Annual Review 2025



Institute of Workplace and Facilities Management

Our purpose, vision and mission

Our purpose

Because workplace and facilities management transforms organisations and enhances experience.

Our vision

Where every workplace delivers.

Our mission

We empower and enable workplace and facilities professionals to expand their potential and have rewarding, impactful careers. We are a business enabler. Together, we optimise the profession's impact.

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Chair's message

Approaching the end of my first year as IWFM Chair, I'm pleased that the Institute closed a second year in positive financial territory. It's a testament to the stewardship of my predecessor, Mark Whittaker CIWFM, and the senior team who have charted a steady course through choppy economic waters. As we close the door on our 2023-2025 strategy, my thanks go to the operational team at the Institute, as well as our Board and our hardworking Committees, for continuing to deliver against a backdrop where contractors, clients and members face the same external challenges.

Despite the headwinds, I want to retain our ambition as we embark on IWFM's new five-year strategy. We've created a bold, clear-sighted plan to sharpen our focus on member value, constantly enhance the reputation of the profession, develop our commercial proposition and grow membership.

In an era of rapid technological advancement, climate change and concern for public safety, it's incumbent on us, as an Institute, to demonstrate to the wider world that an ever-more professionalised facilities sector can deliver genuine value for – and beyond – the organisations it supports. That responsibility lies with individual members too. Professional competence is bedrock – and more critical than ever in the built environment. We need the whole of our membership to focus on professional development: take pride in their IWFM credentials, aspire to CIWFM, and raise the collective status of our profession in order that we're genuinely recognised as a strategically valuable business asset.

On a personal note, I've enjoyed this year immensely. My role as Chair has created countless opportunities to highlight the remarkable work the Institute does to drive knowledge, expertise, insight and professional standards throughout the sector. It's been a privilege to speak on IWFM's behalf, and I've been proud to represent it from a range of platforms, both in the UK and internationally. I'll continue to speak for the Institute whenever the opportunity arises, and I encourage my colleagues on the Board to do the same.

I've said often that we have one of the most diverse and talented boards I've worked with, and I want to ensure that we represent every one of our members in a profession that is not only open, encouraging, supportive and forward thinking with respect to our EDI responsibilities, but fully open to diverse talent.

I've been delighted by the enthusiastic reception we've seen for the relaunched Women in FM Network, which just goes to show that IWFM's ability to bring people together – one of our great superpowers – can truly create positive change.

We continue to live in interesting times. The ongoing challenges of sustainability remain central to everything we do as a sector, and IWFM will continue to be a leading source of insight and thought leadership through research, best practice and engagement. And the alien lifeform that is AI will play a bigger and bigger role in all our lives. Our guidance will be vital to its optimised deployment, especially in a sector that can be an engine of value with good data management and interpretation.

We continue to live in interesting times. The ongoing challenges of sustainability remain central to everything we do as a sector, and IWFM will continue to be a leading source of insight and thought leadership through research, best practice and engagement.

Despite the unpredictability of the world right now, we've set some ambitious targets in the knowledge that a professional body can sustain a much-needed sense of community and offer some stability when so much around us seems uncertain. I look forward to seeing our plans come to fruition.



Andrew Hulbert FIWFM
Chair



CEO's summary

2025, the final year of our three-year strategy, was characterised by disciplined delivery, consolidation and preparation for the next phase of IWFM's development.

In an operating context that continued to be challenging to businesses of all shapes and sizes the Executive remained focused on financial sustainability, professional integrity and ensuring the organisation was strategically and operationally fit for the future.

My priority is to ensure IWFM remains financially resilient while staying true to its role as a member-focused professional body with a constant eye on value and service improvement. By concentrating in this strategy on areas that reflect our strengths: education, professional assessment, strategic partnerships and careful cost control we again delivered a surplus after depreciation and strengthened our reserve position.

Looking forward we began to lay the ground for digital and technological transformation powered by AI, by concentrating on improving data quality, processes and organisational readiness. This is to ensure that future investment will be optimised, evidence led and focused on supporting and delivering for our members.

In 2025 we did key foundational work on reviewing the Professional Standards Framework, a fundamental responsibility of any professional body and the 'golden thread' running through everything we do. This work reinforces competence, credibility and public trust - qualities fundamental to the built environment professions in the post-Grenfell era - and high on the government's agenda. These things will shape our approach to membership, which will be underpinned in the coming years by mandatory professional development, ensuring our profession maintains competence, which will help to reinforce its status and credibility.

2025 was a year of responsible stewardship: delivering against commitments, strengthening foundations, and positioning IWFM for the next stage of its journey in service of the profession and its members.

As our evolution continues, we further strengthened our governance structure with new committees on Professional Standards and EDI.

In the second half of the year, we invested a considerable amount of effort in shaping our strategy for 2026–2030. Through engagement with members, volunteers and staff, we have developed a clear and confident direction for the next phase of the Institute's journey. Its guiding light will be creating value for members at every career stage.

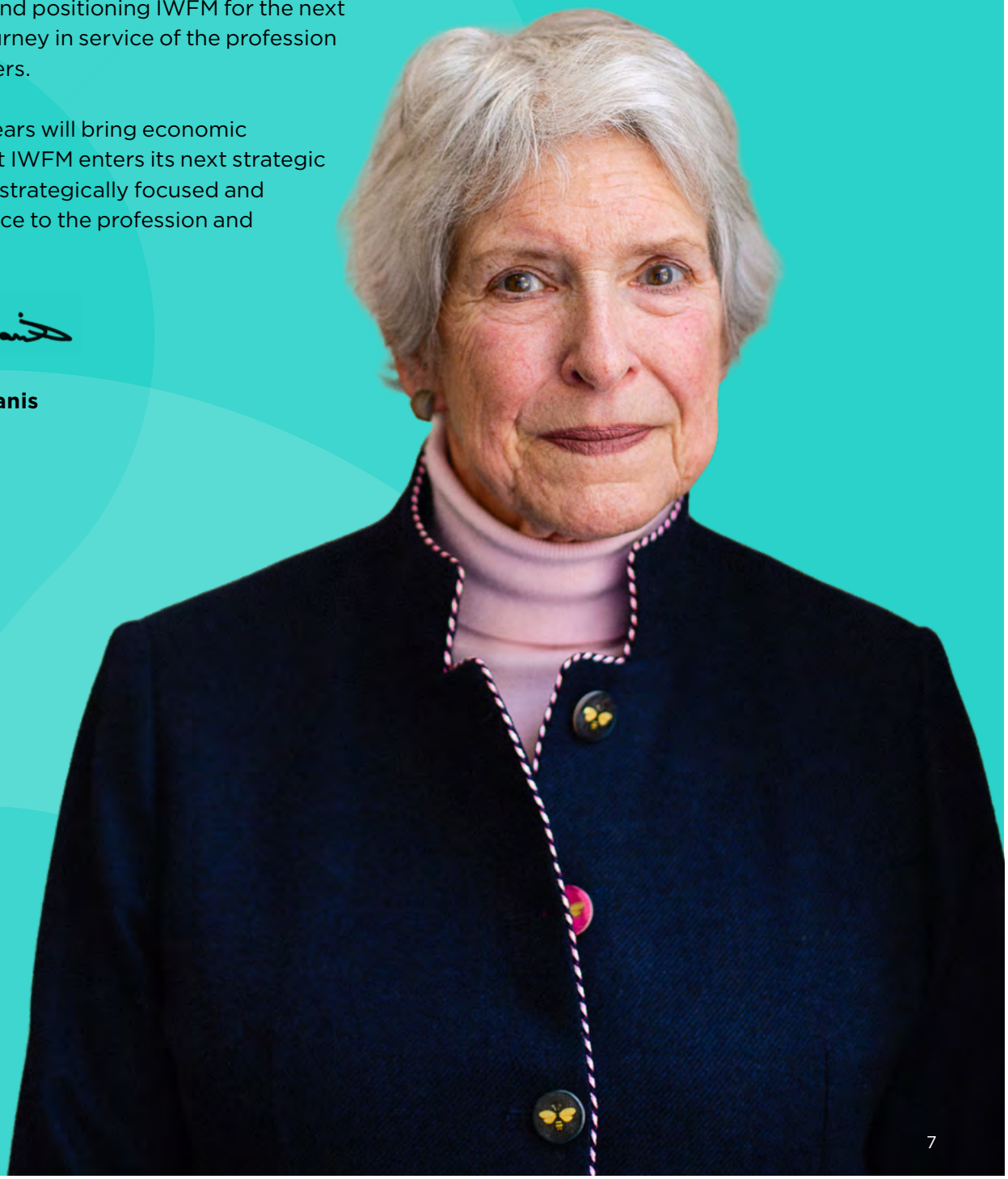
Our plan's overarching aim is member value underpinned by enhancing the visibility and reputation of the profession, developing our commercial offering and growing membership. Not enough FMs are benefiting from the support that professional body membership can bring and I want that to change.

The contribution of those professionals in the IWFM fold has once again been fundamental to IWFM's credibility and impact in 2025. Volunteer members, across communities, Special Interest Groups, governance and knowledge activity, continued to play a vital role in shaping standards, guidance, events and insight.

2025 was a year of responsible stewardship: delivering against commitments, strengthening foundations, and positioning IWFM for the next stage of its journey in service of the profession and its members.

The coming years will bring economic headwinds but IWFM enters its next strategic period stable, strategically focused and rooted in service to the profession and its members.

Linda Hausmanis
CEO



Chair of Members Council message

My second year as Chair of Members Council has been one of embedding the foundations we set in 2024. At the start of the year, we aligned our priorities to IWFM's strategy and created a simple performance report to assist us all (volunteers and our IWFM colleagues) in planning, delivery and progress monitoring.

The highlight of our strategic calendar is our horizon scanning event. It is the only hybrid meeting we hold, as all others are held online for accessibility and affordability. The event was well attended and provided exceptional insight from the membership that made a significant contribution to the Strategic Review that took place during 2025.

Beyond this, our significant areas of work included reviewing and agreeing updated Members Council Terms of Reference, confirming group leadership succession and election processes, reviewing and responding to member-led insights, contributing to the Professional Standards review, all whilst facilitating events, reaching out to members, providing networking opportunities and facilitating strategic roundtables.

This year we saw the benefits of holding separate Strategic and Operational Members Council meetings and the value of recognising each of their importance in what we deliver. It also led to more volunteers from across our communities being involved, contributing to high levels of attendance, energy and engagement throughout.

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I would like to pass on my sincere thanks to Members Council; to those who remain, who have joined and those who have moved on and particularly to Katherine Torode CIWFM, who served as an excellent Deputy Chair to Members Council and as Chair of the Channel Islands Region for many years. It's the dedicated contribution of individuals that makes this group work and I would like to thank each one.

Pauline Simpkins

Pauline Simpkins CIWFM
Chair of Members Council



Our 2023-2025 Strategy

1.



Develop the profession

Provide the framework to define and optimise professional competences, progression routes and value for the WFM profession. Be the strategic partner to organisations, supporting talent development to deliver organisational value and enable the profession to be recognised for its ability to transform organisations.

2.



Build a community – engaged, active and aligned

Build an inclusive volunteer community, which is aligned with IWFM's strategy, with support in place to make an impact, develop and be recognised.

3.



Demonstrate the impact of the profession

Demonstrate the impact of the profession by providing insight on its critical role in optimising business performance, as well as developing technical content to support members at each career stage.

4.



Enhance recognition of the profession and IWFM

Create the conditions for the profession to thrive and grow and make the public interest case to support IWFM's chartership ambitions by working with key stakeholders and grow our share of voice in our priority areas.

5.



Build capability to enable growth

Improve data, process and technology use to support growth, develop a team who can deliver, evolve ways of working including sustainability and EDI and grow profitable income for surplus, cash and reserves.

Six priorities for 2025

1.



Profit after depreciation

2.



Organisational proposition: new products and services aimed at employers

3.



Skills research to refine our strategic position

4.



New content strategy

5.



Process and data improvement

6.



People and culture

Strategic objective 1:

Develop the profession

Ensure the workplace and facilities management profession is a critical enabler in the economy, supporting the delivery of strategic objectives in organisations, where its value is understood and recognised.

Developing the profession is central to IWFM's purpose and underpins its role as the professional body for the workplace and facilities management sector. In 2025, IWFM made sustained progress against this strategic objective by strengthening professional capability, widening access to learning, supporting employers to build workforce competence and reinforcing shared standards across the industry.

This work reflects IWFM's commitment to ensuring the profession remains skilled, relevant and resilient in the face of changing organisational, technological and societal expectations.

Enhance and recognise the competence of professionals at each stage of their career journey.

The Experiential Route to CIWFM, which recognises the skills and knowledge that come from years of experience, was introduced as a new route to professional membership in 2024, assessed individuals' competence against the Professional Standards. Following this successful launch, competence-based assessment was introduced across all entry routes replacing level and length of experience. This change ensures that the IWFM membership application process is robust, aligns with the Professional Standards and ensures a level of competence from members within the profession.

2,937

Members at Certified grade (December 2025)

Certified grade remains the largest segment of members at 2,937 (December 2025), 128 people registered on the Experiential Route in 2025 with twelve months to complete some of these will enter Certified in 2026. Income from Experiential Route assessment contributed to the positive financial position in 2025.

We have worked with a number of organisations to improve their competence by helping to support accreditation of their employees where members opted to enter cohorts onto the Certified Experiential Route.

To date we have worked with the following public sector organisations to help develop their teams, both professionalising their workplace and facilities competence and strengthening IWFM's relationship with Government:

- Ministry of Defence
- Cabinet Office
- Department of Work and Pensions



Membership insights:

2025 membership (December 2025)

11,926

Total membership

52%

Proportion at professional grades

82%

Retention of professional members

IWFM's Market Outlook showed persistent challenges like inflation fuelling costs and pricing with budgets across the sector remaining tight, notably in the public sector.

While individual professional membership retention held steady at 82% across the year, new member acquisition remained an ongoing challenge. Corporate and Group membership continued to be impacted by economic uncertainty, as employment costs rose due to policy changes to employer national insurance contributions; and in the public sector, implications of a tight and challenging public spending review. Despite these challenges and an aging demographic, strong member loyalty helped to hold up the retention rate. Work continued to attract new members from new markets and to build a healthy lead pipeline through targeted campaigns. This work continues in 2026 with a focus on attracting younger members in core FM .

Customer recruitment:

842

New professional members

2,296

New joiners

648

Membership upgrades

The Deborah Rowland Scholarship

The IWFM Foundation was launched in 2024. The Institute launched the Deborah Rowland Scholarship, designed to support the next generation of WFM professionals. Deborah Rowland, Director of Public Affairs at Sodexo UK and Ireland, has been a prominent voice in the sector since 2017. Facing advanced cancer, she set out to give talented individuals a chance to progress in the sector. The Scholarship aims to break down barriers to entry and encourage future leaders from diverse backgrounds. It will provide both financial assistance and mentoring to recipients. The Scholarship is intended for those who, due to their personal circumstances, are unable to fund their own professional development, including those at the very beginning of their career, transitioning into WFM or currently in junior roles.



Facilitate magazine has been following the progression of several of the current scholars who were awarded their scholarships in 2025, and we're delighted to see how they are progressing as they become the next generation of facilities management professionals.

Developing leadership capability across the profession

The launch of the **IWFM Leadership Programme** was a milestone in the Institute's work to develop and recognise leadership capability as a core component of professional competence.

The initiative was introduced in response to the evolving role of WFM professionals, who are increasingly leading teams, influencing senior stakeholders and contributing to organisational strategy. A structured, standards aligned Level 6 leadership offer has formalised leadership development as part of IWFM's professional pathway.

The Leadership Programme supports individuals to develop confidence, strategic perspective and leadership practice appropriate to the complexity of modern WFM roles. It also enables IWFM to better recognise leadership capability across the profession, reinforcing the value of effective leadership to both individuals and employers. IWFM has strengthened its ability to support the next generation of WFM leaders while raising the visibility and credibility of leadership competence across the sector.





Training and qualifications:

1,803
Learner registrations

774
Certificates awarded

472
Level 4 Diploma registrations – the most popular in 2025

Broadening access to professional knowledge

To support a wider and more inclusive approach to professional development, a new bite sized learning category was introduced in 2025. It was developed to grow awareness and understanding of core themes that are increasingly embedded within WFM roles, while enabling flexible access to learning for professionals at all career stages.

The new category focuses on foundational and emerging areas of professional practice, including:

- Technology and digital capability, including the growing role of AI
- Sustainability and environmental responsibility
- Core facilities management knowledge and best practice

By providing accessible learning on these themes, IWFM is supporting professionals to remain informed, adaptable and future focused, regardless of role or seniority. The approach also helps to establish a shared baseline of knowledge across the profession, supporting consistency and confidence in professional practice.

The category complements IWFM's formal qualifications and leadership development, enabling individuals to engage with professional learning in ways that reflect modern working patterns and development needs.

Supporting organisations to build professional capability

Alongside individual development, IWFM continued to strengthen the way it works with organisations to support workforce capability and professionalisation and underpin overall sector competence.

IWFM expanded its **B2B approach** this year, working with employers to move from transactional training towards structured, standards led development. This work typically begins with **training needs analysis**, enabling IWFM to work collaboratively with organisations to identify gaps in knowledge, emerging capability requirements and development priorities across their WFM workforce.

Using this insight, IWFM supports organisations to design **bespoke training products and learning frameworks** aligned to both IWFM Professional Standards and organisational objectives. This ensures that development activity is relevant, targeted and directly linked to professional competence.



This approach helps organisations to:

- Embed consistent standards of professional practice
- Support workforce progression and retention
- Strengthen recognition of WFM capability internally

For the profession, this method reinforces professional identity, supports career pathways and increases confidence in the competence of WFM teams operating across different organisational contexts. The approach is complemented by IWFM's cohort approach to the Certified Experiential Route, outlined on p12.

Strengthening quality and consistency across the sector

A key development in 2025 was the launch of **IWFM Approved**, a new framework designed to raise quality and consistency across WFM learning provision.

IWFM Approved enables the Institute to assess and endorse training delivered by other organisations against shared standards aligned to IWFM Professional Standards. Training that meets these standards is formally approved, providing assurance of quality, relevance and professional alignment.

Successful delegates receive a **dual branded certificate of achievement**, recognising both the training provider and IWFM. This approach supports greater portability and recognition of learning outcomes across the profession, underlining IWFM's cross-cutting value.

Through IWFM Approved, the Institute has strengthened its role as a guardian of professional standards, while supporting the wider training market to align more closely with shared expectations of competence and quality.

Embedding professional standards and progression

Across all development activity in 2025, IWFM maintained a continued focus on embedding its **Professional Standards** as the foundation for competence, progression and recognition.

Leadership development, bitesized learning, bespoke organisational programmes and IWFM Approved training are all aligned to these standards, ensuring a consistent and coherent approach to professional development.

This standards led model supports individuals to understand what good practice looks like at different stages of their career, while providing employers and stakeholders with greater confidence in professional capability across the sector.

Professional Standards review

The IWFM Professional Standards review continued in 2025 building on the initial findings of the skills research in 2024. A 'trailblazer' group of employers comprising practitioners and HR professionals was established to undertake the review and development work, underpinned by formal project governance for delivery oversight. We expect to launch the revised Standards in the second half of 2026.

The Professional Standards Framework is the bedrock of the Institute and a new Professional Standards and Assessment Committee brought this activity into IWFM's formal governance structure to ensure appropriate control of the Professional Standards, entry routes, member grades, assessment methodology and Continuing Professional Development (CPD) policy. This means the Standards will be reviewed more frequently enabling IWFM to adapt to changes in the profession much more quickly ensuring we remain the leading authority in workplace and facilities management. Once quorate, the new committee is expected to hold its first meeting in the second half of 2026.



A future focused profession

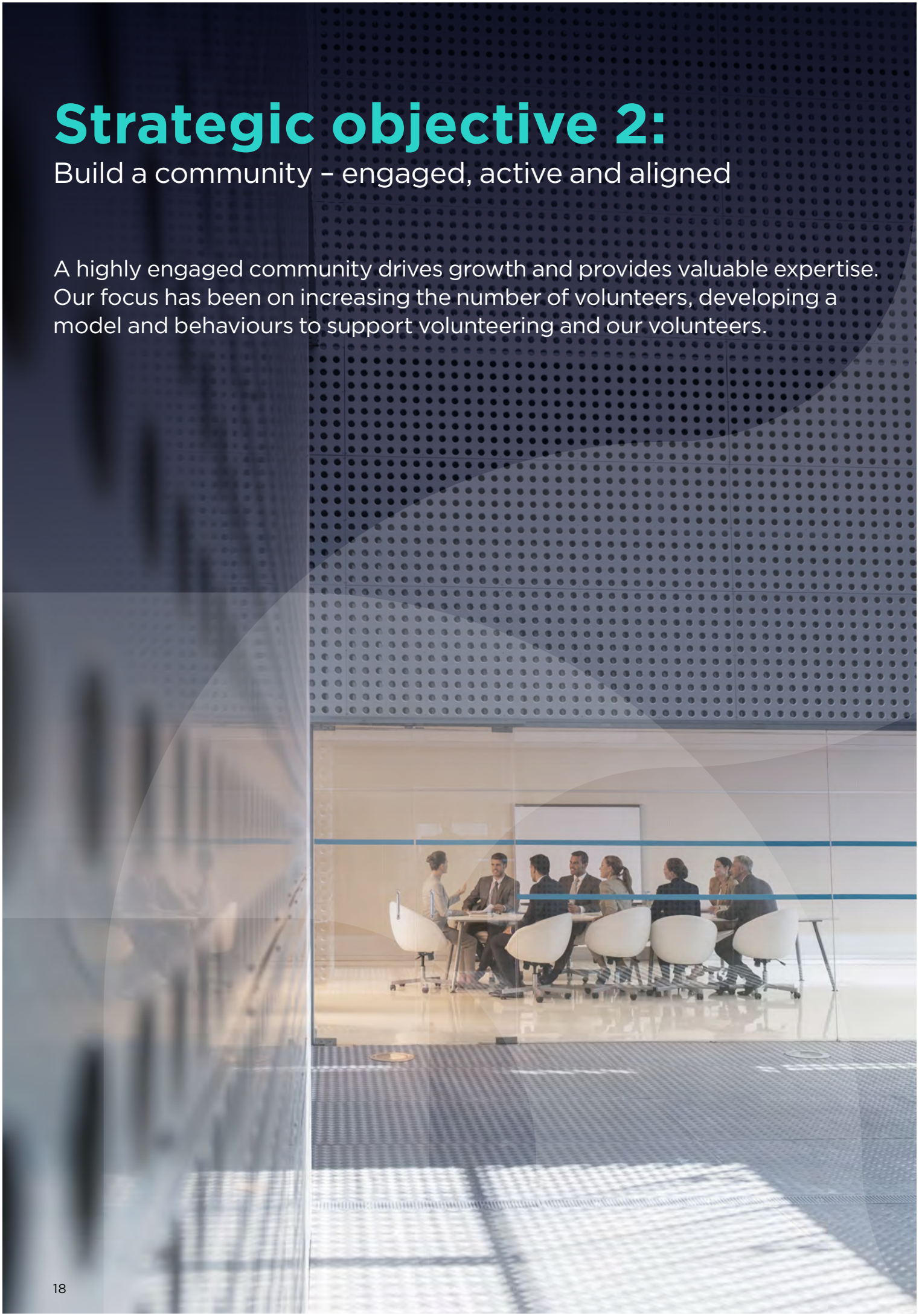
By investing in leadership capability, broadening access to learning, deepening engagement with employers and strengthening quality assurance across training, IWFM has supported a profession that is better equipped to respond to complexity, change and increasing expectations.

This work reinforces IWFM's role in shaping a confident, capable and future ready profession and provides a strong foundation for continued professional development into the next strategy period.

Strategic objective 2:

Build a community – engaged, active and aligned

A highly engaged community drives growth and provides valuable expertise. Our focus has been on increasing the number of volunteers, developing a model and behaviours to support volunteering and our volunteers.





56

IWFM's network of volunteers delivered more than 56 community events bringing insights to members on the latest insights and trends from across the sector

IWFM's network of volunteers has continued to grow and collaborate to bring both meaningful change in the sector and member value through networking and professional development opportunities for members.

This has included delivery of more than 56 events and webinars bringing insights to members on the latest trends within the sector to contribute to their Continuing Professional Development (CPD) and support in building competence across the profession, complementing, disseminating and amplifying Institute activity.

Careers Fairs and events have supported new entrants into the profession whether just starting out in their workplace and facilities management careers or making a change from other sectors.

From the Channel Islands New Year networking in January through to the London Region Snow Ball at the end of the year, IWFM's Communities held a number of networking events. Each of them helped members make new connections and build the community.

Both the East Region and Wales Region were re-established in 2025 after a short period of dormancy. Both groups were invigorated with new committee members and have started putting plans in place to deliver their strategy and events in 2026.

The groundwork was also undertaken to 're-envision' and relaunch the formerly popular and active Women in FM Network with a new committee coming together at the turn of the year. Christy Smith MIWFM was appointed Chair and began to put the committee to work to plan their inaugural launch event.

For the third year running the Workplace Event at the NEC Birmingham was well attended by IWFM's volunteer community supporting on the IWFM stand and hosting Networking drinks. The Veterans in FM Network hosted a session on supporting veterans into the profession and the Technology, Workspace and Sustainability SIGs each took part in engaging panel discussions.

The Technology SIG devised and delivered a series of three webinars on digital data and AI approaches, ahead of the launch of best practice guidance on Information Management.

The Strategic Leaders Forum established in 2024 delivered a number of successfully attended events closing the year with a Strategic Asset Management event to complement IWFM's five-part best practice series on the subject, launched in the autumn. The event was well attended and followed by plans to roadshow the event in 2026.

We cannot deliver our strategic aims or operational activity without the help and support of our volunteers and to support the recruitment of new volunteers IWFM held three recruitment drives across the year to help maintain the base and support succession planning within community groups by attracting new talent.

Special Interest Groups

Our overall aim in 2025 was to work with SIGs to enhance Institute influence, leadership and member value. The vision is that IWFM is recognised as a global centre of expertise on all areas of the Professional Standards, providing leadership to the profession and stakeholders, ensuring that IWFM is the professional body of choice for workplace and facilities management professionals.

We began by revisiting the SIGs' purpose with the aim of bringing clarity to the role they could play in delivering Institute strategy and to pilot the approach ahead of further development and embedding into the 2030 Strategy. New Terms of Reference have been developed.

In addition to harnessing sector expertise, the idea was that bringing together and leveraging the unique perspective and talent within IWFM SIGs would, in time, unlock capacity for representation and influencing.

Five objectives were begun in 2025 and will carry forward into the 2030 strategy include to:



1. Collaborate with IWFM on the development of insight-based content outputs for individuals at each stage of their career journey providing a pathway of competence or skills, knowledge, experience and behaviours.



2. Outline the roadmap for the profession over the short, mid and long-term articulating the competences and development it will need: be experts in that area of the Standards.



3. Collaborate with IWFM on the development of learning and skills for the profession based on expert-based insight of the short, mid and long-term trends for the profession and associated upskilling needs.



4. Collaborate with IWFM and its regional communities and networks to disseminate this expertise and to share good practice and educate members.



5. Engage externally on behalf of IWFM to influence the development of policy and standards, within an agreed framework.

In December the Workspace SIG was renamed Workplace in recognition of the focus in the 2030 strategy to monitor the maturity of this discipline as the strategic management of workplaces evolves and to provide a home for members involved in workplace strategy.



Members Council

Members Council brings together the Chairs of SIGs Regions and Networks to act as the strategic sounding board to the IWFM Board and Executive. This ensures that the IWFM strategy is informed by its members and that the learning and skills and insight and research agendas are aligned to the Professional Standards and informed by members with direct expertise in workplace and facilities management.

Members Council worked on delivering activity on priority projects aligned to the strategy and took part in a Horizon Scanning session in June. This was a fundamental activity in helping shape the 2030 strategy.

Pauline Simpkins CIWFM was reappointed as Chair for a further two years at the end of 2025 and Katherine Torode CIWFM stepped down from the position of Deputy Chair at the end of the year after standing for two terms.

Strategic objective 3:

Demonstrate the impact of the profession

Show the profession's impact with insight on its crucial role in business performance and develop technical and best practice content to support members at each career stage.

Key guidance and insight

We launched seven guidance pieces and three pieces of research in 2025, supported by our members, partners and stakeholders.

The Market Outlook Report 'Facilitating the Future: Keep on Growing' was published in late April. Featuring special sections on skills and digital data and technology, it was previewed at The Workplace Event in April and covered across sector media. Its findings underpinned a focused webinar.

In May and June, the team organised and ran horizon scanning workshops with the IWFM Senior Management Team, Members Council and the Board as part of future strategy development.

A five-part guidance series designed to unpack and explain strategic asset management (SAM) in the workplace and facilities management context was launched in June and July. Created in partnership with Amey, the guidance was supported by communications that amplified its reach and application and was the centrepiece of an event by the Strategic Leaders Network.

The Safety Management Systems Guidance Note was released in July in partnership with Ark Workplace Risk. The guidance covers a range of safety management systems (SMS), their components and the function of SMSs on the whole.

In September, we launched a new offering - the IWFM Market Intelligence Report - sponsored by HSBC Commercial Banking aimed at sector and non-sector businesses and those wanting a comprehensive analysis on the impact and potential of the UK facilities management sector. This higher value product capitalises on the rich data that underpins IWFM's respected annual Market Outlook research. Early feedback has been encouraging.

In October, we published the Sustainability Survey Report entitled 'Tackling the other half of the climate challenge: Adaptation' in partnership with sustainability partner Equans UK & Ireland. This edition focuses on climate resilience as well as supply chain preparedness; and was particularly timely coinciding with independent Climate Change Committee interventions on UK climate adaptation preparedness.

November saw the launch of our Information Management Good Practice Guide. Authored by the Chair of the IWFM Technology Special Interest Group and nima Vice Chair, it provides a transformative framework for how workplace and facilities professionals should approach information management. It positions information as 'critical infrastructure' – essential for safety and compliance, operational efficiency, and strategic assurance as well as ESG performance and organisational resilience.


In partnership with
Amey
iwfm
Institute of Workplace and Facilities Management
Market
Intelligence
Report 2025
Sponsored by
HSBC UK
IWFM MARKET OUTLOOK SURVEY 2025
Facilitate the future – keep on growing
Employment numbers
Area of space
Profit
Sustainability
Skills & Technology
EDI
SUSTAINABILITY SURVEY 2025
Tackling the other half of the climate challenge:
Adaptation
GUIDE
4

Strategic objective 4:

Enhance recognition of the profession and IWFM

The voice for workplace and facilities management

March

In March, IWFM formalised a long-term collaboration with nima (formerly the UK BIM Alliance) to support the development of a transformational Information Management Initiative (IMI) for the built and managed environment. This was followed by the Technology SIG hosting a three-part webinar series focusing on the latest digital developments shaping the future of WFM, shaping guidance for publication later in the year and complementing new bite-size learning from IWFM Academy.





April

April saw IWFM once again centre stage at The Workplace Event. Highlights included a content session on the critical role of information management in the future of WFM and on building competence in organisations, showcasing Institute work to embed standards and professional development in organisations including flagship work with the Government Property Profession (GPP). We also previewed the findings of our annual Market Outlook report, settings out the sectors view of market conditions in 2025.

May

We celebrated World FM Day and the Global FM Awards of Excellence in May to recognise the vital work that sector professionals and the wider industry contribute to business worldwide. It was a great opportunity for IWFM to raise the profile of our profession globally. IWFM's Strategic Leaders Forum held a hybrid event in London with our Sustainability SIG and Risings FMs Network where they delved into the crucial role of resilience in ensuring the endurance and prosperity of heritage buildings.



June

June saw the launch of the IWFM Sustainability Survey 2025, in partnership with Equans UK & Ireland, delving into the state of climate adaptation into the UK and a continued focus on some key benchmarks. We marked World Environment Day on June 5th with a new call for a central role for WFMs in driving sustainability initiatives. We also responded to the Government's Spending Review. IWFM's written response was mentioned in the lunchtime update from Randalls Monitoring – alongside political parties, industry and major think tanks.





July

At the beginning of July, we announced our strategic partnership with the GPP, designed to drive up standards and innovation across the government estate and our industry more widely and close the skills gap. This is a huge win for the sector and IWFM, embedding our Professional Standards and CPD offering at the heart of government (see Objective 1).

August

Throughout August, our Technology SIG worked on our response to the government's call for evidence on Smart Data opportunities in digital markets, to support innovation and better outcomes for customers and business. We also used member insight to shape our submission to HM Treasury ahead of the Autumn Budget.





September

In September the 2025 recipients of the Deborah Rowland Scholarship were announced, expanded to award four scholarships following the success of the inaugural scheme. The development was made possible through funding from training provider Xenon Group, donations raised by the Rising FMs Network and other volunteer groups. We also launched the IWFM Impact and Experience Survey 2025, our largest scale survey of the past 5 years, which focused on identifying what our members need and want. The intervening months has seen us undertake an in-depth analysis of the results and a roll-out of learnings from the results to the Institute and our communities.

October

In October, the IWFM Impact Awards celebrated sector excellence for the 25th year and called on the profession to 'achieve something great this year'. A true night of celebration for many in WFM which raised significant charity funds.

In the same month the Facilities & Estates Management Live Show held its inaugural event and IWFM's presence reinforced our leadership through curated, strategic speaker sessions, engaging diverse audiences and amplifying IWFM's visibility as the authoritative voice of workplace and facilities management.

Also in October, IWFM received a silver award in the Armed Forces Covenant. Major General Jamie Gordon, Chief Executive of the Council of Reserve Forces' and Cadets' Associations described the silver winners as, 'Trusted allies of Defence. They don't just talk about support – they show it, every day, through flexible policies, visible advocacy, and long-term commitment to those who serve...it is about practical, sustained support that strengthens our national resilience.'





November

The IWFM Scotland Region held its annual conference at Murrayfield Stadium, Edinburgh, in November. The event drew a strong turnout and focused on the future of workplace and facilities management, covering profession-pivotal topics like building intelligence, asset management, national security, and the evolving workplace experience.

We were quick to issue an initial response to the long-awaited Autumn budget, with CEO, Linda Hausmanis, reflecting on the tough choices facing the government.

IWFM also co-signed an open letter from across the industry to the Secretary of State for Work and Pensions, urging a rethink following the withdrawal of Level 7 apprenticeship funding for those aged over 21.

December

December saw members of IWFM's senior team head to Norway for the Euro FM Conference & Research Symposium. The event, renowned as Europe's leading forum for sharing facilities management knowledge, research and innovation, brought together professionals from across the continent to explore the challenges and opportunities shaping the sector.

Linda Hausmanis joined IFMA and Euro FM opposites in an international panel debate, and IWFM Chair Andrew Hulbert FIWFM gave a keynote address on FM's opportunity in sustainability.



IWFM's Equity, Diversity and Inclusion benchmarking

In 2021, IWFM made a public commitment to driving forward equity, diversity and inclusion (EDI) – a commitment that is now formally included in our governance. As part of these commitments, IWFM set out a focus on our own governance and leadership including through the collection of benchmarking data on the representation of this group. This drive resulted in IWFM's first annual leadership and governance (L&G) survey which ran in 2022. In the following years, IWFM has continued to commit to EDI through a variety of measures, including participation in research by the Young Foundation, internal initiatives aimed at increasing EDI within the organisation and a refreshed Public Statement on EDI released in 2024.

These results are only one part of the overall aim, with results intended as a voluntary, anonymous benchmark of IWFM's EDI commitments at the highest levels of the organisation.

2024-2025 EDI Leadership and Governance Survey results

Gender split

The gender gap in IWFM's leadership and governance group has decreased year-on-year since 2022, when IWFM's surveys of the group began. This year 43% of respondents to the survey identified as women and 55% identified as men, along with a marginal increase in non-binary respondents (2%), compared with 27% of respondents identifying as women in 2022. This represents a shift closer to 'evening out' the proportion of men and women within IWFM's L&G group and a more reflective split of UK demographics (based on ONS Census results).

The proportion of IWFM members, taken from IWFM's recent Impact and Experience survey, is less reflective with 22% of respondents identifying as women in that survey. Nonetheless, while more needs to be done to support women into the FM profession, an increase in the proportion of women in IWFM's leadership positions is a promising sign of progress.



43%

of respondents to the survey identified as women and 55% identified as men

Above: Andrew Hulbert hosting a panel debate – 'The Problem with Men' – at The Workplace Event, featuring the Chair of the IWFM Women in FM Network

88%

of respondents identifying as heterosexual/ straight and between 10-12% identifying as LGB+

86%

of IWFM's L&G group identify as white

15%

of respondents identify as being from minority ethnic backgrounds



15%

of respondents identifying as disabled and 82% identifying as having no disability.

Sexual orientation

The proportion of L&G respondents identifying as heterosexual/straight compared to LGB+ remains steady across all years of the survey, with around 88% of respondents identifying as heterosexual/ straight and between 10-12% identifying as LGB+. This is a larger proportion of LGB+ respondents than ONS Census results on the overall population, where approximately 3% of the UK population identifies as LGB+, while the percentage of L&G respondents identifying as straight is largely reflective of the UK population (88% of the L&G group in 2025 and 89% of the UK population). This difference between the L&G group and ONS results could be attributed to differences in how the question is asked or may be due to LGB+ respondents wanting to participate in EDI research at a higher rate than heterosexual/ straight respondents.

Ethnic group

86% of IWFM's L&G group identify as white, a number that has remained relatively steady over the course of the survey. The number of respondents from minority ethnic backgrounds has also seen minor fluctuations with 15% of respondents identifying as such in 2025 and 11% in 2024, compared with 8% in 2022. This number comes slightly under ONS statistics for the UK population, where around 18% of the population identifies as being from minority ethnic backgrounds.

This is reflective of wider statistics from the built environment (according to the 2025 Diversity Survey[1]), where 13.9% of employees are from minority ethnic backgrounds. These results suggest that ethnic diversity is a broader issue affecting the built environment, particularly as the Diversity Survey highlights ongoing recruitment disparities where it is 4.5 times more difficult for ethnic minority applicants to secure employment compared to white applicants.

Disability

The 2025 L&G survey saw the lowest number of disabled respondents across the survey so far, with 15% of respondents identifying as disabled and 82% identifying as having no disability. This may be linked to age, due to year-on-year decreases in respondents from the 65-69 age category, however a generally similar proportion of disabled respondents was evident in all age categories with a large enough pool for variance.

Salary gaps[2]

There were some noticeable salary gaps within the respondent group, most prevalent for gender, where women made an average of £95k and men made an average of £131k. A noticeable gap was also present for disabled respondents who earned an average of £89k compared to respondents without disabilities earning an average of £120k. There was a marginal gap of around £5k between white and minority ethnic respondents.

[1] Action Sustainability, 2026, 2025 Diversity Survey
[2] Respondents came from a range of organisations, these are not IWFM-internal statistics

Year in brief 2025

January

- King's Honours recognition for WFM professionals, highlighting sector impact.
- Launch of IWFM Impact Awards and 2025 Market Outlook Survey.
- Global University Accreditation Programme launched.

February

- IWFM advocates for Level 2 appreciceships.
- Launch of WFM Essentials via IWFM Academy.
- Volunteer and governance recruitment campaigns activated.
- Ongoing government, policy and building safety engagement.

March

- Spring Statement review and sector commentary initiated.
- Continued Building Safety Alliance engagement.
- Increased international and cross-sector representation.

April

- Strong presence at The Workplace Event 2025.
- Launch of 'Tech Survival Guide - episode 3'.
- Volunteer engagement strengthened through webinars.
- Continued policy leadership and member development support.
- Publication of Market Outlook Report 2025.

May

- Global FM Awards 2025: IWFM nominees LGIM and FM Partners celebrated for wellbeing-boosting initiative on World FM Day
- Strategic collaboration with NIMA on information management.
- Building safety and policy engagement advanced.

June

- EDI engagement increased during Pride Month.
- Sustainability Survey launched and World Environment Day marked.
- New WFM Essentials training content released: The Workplace Thinker Guide – lessons from history.
- Strategic Asset Management GPG launched.
- Annual Review publication.

July

- Strategic partnership agreed with Government Property Profession.
- AGM delivered, Andrew Hulbert FIWFM becomes Chair.
- Safety Management Systems GPG launched
- Impact Awards finalists announced.



August

- Safety management guidance published.
- Launch of Strategic Leadership Programme (Level 6).
- Policy activity intensified ahead of Autumn Budget.
- Career of Choice promotion and IWFM Approved launched.

September

- Launch of Market Intelligence Report 2025.
- Deborah Rowland Scholarship winners announced.
- Retirement and studying membership offers expanded.
- Impact and experience survey launched
- Continued professional development webinars and engagement.

October

- Impact Awards ceremony marks 25th year.
- Sustainability Report launched – 'Tackling the other half of the climate challenge: Adaptation'.
- Managing Safely e-learning course introduced.

November

- Information Management Good Practice Guide published.
- IWFM Scotland Conference a huge success
- Autumn Budget response issued.
- Impact and Experience Survey achieved record participation.
- IWFM supports call to raise eligibility age for Level 7 Apprenticeship funding

December

- International engagement at EuroFM Symposium.
- Launch of FM Transformation Guide.
- Board updates including Deputy Chair appointment.
- Year-end reflection and strategy positioning for 2026.

Community events

Fifty-eight community events and webinars provided networking opportunities, knowledges sharing and collaboration among members.

January

- Midlands Region careers fair.
- Jointly hosted People Development SIG and Midlands 'The Experiential Route to CIWFM' webinar.
- Channel Islands hosts New year networking.
- Veterans event, Pathways to success: exploring careers in workplace and facilities management for armed forces leavers.
- Risings and Home Counties SFG20: what you need to know to optimise workplace and facilities management processes.
- Customer Experience, AGM and networking event.

February

- Rising FMs 2025 Winter Social – Ping-pong, prosecco and pizza.
- South West and Risings, Redlands Green Schools - Careers Fair - Excalibur schools.

March

- Veterans in FM Facilities and Workplace Networking Club in partnership with Twin FM.
- People Development SIG AGM.
- Procurement and Contract Management SIG AGM, plus insights on the Procurement Act 2023.

April

- Risings and Veterans partnered IFM summit
- Networking with the Rising FMs at Devonshire Square Terrace, London
- London Region Question Time Quiz and AGM
- Veterans Pathways to success: exploring careers in workplace and facilities management for armed forces leavers
- Risings, Sustainability and London joint event, Technology, ESG and Hard FM opportunities today.

May

- North Region, Making your FM provider an extension of your team including a site tour
- Technology SIG, Tech SIG series.
- Strategic Leaders Forum, partnered with Risings and Sustainability SIG, World FM day event 'Transforming Heritage Buildings: Embrace Sustainable FM Practices.
- Midlands, Hidden Addiction in the Workplace.
- Veterans with London, Walking with wounded event.
- Technology SIG webinar series.

June

- South West Region, A rubbish reality check.
- Technology, Tech SIG series.
- South West Region, Future of WFM: Empowering people, driving change.
- Ireland Region, FM – A Career of Choice! Insights and Opportunities.
- Sustainability SIG, Sustainability Report event (sponsored by Equans).
- Midlands Summer mixer.



July

- IWFM, Becoming a volunteer, what you need to know.
- IWFM Rising FMs Network, Electric Barge – Summer social event.
- Scotland, Discover the University of Glasgow's £1bn Campus Transformation.

August

- Scotland, Exclusive Behind-the-Scenes Tour and Decarbonisation Presentation at Glasgow Museums Resource Centre

September

- Risings, partnered Twin FM event.
- Risings, Rising together: The 2025 Deborah Rowland Scholarship Awards.
- UAE Region event, The circular economy imperative.
- London Region, Last of the summer wine networking event.
- Midlands and Sustainability SIG joint event, Sustainable workplace EV charging.
- Channel Islands, Safe water management for facilities managers.

October

- North and Customer Experience SIG, FM talent unlocked.
- Risings and London, Creating and Managing the Flexible Office.
- Midlands and People Development SIG, Asbestos awareness update for building and facilities professionals.
- Veterans Pathways to success: exploring careers in workplace and facilities management for armed forces leavers.
- IWFM, Becoming a volunteer, what you need to know.
- Risings, Bridging generations in the workplace.

November

- Risings and Workplace SIG, Improving productivity and wellbeing whilst reducing costs in the workplace.
- Risings and London joint event, The Golden Thread & Building Safety Act 2022 – everything that an FM needs to know.
- North Region and Catering SIG, Why innovation in catering is so important to the workplace plus tour.
- Veterans and North Region, Workplace and facilities management for military veterans. Networking in the North.
- Channel Islands Guernsey Career fair.
- UAE Region, How asset management is shaping Saudi giga projects.
- Scotland region conference and AGM.
- Strategic Leaders Forum, IWFM guidance to real-world delivery: techniques for strategic asset management.
- UAE Region, AI and modern automation in FM: From buzz to business impact.
- IWFM Midlands Christmas social.
- IWFM London Snow Ball.

December

- Ireland region, Is your facility cyber-secure? A deep dive into ISO 27001.



Strategic objective 5:

Build capability to enable growth continuing to improve our business and processes for a better member and customer experience; develop a team that can deliver our business plan; evolve ways of working including embracing our diversity and becoming equal and inclusive and growing profitable income.

Priority areas

1.

We rely on accurate and reliable information to support operations and decision making so **addressing the quality of existing data** in preparation and as project transition into an AI-enabled system rebuild during the life of the next strategy was key in 2025. A significant data exercise was undertaken to maintain GDPR compliance, reduce storage costs and identify core data sets as a baseline for any new build; to scope a future project and the organisation's readiness to undertake a significant project.

2.

Income generation in areas non-dependent on capital spend and system improvements. We continued to add value to the member value proposition to improve acquisition and retention rates. IWFM Academy maintained its growth trajectory in the year through continued diversification of the product and service portfolio, including the release of a new L6 Leadership Programme. New 'bitesize' courses supporting learners with limited time were released including some available to members for free, meeting the diverse needs of the sector.



3.

On **team development** we continued work to build a culture of accountability throughout the organisation as the Transformation Team evolved into the Senior Leadership Team, as key Head of Department appoints were made. IWFM was reaccredited with the Investors in People 'We invest in People' Standard Accreditation. The Team delivered several initiatives throughout 2025 including data mapping to improve internal culture, process improvement and customer experience, as well as developing and prioritising assurance framework for 2026 and beyond.

In line with progressing towards 'Silver' accreditation, a leadership operating model will commence in 2026 with Executive Directors and Heads of establishing a disciplined and consistent approach to managing performance.



4.

The **Professional Standards** are essential to ensure that IWFM maintains its reputation and credibility as the sector's standard setter. A project to review and update the Standards began in 2025 and will continue into 2026. This approach is enabling us to delineate elements of professional competence in workplace and facilities management at each level, validating with stakeholders as we go. An Experiential Route to Member Grade was developed and piloted with the UK Government in 2025 and launched to wider membership in the year. Take up has been encouraging.



5.

Develop **IWFM's strategy – 2026 to 2030**. Work in four phases took place across the year; strategic review, visioning – including horizon scanning exercises with senior leadership team, members Council and Board, strategy development and planning. The five-year strategy with 15-point plan was approved by the Board in Q4.

Board members in 2025



Andrew Hulbert FIWFM,
IWFM Chair of the Board



Jake Drummond FIWFM,
IWFM Deputy Chair of the Board & Non-Executive Director



Linda Alexander CIWFM,
IWFM Deputy Chair of the Board & Non-Executive Director



Daniel May CIWFM,
Non-Executive Director



Sharon Slinger FIWFM,
Non-Executive Director



Pauline Simpkins CIWFM,
Chair of Members Council



Regi Taylor FIWFM,
Non-Executive Director



Rod Lennox,
Co-Opted Non-Executive Director & Chair of Nominations & Remuneration Committee



Kate Pattison,
Director of Finance & Company Secretary



Linda Hausmanis,
CEO IWFM



Mark Whittaker CIWFM,
Chair of the Board (until July 2025)



Luke Folwell FIWFM,
Non-Executive Director (until July 2025)



Simone Fenton-Jarvis FIWFM,
Non-Executive Director (until July 2025)



Moses Ayoola FIWFM,
Non-Executive Director

IWFM Board Committee membership 2025

Audit & Risk Committee (2025)

Rob Grant CIWFM
Chair

Sue Hills CIWFM
Committee Member

James Allsop FIWFM
Committee Member / Qualified Accountant

Graham Briscoe FIWFM
Committee Member (appointed October 2025)

Andrew Hulbert FIWFM
Committee Member Board Chair (appointed July 2025)

Mark Whittaker CIWFM
Committee Member Board Chair (retired July 2025)

Alistair Scott CIWFM
Committee Member Board Chair (retired March 2025)

David Dunsmuir
Committee Member Board Chair (retired March 2025)

Darren Kane FIWFM
Committee Member Board Chair (retired March 2025)

Linda Hausmanis
Executive Attendee (CEO)

Kate Pattison
Executive Attendee (Finance Director)

Constitution & Ethics Committee (2025)

Richard Farmery CIWFM
Chair

Nick Fox FIWFM
Committee Member

Martin Bell FIWFM
Committee Member

Steve Roots FIWFM
Committee Member

Andy Ingham CIWFM
Committee Member (appointed April 2025)

Luke Folwell FIWFM
Committee Member/Board Representative (retired July 2025)

Linda Hausmanis
Executive Attendee (CEO)

Extraordinary Finance Committee (2025)

Paul Ash AIWFM
Chair

Keith Waterman FIWFM
Committee Member

Andrew Hulbert FIWFM
Committee Member/Board Chair Representative (appointed July 2025)

Mark Whittaker CIWFM
Committee Member/ Board Chair Representative (retired July 2025)

Linda Hausmanis
CEO

Kate Pattison
Finance Director

Nominations & Remuneration Committee (2025)

Rod LennoxAIWFM
Chair

Anne Kinder FIWFM
Committee Member

Luke Folwell FIWFM
Committee Member (appointed December 2025)

Simone Fenton-Jarvis FIWFM
Committee Member (appointed December 2025)

Andrew Hulbert FIWFM
Committee Member/Board Chair Representative (appointed July 2025)

Mark Whittaker CIWFM
Committee Member/Board Chair Representative (retired July 2025)

Linda Hausmanis
Executive Attendee (CEO)

Awarding Committee (2025)

Katie Urquhart
Chair

Tim Burrows
Committee Member

Zac Cheek
Committee Member

Katherine Andreen
Committee Member

Sarah Ferguson
Committee Member

Venetia Knight
Committee Member (appointed March 2025)

Sarah Montagnino
Committee Member (appointed March 2025)

Terri Machin
Designated Secretariat

Linda Hausmanis
Executive Attendee (CEO)

Members Council (2025)

Pauline Simpkins CIWFM
Chair of Members Council

Katherine Torode CIWFM
Deputy Chair of Members Council / Chair, Channel Islands Region (retired December 2025)

Andrew Hulbert FIWFM
Committee Member/Board Chair Representative (appointed July 2025)

Mark Whittaker CIWFM
Committee Member/Board Chair Representative (retired July 2025)

Dr Ansari FIWFM
Chair, UAE Region

Simon Biggs MIWFM
Chair, Catering & Hospitality SIG

Daniel Tyler CIWFM
Chair, Procurement & Contract Management SIG

Dave Cooke FIWFM
Chair, Risk & Business Continuity SIG

Elliot Valentine CIWFM
Chair, Rising FMs Network

Gordon Mitchell FIWFM
Chair, Technology SIG

Ian Baker CIWFM
Chair, Workplace SIG

Joe Harrison AIWFM
Chair, London Region

Jo Bell AIWFM
Chair, South Region

Lee Cooper CIWFM
Chair, North Region

Louisa Clarke MIWFM
Chair, Veterans Network

Richard Kimber AIWFM
Temporary Chair, Southwest Region

Sandy McNaughton CIWFM
Chair, Scotland Region

Sarah Orpwood CIWFM
Chair, Midlands Region

Stephanie Welch CIWFM
Chair, Strategic Leaders Forum

Tunde Obileye CIWFM
Chair, Nigeria Region

Terri Quigley AIWFM
Chair, Ireland Region

Wayne Young CIWFM
Chair, People Development SIG

Adam Fahn CIWFM
Chair, Home Counties Region

Kam Singh
Chair, Sustainability SIG

Maud Santamaria AIWFM
Chair, Customer Experience SIG

Linda Hausmanis
Executive Attendee (CEO)

2025 financial summary

2025 was the third and final year of the 2023-2025 strategy. The strategy included early investment in operating infrastructure, a refined product offering and careful management of overheads as levers to stabilise financial performance. The financial highlights in 2025 included a second year of profitable trade, a strengthened balance sheet and a restored cash balance.

Membership income increased by £100k, a 4% increase on 2024, and a 13% increase across the life of the strategy. Membership performed in line with in-year forecasts and although the continued strain of economic conditions was felt on individual membership demand, both group membership and studying member volumes grew. The launch of the experiential assessment route in Q4 2024 performed above expectation with over 100 assessments in 2025.

IWFM Direct's income plateaued as customers achieving their main qualification maintained competence through CPD offering in the Academy which grew by 4%. Bite size training products were developed as a response to changing learning preferences and bespoke training continued to be delivered as part of IWFM for Organisation, a combined offering of membership, training and insight.

Operating costs increased by £114k, representing a 3% rise on 2024, broadly in line with previous year-on-year increases and remaining below the 2025 annual inflation rate. Staff investment increased in 2025 following the full-year impact of key roles recruited in 2024 to deliver value to members in priority areas. IT expenditure increased towards the end of the year as the Institute took steps towards AI integration and Digital Transformation.

4%

increase on 2024 with increase membership income by £100k

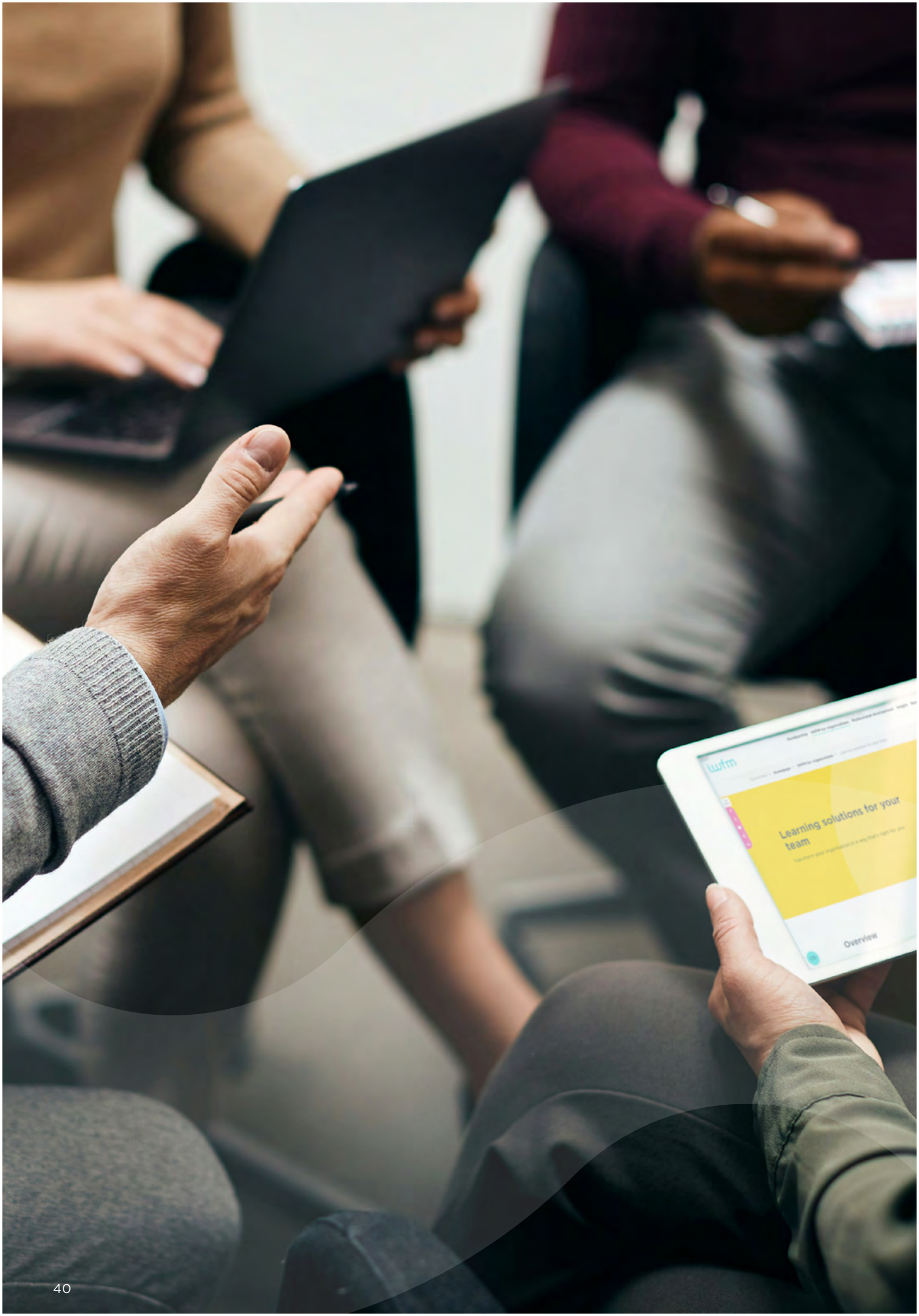
Depreciation costs continued to reduce by £57k on 2024, capital spend was kept to a minimum, preserving cash reserves in preparation for future investments. Combined with the profitable trading and tighter control of debtor days the cash balance increased by 62% to £1,061k.

The Institute concluded the year with an operating surplus of £117k. In addition to the 2024 surplus of £183k, the result provides continued confidence in profitable trading and a secure return to a net asset position.

Looking ahead, while economic conditions are expected to remain challenging in 2026, the Institute enters the year from a stronger financial position and continued confidence in the resilience of its operating model. Focus will remain on disciplined cost management, targeted investment and sustaining profitable trading, while meeting our primary goal of delivering value to members.



	2025 £000s	2024 £000s
Membership	2616	2516
Other Income	1417	1511
Total Income	**4033**	**4028**
Operating costs	3762	3631
Profit before depreciation	**271**	**396**
Depreciation	154	213
Profit/(Loss)	**117**	**183**
Net Assets	196	79
Cash	**1062**	**655**


Learning solutions for your team
Overview

IWFM Strategy

2026 - 2030

Setting the context

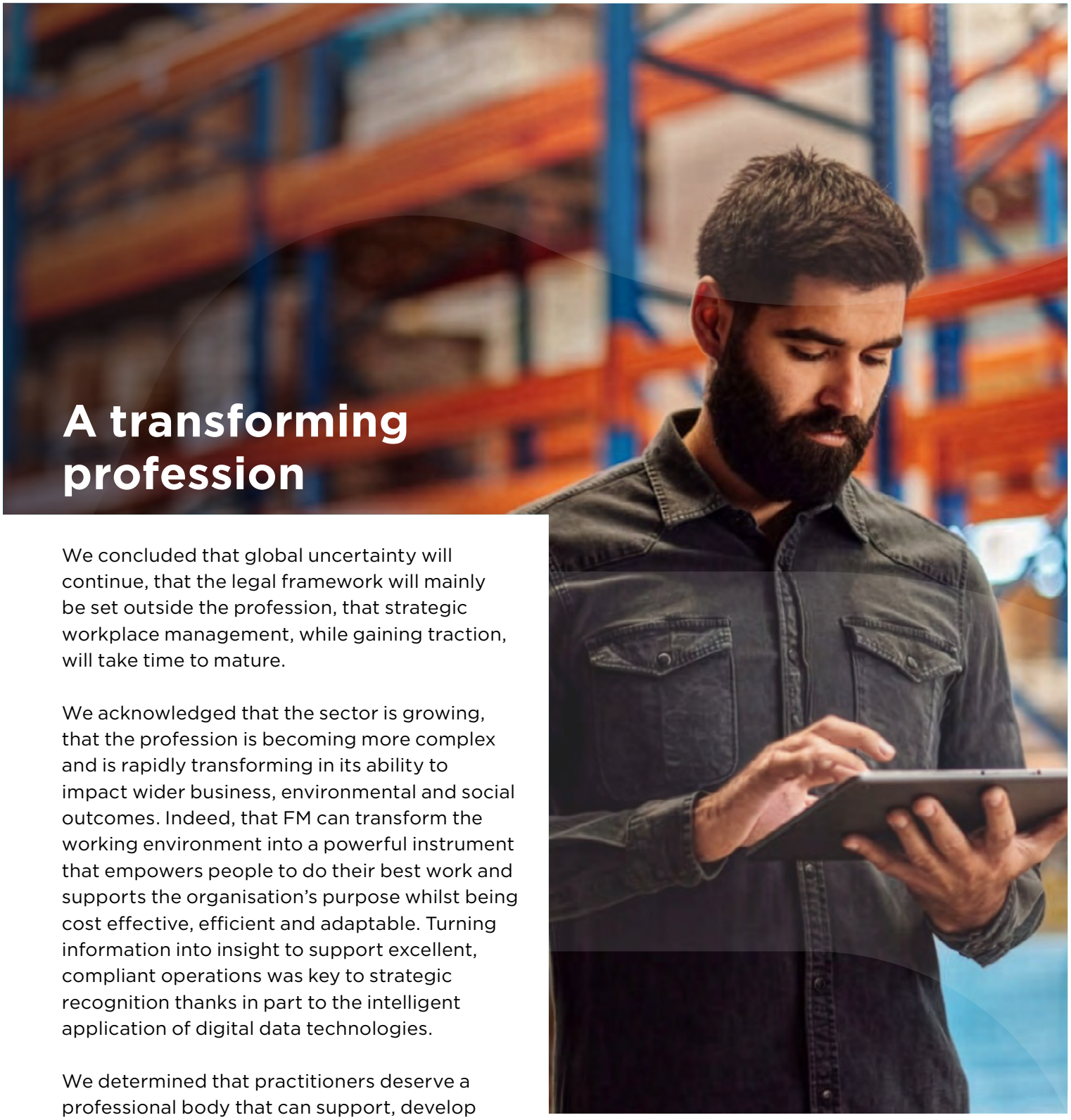
A priority in 2025 was to develop the 2026-30 strategy. Long term planning is key to setting the direction and priorities for the Institute, ensuring it remains relevant and ambitious in a changing environment and positions itself for success in areas vital for workplace and facilities management professionals, the organisations they support and the sector overall.

The 2023-25 strategy focused on financial stability and growth by consolidating existing products in existing markets and diversifying income. This approach saw the Institute return to net profit. Overall growth in membership has, however, remained a challenge.

In developing our new strategy we ran horizon-scanning sessions during the year with the Head Office Team, Members Council and the Board. We sought views from Strategic Leaders and towards the end of the year we surveyed the wider membership, in addition to our annual Market Outlook research.

Turbulence has increased at the macro level. Technology is, at speed, bringing both challenges and opportunities for our members and IWFM. Professional institutions of every stripe need to find a purpose, a relevance and a reach that both meets the requirements and underpins the potential of today's and tomorrow's FMs.

IWFM enjoys deep member loyalty. More than eight in ten renew with us annually. That's not taken for granted. However, to achieve net growth it needs to hone its focus.



A transforming profession

We concluded that global uncertainty will continue, that the legal framework will mainly be set outside the profession, that strategic workplace management, while gaining traction, will take time to mature.

We acknowledged that the sector is growing, that the profession is becoming more complex and is rapidly transforming in its ability to impact wider business, environmental and social outcomes. Indeed, that FM can transform the working environment into a powerful instrument that empowers people to do their best work and supports the organisation's purpose whilst being cost effective, efficient and adaptable. Turning information into insight to support excellent, compliant operations was key to strategic recognition thanks in part to the intelligent application of digital data technologies.

We determined that practitioners deserve a professional body that can support, develop and back them at every career stage. One that helps them to progress their career, that understands their operating context and supports them accordingly. One that resits definition only by others and that advocates for FM's potential as a value engine in organisations. One that speaks up for the professionals that can deliver it.

IWFM's 2030 strategy will centre on: reinforcing the Institute as FMs' first membership of choice by offering unrivalled cross cutting value; delivering personalised content contextualised for FM; embedding Institute membership in recruiting decisions and FM skill and competence in policy decisions; and collaboration for broader impact.

This is not a revolutionary strategy. It is a continuation, a sharpening of focus – a concentration of attention for membership growth on the market with the biggest potential for expansion – core FM – that is under represented relative to its size and that IWFM can and should support to build chosen, lasting, impactful careers in workplace and facilities management.



Value for members

This approach has led to a single overarching strategic objective: **create value for our members at each stage of their career journey**.

This will be supported by five sub-objectives centred on

1.

Shaping and influencing the conditions for the profession to thrive and have its voice heard;

2.

Credibility and **career progression** for members where IWFM grades are recognised as the mark of competence – foregrounding membership as a vehicle for recognition;

3.

Creating a **community** allied by togetherness, belonging and purpose;

4.

Supporting members to deliver impact to their organisations by **developing their competence** underpinned by standards, pathways and personalisation;

5.

Building an organisation to thrive and deliver for members by continuing to develop **capability** and **connectivity**.

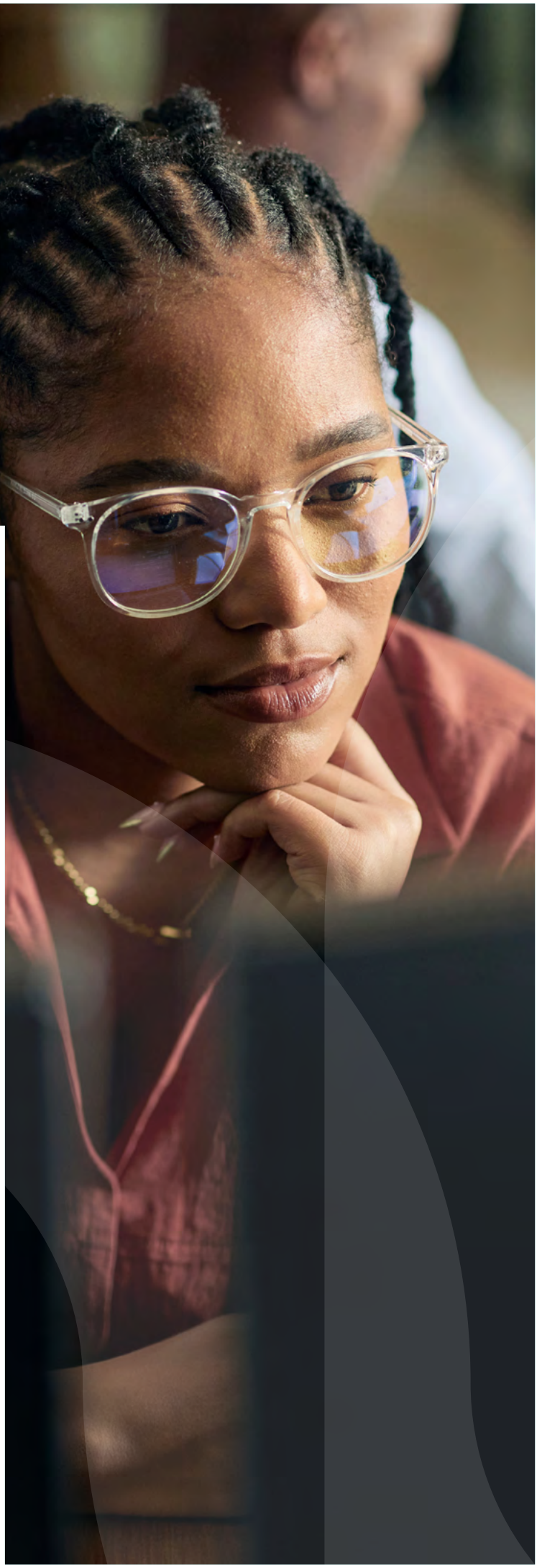
The Institute will continue to drive growth for investment from non-membership sources.

Overall we will address five key customer groups

New entrants to the profession; **established practitioners**, **strategic leaders**. We will also focus on **in-house teams** (client side); and on **suppliers to the market** (including service providers).

15-point action plan

Delivery of the overall goal and the five strategic aims over the next five years will be guided by a 15-point plan



Shaping conditions for the profession to thrive and have its voice heard

1.

To grow we will focus most of our activity toward attracting members in core FM markets around the world while monitoring the maturity of the workplace agenda, responding accordingly and appropriately.

2.

We recognise the importance of chartership to many members and we will evaluate how best to bring it about.

3.

Our value proposition to members, both individual and corporate, will include advocating the benefits of the profession and sector on society, economy and the environment.



Credibility and career progression for members where IWFM grades are recognised as the mark of competence

4.

Foreground Membership as a vehicle for Recognition & Credibility – embedded in the recruitment practices of the sector.

5.

Engage to embed professional standards, mandatory CPD and ethical professionalism as sector norms.

6.

Work with stakeholders to embed clear and inclusive entry routes into the profession and provide structured career pathways through it.

Creating a community allied by togetherness, belonging and purpose;

7.

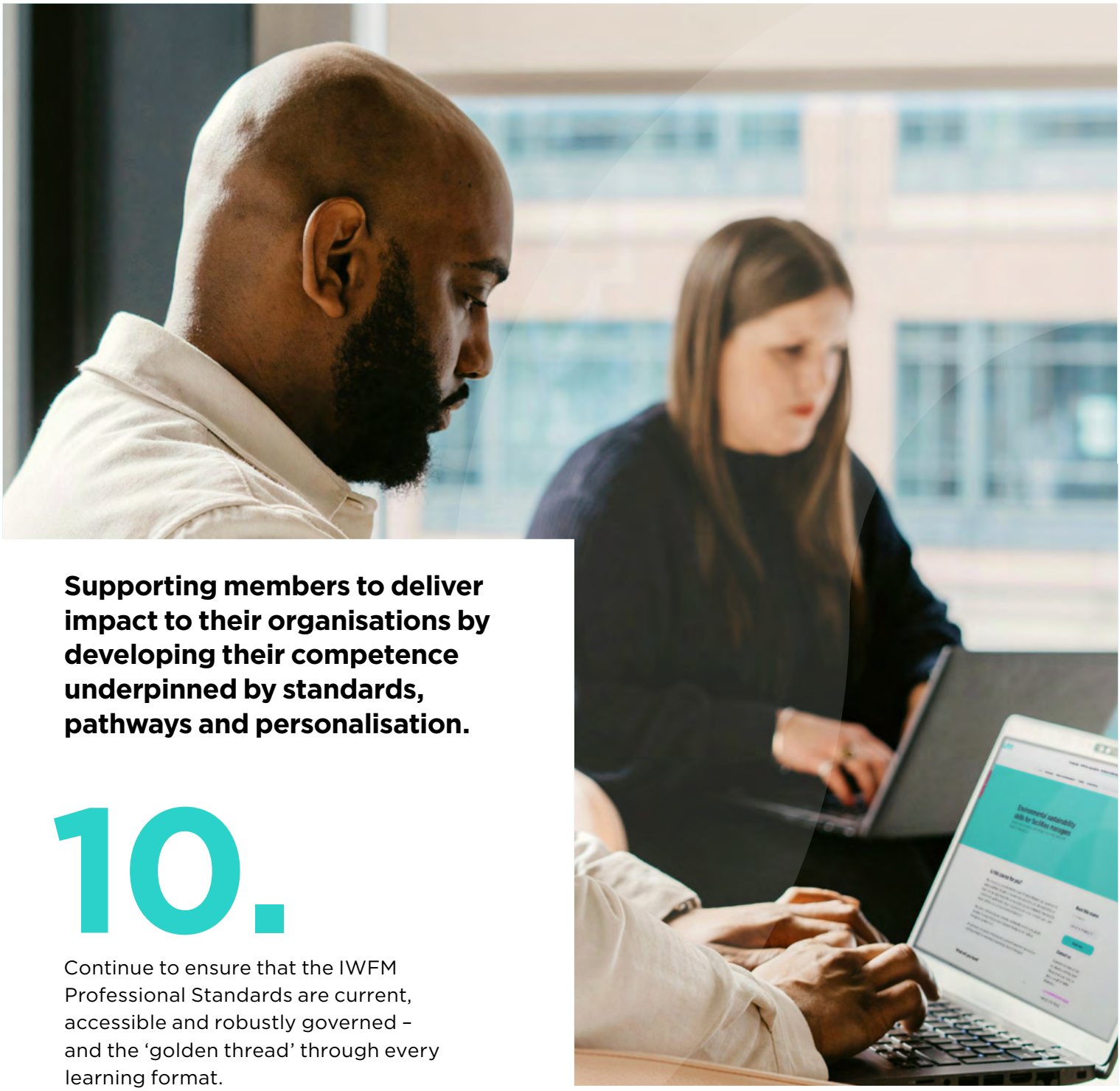
Continue the focus on creating purpose-based volunteering - motivated to lead positive change in the sector. A minimum level of events where we operate will be delivered, removing any location barriers to CPD.

8.

Be known for attracting global subject matter experts to the IWFM community. IWFM will be the home of leading global practice.

9.

Create a community for suppliers and service providers to raise standards and support growth.



Supporting members to deliver impact to their organisations by developing their competence underpinned by standards, pathways and personalisation.

10.

Continue to ensure that the IWFM Professional Standards are current, accessible and robustly governed – and the 'golden thread' through every learning format.

11.

Create meaningful, measurable value for members by providing 'job meaningful' content at each stage of an individual's career journey to develop leading and influential knowledge and skills.

12.

Our value proposition to members, both individual and corporate, will include advocating the benefits of the profession and sector on society, economy and the environment.



Building an organisation to thrive and deliver for members by continuing to develop capability and connectivity.

13.

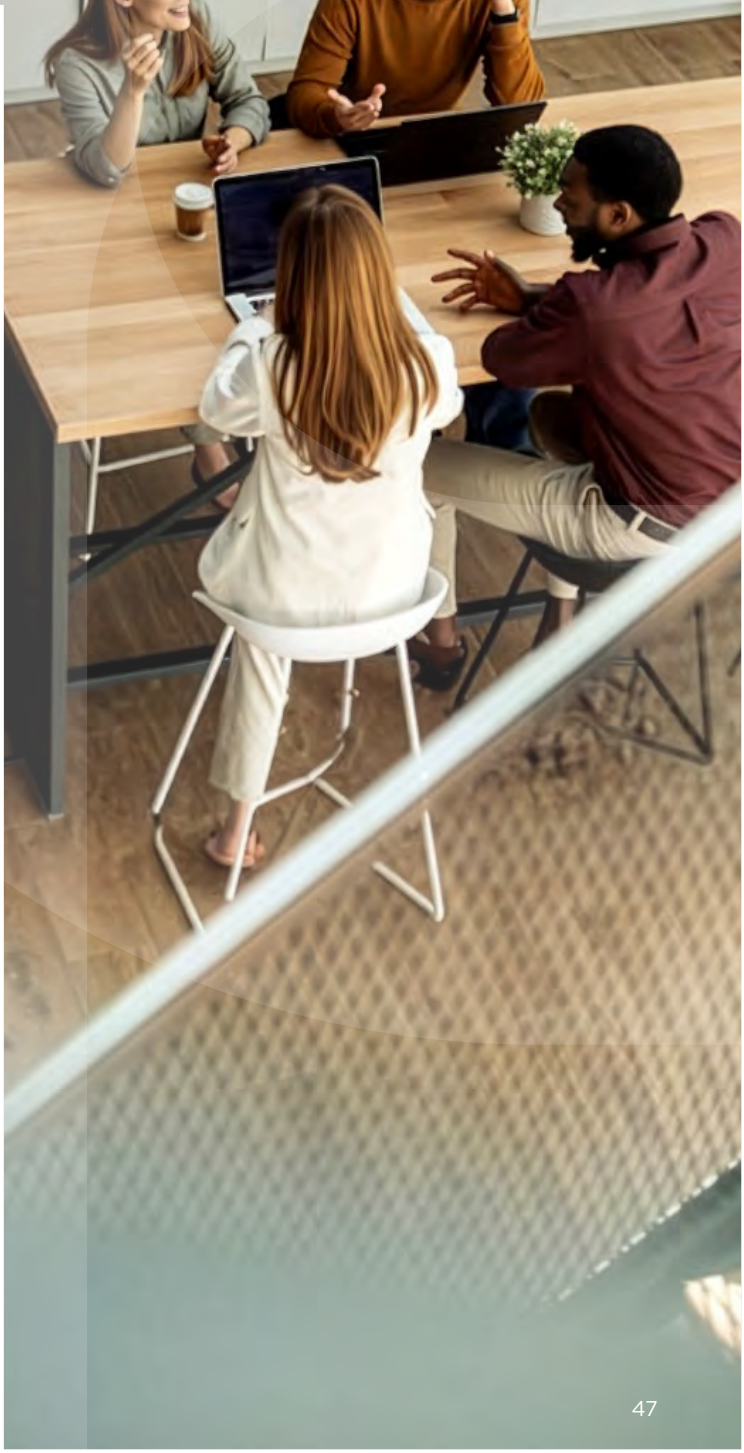
Respond ambitiously to social, technological, and generational shifts to enable members to access services and support in a personalised and segmented way – where-ever in the world they may reside.

14.

Place Service Excellence and Career Support at the heart of our customer services.

15.

Create the conditions for an attractive, enabling and growth supporting culture and foster a capable organisation.



The Institute of Workplace and Facilities Management (IWFM) is the body for workplace and facilities professionals.

We exist because workplace and facilities management transforms organisations and enhances experience. We empower and enable workplace and facilities professionals to expand their potential and have rewarding, impactful careers. We are a business enabler. Together, we optimise the profession's impact. Our vision: where every workplace delivers.

IWFM was established in 2018. It built on the proud heritage of 25 years of the British Institute of Facilities Management.

To find out more, please visit:
iwfm.org.uk

Or contact us at:
engagement@iwfm.org.uk
+44 (0) 1279 712 620

iwfm
Institute of Workplace and Facilities Management