

CASE STUDY

MAPP

Our **10 CEO Commitments on Diversity** have been a flagship Real Estate Balance policy for close to a decade. Setting out 10 inclusive actions that each member CEO agrees to, the Commitments are designed to be interpreted and implemented by member organisations in ways that are appropriate for them.

We know members are at different stages in their journeys with the Commitments, so we showcase some of the fantastic work already taking place to inspire and encourage others to find new and creative ways of engaging with them.

Here we look at Commitment 9 and how **MAPP** took steps to maintain opportunities for their people to have their say with senior leaders as they grew in headcount and introduced other engagement initiatives.



Commitment 9

Establish channels for senior leaders to personally engage with and listen to the wider workforce to share different perspectives.



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Shaping the **future of MAPP together**: how listening fuels shared success

Louise Bonham, CEO at MAPP, the specialist commercial real estate operator, explains the steps taken to prevent their values-led culture being diminished during a period of growth.

Introduction

When I started my role in September 2023, one insight was immediately clear: MAPP's people-centred culture is a defining strength. This culture is not just important to our people – it is also a key reason clients choose to work with us. As a values-led organisation, we bring what matters most to us to the forefront: clarity over ambiguity, appreciation in all interactions, authenticity in how we show up,

accountability in what we deliver and a spirit of adventure in how we grow.

But as we entered a new phase of rapid growth, a critical challenge emerged: how do we preserve the essence of a values-led culture while scaling the business to meet new demands? Without intention, expansion can dilute the very qualities that make an organisation distinct. Our focus from the outset was clear – to protect what made MAPP special while creating space to evolve.

Implementing the Commitment

'Ask Louise' sessions across our five offices – in Manchester, Glasgow, Birmingham, London and Bristol – where I met with small, intimate groups of our 650+ colleagues to better understand their experiences and hear their first-hand views on opportunities and key challenges were launched at the beginning of 2025.

'Live with Louise' company-wide updates, held twice a year, offering employees insight into strategy and progress while encouraging open dialogue between leadership and teams were introduced.

The launch of **Future Shapers** in March 2024 – a programme designed to harness employee insight and ownership, with more than 100 colleagues contributing to initiatives and strategy across client and occupier services, governance, environmental impact, workplace culture and charitable endeavours.

A **refreshed leadership structure** was introduced in September 2024. It was based on employee feedback to improve collaboration and internal clarity in how teams support client delivery.

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Turning conversations into insights and actions

People want to protect the culture they love. There's a strong emotional connection to MAPP's culture – defined by approachability, flexibility, openness and a noticeable lack of ego. As the business grew, people were clear: this culture must not be compromised.

Recognition, development and wellbeing really matter. Colleagues want to be seen and valued for their contributions. They also want clear opportunities to grow, better communication around progression and continued investment in wellbeing and work-life balance.

Transparency and connection from leadership builds trust. Our people were asking for more visibility from senior leadership, especially in regional offices, and more consistent, honest communication about strategy, structural changes, and what it means for them.

People want more opportunities to connect and contribute beyond their roles. Teams value moments that bring the wider business together, like our annual SPARK conference, which connects our facilities managers and site teams, and asked for more inclusive

ways to participate, especially across functions and locations. There was a clear appetite for cross-team collaboration, shared learning and being part of shaping MAPP's direction together.

Key outcomes

- 91% of people recommended MAPP as a great place to work – a strong endorsement of culture, trust and employee experience during a period of growth.
- £420,000 invested in learning and development, with 3,762 hours of training completed and 59 line managers enrolled on or completing our flagship training programme.
- Ongoing insights through Inpulse surveys, helping us track engagement

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and identify opportunities to strengthen culture and connection.

- Our biggest SPARK conference to date with attendees from across the business, bringing teams together to celebrate, learn and align on a shared purpose.
- Future Shapers is already driving change, from communication improvements to front-of-house feedback, pay transparency education and sustainability initiatives.
- Perhaps most critically, we identified that the level of approachability in our culture is key to creating a great place to work where people feel valued and where we can create quality work for clients. We are committed to retaining this approachability so that all colleagues are heard by their peers, line managers and senior

- leaders. At MAPP, our people feel empowered to provide ideas, thoughts and comments to any colleague whatever their role and experience level – we see this as critical to both the history and the future of our business.

What did we learn?

The journey has reinforced that sustaining culture through growth takes more than intention – it takes interventions, visibility and trust. By listening closely, responding with purpose and empowering people at every level, MAPP is evolving without losing what makes us so special and successful.

"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 at every level, with the goal of creating an operation that delivers a truly unparalleled experience across the property industry. This requires an obsession with listening to our people, keeping an open dialogue about where MAPP is headed and how and retaining the approachability within our culture that is so critical to all of this."

Louise Bonham, MAPP CEO.

Thank you to Louise and the MAPP team for sharing this case study.

MAPP are a leading UK specialist in the operation of CRE with over £30bn of properties under management for UK and overseas fund managers, REITs and other property owners. Find out more at www.wearemapp.com

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**REAL
ESTATE
BALANCE**

10 **CEO**
Commitments
on Diversity



Louise Bonham, MAPP CEO