



Performance with accountability

The MAPP report 2025

Reimagining how
real estate operates

MAPP

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Welcome from our Chief Executive Officer

Purpose and accountability

At MAPP, our purpose is to deliver exceptional service while building a business that is resilient, responsible and aligned with the long-term interests of our people, clients and communities.

This report sets out an overview of our environmental, social and governance performance during the financial year ending 30th April 2025. It focuses on the areas where our operations and decisions have the greatest impact, and where we believe transparency matters most to our stakeholders.

The year in context

Over the past year, we have continued to invest in our people, strengthen our governance as an Employee Ownership Trust, and work towards our environmental commitments. We were enormously proud to complete our B-Corp recertification in March 2025 with a jump in our score from 86.6 to 132.5. While this progress is encouraging, we recognise there is still much more we want to achieve. We have shared full details on our progress, including areas where it has been slower than we would have liked, and the reasons behind this. We believe it is important to be open about where progress has been slower than planned, and why.

Looking ahead

In the year ahead our focus will remain on embedding sustainability and social value into day-to-day decision-making, and supporting our clients and occupiers as expectations around ESG continue to evolve. We are committed to continuous improvement, not perfection, and to being accountable for the impact of our actions.

Louise Bonham
Chief Executive Officer



Left: Where people, processes and technology work in sync; delivering true operational harmony.

Our business and material impacts

Our approach to sustainability is grounded in a clear understanding of where our activities and influence have the greatest potential impact.

Where our biggest impacts sit

We focus on the areas where our own operations, decisions and influence have the greatest potential to create positive or negative outcomes. These priorities are reviewed regularly to reflect business growth, regulatory expectations and stakeholder feedback. As a professional services firm, our most material impacts centre around People, Environment and Governance.

People

The most significant people-related impacts arise from:

Employment quality and fairness

Pay, progression, inclusion, wellbeing and job security across a geographically dispersed workforce, including both site-based and office-based roles.

Health, safety and wellbeing

Ensuring safe working environments for employees operating across our offices and client sites, and actively promoting wellbeing and fulfilment – albeit in a demanding service environment.

Skills, capability and engagement

Training, leadership capability and employee voice directly affect service quality, retention and long-term business resilience.

We recognise that growth and responsiveness to changing client requirements can place pressure on consistency, management capacity and employee experience, and we actively monitor engagement and inclusion to identify and address emerging risks.

Environment

Our most material environmental impacts stem from our own operations and the influence we have over managed property.

Our direct environmental footprint is relatively modest, but not negligible. It primarily arises from:

Energy use and emissions

Office energy consumption and employee business travel represent our most material direct environmental impacts.

Resource use and waste

Office-based waste, procurement choices and recycling performance across our UK offices.

Beyond our direct footprint, we recognise our influence through the assets we manage. While clients retain ultimate control over building investment decisions, our advice, data and operational practices can support improved environmental performance and resilience. We are cautious not to over-claim impact where we do not have operational control.

Governance

Strong governance underpins our ability to manage risk, deliver consistent service and maintain trust.

Our most material governance impacts relate to:

Responsible decision-making and oversight

Clear accountability for risk, assurance, health and safety, and ESG-related matters at senior leadership and Board level.

Employee ownership and voice

Being Employee Owned brings both opportunities and responsibilities, requiring transparent decision-making and meaningful employee influence.

Ethical conduct and compliance

Managing risk across regulated environments, supply chains and client assets, while maintaining compliance with legal, contractual and professional standards.

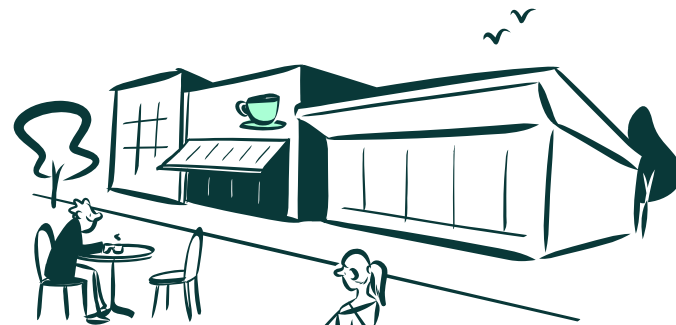
Good governance enables us to grow responsibly, respond to emerging risks and maintain confidence among clients, employees and other stakeholders.



People

Fairness and engagement

As an employee-owned business, our people are central to how we perform, grow and create long-term value. We are deeply committed to nurturing a high-performance and distinctive culture in which all our people feel included and can thrive.



93%

MAPP employees feel they are able to achieve a balance between work and home life

665+

team members including 270+ on our managed sites*

*as of December 2025



221

live training sessions hosted by MAPP's People team



People and Culture



Clients



Charity and Community



Environment

96%

MAPP employees feel they can be themselves at work

98%

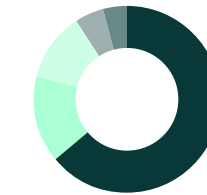
MAPP employees know what support is available to help their health and wellbeing

MAPP's four Future Shapers groups continue to bring collaboration across the business to shape priorities and influence decision making

Percentages shown include responses of 'strongly agree', 'agree' and 'neutral'.

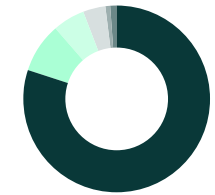


Employees by office location %



64 London
15 Manchester
12 Birmingham
5 Bristol
4 Glasgow

Employees by ethnicity %



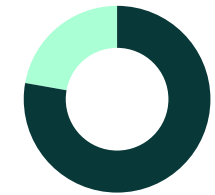
82 White
8 Asian/Asian British
6 Black/African/Caribbean Black British
3 Mixed/multiple ethnic groups
1 Other ethnic groups
1 Prefer not to say

Promotions by gender %



54 Women
46 Men

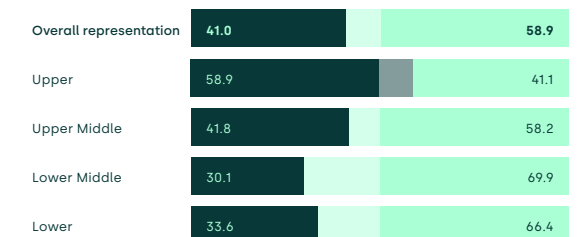
Promotions by ethnicity %



78 White
22 Global ethnic majority¹

¹ The group of people in the world who do not consider themselves or are not considered to be white. <https://dictionary.cambridge.org/dictionary/english/global-majority>

Distribution of employees across the pay range %

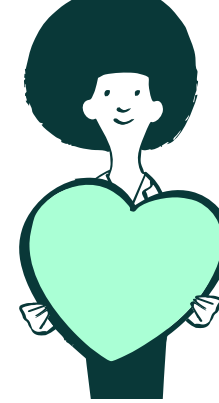


Men
Women
Men over-represented
Women over-represented



Our approach

MAPP's social value activity focuses on where our people, skills and resources can deliver long-term benefit. We prioritise quality and align activity with our role as a professional services employer operating within multiple communities.



£232,531
charitable giving

Where we focused our social value

Community investment

We provided structured financial support to UK-based charities and community organisations, primarily through the MAPP Charitable Foundation. 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, in addition to matching funds employees raise for our five offices' chosen charities. In 2024/25, the Foundation's total giving exceeded £232,000.

Volunteering

We provide every employee with two days of paid leave a year to encourage volunteering. A growing proportion of this volunteering draws on our people's professional expertise, particularly in facilities management and sustainability. This ensures time invested delivers practical outcomes for community partners.

Employment and access to opportunity

As an employer, we support access to work and early-career development through apprenticeships, employability programmes and partnerships that help individuals from underrepresented backgrounds into employment. We are particularly encouraged by our second 'Empower' employment pilot programme where, in partnership with some of our key supply chain companies, we have provided employment with good prospects for six young people facing specific barriers to employment.

Supply chain influence

We seek to extend social value through our supply chain by embedding ESG considerations into supplier onboarding and engaging key partners on social value expectations. This ensures we have a consistent baseline standard and wider social value impact beyond our direct operations.

Governance

Social value activity is overseen through defined governance structures, ensuring initiatives are appropriate, proportionate and aligned with our values and risk standards.

We intentionally limit the use of case studies in this report; further detail is shared through our website and internal communications.

Social value and community

Outcomes, not stories

Creating long-term social value by aligning our skills, resources and influence.

Left: A fantastic show of generosity at BioCity Glasgow, as tenants donated gifts to support the Kids In Mind Christmas appeal.



5,673
employee
volunteering hours

448
employees participating
in volunteering



Environment

What matters, what moved, what didn't

Our environmental approach focuses on understanding, measuring and reducing the impacts associated with our operational footprint as the business grows.

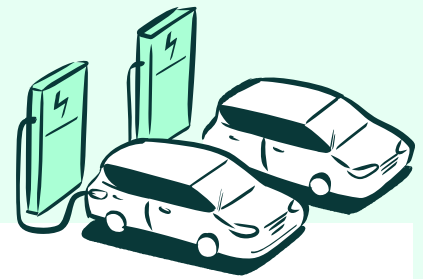
MAPP's net zero carbon pathway was established in 2022, using a baseline of 2019/20. Since that time, MAPP has grown significantly; 145% in turnover, 97% in overall people and 38% in floor area, resulting in an increased carbon footprint and being legally obligated to report under SECR for the financial year 2022/23 onwards.

Additionally, since the original NZCP, MAPP made improvements in the way we capture, analyse and measure data, reducing the amount of estimated data and replacing with better quality and accurate data. Combined with stability in company operations and performance across 2024 and 2025, these factors have led MAPP to re-establish the baseline year to 2023/24.

In early 2026, MAPP will be revisiting the NZCP, ensuring it is fit for purpose, allows for genuine impact and fosters a realistic approach at reducing emissions and contributing to programmes to offset residual emissions.

	22/23	23/24	24/25
Business travel carbon intensity tCO ₂ e/FTE	0.31	0.40	0.34
Office energy intensity kWh/m ²	179.09	178.98	189.31
Office water intensity m ³ /FTE	7.56	8.73	8.68

Waste recycling figures: MAPP total, 64.62%, 180 GPS 65.68%. 2% improvement on the previous year. Maintained our record of sending zero to landfill across the five offices.



In 2024/25 we saw a solid reduction in intensity figure for business travel. We made inroads into better planning of business trips and allocation of assets to people. Whilst the Cycle to Work scheme still runs, MAPP also introduced an improved EV salary sacrifice scheme, allowing all employees access to effectively reduced cost EVs.

Office energy intensity saw a slight increase due to the increased occupancy of the offices. We have since sought to adjust equipment and machinery where possible to reduce energy consumption.

MAPP have looked to reduce overall generation of waste by working with all offices to improve availability of reusable containers. In 2025, we worked with the building manager of our head office to install a Weightron unit, ensuring MAPP (and other occupiers) are accurately recording the correct amount of each waste stream.

65%
total waste recycling
+2% from 2024



Left: Stockley Park, Hayes, committed to the principles of environmental protection and sustainable development.



Left: Spitalfields, London, a landmark mixed-use destination spanning more than one million sq ft of office, retail, food and residential space.



Key elements include:

- **Trustee accountability;** the role of the Trustee Directors of MAPP Trustee Ltd is to ensure that MAPP is professionally managed and run and that this is done with an Employee Ownership Ethos.
- **MAPP Ltd Board oversight** with responsibility for strategy, performance and risk
- **Senior leadership accountability** for operational delivery, health and safety, risk and assurance
- **Employee ownership and voice,** supported through the Employee Ownership Trust and our structured engagement mechanisms

This structure enables effective decision-making while ensuring that employee perspectives inform the direction of the business.

Risk management and assurance

Managing risk is integral to how we operate across client assets and our own business activities.

Our approach includes:

- Proactive identification and assessment of operational, health and safety, reputational and ESG-related risks
- Defined controls and escalation routes
- Regular review of risks at senior leadership level

We treat risks to our clients' assets and reputation with the same seriousness as risks to our own business.

Compliance and standards

We maintain recognised external certifications and standards to support consistency, legal compliance and continual improvement.

These include:

- B Corp certification
- ISO 14001 (Environmental Management)
- ISO 45001 (Health & Safety Management)

Compliance with statutory requirements, including [gender pay gap reporting](#) and other relevant disclosures, forms part of our wider governance framework.

Ethics and responsible conduct

We expect high standards of professional and ethical conduct from our employees and supply chain partners as set out in our [Ethical Code of Conduct](#). Policies and training support consistent behaviour across the business, and concerns can be raised through established internal processes

Assurance and continuous improvement

We regularly review our governance arrangements, data quality and reporting processes to ensure they remain effective as the business evolves. Where issues are identified, we take action to strengthen controls and improve transparency.

Governance and assurance

Robust governance enables us to manage risk, maintain trust and deliver consistently for clients and employees.

Our approach

Strong governance underpins our ability to deliver consistent service, manage risk and maintain trust with clients, employees and partners. Being Employee Owned means we place particular emphasis on transparency, accountability and effective oversight.

Governance structure

MAPP operates within a clear governance structure that defines accountability across leadership, operational management and employee representation.

Performance summary and signposting

Our continued progress can be found here. As MAPP evolves, we re-evaluate 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 2024/25	Progress
People		
Employees		
Ensure our employees are given a meaningful voice to influence working life at MAPP.	MAPP's 'Future Shapers' groups were highly active over the course of the year, helping to shape policy and influence key areas of the business including DEI, benefits, environment, client service and charitable activity.	😊
Improving collaboration and communication across the business.	Collaboration (index = 71%) remains a challenge in some pockets of the business, but work continues and we expect improvement next year based on the changes that are being made. Communication (index 84%) is healthy and reflects our efforts as an EOT to ensure our people feel well informed.	😐
Design and implement a holistic employee health and wellbeing strategy that managers and team members understand and support, to ensure we cultivate sustainable high performance and engagement.	Whilst we achieved significant progress on the design and some progress was made, we did not complete the implementation.	😐
Environmental		
Carbon Emission performance against Net Zero Carbon Pathway target.	MAPP set its NZCP in 2022 using 2019/20 as the baseline year. However, due to rapid business growth and improvements in data quality, MAPP has rebased to 2023/24. As a result of this rebasing, our reported progress is currently neutral.	😐
Execute the actions of the Environmental Future Shapers Group.	The Environment Future Shapers group saw significant progress on corporate sustainability initiatives in 2025: from sustainable events and purchasing guidance documents, to work on water conservation and green travel, through to operational improvements such as energy audits, waste training, printing reduction and improved behavioural signage across MAPP offices.	😊
Social		
Complete a second pilot iteration of MAPP's strategic social value programme, focusing on employment opportunities for those facing significant barriers to employment. Aim to work with our partners to collectively provide employment for at least six young people from our target population.	Taking the learning from our first pilot we ran a second pilot, with nine people attending our 'Springboard' programme, leading to six people taking up employment with MAPP and our partners. Impact data continues to be collected showing outcomes being achieved in c. 7-8 months mark versus the 12 month benchmark.	😊
Governance		
1. Implement 'No PO, No Pay' policy.	This was partially achieved but the roll out has taken longer than expected albeit we continue to see progress.	😊
2. Implement know your supplier due diligence processes for Corporate Accounts.	Successfully completed.	😊

Contact us

MAPP London

180 Great Portland Street
London
W1W 5QZ
020 7908 5500
info@wearemapp.com

MAPP Birmingham

1 Newhall Street
Birmingham
B3 3NH
birmingham@wearemapp.com

MAPP Bristol

2 Glass Wharf
Temple Quay
Bristol
BS2 0EL
bristol@wearemapp.com

MAPP Glasgow

Onyx
Level 5
215 Bothwell Street
Glasgow
G2 7EZ
glasgow@wearemapp.com

MAPP Manchester

City Tower
New York Street
Manchester
M1 4BT
manchester@wearemapp.com

More information about MAPP
can be found on our website:
wearemapp.com

