                                                                                  | 2022   | 2023     | For more information |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|----------------------|
| Planet                                                                                                                                                                                             |                                                                                                                                                                                       |        |          |                      |
| Intensity ratios                                                                                                                                                                                   |                                                                                                                                                                                       |        |          |                      |
| Office business travel intensity tCO <sub>2</sub> e/FTE (business travel equates to over 70% of our emissions)                                                                                     | 0.38                                                                                                                                                                                  | 0.35   | 0.28     | Page 9               |
| Office energy intensity kWh/m <sup>2</sup>                                                                                                                                                         | 159.56                                                                                                                                                                                | 167.38 | 180.49   | Page 9               |
| Office water intensity m <sup>3</sup> /FTE                                                                                                                                                         | 12.80                                                                                                                                                                                 | 10.33  | 8.65     | Page 9               |
|                                                                                                                                                                                                    |                                                                                                                                                                                       |        |          |                      |
| Target                                                                                                                                                                                             | Update/performance in 2022/23                                                                                                                                                         |        | Progress | For more information |
| People                                                                                                                                                                                             |                                                                                                                                                                                       |        |          |                      |
| Employees                                                                                                                                                                                          |                                                                                                                                                                                       |        |          |                      |
| Increase and improve social impact across the business, and review and create social value trackers.                                                                                               | Charity & Community Crew (CCC) launched in January 2023 to advocate and encourage employee-led charity contributions.                                                                 |        | 😊        | Page 11              |
| Launch our Social Value Framework.                                                                                                                                                                 | Released in August 2023.                                                                                                                                                              |        | 😊        | Page 11              |
| Formalise our partnership with OnHand, with the aim of achieving 75% uptake in volunteering days by the end of next year.                                                                          | OnHand has been embedded into our volunteering processes. Our volunteering rate stands at 50.2%.                                                                                      |        | 😐        | Page 11              |
| Occupiers                                                                                                                                                                                          |                                                                                                                                                                                       |        |          |                      |
| 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. | Launched V2.0 website (our online platform).                                                                                                                                          |        | 😊        | Page 15              |
| Appoint customer engagement ambassadors within each MAPP department to support the occupier experience.                                                                                            | Ten Innovators (formerly Customer Engagement Ambassadors) support our occupier services team.                                                                                         |        | 😊        | Page 15              |
| Continue rolling out the occupier portal to the next tranche of viable properties.                                                                                                                 | Roll out of occupier portals ongoing; functionality improved.                                                                                                                         |        | 😐        | Page 15              |
| Compile an annual occupier survey to determine what our occupiers want and how we are performing.                                                                                                  | Personal pulse surveys undertaken to gather feedback; ongoing work to develop suitable annual survey.                                                                                 |        | 😐        | Page 15              |
| Suppliers                                                                                                                                                                                          |                                                                                                                                                                                       |        |          |                      |
| Strengthen the ESG management of our supply chain.                                                                                                                                                 | Created supply chain working group to identify ESG supply chain risks through a sustainability and social value audit process. Aim to trial with top ten suppliers over 12-24 months. |        | 😊        | Page 17              |
| Governance                                                                                                                                                                                         |                                                                                                                                                                                       |        |          |                      |
| 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 in 2024.                                  | Ongoing, with progress made in setting up our Future Shapers groups.                                                                                                                  |        | 😐        | Page 19              |

# Looking at the detail

On this page, we provide more detailed data that backs up our performance.

## Planet

Some more detail about our environmental performance.

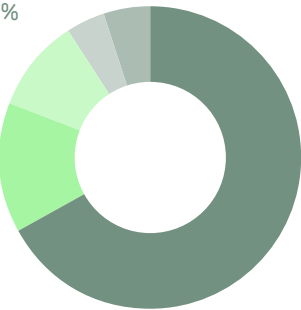
| EPRA Sustainability Performance Measures (Environment) |                             |                              |                         |                                                                     | MAPP Offices               |                        |          |
|--------------------------------------------------------|-----------------------------|------------------------------|-------------------------|---------------------------------------------------------------------|----------------------------|------------------------|----------|
|                                                        |                             |                              |                         |                                                                     | Absolute performance (Abs) |                        |          |
| Impact area                                            | EPRA Code                   | Units of measure             | Indicator               |                                                                     | 2021/22<br>(May–April)     | 2022/23<br>(May–April) | Variance |
| Energy                                                 | Elec-Abs                    | kWh                          | Electricity             | Landlord shared services                                            | 129269.16                  | 149537.9               | 15.68%   |
|                                                        |                             |                              |                         | MAPP submetered demise                                              | 131245.46                  | 157109.8               | 19.71%   |
|                                                        |                             |                              |                         | Sublet                                                              | 86678                      | 60869                  | -29.78%  |
|                                                        |                             |                              |                         | Total consumed electricity                                          | 347192.61                  | 367516.69              | 5.85%    |
|                                                        | Fuels-Abs                   | kWh                          | Fuels                   | Proportion of electricity from renewable sources                    | Not known                  | 100%                   | -        |
|                                                        |                             |                              |                         | Landlord shared services                                            | 45213.33                   | 53494.56               | 18.32%   |
|                                                        |                             |                              |                         | MAPP submetered demise                                              | 0                          | 0                      | 0.00%    |
|                                                        |                             |                              |                         | Total consumed fuels                                                | 45213.33                   | 53494.56               | 18.32%   |
|                                                        |                             |                              |                         | Proportion of fuels from renewable sources                          | Not known                  | 0%                     | -        |
|                                                        |                             |                              |                         |                                                                     |                            |                        |          |
|                                                        | Energy-Int                  | kWh/m²                       | Energy Intensity        | MAPP consumed energy/Office floor area                              | 167.38                     | 180.49                 | 7.83%    |
|                                                        | No of applicable properties |                              |                         | Energy and associated GHG disclosure coverage                       | 5 of 5                     | 5 of 5                 | -        |
|                                                        | %                           |                              |                         | Proportion of energy and associated GHG estimated                   | 5.72%                      | 5.71%                  | -0.16%   |
| Greenhouse gas emissions                               | GHG-Dir-Abs                 | tonnes CO <sub>2e</sub>      | Direct                  | Scope 1                                                             | 0.23                       | 0.23                   | 0.00%    |
|                                                        | GHG-Indir-Abs               | tonnes CO <sub>2e</sub>      | Indirect                | Scope 2                                                             | 27.87                      | 30.38                  | 9.02%    |
|                                                        |                             |                              |                         | Scope 3                                                             | 42.04                      | 45.77                  | 8.87%    |
|                                                        | GHG-Int                     | kg CO <sub>2e</sub> /m²/year | GHG emissions intensity | Scope 1 and 2 emissions                                             | 0.02                       | 0.02                   | -0.50%   |
| Water                                                  | Water-Abs                   | m³                           | Water                   | Landlord shared services                                            | 2276.2                     | 2763.36                | 21.40%   |
|                                                        |                             |                              |                         | MAPP submetered demise                                              | 10                         | 10                     | 0.00%    |
|                                                        |                             |                              |                         | Total consumed water                                                | 2286.2                     | 2773.36                | 21.31%   |
|                                                        | Water-Int                   | m³/FTE                       | Water intensity         | Total consumed water/full-time equivalent office staff              | 10.33                      | 8.65                   | -16.23%  |
| Waste                                                  | Waste-Abs                   | tonnes                       | Hazardous waste         | Total amount of waste produced                                      | Not known                  | Not known              | -        |
|                                                        |                             |                              | Non-hazardous waste     | Total amount of waste produced                                      | 3.05                       | 10.58                  | 247.21%  |
|                                                        |                             |                              |                         | Proportion of waste by Reuse                                        | N/A                        | N/A                    | -        |
|                                                        |                             |                              |                         | Proportion of waste by Recycling                                    | 1.56                       | 5.18                   | 232.09%  |
|                                                        |                             |                              |                         | Proportion of waste by Composting                                   | N/A                        | N/A                    | -        |
|                                                        |                             |                              |                         | Proportion of waste by MRF                                          | N/A                        | N/A                    | -        |
|                                                        |                             |                              |                         | Proportion of waste by Incineration with or without energy recovery | 1.49                       | 5.4                    | 263.04%  |
|                                                        |                             |                              |                         | Proportion of waste by Landfill (with or without energy recovery)   | 0                          | 0                      | 0.00%    |
|                                                        |                             |                              |                         | Proportion of waste by Other                                        | N/A                        | N/A                    | -        |
|                                                        |                             |                              |                         |                                                                     |                            |                        |          |
| Business Travel Greenhouse gas emissions               |                             | tonnes CO <sub>2e</sub>      | Indirect                | Scope 3 Business Travel                                             | 145.86                     | 170.86                 | 17.13%   |

People

Some more insight into our people data.

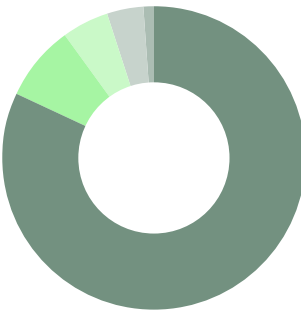
Employee data

Employees by office location %



- 67 London
- 14 Manchester
- 10 Birmingham
- 5 Glasgow
- 4 Bristol

Employees by ethnicity %



- 83 White
- 8 Asian/Asian British
- 5 Black/African/Caribbean Black British
- 4 Mixed/multiple ethnic groups
- <1 Other ethnic groups

Promotions by gender %



- 60 Women
- 40 Men

Promotions by ethnicity %



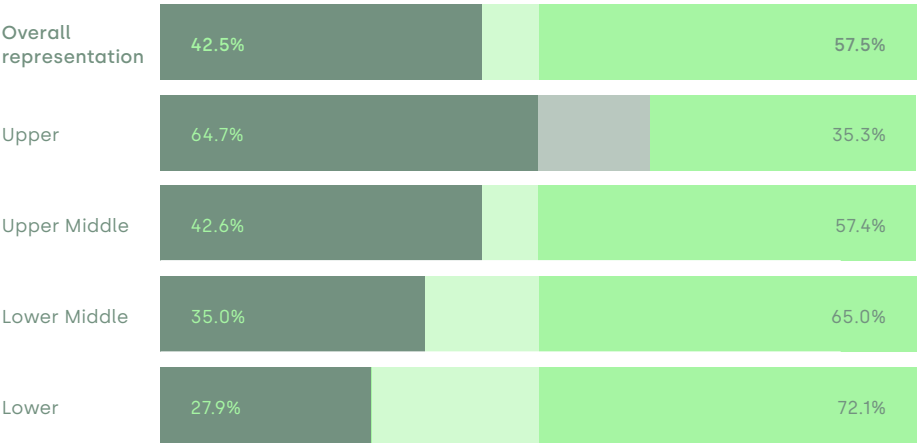
- 85 White
- 15 Global ethnic majority<sup>1</sup>

<sup>1</sup> The group of people in the world who do not consider themselves or are not considered to be white. dictionary.cambridge.org

Gender distribution

In the table below, we show our gender distribution – the % of male and female employees in each earnings band – for MAPP Limited. Data is based on the statutory reporting period 6th April 2021 until 5th April 2022 and is published in our latest Gender Pay Gap Report, dated March 2023, and available on our website.

Distribution of employees across the pay range



- Men
- Women
- Men over-represented
- Women over-represented

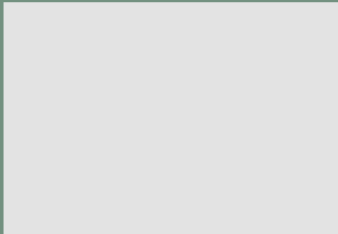
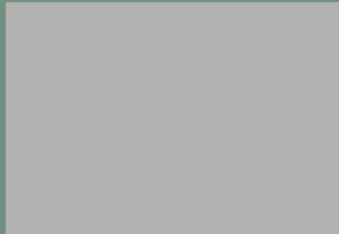
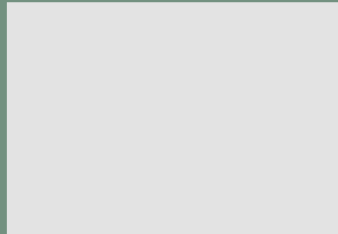
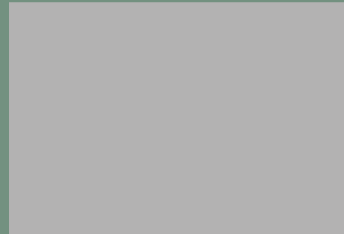
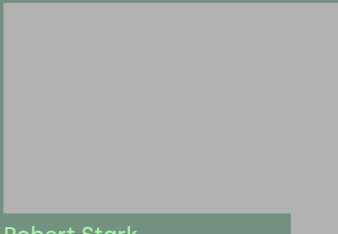
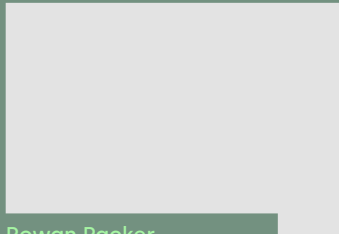
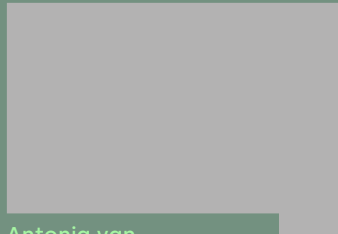
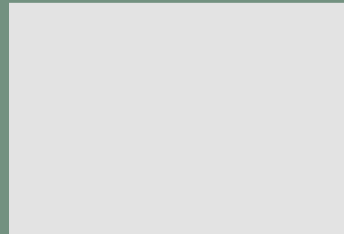
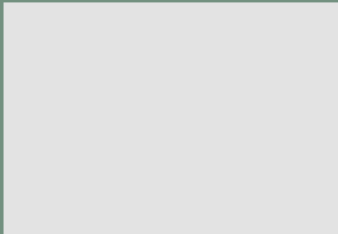
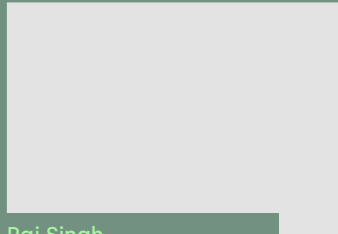
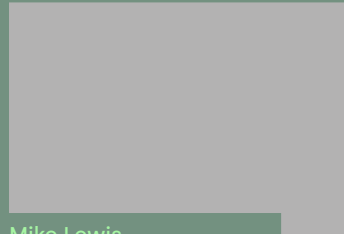
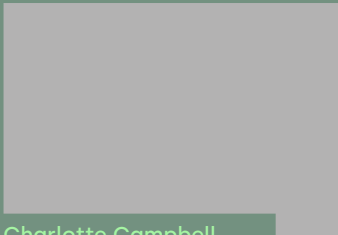
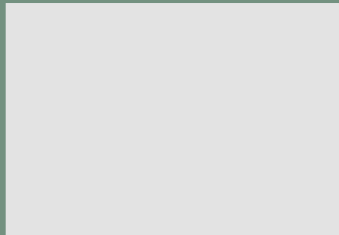
The figures set out above have been calculated using the standard methodologies as set out in the Equality Act 2010 ([Gender Pay Gap information](#)) Regulations 2017.

# Expanding our resources and expertise

We continue to expand MAPP's sustainability capacity, performance and services. Our dedicated sustainability team has grown from 14 to 23 people since our first MAPP report.

We are grateful to team members on this page for their considerable input into this (our third) MAPP report. However, there are many more people right across the MAPP business who contributed this year. As always, it is a team effort. Thank you for your time and insights.

If you have any feedback on this year's MAPP report, please let us know by contacting us on [info@wearemapp.com](mailto:info@wearemapp.com).

|                                                                                                                                                                            |                                                                                                                                                             |                                                                                                                                                            |                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
|  <div>Louise Bonham<br/>Chief Executive Officer</div>                                   |  <div>Nigel Mapp<br/>Chair and Founder</div>                             |  <div>David Clein<br/>Executive Chair</div>                             |  <div>Jonathan Gill<br/>Chief of Staff</div>                  |
|  <div>Robert Stark<br/>Head of Property Management<br/>Strategy and Operations</div>    |  <div>Rowan Packer<br/>Head of Sustainability<br/>and Social Value</div> |  <div>Antonia van<br/>Maris van Dijk<br/>Sustainability Manager</div>   |  <div>Denise Newbold<br/>Head of ESG Data</div>               |
|  <div>Sean Greathead<br/>Head of People and Talent</div>                               |  <div>Nikki Yates<br/>Head of Occupier Services</div>                   |  <div>Raj Singh<br/>Head of Facilities<br/>Management Operations</div> |  <div>Mike Lewis<br/>Head of Facilities<br/>Management</div> |
|  <div>Charlotte Campbell<br/>Head of Branding, Marketing<br/>and Communications</div> |  <div>Eva Urgel<br/>Marketing Manager</div>                            |                                                                                                                                                            |                                                                                                                                                  |



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MAPP (Property Management) Limited  
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Co-authorised and regulated by the  
Financial Conduct Authority  
FRN 528485

**MAPP**