



MAPP's progress for a sustainable future

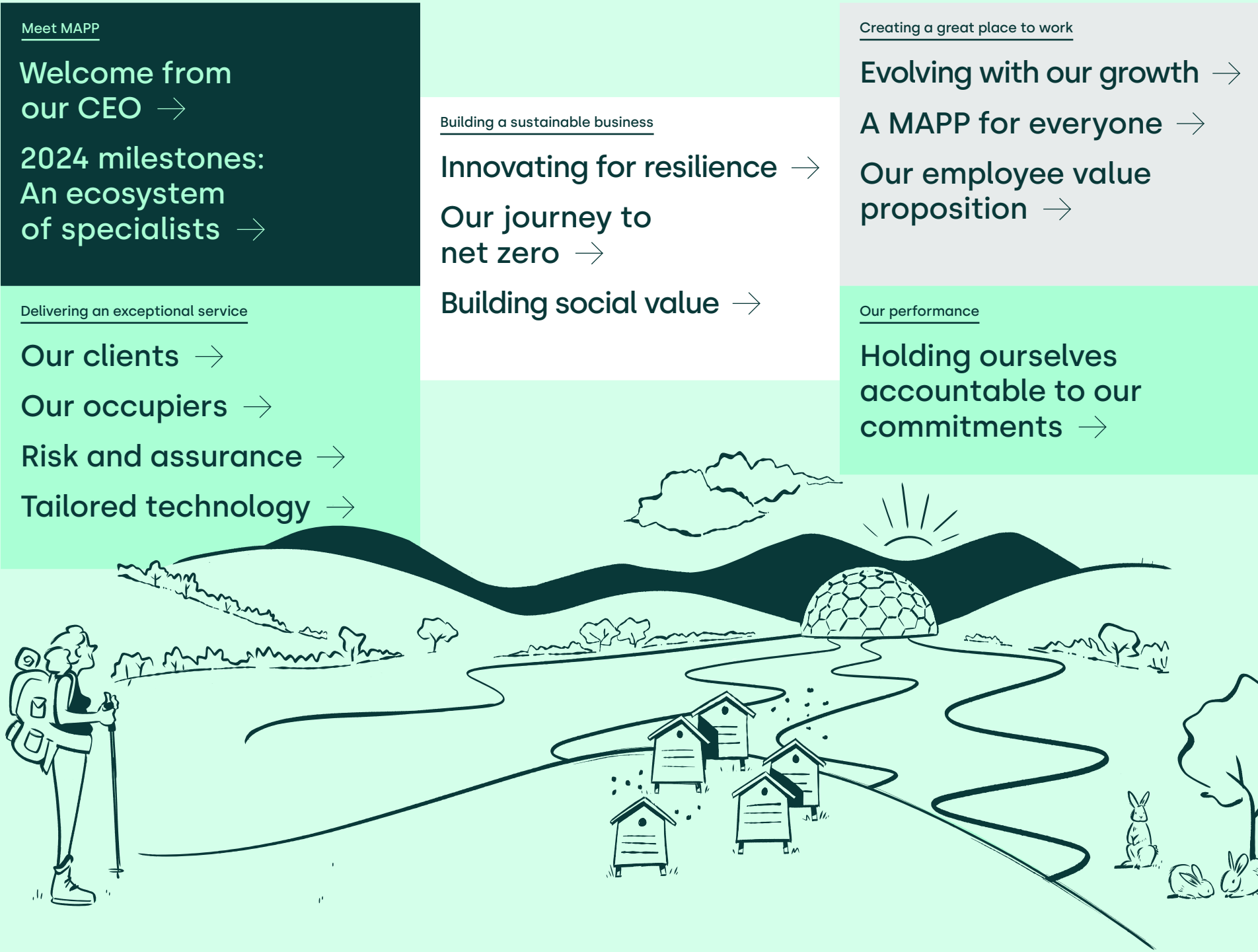
The MAPP report 2024

MAPP

Charting our course together

Our fourth MAPP report represents our first full year as an Employee Ownership Trust (EOT). In it, we track how we are performing against our three core objectives: delivering an exceptional service, building a sustainable business and creating a great place to work. Have a closer look at what we've accomplished.

Cover image: Winnersh Triangle, managed on behalf of Frasers Property UK.



Meet MAPP

Welcome from
our CEO →
2024 milestones:
An ecosystem
of specialists →

Delivering an exceptional service

Our clients →
Our occupiers →
Risk and assurance →
Tailored technology →

Building a sustainable business

Innovating for resilience →
Our journey to
net zero →
Building social value →

Creating a great place to work

Evolving with our growth →
A MAPP for everyone →
Our employee value
proposition →

Our performance

Holding ourselves
accountable to our
commitments →

Co-creating a stronger organisation

My first full year at MAPP has gone as quick as a flash. At every juncture, I continue to be blown away by the fantastic team we have assembled and excited to see the next feat we'll accomplish.



650+
employees

circa
900
properties and sites
managed

53%
increase in our B Impact
score in our 2024 B Corp
assessment compared
to our original 2021
assessment

Our people's collective expertise has guided my thinking about our path. It's become clear to me that our way forward will be shaped by a continued process of linking our disciplines and services closer together and deepening our collaboration with our clients and occupiers at every level, aiming for an operation whose seamlessness is unmatched in the property industry. This requires an obsession with listening to our people, keeping an ongoing dialogue about where MAPP is headed and how.

To hold up my end of the bargain, twice this year, in our 'Live with Louise' company updates, I've been privileged to share our progress on our new 'Map for MAPP' with the whole business.

Evolving as one team

MAPP continues to evolve to better reflect our nature as an Employee Ownership Trust. In March 2024, we held the formal launch of our Future Shapers groups, through which 100+ employees have already piloted several key initiatives. These include refining our seamless service for our clients and occupiers, optimising our environmental and social value delivery, making MAPP an even better place to work, redoubling our commitment to responsible governance, plus more you'll read about on page 13. In a similar spirit of collaboration, in September 2024, we debuted new senior leadership structures, which have refreshed our internal reporting lines to help our clients better work with us to maximise what we can do for them.

Service for a dynamic market

As our clients consider how their properties shape their environmental and social context in ever-more interdependent ways, we must work more interdependently to assist them. And we are in a great position to do this. By collaborating strategically across our central operations, our LLP companies (MAPP Building Consultancy, Energy by MAPP and RE-DEFINED), our specialist teams and with our supply chain partners, we are helping our clients and occupiers realise their ESG ambitions as well as their commercial targets. Our own climate and social value commitments continue to shape our top-level strategy, with our Future Shapers groups spearheading the process of hard-wiring these commitments into our day-to-day operations.

Plotting our map for MAPP

Our people have brought us to some fantastic milestones this year. Recently, we celebrated the arrival of our 650th employee. Our teams now look after circa 900 properties and sites valued at over £30bn. Marking our fourth MAPP report, I couldn't be prouder of the effort that our people are making to build a more cohesive and agile organisation. I have the utmost confidence that, in the year ahead, the updates we've made will deliver safer, more enjoyable spaces for our clients and occupiers and uncover new ways to safeguard the communities and planet we share.

Louise Bonham
Chief Executive Officer



An ecosystem of specialists under one roof

Across circa 900 properties and sites under our management, our specialist teams work alongside our occupiers and clients each day to ensure that their experience is unmistakably MAPP.

Here are a few milestones we recorded this year.

60,000
tonnes CO₂e under management

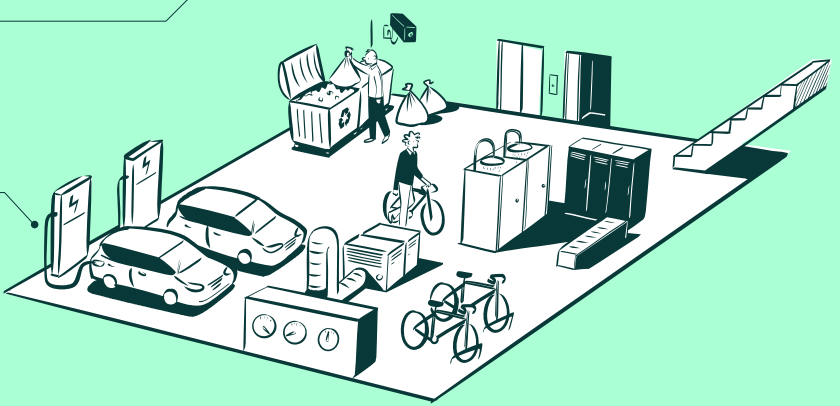
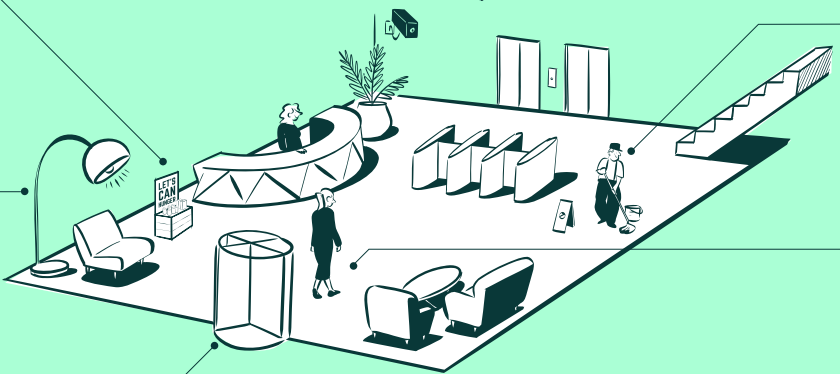
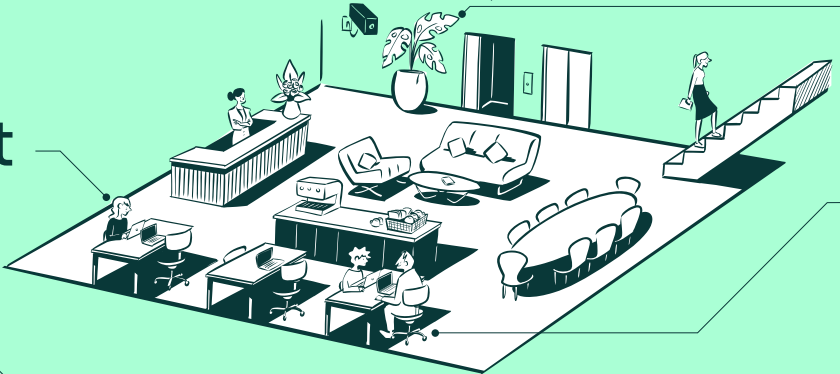
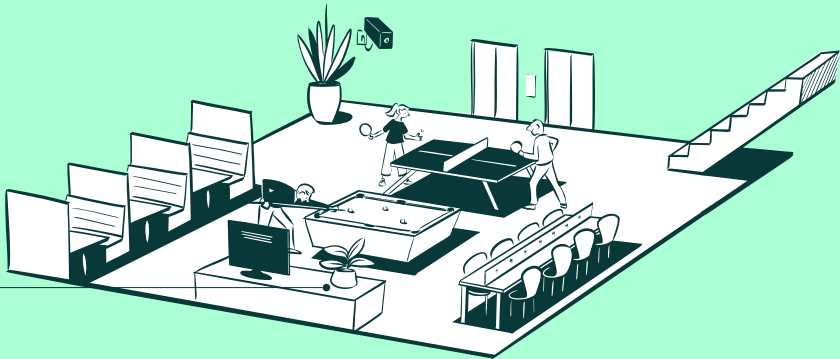
250,000 sq ft
of light-touch and fully-flexible workspace around the UK operated by RE-DEFINED

7,318
items collected across our sites for the Let's CAN Hunger campaign up to June 2024

31
gigawatts of renewable energy secured in corporate power purchasing agreements by Energy by MAPP

£46m+
projects undertaken through MAPP Building Consultancy

1,000+
initiatives undertaken as part of MAPP's Asset Sustainability Action Plans



107
biodiversity and nature-based solutions implemented through MAPP's Asset Sustainability Action Plans

271
social value initiatives undertaken for clients through MAPP's Asset Sustainability Action Plans

650+
team members including 260+ on our managed sites*
*as of December 2024

11
new property management clients in 2024

* All figures on this page as of November 2024, unless otherwise stated.

Enhancing properties as one team

Our ‘one-team’ approach extends to our clients – we want them to see us as their operating partner, rather than a third-party agent. In 2024, we reorganised MAPP’s leadership structures so our specialist teams can work more seamlessly alongside our clients to realise their aspirations for each property we manage.



Maximising MAPP’s offer

In 2024, we ramped up our internal education to ensure that our client-facing teams have in-depth knowledge of MAPP’s full capabilities and service lines to better match them to our clients’ needs. With refined lease and data management services now in place, we can offer stronger data cleansing and visibility of performance according to a client’s key metrics, capturing a clearer picture of what each property needs.

With the official debut of MAPP’s Facilities Management Consultancy, we now have a dedicated service to assess the full scope of our clients’ buildings and identify novel collaboration opportunities between our internal teams and supply chain partners. Through this service, clients can take a granular approach to harnessing the full operational potential of our Facilities Management, Technology, Occupier Services and Sustainability teams, delivering complex solutions with a single point of contact to streamline our clients’ experience.

clarity for clients

In September 2024, we revised our key client principles to ensure that every voice is heard and every client understands how we can best serve their needs

Delivering social value

Alongside our clients, our Sustainability team conducts detailed Local Needs Analyses (LNAs) of the social profile of the communities that the assets we manage are part of. The LNAs consider existing challenges, employment, crime and deprivation levels and other circumstances, as well as potential partners and projects active in the area. For one of our clients’ inner and outer London portfolios, we have conducted seven LNAs since launching our Social Value Framework in 2023. For each affiliated site, we have supplied the client with targeted recommendations on how to create change based on needs within the local community.



“RE-DEFINED harnesses the operational scale of MAPP to deploy flex solutions in whatever fashion owners need, with the ability to shift uses very quickly.”

James Friedenthal
Partner, RE-DEFINED

50

occupiers retained and onboarded by RE-DEFINED over a one-month transition period at Southbank Central



Our services

- Rent collection
- Financial analysis
- Lease advice
- Service charge management
- Facilities management
- Security advice
- GDPR advice
- Procurement
- Building consultancy
- Project management
- Technical services
- Asset management
- Mobilisation consultancy
- Welcome
- Building management
- Health & safety
- Building Safety Act advice
- Emergency preparedness
- Occupier engagement
- Customer experience
- Event management
- Asset branding
- Space activation
- Flexible space
- Sustainability services
- Biodiversity
- Social value analysis
- Renewable power
- Utilities management
- Internet of Things devices
- Building automation
- Software installation
- Tailored IT support
- Digital infrastructure
- Design for management
- Building mobilisation

Delivering an exceptional service: Our occupiers

Delivering great and relevant experiences

MAPP strives to enhance occupier experiences in the buildings we manage each day. Our central Occupier Services team works closely with site teams across our business disciplines to deliver people-first service to each occupier and visitor.

Providing more for our occupiers together

Since its official kick-off in March 2024, our Occupiers Future Shapers group has launched a full audit of the occupier journey from move-in to move-out. This has led to them trialling solutions to make our occupiers' transitions into and out of our managed spaces smoother, such as interactive move-in checklists, goodbye templates and updated digital business cards. We are also working with our Technical Services and Front-of-House teams to incorporate visitors' experience feedback into our login process.

Creating great places

We have a responsibility to our occupiers to create safe, seamless and engaging spaces where something new is always going on. Our 121 Guest Experience Managers (up from 105 last year) partner with our central Occupier Services team to create a bespoke calendar of events. This year, we deepened the connection between occupier engagement and social value. Over the past 12 months, for example, our site teams have rolled out over 600 pop-up events for occupiers, with many of them benefiting local charities. We have also hosted novel events, like bringing zero-waste theatre company Greenhouse Theatre to Spitalfields for a production that entertained nearly 1,300 visitors, using only recycled materials for its costumes, stage sets and other key equipment.

Marrying the traditional and the new

We aim for a balance between cutting-edge technology and great face-to-face service. We have identified new tools to better monitor how our occupiers are feeling. These include improving our occupier portals to ensure they are more tailored to each site, expanding occupier feedback trackers and investing in training to build our teams' skills and confidence in providing service that upholds MAPP's standards.

We also track interventions with occupiers and log discussion topics, outstanding actions and pain points on RiskWise, our risk management system (see page 8).

Building social value alongside our occupiers

Depending on occupier preferences, our Guest Experience Managers can support occupiers' charity causes or include them in our MAPP-wide charity activations, such as our Let's CAN Hunger food bank campaign that we have expanded from 20 to 65 of our sites. Sites are encouraged to support a local food bank and we continue to partner with our cleaning provider Greenzone in London to deliver the items collected. In addition, in September 2024, we introduced a new initiative for sites to get involved with: MAPP's Children's Book Drive.

WorldHost training

We partnered with WorldHost, an external customer service training provider, to give our employees a better understanding of the principles and application of great customer service. Our central Occupier Services team completed the training in spring 2024 and has begun launching WorldHost customer service training across our teams, interweaving our MAPP values into the material.



78.5%
of London Office
Buildings occupiers
gave their
front-of-house
experience 5/5 stars



Left: The Lost Library, zero-waste theatre production at Spitalfields. Photographer: Bailey Fear. Below: Bishops Square, Spitalfields.



600+

pop-up events
organised for our
occupiers in 2023/24

1,152

responses logged from our occupier
surveys in our London Office Buildings
managed portfolio



A safe pair of hands

We have reinforced our core principles of safety, empowering our people to make decisions based on clear, efficient processes and emphasising safety beyond our HSE team and our on-site operations.

Accountability at every level

MAPP treats risks to our clients’ assets and reputation as an integral part of our own risk. To reinforce this, we restructured our senior leadership in September 2024 to include a new Head of Risk and Assurance, Ceri-Ann Reading, who sits on MAPP’s Enablement Committee and reports directly to our CEO. This new chain of accountability cements risk and assurance as a key priority in our top-level strategy and decision-making.

Preparing for every outcome

In 2024, we enhanced our accident investigation and defensibility claims training programmes for our Building and Facilities Managers, working alongside insurers to give our people more confidence to prepare for and respond to any incident.

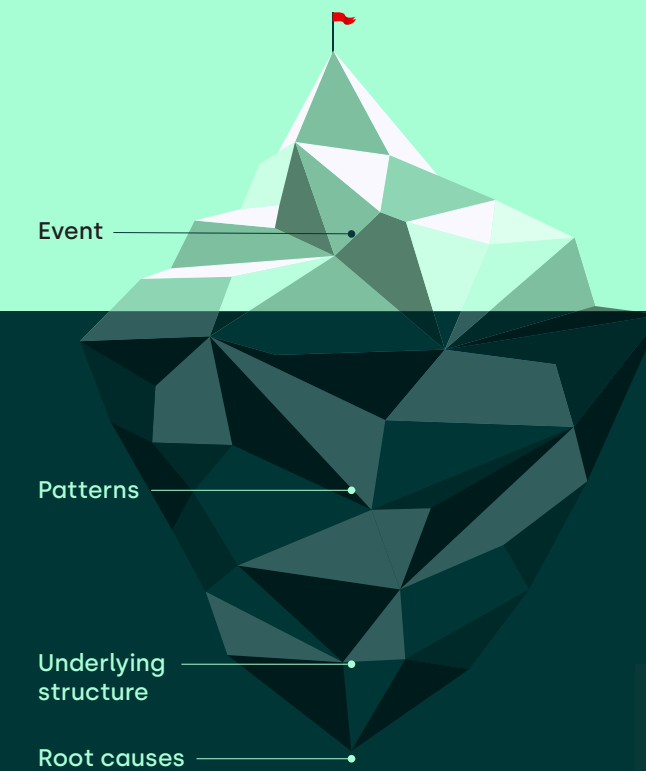
We have also refreshed our business continuity planning internally, updating our crisis communication chains to ensure that MAPP remains operational and able to serve our clients in any eventuality. In September 2024, for example, we participated in a crisis management exercise with Frasers Property UK, testing the resilience of the Estate Management teams and the interface with the clients as we played out a real-life disaster recovery situation.

The Deck: Compliance on a compressed timeline

Beginning in March 2024, MAPP and RE-DEFINED were jointly instructed to manage The Deck – a flex workspace in Central London. Tasked in just six weeks with onboarding the site, restoring full functionality and establishing a compliant operational strategy, we implemented a flex transitional checklist to streamline the onboarding process.

Our HSE team worked alongside the flex Operations Manager to ensure a smooth and efficient transition, combining resources to address health & safety and operational challenges. The Facilities Management team conducted thorough audits of the building’s assets, tracking necessary inspections. As The Deck is a flex workspace, we developed a specialised event matrix to meet its unique demands, such as managing occupiers’ portable appliance testing and monitoring the compliance of pressure vessels in the barista machine.

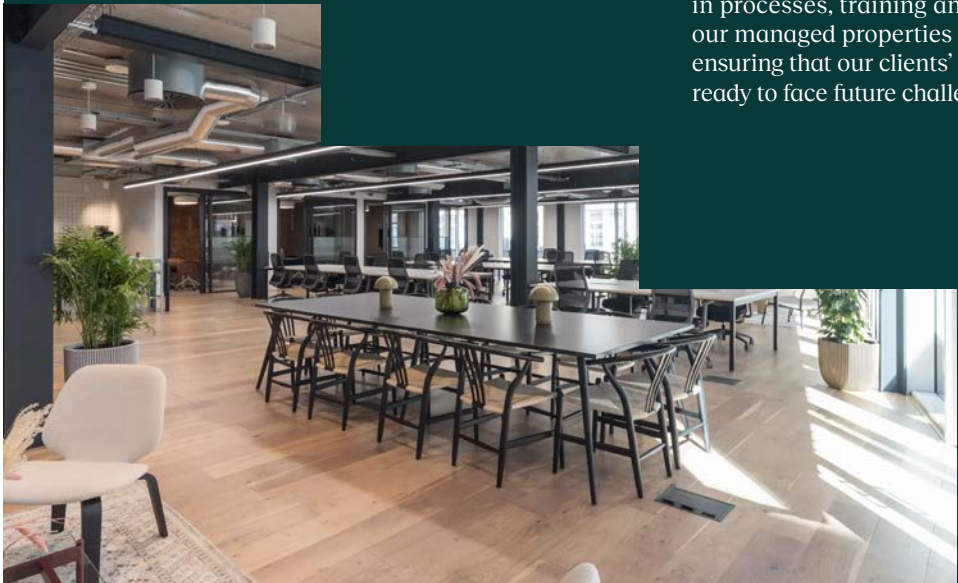
The site team liaised with occupiers, using our Service Desk to raise requests and ensure maintenance, cleaning, IT and other issues were addressed. Within 90 days, all objectives were met, leading to a compliance score of 93% at The Deck.



A culture of clarity

MAPP applies the iceberg model to incident prevention and response. Adverse events only represent the tip of the iceberg – their underlying patterns, procedures and root causes build up for much longer. Our integrated management system (IMS) chips away at potential issues before they reach the surface, identifying and responding to reputational risks, gaps between procedure and reality, miscommunications with suppliers and other future pain points, to neutralise them before anything goes wrong.

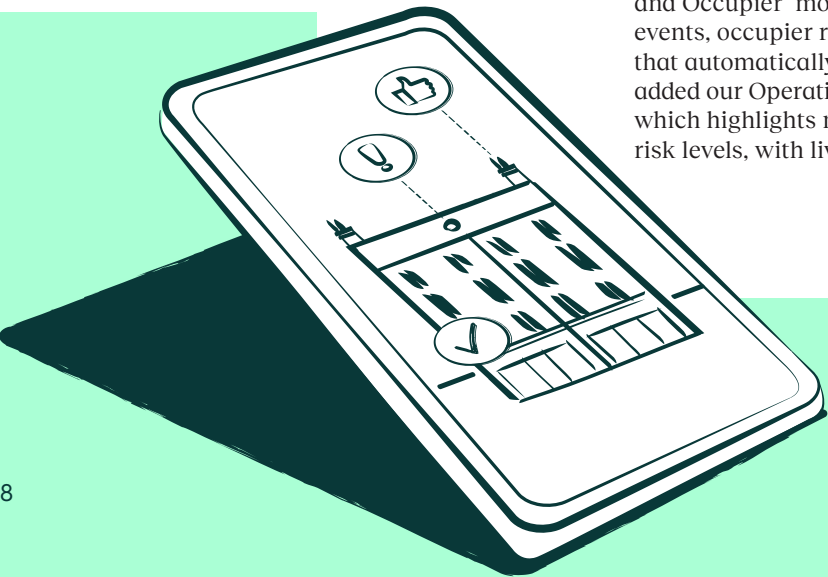
We continually research and trial innovations and apply learnings from incidents at other properties. Looking ahead at future risks from climate change, cyber attacks, supply chain disruption and other emergent challenges, MAPP continues to invest in processes, training and technologies to make our managed properties more resilient and flexible, ensuring that our clients’ assets are stress-tested and ready to face future challenges.



Left: RE-DEFINED operates 16,287 sq ft of flex workspace at The Deck in the heart of Soho, London.

A more efficient MAPP ecosystem

We are constantly researching, trialling, implementing and reviewing new and emergent technologies to optimise our service delivery.



RiskWise: Our Swiss Army knife for property operations

In 2024, we continued to invest significant resources, in collaboration with developers S2, to build out the capabilities of their compliance monitoring tool, RiskWise. Our goal is to create a one-stop shop for anything our employees need to track and report for our managed properties, freeing up more time to focus on client relationships.

MAPP uses RiskWise to follow the entire life cycle of our managed properties, from acquisition to disposal. Our 400+ item onboarding checklist is tracked, with compliance levels and outstanding items logged. Tenancy documentation is also handled on RiskWise, as are purchase orders, permits for asbestos works, hot works, pre-qualification questionnaires and other documentation, cutting down on paper use and human error.

We have also increased the functionality on smartphones, allowing our people to raise important on-site actions instantaneously. RiskWise now covers occupier engagement with a new 'Property and Occupier' module, where we log enlivenment events, occupier responses and meeting notes that automatically generate actions. We have also added our Operational Risk Register to the platform, which highlights minimum controls and residual risk levels, with live reporting for clients.



Delivering bespoke technologies with MAPP ADAPT

Building on the evolution of our technical services offering, in 2024, we debuted MAPP ADAPT: Analyse, Deploy, Assess, Perform, Team engagement. MAPP ADAPT will allow our clients to direct their technical needs to a single point of contact. From there, we can source technical solutions across MAPP's operational teams and our supply chain partners, to help our clients' buildings perform as efficiently and sustainably as possible.

Looking beyond the cutting edge

As new platforms become available, we are looking into the application of Microsoft AI and automation technologies. As we integrate AI, our Technology and Security & GDPR teams are collaborating to ensure these new technologies can be utilised to enhance security for our employees, clients and occupiers.

Synergising systems

A multi-building site in the East Midlands upgraded one of two separate building management systems (BMS) operational on site. The two systems were set up independently, with different computers used to manage each network, resulting in management and maintenance challenges. MAPP ADAPT completed a review of the networks and identified a method to use a single terminal as the connection to both systems. Further support was provided to the installer to troubleshoot endpoints and enable project completion and sign-off. Following MAPP ADAPT's integration, the entire site can now be managed and maintained from a single terminal, simplifying the process for all parties and making it easier to implement client and occupier preferences for mechanical and electrical (M&E) systems.



681

locations with
MAPP ADAPT sensors
monitoring data

223

locations are monitoring
live air quality data through
MAPP ADAPT

Uncovering new paths to sustainability

The journey to net zero has many twists and turns and we're dedicated to helping our clients and occupiers navigate them. In 2024, our teams have developed new tools to help our stakeholders operate more sustainably and build progress toward their climate goals.



Making buildings work smarter

80% of the buildings that will be standing in 2050 have already been built. With targeted collaborations between our Sustainability and Technical Services teams, MAPP has conducted a number of key building optimisation projects in 2024, reducing energy consumption and saving money for our clients.

Across two office buildings in Glasgow, for example, our audit uncovered overuse of electricity in air handling units, heat pumps and lighting, in addition to unnecessarily long runtimes. To resolve this, we reduced light levels and programmed start and shutoff times into climate control units. Annually, the changes we introduced are projected to save over 204,000 kWh worth of energy.

Left: An industrial site in Coventry with solar photovoltaic cells fitted by MAPP Building Consultancy.

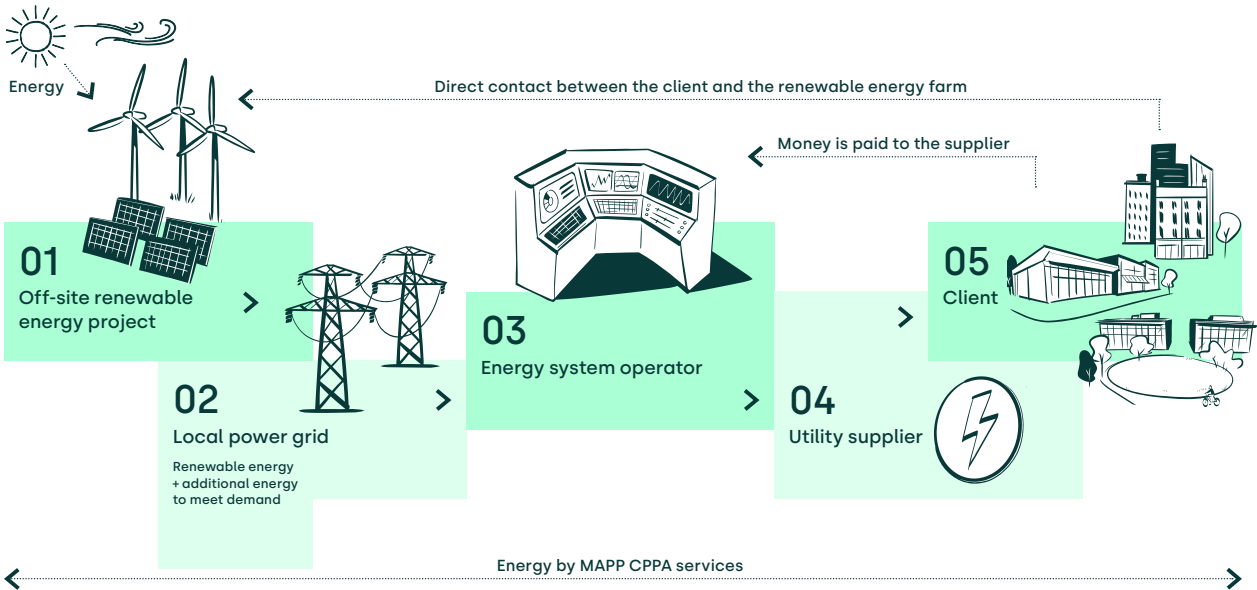
30 homes

could be powered with the energy our Scotland BMS optimisation project is projected to save annually

Based on Ofgem's average annual electricity use figure for four to five people living in a four-bedroom house

Off-site Corporate Power Purchase Agreement (CPPA)

Contract facilitated end-to-end by Energy by MAPP



Energy by MAPP charges forward

A year after its public launch, Energy by MAPP has been awarded six new corporate power purchase agreements (CPPAs) to help clients achieve their energy transitional goals and find the right match to source renewable energy. The team has expanded its capability to provide flexible procurement, high-level energy recharging services and distressed utilities support, opening up new pathways to reduce scope 2 and 3 emissions for clients in the coming months.

Getting climate ready

In 2024, we formally debuted our Climate Ready service. This unique collaboration between our Building Consultancy, Sustainability and Facilities Management teams retrofits spaces to make them more energy efficient.

Climate Ready services are already being delivered at client sites. In September 2024, we completed the first half of a solar photovoltaic installation at an industrial park in Coventry, for our client AEW, creating over 480 kWp in energy generation capacity.

Building biodiversity

Coinciding with the Biodiversity Net Gain legislation introduced in February 2024, MAPP rolled out a five-step Nature and Biodiversity framework to encourage our managed sites to make a positive impact on their local ecosystems. In the same month, Chineham Business Park, a site we manage on behalf of Frasers Property UK, was certified with The Wildlife Trust's Biodiversity Benchmark.

Making property and planet work together

MAPP continues to work towards our climate commitments, with our people leading the way and developing new strategies to help us operate more sustainably.

MAPP's net zero carbon pathway

MAPP's net zero carbon pathway was published in 2022. It focuses on reducing absolute carbon emissions generated from operations in our five UK offices and employee business travel, from a baseline year of 2019/20. Since then, MAPP's overall employee numbers have increased by 211%, turnover has increased by 22% and office floor area by 39%. As a consequence of this growth, we are currently tracking above our absolute reduction targets.

To better understand our position and opportunities independent of growth, we have analysed several intensities and stated these below.

	21/22	22/23	23/24
Office business travel intensity tCO ₂ e/FTE	0.32	0.31	0.40
Office energy intensity kWh/m ²	167.00	179.09	178.98
Office water intensity m ³ /FTE	7.45	7.56	8.73

Note: 21/22 and 22/23 figures have been restated, due to a formal change in the methodology of our full-time equivalent (FTE) calculation and improved data capture that replaces previously estimated data.

Our Environment Future Shapers group gets going

Our Environment Future Shapers group has brought together 18 employees, representing all five MAPP offices. In their first year of operations, they focused on short-term, achievable wins related to energy and waste reduction, sustainable purchasing and training.

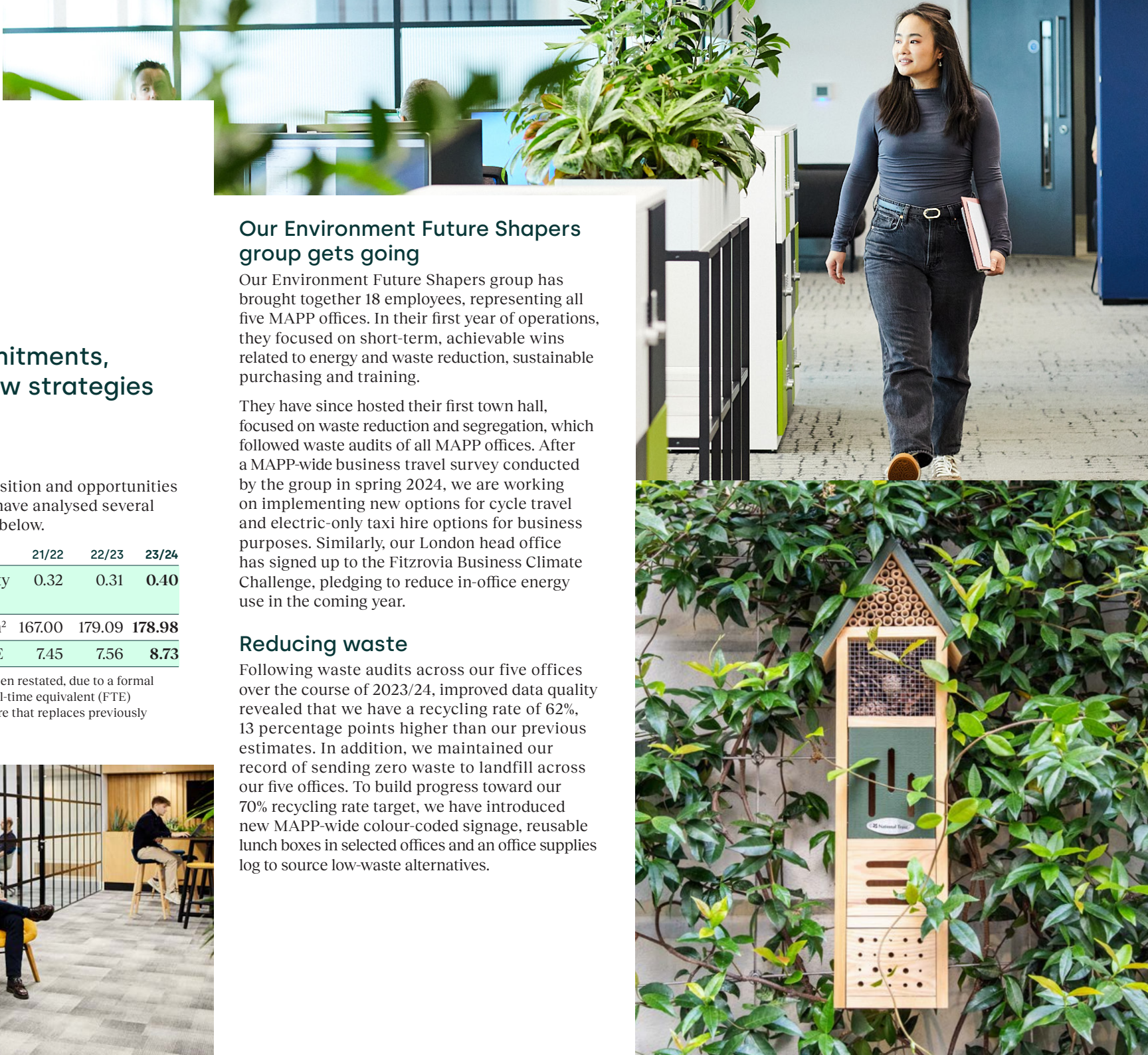
They have since hosted their first town hall, focused on waste reduction and segregation, which followed waste audits of all MAPP offices. After a MAPP-wide business travel survey conducted by the group in spring 2024, we are working on implementing new options for cycle travel and electric-only taxi hire options for business purposes. Similarly, our London head office has signed up to the Fitzrovia Business Climate Challenge, pledging to reduce in-office energy use in the coming year.

Reducing waste

Following waste audits across our five offices over the course of 2023/24, improved data quality revealed that we have a recycling rate of 62%, 13 percentage points higher than our previous estimates. In addition, we maintained our record of sending zero waste to landfill across our five offices. To build progress toward our 70% recycling rate target, we have introduced new MAPP-wide colour-coded signage, reusable lunch boxes in selected offices and an office supplies log to source low-waste alternatives.

18

employees in our Environment Future Shapers group are working on initiatives to reduce our impact



Spaces to serve everyone

Creating authentic social value starts with letting our people’s passion and expertise lead. Our processes aim to give every employee the tools needed to drive change and make a positive difference in people’s lives.

Catalysing change up and down our workstreams

MAPP’s operations span five offices across the country and hundreds of managed sites, putting us in a prime position to catalyse social value projects that make a lasting difference. In 2024, we have focused further on identifying where our team can apply MAPP’s exceptional brand of service to social value projects that require the type of work we do every day.

Taking full account of the impact of our operations, we involve our people, supply chain partners, occupiers and community members in our social value projects to expand the scope of what we are able to accomplish. Upholding MAPP’s emphasis on ESG and our ISO 14001 commitment to continual improvement, we are currently auditing our top 20 suppliers, to verify that they continue to deliver on their social value commitments.

Empowering everyone to make a difference

The MAPP Charitable Foundation reinforces our commitment to reinvesting our success into creating stronger communities. The Foundation makes a variety of grants to UK-based charities, individuals and organisations, with a focus on getting young people into employment, mental health and the environment. It also matches funds raised by MAPP employees for chosen charities across our five offices. In 2023/24, the Foundation’s total giving exceeded £265,000.

5,777

charity hours recorded by MAPP employees in 2024

£455,146

total corporate sustainability investment* made by MAPP in the 12 months to 31st October 2024

*This figure includes expenditures related to systems, seed funding, consultancy and certifications, the time value of our employee volunteering per median MAPP salary, as well as donations made directly by the MAPP Charitable Foundation.

Social impact along our supply chain

Our volunteering guidance emphasises lasting partnerships where our people can pay their expertise forward. In May and August 2024, 17 of our Birmingham team did just that, returning to Whitehouse Common Primary School in Sutton Coldfield for the second year running. Organising specialist works from supply partners Hunnington and We Clean, our team pooled 216 volunteer hours, completing repairs to the roof and gutters in the school and its play area. We also made improvements to fencing and pool facilities, contributing to a safer, healthier environment for the children and aiding the school with its sustainability ambitions.



Above left: In September 2024, our London office team took on the Thames Path Challenge, walking to raise over £2,300 for The Listening Place and the Royal Marsden Cancer Charity. Left: In September 2024, our Bristol office hosted a charity rounders match with some of our supply chain partners, raising £355 for Jessie May.



Better spaces for Scouts

In spring 2024, MAPP's South Facilities Management team heard from a colleague that the Shipley Scouts hut in Horsham, West Sussex, needed major repairs. Jumping at the opportunity, 25 of our Facilities Management team and some of our supply chain partners dedicated their annual charity leave to giving the Shipley Scout hut a new lease of life. Over four days, our team put their skills to work, carrying out water risk assessments, installing fire doors, sealing and weather-proofing the structure and updating cycling facilities, storage and fencing. With their freshly-renovated hut, Shipley Scouts now have a much-improved space for young people to connect.



I am ten months into my apprenticeship at MAPP and have loved every minute of it. The passion and knowledge of my colleagues, as well as everyone's willingness to support me, have created a great environment for me to develop and learn within my role.

Alfie Brand
Corporate Responsibility and Sustainability Apprentice
October 2024

Building a more representative workforce

Applying the principles that have created a great place to work at MAPP, in 2024, in partnership with some of our supply chain partners, we launched a new employment pilot programme helping young people from underserved communities onto the career ladder. Building on our long history of working with Resurgo, and specifically their Spear 16-24s employment support programme, MAPP has engaged participants in intensive coaching, brainstorming sessions to identify career goals, mock interviews, team visits and additional training to help our attendees jump-start their working life. The results of our first pilot exceeded our expectations, with six young people now in employment across MAPP and our supply chain partners and being mentored for success.

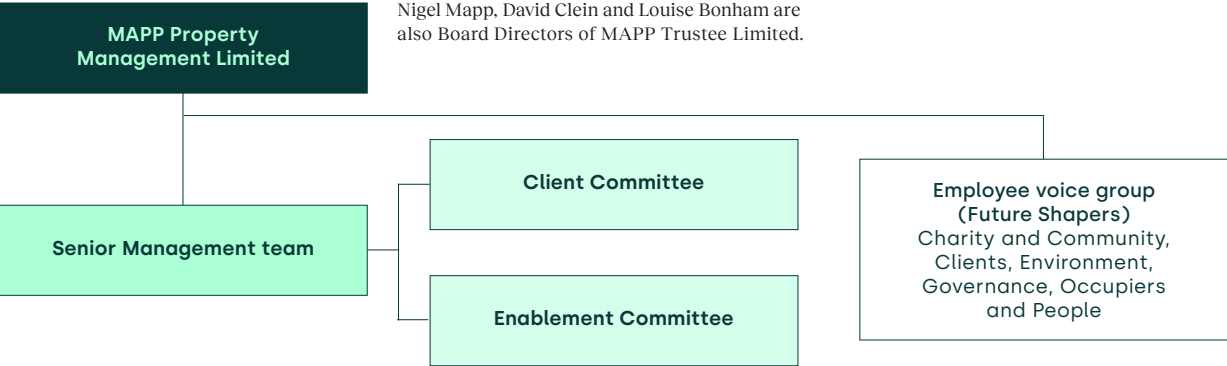
Investing in and expanding our workforce

Apprenticeships help forge career paths outside of the 'standard' college-university-work route, creating mutually beneficial talent pipelines. Working with our Talent team and LDN, a B Corp-certified apprenticeship provider, we hired Alfie Brand as a Corporate Responsibility and Sustainability Apprentice in January 2024. The apprenticeship spans work within MAPP offices and at client premises, sessions with his mentor and formal syllabus-structured course learning as part of a wider cohort. Not only is Alfie learning how to implement corporate responsibility and sustainability initiatives internally and across a selection of clients, he is also bringing fresh perspectives and an enthusiastic edge to the Sustainability team.

Giving our people a voice

MAPP has transformed its leadership structures, reflecting our growth and our commitment to collaboration and further locking in the MAPP values that were established 25+ years ago: avoid ambiguity, be appreciative, pursue adventure, live authentically and embrace accountability.

New leadership committees



Guiding our next phase

In September 2024, we created two new leadership committees to support our Senior Management team (SMT). Both are chaired by our CEO, Louise Bonham. Our Client Committee convenes monthly and is made up of senior representatives working in all our service lines. It focuses on strategic direction, client relationships and business development. Our Enablement Committee meets weekly to advance cross-group initiatives and operational priorities. The Employee Ownership Trust (EOT) Board continues to play an integral advisory role. Additionally, our new Future Shapers groups feed strategic advice to our leadership committees and spearhead new initiatives. Our new organisational structure brings together our specialists' expertise, client needs and a non-negotiable focus on safety, risk and assurance - reinforcing our joined-up approach to delivering MAPP's holistic offering as one team.

Future Shapers get to work

In 2024, we embarked on one of our key organisational transformations - namely to broaden and formalise our commitment to working as one team. Our Future Shapers groups, launched in March 2024, cover six core disciplines: Charity and Community, Clients, Environment, Governance, Occupiers and People. These groups give around 100 employees from teams across the business an official forum to provide feedback and implement positive change in our core disciplines. Since their launch, over 30 meetings have been held with the aim of making MAPP's operational evolution more collaborative and values-led.

A reflective and responsive business

In early 2024, we debuted a new employee engagement platform, Inpulse, to better capture our people's immediate emotions, provide more transparent results and log follow-ups from each respondent's line manager as an integral part of the feedback process.

The results from our first Inpulse survey conducted in spring 2024 were encouraging. MAPP employees reported a score of 90% in Inpulse's engagement index, 89% in their inclusion index and 87% in their line manager satisfaction index, placing all our metrics above Inpulse's client-wide benchmark and the real estate/property management industry benchmark.

88%

MAPP's employee wellbeing score in our Spring 2024 Inpulse survey (17 points higher than Inpulse average)



Evolving as an EOT

Becoming an Employee Ownership Trust reinforced MAPP's commitment to our people, first and foremost. As we introduce new mechanisms to expand our employees' ability to identify and action new, better ways of doing things, we look forward eagerly to reaping the dividends of the combined expertise of every colleague. I couldn't be more optimistic that our people will show us a stronger way forward.

Sean Greathead
Head of People and Talent and
EOT Trustee Director

87%

of MAPP employees reported a positive experience with their line manager

94%

of employees reported that MAPP's commitment to social impact was genuine

Moving forward together

Our people are our most important stakeholders. To deepen our commitment to them, we are taking steps to further assist everyone at MAPP as they work to achieve their career goals and uphold MAPP values.



Site teams take centre stage

We held two events for SPARK 2024, MAPP’s annual learning and development conference for Facilities Management and site teams. In the North and South regions, we brought together 211 of our colleagues for four days of sharing insight from around our managed portfolio and connecting with MAPP people near and far. With our Environment Future Shapers group, we made SPARK 2024 as sustainable as possible, working with the host venue’s Sustainable Stay scheme to cut down on energy and water use, using B Corp-certified suppliers when possible and distributing reusable coffee cups, herb seed sticks and recycled shopping trolley coins in the event gift bags.

Leading a more inclusive industry

Our drive to build a more representative workplace won our team some great recognition this year. In February 2024, The Chartered Institute of Personnel and Development presented us with a Spotlight Award for our voluntary ethnicity pay gap reporting. Later in the year, MAPP also won two Property Awards for Professional Services Team of the Year and ED&I Initiative of the Year, an ESG Edge Award for ESG Employer of the Year, and Estates Gazette’s 2024 Employer Award.

Pay gap reporting

We publish gender pay gap information as part of our statutory reporting requirements. This year, we reported a mean gender pay gap of 19.3%, down from 24.94% last year, and a median gender pay gap of 19.39%, down from 23.13%. [Our full pay gap report is available on the MAPP website.](#)

We also worked with an external consultant to report voluntarily on our ethnicity pay gap, even after statutory requirements were dropped. In 2024, our mean ethnicity pay gap was 13.4%.

We consistently review our salaries against industry benchmarks. With each band, we review the ethnicity and gender balance as well as the ethnicity and gender mix of salary reviews and promotions. As part of our efforts to close these gaps, we employ the Rooney rule adopted from the NFL to ensure that our recruitment processes proactively include people from diverse backgrounds, on both sides of the interview. We have also updated our management training programmes to ensure that everyone has a greater chance to thrive at MAPP (see page 15).

MAPP employees by gender %



58 Female
42 Male

MAPP employees by location %

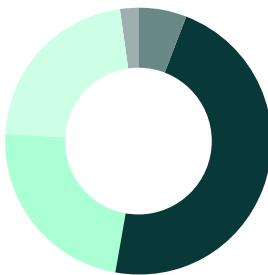


62.1 Non-site-based
37.9 Site-based

Making everyone feel welcome and wanted

In 2024, we have taken cultural steps to create a business where everyone can be involved and connect more meaningfully with their colleagues. Our People team has reviewed MAPP’s social calendar to ensure our events do not clash with major festivities and traditions and are open to everyone. For team-bonding events, we offer a mix of physical and non-physical challenges and activities. We have also begun scheduling more events during work hours, so employees with caring responsibilities or other commitments can attend more easily.

MAPP employees by age bracket %



6 18-25
47 26-40
23 41-55
22 56-65
2 66-75

91%

of employees would recommend MAPP as a great place to work

37.9%

of MAPP employees are based at our managed sites

Supporting every journey

This year, we have considered our employee value proposition more holistically, challenging ourselves to better know, inspire, grow, value and reward our people.



“ I can't recommend the management development programme highly enough! The course allowed for self-reflection and more self-awareness of coaching styles and competencies which enabled improvement and development of skills in a relaxed, fun environment. I now feel confident that I can put these skills into place and become a better leader.

Claire McConnell, Client Director
September 2024



Embedding strong support at MAPP

Over the past year, MAPP has invested time and resources measuring over £420,000 in training and development programmes. In that time, our employees have spent 3,762 cumulative hours developing their professional skills. Given the importance of good line managers to employee experience, we have ramped up our management training programmes. As of October 2024, 59 of our line managers (nearly a third) had either started or already completed this flagship programme.

80%

of MAPP employees engage with our learning management system each month

147

live training sessions were hosted by MAPP's People team in 2024

Resources for everyone

Our management training gives every line manager the knowledge and confidence they need to help any employee, no matter their background or circumstances, to succeed at MAPP. 10% of our management training content is dedicated to diversity and inclusion, prioritising inclusive leadership, interrogating assumptions and meeting our people where they are.

This includes working with neurodiverse team members to embed knowledge and skills to accommodate our neurodiverse community across MAPP. Recognising that different people learn best in different environments, we have also updated the delivery of our training programmes. We offer a mix of face-to-face sessions, recorded lectures and online courses, so our people can engage with training in their preferred format. In addition, we have updated our medical benefits to cover neurodiversity assessments and introduced more comprehensive mental health support.

As we dedicate more resources to growing our people, we place even more importance on internal progression. This year, 14.1% of our people were recruited internally into new roles, compared to 13.8% last year.

Building a new cohort of surveyors

With universities across the UK reporting a drop in the number of students taking surveying courses, MAPP has taken the initiative to help keep the industry's gears turning by introducing young people to these stable and rewarding careers. Matching many larger competitors, MAPP supports Graduate Surveyors in our Building Consultancy team preparing for the RICS Assessment of Professional Competence (APC), by providing the training, experience and responsibility they need to become full Chartered Surveyors. MAPP Building Consultancy currently employs seven Graduate Surveyors working toward their APC and intends to hire two to three more graduates per year going forward.

2024 performance

Our continued progress can be found here. As MAPP evolves, we reevaluate our metrics and targets to ensure that our strategies for delivering impact are effective.



For a full breakdown of our environmental data, please scan this QR code.

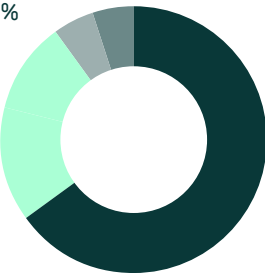
Target	Update/performance in 2023/24	Progress	For more information
People			
Employees Give a voice to our employees following the launch of our EOT and Future Shapers groups.	Six Future Shapers groups were launched in February 2024. They are now all up and running and roughly 100 of our employees are involved.		Page 13
Tackle the challenge of collaboration.	Our Enablement and Client Committees, as well as the revitalised Senior Management team, will increase our collaboration at senior level. Our Inpulse collaboration index has increased to 71% (compared to 67% last year).		Page 13
Increase social impact, roll out our social value tracker and develop our Future Shapers Charity and Community group framework.	38 employees currently in Charity and Community Crew plus six regional event schedules and budgets produced in 2024. This now aligns with our Future Shapers group, with the team continuing to make progress.		Page 11
Partner with OnHand (a third-party sustainability action and volunteering platform) with the aim of achieving 75% uptake in volunteer days by the end of 2025.	Introduced OnHand into new joiners’ material and involved them with some team meetings to promote the app during 2024. Held quarterly meetings with them to create a ‘charity champion’ to work more closely with the OnHand representative to better streamline services and assist with promoting the platform and encouraging charity day take-up.		Page 11
Embed social value initiatives with our suppliers.	Real progress made with skilled work projects (in addition to unskilled), Facilities Management teams working with suppliers, similar support and advice offered by Building Consultancy colleagues to some charity projects. Hoping to expand this work in the coming year and engage proactively with suppliers around charity and volunteering initiatives.		Page 11
Suppliers Strengthen ESG management of our supply chain.	More questions are being asked when onboarding new suppliers on our platform RiskWise and we also have a scoring system for suppliers on their ESG performance.		Page 11
Planet			
Core members of the Environment Future Shapers group to fully implement one initiative each year.	This group was launched at the start of 2024 and has already made great progress. Each core member has been allocated a project to deliver and all are underway.		Page 10
Achieve a 70% recycling rate across our offices and maintain our zero waste to landfill target.	At the end of the 2023/2024 year, our recycling rate stood at 60% and to date this year, it is at 62%. We have carried out waste audits at all our offices and implemented waste improvement plans to drive this up further.		Page 10
Reduce our impact on the planet and become net zero carbon by 2025 and Climate Positive by 2030.	We still have a lot of work to do, but we are on track to reach these targets through upcoming carbon reduction initiatives and best-practice carbon offsetting.		Page 10
Governance			
Maintain our B Corp certification.	We were recertified as a B Corp in early 2025, with a B Impact score of 132.5, representing a 53% increase on our 2021 score of 86.6.		Page 3
Maintain our ISO14001 certification.	ISO14001 has been successfully maintained.		Page 3

People

Some more insight into our people data.

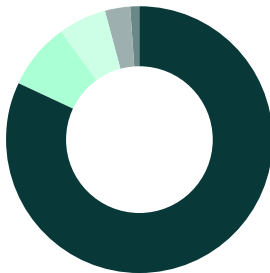
Employee data

Employees by office location %



- 65 London
- 14 Manchester
- 11 Birmingham
- 5 Glasgow
- 5 Bristol

Employees by ethnicity %



- 82 White
- 8 Asian/Asian British
- 6 Black/African/Caribbean Black British
- 3 Mixed/multiple ethnic groups
- <1 Other ethnic groups

Promotions by gender %



- 83 Women
- 17 Men

Promotions by ethnicity %



- 83 White
- 17 Global ethnic majority¹

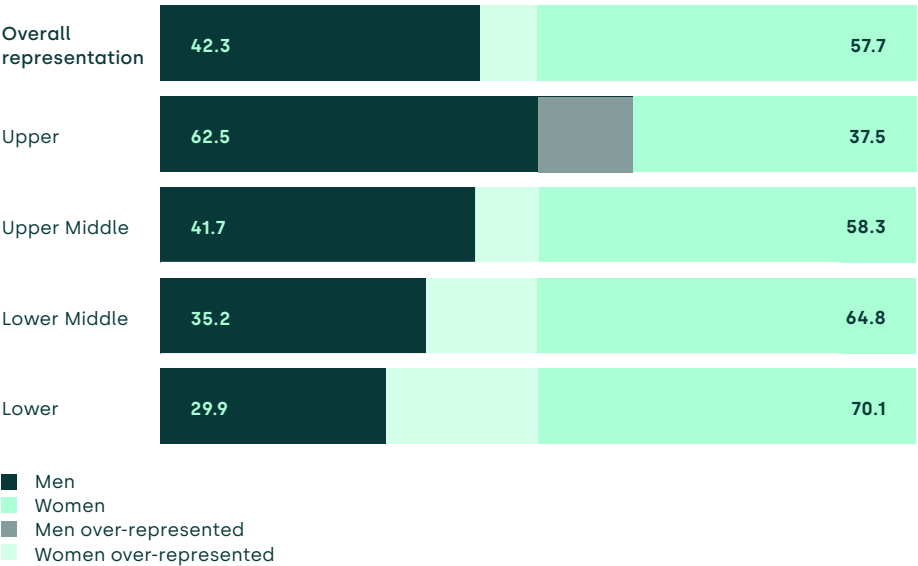
¹ The group of people in the world who do not consider themselves or are not considered to be white. Source: dictionary.cambridge.org

All figures above are from May 2023 to April 2024.

Gender distribution

In the table below, we show our gender distribution – the % of male and female employees in each earnings band – for MAPP Limited. This data is based on a ‘snapshot’ of all our employee compensation taken on 5th April 2023, reported in our 2024 Gender Pay Gap report (available to view/download on our corporate website).

Gender distribution of employees by earnings band %



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.

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