

Annual Review 2024



Our purpose, vision and mission

Our purpose

Because workplace and facilities management (WFM) 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

As I reflect on 2024, I recognise the incredible strides the Institute has made. This year has been marked by growth, impactful initiatives and a renewed commitment to supporting our vibrant community.

A key strength lies in the diversity of our Board. The variety of backgrounds and experiences has fostered rich discussions and a broad range of insights, ultimately making us more effective in addressing challenges and opportunities within our profession. It's something that enables us to truly represent our membership.

Beyond leadership, I'm pleased to report our return to profitability in the second year of the current strategy. This is thanks to steady growth in our core offering alongside continued robust cost management, allowing us to invest more effectively in resources and programmes for our members and build foundations for further income growth in key areas. There is of course room for improvement and this financial stability is crucial for the long-term health of the Institute, enabling us to continue to champion this critical profession.

I was delighted to witness the successful launch and uptake of the Experiential Route to CIWFM, broadening access to Certified status by recognising the skills gained through practical experience. This initiative has been in direct response to our members asking for such a route to Certified grade to be created.

I was also immensely proud of the launch of the Veterans in FM Network, demonstrating our commitment to supporting service veterans and helping them build fulfilling careers in the sector. Veterans bring to our profession a unique and valuable skillset and will be able to make a significant contribution to addressing the skills shortages our industry faces.

Additionally, representing the Institute on a range of community and sector platforms, such as the Institute of Government and Public Policy's (IGPP) Public Sector and NHS Estates conferences, were an excellent means to highlight IWFM's work and the 2024 Sustainability and Market Outlook reports. This has enabled the Institute to share our expertise and insight, influencing key stakeholders and cementing the Institute's status as a thought leader, and it has been a privilege.

This coming year marks the end of my four-year tenure as Chair at the AGM in July. I'd like to thank the Institute's Board and many dedicated teams, Networks, Special Interest Groups, Regions, volunteers and everyone I've had the pleasure of collaborating with over that time. I have truly appreciated all the support and encouragement I have received over these last four years.

My tenure has seen a host of changes, from emerging from the pandemic to the start of a new government, but I strongly believe that the Institute is now well equipped to seize the opportunities ahead and deliver the most value for our profession. I offer my warm regards and wishes to my successor as Chair, Andrew Hulbert, and look forward to seeing the Institute's progress in the time to come.



Mark Whittaker, CIWFM
Chair (July 2021 – July 2025)

My tenure has seen a host of changes, from emerging from the pandemic to the start of a new government, but I strongly believe that the Institute is now well equipped to seize the opportunities ahead and deliver the most value for our profession.



Chair designate message

The Institute stands poised for a period of exciting evolution, building upon the solid foundation laid by my predecessor Mark Whittaker. My priorities will involve ensuring continued financial robustness, supporting our dedicated executive team and cultivating a Board composition that reflects the breadth of our membership.



I'm especially keen to amplify engagement amongst our members and volunteers, elevate the quality of our content, strengthen the appeal of chartership and further embed EDI and environmental, social and governance-based investing framework (ESG) principles across the organisation. Crucially, I look forward to encouraging a diverse pool of future IWFM Chairs.

As Chair, I will be concentrating my efforts on several key areas.

First and foremost, ensuring the Institute's long-term commercial sustainability by maintaining a firm grip on our finances.

Second, championing the integration of innovative technologies and strengthening the strategic input of our Non-Executive Directors.

Third, fostering a thriving and engaged community by enhancing member value, expanding our corporate partnerships and fully utilising the invaluable expertise of our volunteers.

Finally, delivering a robust inclusion strategy and developing a compelling content creation strategy to actively involve both members and volunteers.

My ambition is to shape a bright future for the Institute, ensuring its continued commercial success, its position at the forefront of industry thinking and its commitment to inclusivity. By doing so, we can maximise the Institute's value, plus that of professionals, organisations and the sector overall.

I would like to pay tribute once again to Mark Whittaker's dedication and hard work over the past four years as the Institute's Chair.

Andrew Hulbert FIWFM
Chair designate

Chair of Members' Council message

In January 2024, I became Chair of Members' Council (MC), taking over from Jason Cousins. During Jason's tenure, the Chair's role included representing members on the Board as a non-executive director (NED) and I was delighted to continue his great work.



As a Members' Council, we set to work establishing and agreeing our Volunteer Values and Behaviours, which are now embedded across our community operations. We also agreed to reduce the length and breadth of every Council meeting by creating operational meetings aimed at Deputy Chairs and strategic meetings focused on Chairs. By doing so, we sought to reduce the amount of time any one person is devoting to meetings, to familiarise Deputy Chairs with Members' Council and to give both operational and strategic issues the focus needed to be impactful. Operational meetings, chaired by Katherine Torode, Deputy Chair of MC, covered: a review of the community groups forum; our use of LinkedIn and optimising it; and best practices and successes from specific community groups.

Strategic meetings included our annual horizon scanning session, in which we share the emerging trends and issues raised by our members and establish what it means for the Institute. We contributed to the annual membership pricing review, initiated a review of Special Interest Groups (SIGs) and developed plans for increasing our university and educational engagement.

Crucially, we left 2024 with a clear plan for 2025 and I look forward to updating you on that next year. I would like to give sincere thanks to all contributors to Members' Council, especially the devoted volunteers. We do not always agree, but there is always a clear and shared goal: to bring the very best we can to every member.

Pauline Simpkins CIWFM
Chair

CEO's summary

2024 was a decisive year for the Institute with significant progress in the second year of our strategy. As in year one, six priorities focused our minds in this year, and this Review discusses the progress we have made against them. In addition to bringing value to our members, growth was uppermost in our minds with a goal to return to profit after depreciation. Building on last year's platform of investing, improving and expanding on what we do well, underpinned by prioritisation, prudence and cost control, I am very satisfied to report that we achieved a surplus in 2024 and restored the Institute's reserves to a status not seen since 2016.

Income grew and diversified, including from membership, IWFM Direct and IWFM Academy, spurred on by a broader training portfolio and new initiatives such as IWFM for Organisations: benchmarking and improving workplace and facilities management competence and capability at the enterprise level.

While the difficult economic environment meant an unavoidable rise in running costs last year, we managed other costs robustly and minimised capital spend to enable future investment as we continue to innovate and improve our service to members and customers.

We never take you for granted and I am encouraged that in challenging times member retention levels have held up and member numbers overall have stabilised. That said, we must work harder and concertedly to attract new members to our professional community. Work we began in 2024 and have continued into 2025 is laser focused on this goal.

As you will read in these pages, 2024's initiatives, driven by a dedicated team and supported by Networks, Regions

and Special Interest Groups are manifold from the Experiential Route to CIWFM, the launch of a Strategic Leaders Network, foundational skills research and a renewed commitment to equity, diversity and inclusion.

A personal highlight was reviving IWFM's Charitable Foundation with the Deborah Rowland Scholarship, a scheme to remove barriers to progress and foster future leaders from diverse backgrounds with financial and mentoring support.

Last year's outcomes would not have been possible without the hard work of dedicated volunteers from our governance to our communities and you, our members.

Thank you for choosing to be with us and choosing to stay.

I am exceptionally grateful to Chair Mark Whittaker who steps down in July after four years for his intelligent, thoughtful and steady leadership over this period which has done much to enhance the Board's effectiveness and IWFM's wider impact.

While the difficult economic environment meant an unavoidable rise in running costs last year, we managed other costs robustly and minimised capital spend to enable future investment as we continue to innovate and improve our service to members and customers.

I know Mark's successor Andrew Hulbert will build on this legacy to move the Institute forward as we work together towards positive results for profession, people and planet.



Linda Hausmanis
CEO



Our 2023 to 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.



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.



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.



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.



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.

Six priorities for 2024



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.

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

Accreditation of university WFM programmes

To continue to strengthen career pathways into and through the profession, we worked in partnership with universities to develop a scheme to accredit university WFM programmes. The scheme accredits relevant university courses ensuring they align with our Professional Standards and allows students who have successfully completed their academic programme, and who meet experiential requirements, to graduate with Certified membership. The scheme was developed in collaboration with universities across the UK and Europe and IWFM studying membership was extended from one to two years to support learners throughout the period of their study.

Recognising the competence of experienced professionals

The **Experiential Route to CIWFM** recognises the valuable skills and knowledge that come from years of practical experience. It's designed specifically for professionals who've developed a strong portfolio of skills and knowledge in the field, rather than following a traditional academic path. Initiated based on feedback from the WFM community, the Experiential Route became the third option for achieving Certified status with the Institute, sitting alongside the existing pathways: an IWFM Level 6 qualification, or a facilities management (or related) qualification plus three years of practical experience.

Assessed against the Professional Standards, seasoned WFM professionals are now able to boost their profile in the sector, unlock new professional opportunities and have years of expertise recognised by the sector's standard setter.

“Taking the experiential route to IWFM Certified grade was perfect for me as it gave me the opportunity to reflect back on my career and to pull out key areas of my roles and responsibilities within FM over a twenty-five-year career in order to demonstrate in real life terms my experience of working in a complex organisation such as the Ministry of Justice (Prisons).

Gaining the certified grade was a big milestone for me for my professional development and it has also enabled me to apply for and achieve my new promotion within the organisation.”

Martin Davey CIWFM

Enhanced CPD for leaders

In May the network formerly known as the International Special Interest Group (ISIG) was relaunched as the Strategic Leaders Forum (SLF). This change is aligned with work to enhance value for members to ensure that we support individuals at each stage of their career journey effectively. The Forum, which launched formally in June, will specifically focus on supporting the continuing professional development of leaders in WFM. In our 2022 consultation with this group, they told us that IWFM became less relevant to them the more strategic the job role. Meanwhile IWFM Fellows continued to support policy development and the IWFM Mentoring programme which, by the end of the year, was supporting 435 active participants in meaningful relationships.




The Veterans in FM Network, formed in 2023, formally launched in the same month. Its role includes highlighting different career paths, the importance of networking and the power of transferrable skills. The Network's purpose is to enable every part of the armed forces family to successfully transition into a rich, meaningful civilian career (See also Objective 2).

Professional Standards review

Skills research was carried out with members, employers and sector leaders to see how IWFM's Professional Standards could be further improved to stay current. Following further consultation, the Professional Standards will be updated in 2025.

Showing our members value

83% 

2024 membership retention

The challenging economic outlook continues amid big financial pressures for organisations, yet member retention held up at 83% in 2024 while the number of members at professional grades increased thanks to measures such as the Experiential Route to CIWFM. They now comprise well over half of our total membership.

We have more work to do to attract new members to our professional community. We began to focus concertedly on appealing to new members in 2024, working hand in hand with our communities and developing new initiatives set out in these pages. We remain steadfastly focused on this goal in 2025.

Stabilising our finances for future investment in shaping a unique membership offering for WFMs at every career stage and improving member and customer experience has been key to being able to meet our ambition.



Training and qualifications:

Learner Registrations

1,908

Certificates Awarded

952

Level 4 Diploma has had the most registrations in 2024 with

528

IWFM Academy

In addition to being the main vehicle for the new learning and development service for WFM teams, the portfolio of Academy courses has been expanded to include enhanced learning pathways in Health and Safety, Technology and Building Safety.

The new Learning Management System (LMS) has been increasingly utilised as we brought new learning products to professionals and housed new e-learning and membership products.

Bitesize learning on key topics such as technological innovation for information-hungry, time-pressed professionals was new in 2024 and it is being broadened and diversified 2025.



Business Enabler – closer working with employers

We aim to support organisations to understand what knowledge and skills they need and to build tailored learning programmes, bespoke to the context of the employer, and to improve WFM capability, excellence and influence at the enterprise level.

Learning and development service for WFM teams

In July a new service, **IWFM for Organisations**, was launched to work with organisations to help them understand the knowledge and skills they need in their WFM teams and departments and to build tailored learning programmes specific to the context of the employer and delivered via the IWFM Academy. This is aimed at helping organisations attract and retain talent, deliver strategic objectives and helping WFM teams to have greater impact in the organisation.

Training and qualifications and enhanced CPD

14% 

of completions rose with Level 4 remaining the most popular

The outlook for formal learning remained positive in 2024 as registrations held up after rising by one fifth in 2023 and completions rose by 14%, with Level 4 remaining the most popular.

In spring we presented evidence on the operation of the Level 4 Apprenticeship in Facilities Management, the gateway qualification thought to be at risk, via the Institute for Apprenticeships and Technical Education (IFATE – now Skills England).

The Deborah Rowland Scholarship

The IWFM Foundation was launched in early summer. 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.

In 2024, two winners - TJ Robinson, an armed forces veteran, and Paige Watts, who is at the beginning of her WFM career – were announced at that year's IWFM Impact Awards. Both have pursued IWFM qualifications with the support of their mentor, Liz Kentish.



Raising standards of suppliers and service providers: a consultation

We consulted suppliers to the WFM sector with the aim of agreeing and introducing a new standard for corporate members. The purpose of the standard is to enable providers to demonstrate the quality of their services and to provide clients and customers with greater assurance of the service provided. This was received positively and will be developed for launch in 2025.



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.



Stronger Together

IWFM and its network of volunteers continue to collaborate to deliver meaningful change in the sector and enhanced professional development for IWFM members.

This has included:

- Engagement with schools to inspire the next generation to understand and choose WFM as a career of choice.
- Horizon scanning to ascertain the future threats and opportunities the sector is facing.
- University engagement to inspire students to grow their career in the sector.
- A range of CPD events aligned to the professional standards.

Review of Special Interest Groups (SIGs)

Our collective ambition is for IWFM SIGs to be globally recognised as the centre of expertise on all areas of the IWFM Professional Standards.

IWFM and the Chairs have embarked on a process to rethink the role of SIGs to:

- Engage externally on behalf of IWFM to influence the development of policy and standards, within an agreed policy framework. (See Objective 3)
- Collaborate with IWFM to develop insight (policy and research), guidance and related content for individuals at each stage of their career journey, from new entrants to strategic leaders, providing a pathway of competence or skills, knowledge, experience and behaviours. (See Objective 3)
- Outline the roadmap for the profession over the short, mid and long-term, articulating the competences and development needs it will require.
- Collaborate with IWFM to develop learning and skills for the profession based on its insight of the short, mid and long-term trends and associated upskilling need.
- Collaborate with IWFM and its regional communities and networks to disseminate this expertise and to share good practice and educate members.

We recruited a Volunteer Partnership Manager to support this activity and to grow the volunteer numbers. As we continue our move to purpose led volunteering, over 20 new volunteers have joined our community groups and several groups have been reactivated as a result.

Community events

Fifty nine community events and webinars provided networking, knowledge sharing and collaboration among members (see Community Events section).



Members' Council

This body, which comprises Chairs of all IWFM communities, has been given a specific focus on both strategic and operational matters, with separate meetings instigated for each. New work is underway to enable community groups to communicate more effectively with members opted into a community. Special Interest Groups are also being engaged to align them with the IWFM Strategy and the Professional Standards. A work programme has been developed and presented to Members' Council including objectives.

At the February Members' Council meeting Pauline Simpkins was welcomed as Chair.

A workshop was held on the role of Chairs in embedding values and behaviours. The session included:

- Ensuring that values and behaviours are understood
- The role of volunteers in role-modelling them
- Behaviours that should be challenged.

Ireland Region's plan

Rising FMs

Our strategy recognises the lack of new entrants and young people choosing WFM as a career of choice is a key challenge facing the profession. To further mobilise activity in this area, we have redesigned the role of regional communities to empower groups to engage with schools, colleges and universities within their geographical location.

This has led to the emergence of the Risings Regional Champion being identified in these communities across the United Kingdom. A regional pilot took place in the South West between that committee, Rising FMs and a local Academy Trust to deliver a series of school engagements across Cornwall. Further pilots are being planned across the UK.

New and updated Networks

In May the International Special Interest Group (ISIG) was relaunched as the **Strategic Leaders Forum**. Building on the previous ISIG, it joins networks like Rising FMs and Women in FM to promote the WFM profession through volunteer input.

In the same month the **Veterans in FM Network** was formally launched at the RAF Club in London with more than 120 individuals in attendance. With strategic level attendance across public, private and voluntary sectors, the event provided a springboard for the Committee's focus on ensuring that WFM is a career of choice for armed service leavers. Following the signing of the Armed Forces Covenant, IWFM has been recognised for achieving the Bronze Award, the first of three levels of recognition for support for veterans and reservists.

The **Ireland Region** is the first Community to launch a strategic plan in line with IWFM's overall strategy.

1. **Membership & sponsorships**
2. **Activities & events**
3. **Education & development partners**
4. **Engagement & stakeholders**
5. **Influence & insights**



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.

Core insight programme: research and thought leadership

We launched eight pieces of specialised guidance to address the evolving challenges in key areas faced by professionals and organisations and undertook three core pieces of research.

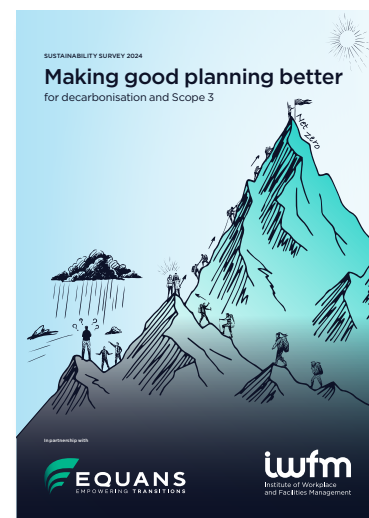
In February the 2023 Sustainability Report, 'Trust', highlighted the need for greater involvement of workplace and facilities managers in organisations' sustainability plans.

In March collaborative research on Equality, Diversity, and Inclusion (EDI) and the role of professional bodies was published by the Young Foundation, with IWFM, a major participant, renewing its own strategy and developing an action plan based on its recommendations.

April's Earth Day was marked by the launch of a strategic partnership with Equans UK & Ireland (Equans) to unlock WFM's sustainability potential in organisations and beyond.

The two-year collaboration sees IWFM leveraging Equans' expertise to provide thought leadership, insights and practical guidance to professionals. Initiatives include the 2024 Sustainability Survey Report, 'Making good planning better', released in November, comprehensive sustainability guidance, webinars and awareness raising.

The partnership aims to stimulate conversation, educate stakeholders, and challenge assumptions around sustainability, addressing the 'what', 'why', and 'how' of improving current practice and driving positive sustainability outcomes.



In May, the 2024 annual Market Outlook Survey Report, 'Keep investing - the tide is turning', was revamped for improved usability and linked to wider official statistics for greater context and relevance.

Insights from both were used in a number of internal and external briefings and varied public platforms.

In June, to ensure the ongoing relevance of our global Professional Standards, foundational skills research sought to discover the universal competencies of professionals at every career stage, how they and employers are working with the Standards and how we can better create resources and positively influence outcomes by showing what good looks like and by helping to close the skills gap. Its findings are informing our work in 2025 and beyond.

Best practice guidance

IWFM collaborated with its own sector experts and industry leaders to produce and collaborate on a number of pieces of technical and best practice guidance in core insight areas, including, with the Sustainable Facilities Management Index (SFMI) on a Framework for Scope 3 Emissions in FM, helping FM businesses reduce indirect emissions.

An Energy Management Good Practice Guide (GPG), developed with Insight partner Carbon Numbers, offers advice on optimising building performance and ensuring compliance.

A Guidance Note on Building business cases for sustainability, in partnership with Equans and building on insights from our sustainability research, helps professionals to translate data insights into impactful proposals that make the resource case for sustainability projects.

The report 'Optimising productivity in a post-pandemic hybrid world', with insight partner Accruent, uses the growth in hybrid working as an opportunity to ensure organisations really leverage people, place and technology in and out of the office, improving organisational performance and productivity.



Horizon scanning

As part of the Research and Insight team's evidencing function, the team led horizon scanning exercises in May and June with the Members' Council and the Board respectively. The exercises are aimed at testing our strategic direction against external influences and factors, and forward planning.



Supercharging IWFM insight and content

Objectives 3 and 4 of the strategy relate to the professions - and IWFM's - impact and recognition.

Plans to deliver the current strategy and beyond increase the need for optimised content to provide value to members at each career stage, to reach new audiences and to grow our already strong brand.

We know people and businesses are drawn to us for our knowledge and insight, and we want to use it more effectively to build more demand for IWFM's products and services so that we can produce more of what members want and need and provide a more targeted experience and ultimately advance the WFM profession overall.

In 2024 we outlined principles and first steps for a transitional model for insight and content creation and began work towards a new model which places insight-based content at the heart of our operation. We developed a comprehensive content strategy during the year with help from a third-party authority in membership body communications, and we continue to advance that work throughout 2025 in line with work to optimise our data, systems and processes.

Strategic objective 4:

Enhance recognition of the profession and IWFM

Create the conditions for the profession to thrive and grow, build the public interest case for our chartership aim and raise our voice where we want to be known.

Raising our voice

IWFM's voice was heard on a range of platforms throughout the year, advocating for the profession and consolidating our brand authority.

In February, CEO Linda Hausmanis addressed the Workplace Futures conference on skills. Her remarks underlined the potential of professional bodies to help to address this cross-cutting challenge, touching on the broad themes at the intersection of people, space and technology, trends affecting the future of work and the research that should be shaping an urgent response to this modern crisis. During National Careers Week we renewed these messages and promoted WFM as a career of choice, showcasing school-based activity by the South West Region.

In the same month, the future of facilities management was the theme as the Scotland Region conference returned to Edinburgh. Keynote Sir Tim Smit KBE provided an update on the Eden Project Dundee and Director of Membership and Partnerships Jonathan Nobbs spoke about the megatrends shaping the profession.

In April, the Director of Communication and Insight, Head of Policy and SIG experts represented IWFM's thought leadership at the Workplace Event, on subjects from workplace leadership

to sustainability and social value. Meanwhile the Risings FM Network joined IWFM at the IFM Summit in London, providing guidance and forging connections alongside members of the Executive.

In June, and again in November, Chair Mark Whittaker addressed public sector audiences in health and education on the sector outlook and key themes, including sustainability.

In August the Chair and Director of Strategic Engagement hosted a business leaders' roundtable convened by the Institute to discuss issues impacting the profession, including how leading organisations in the sector may collaborate to solve its biggest challenges. The session which was widely welcomed marked the beginning of a strategic engagement initiative.

And in December we spoke at Anticipate London about sector impact, challenges and opportunities.

Policy and engagement

In spring, learning that the Level 4 Apprenticeship Standard in Facilities Management – the gateway qualification – was at risk we called for employers to demonstrate their commitment to the standard by engaging with its review by IFATE, now Skills England.

April marked a milestone for building safety as enforcement by the Building Safety Regulator began. IWFM, as a founding partner in the Building Safety Alliance (BSA), continued to brief the sector on what this means for WFMs. In May we participated at the Building Safety Regulator's conference.

In June, IWFM's 'Manifesto' called on the incoming government to act on four key WFM areas our members had prioritised: economic growth; a coherent plan for net zero; reducing policy uncertainty and support with the cost of living.

September saw the conclusion of the Grenfell Inquiry which delivered a damning assessment of industry practices and called for systemic reform. IWFM said it would carefully review the findings and, with the BSA, focus on advancing

building safety competency and fostering a culture change across the WFM sector and in the occupation phase.

In November we advocated for improved procurement practices for collaboration and improved service delivery, at an event with government property profession representatives.

The IWFM Policy Primer weekly series, launched in 2023, continued to feature concise updates on our policy and influencing work covering everything from asset management to net zero, every Monday via the Facilitate Daily newsletter and online.



IWFM Impact Awards

In January we launched our showcase event, the Impact Awards, with Waste to Wonder Worldwide returning as headline sponsor of our most sustainable event yet.

This highly successful 24th ceremony was hosted by actor and comedian Stephen Mangan who celebrated with winners in nineteen categories and congratulated six highly commended entries from 95 finalists. 900 people attended. Positive coverage and feedback noted the event's overall diversity and increasing number of winners from small and medium sized enterprises.

The evening also saw the presentation of the first ever Deborah Rowland Scholarships to two winners by Deborah herself, in whose name the Scholarships are given.



Entries

176



Winners, plus 6 highly commended

19



Finalists

95



People in attendance

900



Scholarship winners announced

2



IWFM winners recognised at 2024 Global FM Awards of Excellence

For the seventh year, Impact Awards entries were recognised at the Global FM Awards of Excellence as IWFM nominees won Gold, Silver and High Commendation plaudits.

Global FM, which judged the nominated entries from member organisations, awarded Gold to The British Antarctic Survey for their team efforts, also Team of the Year: Public or Third Sector category at the 2023 IWFM Impact Awards. A collaboration by Mitie and E.ON won the Silver award for their 'BEST (Business Excellence Smart Toolbox)' programme', which won in IWFM's People Development and Talent Retention category. Lastly, ESS Defence was Highly Commended for 'Junior Chef Academy delivered by ESS Defence', which scooped the top prize in IWFM's Social Value category.



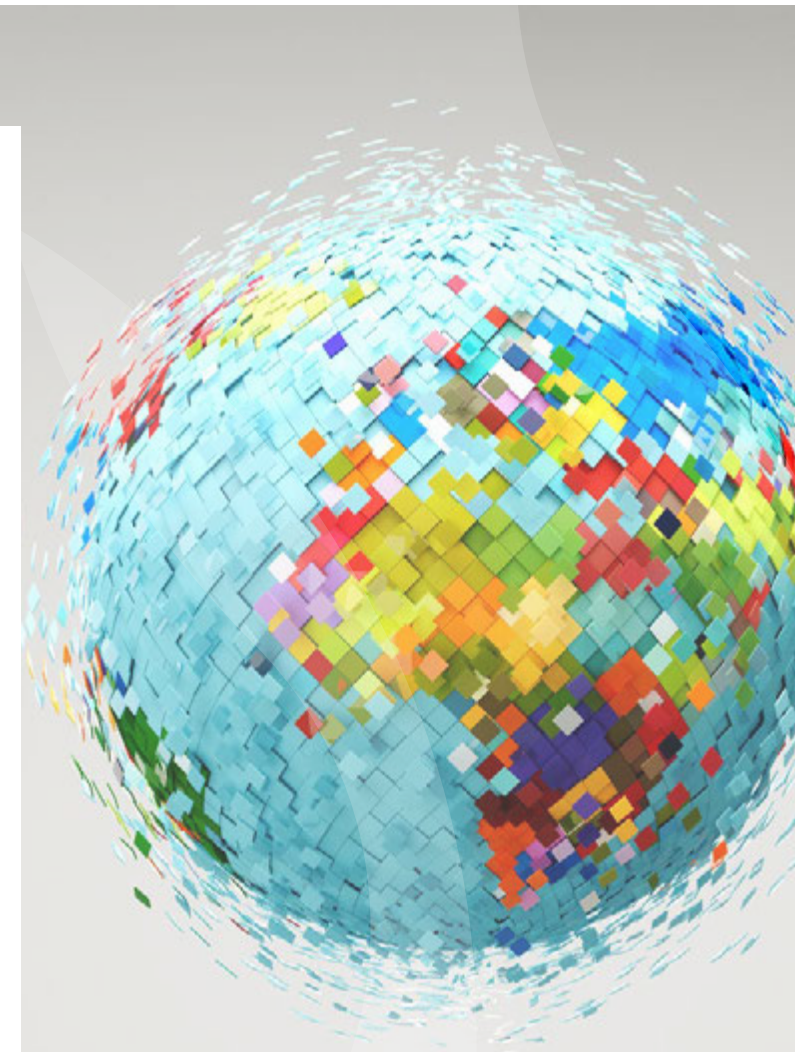
Best celebratory event: Association Excellence Awards recognises IWFM Awards

In November 2024, the 2023 Impact Awards was named best celebratory event by the Association Excellence Awards where it was described by the judges as 'a well curated event that showcased inspiring stories and encouraged carbon neutral actions [that] provided both financial and societal impact.'

World FM Day

In May, the World FM Day theme 'Inspire, Integrate, Innovate: Ignite your career in FM' was used to highlight the importance of continuous learning and development in advancing careers. We advocated for upskilling within the profession, addressing skill shortages and reaffirming our commitment to professional growth. As several communities led events to mark the day, the CEO's blog continued the theme of skills, community and impact:

'Skills are the lifeblood of WFM professionals and the sector. With a combination of technical and soft skills though our training and qualifications, professionals can effectively manage their environments, ensure the smooth functioning of organisations - and so much more. Continuous learning, teamwork and collaboration are key to sustained success in this lynchpin profession'.



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.

Six priority projects



1

Process and data improvement

A cross-cutting Transformation Team was established in the first part of the year with responsibility for operationalising our strategy and providing the impetus and mechanism to transform the way the Institute conducts its business. It aims to create efficiencies, reduce – if not remove – failure demands, improve the experience for all stakeholders and make full and best use of available technology. The Team delivered several initiatives throughout 2024 to improve internal culture, process improvement and customer experience, as well as developing and prioritising activity for 2025.



2

People and culture

An employee survey overseen by the Transformation Team had full staff engagement with the Executive and staff representatives. Qualitative follow up has led to an action plan that the team is working through together. The element of our EDI strategy pertaining to the employee lifecycle and diversity data collection and reporting began in the year and will be taken forward into 2025.



3

Organisational proposition: new products and services aimed at employers

Launched in July, IWFM for Organisations for employers and WFM teams in all types of organisation, large or small, private or public, UK or Global, is a range of products and services that will allow organisations to deliver their ambition now and in future (see Objective 1).

4

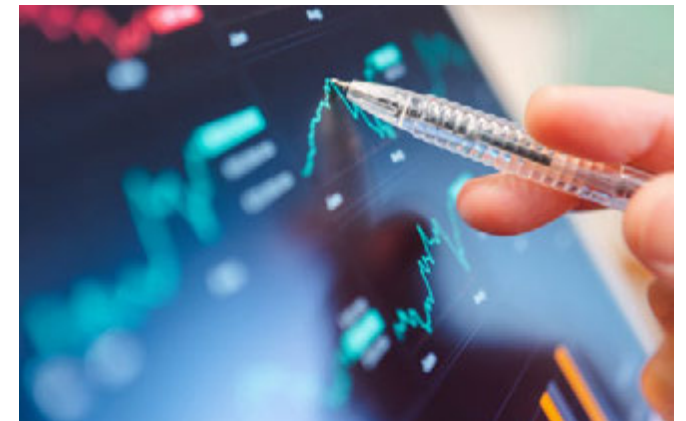
Skills research to refine our strategic position

The 2024 Skills Survey sought to discover the universal competencies of professionals at every career stage, how professionals and employers are working with the Standards, and how we can better support all members and influence the sector by showing what good looks like and helping close the skills gap. Its findings are informing our work in 2025 and beyond (see Objective 3).

5

New content strategy

IWFM produces excellent, but under-optimised content. Our ambition depends on our ability to change this to deliver more for our members and grow our brand recognition, value and impact. The transition we began in 2024, which continues throughout 2025, includes a new model based on a content strategy developed by a third-party expert in membership body communications, which places insight-based content at the heart of our operation and uses it to stimulate demand for our products and services (see Objectives 3 and 4).



6

Profit after depreciation

2024 ended with an operating profit that represented a significant improvement against the prior year's position, returning to a positive net asset position.

This is a satisfactory result, which prepares the ground to enable future investment as we continue to innovate and improve our service to members and customers in the light of rapid technological change.

However, we proceed with caution given the global economic volatility, changes in the regulatory environment and economy-wide skills and recruitment challenges (see Finance Summary).

IWFM's commitment to EDI

"Inclusion in the workplace is a fundamental necessity for the growth, progress and success of organisations and Beyond Buzzwords is a crucial piece of work affecting a critical sector at a pivotal time."

– Linda Hausmanis

In 2023, the Institute teamed up with eleven other professional bodies to scrutinise the current state of equality, diversity and inclusion (EDI) in the workplace. The research 'Beyond Buzzwords' published by the Young Foundation, acknowledged the undisputed importance of EDI yet revealed significant barriers to progress.

The 2024 report highlighted that nearly three-quarters of respondents (73%) had encountered obstacles to career advancement, and a similar proportion (72%) had experienced discriminatory or exclusionary behaviour in their workplace since 2019. Over half (53%) had considered leaving their job or even their profession altogether due to EDI concerns stemming from feeling undervalued or lacking opportunities to progress.

The Young Foundation's Beyond Buzzwords drew...

From 12 professional membership and regulatory bodies

7,290
Survey respondents



From IWFM membership

185

Survey respondents



5

Focus groups



1

Expert interview



Accepting the recommendations in full, IWFM recommitted to EDI aiming to ensure that it is genuinely integrated within the organisation and throughout the wider profession.

The approach will be guided by four key themes:

Governance and leadership: establishing clear EDI principles, promoting inclusive leadership, ensuring accountability and pursuing greater diversity in our governance.

Our people: embedding EDI principles throughout the employee lifecycle and reporting diversity data transparently.

Membership: enhancing data collection, understanding and addressing barriers to entry and career progression, promoting role models and celebrating diversity.

Profession: highlighting the need for EDI action and leadership, monitoring award selection processes, collaborating with industry partners, sharing best practices and addressing the specific needs of frontline workers.

The Institute's EDI journey continues as it works to ensure its guiding principles are followed to generate positive outcomes.

The year in brief

Initiatives launched and sustained to benefit our members and the wider sector

January

- WFM celebrated in King's New Year's Honours List as IWFM NED Moses Ayoola receives British Empire Medal.
- 2023 IWFM EDI leadership and governance report published.
- IWFM supports sector standard for Scope 3 emissions via Sustainable Facilities Management Index framework.

February

- 2023 Sustainability Survey report 'Trust' with Sustainability SIG.
- Workplace Futures 2024, CEO keynote on skills

March

- Energy Management GPG in partnership with Carbon Numbers.
- Beyond Buzzwords: Young Foundation research recommends systematic approach to EDI as IWFM updates commitment.
- International Women's Day: IWFM reaffirms support for EDI and women in the workplace.

April

- Fire safety management GPG (update) in partnership with ARK Workplace.
- Earth Day: IWFM and Equans UK & Ireland announce strategic partnership on sustainability.
- Report: Optimising productivity in a post pandemic hybrid world with Accrument.
- The Workplace Event: IWFM showcased with communities-hosted VIP Lounge and platform appearances.
- Impact Awards 2024 entries reach a five-year high.

May

- Market Outlook 2024 Report 'Keep investing, the tide is turning' published
- Launch of the new Strategic Leaders Forum (SLF).
- New IWFM Academy course: 'Competence, leading to Organisational Capability.'
- Standards: IWFM and industry experts agree common definition of 'statutory' in WFM context.
- IWFM participates at Building Safety Regulator conference.

June

- IWFM launches Deborah Rowland Scholarship.
- IWFM Manifesto published: UK Government should act on four key WFM areas.
- IWFM insights shared at EuroFM Facility Management Conference.
- IWFM Chair addresses National Estates in Education Conference.

July

- Publication of the 2023 IWFM Annual Review.
- IWFM for Organisations launched.
- IWFM Academy: new courses for organisations on Building Safety, Contract management and Contract development
- IWFM speaks at FM Forum.
- IWFM AGM in Leeds.

August

- IWFM Chair convenes business leaders to discuss matters impacting WFM.
- IWFM Academy offers NEBOSH National General Certificate.
- IWFM Jobs relaunched.
- Fellow pins launched and loved by FIWFMs.

September

- New Experiential Route to CIWFM: a new pathway to certification.
- IWFM Academy debuts bitesize e-learning: 'Emerging technologies changing your world'.
- IWFM releases Living Wage Toolkit with the Living Wage Foundation.
- Webinar: Demystifying the Building Safety Act 2022 with Ark Workplace Risk.
- IWFM roundtable with corporate members to understand their membership needs.
- Webinar: Air quality in the workplace, in partnership with Equans UK & Ireland.

October

- IWFM Studying Membership reinstated to two years.
- 2024 IWFM Impact Awards celebrates excellence and first Deborah Rowland Scholars.

November

- IWFM Awards 2023 named Best Celebratory Event at the Association Excellence Awards 2024.
- Sustainability Survey Report 2024 in partnership with Equans UK & Ireland and Sustainability SIG.
- Building cases for sustainability guidance note launched with Equans UK & Ireland.
- IWFM Chair addresses Transforming NHS Estates Conference and Exhibition.

December

- International Volunteer Day 2024 celebrated by communities.
- IWFM showcases IWFM thought leadership at Anticipate London as Rising FMs and London Region co-host networking event.
- Webinar: Information Management Initiative and its impact on WFM.

Community events

Fifty nine community events and webinars provided networking, knowledge sharing and collaboration among members.

January

- IWFM UAE Region presents 'Evolve: the road to a greener, healthier and more sustainable world' in Abu Dhabi.

February

- Ireland Region event 'Digital Gap Analysis in FM' with Michael Young, CEO, Infisyte.
- People Development SIG AGM, a hybrid event in London.
- Customer Experience SIG AGM names Maud Santamaria as Chair.
- National Apprenticeship Week supported by Rising FMs event on innovative workplace strategies.
- UAE Region 'Closed System HVAC Water Quality: what does best practice look like for a sustainable building?'.

March

- South West Region showcases WFM at Excalibur Academies Trust careers fair.
- Customer Experience SIG webinar explores the connection between employee experience and customer experience.
- Rising FMs Network represents at the IFM Summit in London.
- Midlands Region Webinar on practical approaches to water safety.
- Procurement and Contract Management SIG AGM.
- Ireland Region webinar on approaches to cleaner indoor air.

April

- Webinar by the South Region on workplace wellbeing.
- Webinar with EDI Focus Group Young Foundation report findings.
- IWFM Rising FMs Network tour of the Lloyds of London building.
- Ireland Region lunch and learn webinar.
- London Region Question Time.

May

- World FM Day collaboration event between Rising FMs and London Region.
- Rising FMs Network, Midlands Region and Workspace SIG joint event.
- IWFM South West Region skill share event on the Building Safety Act, Plymouth.
- Launch of the IWFM Veterans in FM Network event at London's RAF Club as Network shortlisted for 'Best Industry Initiative' by Euro FM.
- Bolton University: sustainability event highlights collaboration of Rising FMs, North Region and the Sustainability SIG.
- UAE Region event focuses on post-COP28 landscape and creating a greener built environment.
- South West Region event, Building Safety Act.

June

- Strategic Leaders Forum launch event in London and online.
- IWFM Ireland and BAM UK & Ireland host tour New Children's Hospital, Dublin.
- Midlands Region co-hosts wellbeing event in Wolverhampton.
- UAE Region event explores risk management.
- London Region summer celebration.
- Rising FMs committee networking and summer social event.

July

- North Region Charity Ball celebrates WFM and supports vital causes.

August

- Midlands, Channel Islands, Home Counties and London Regions hold first 'meet and greets'.
- Midlands Region summer social held in London.
- Rising FMs Network hosts summer sports social.

September

- The Customer Experience SIG hosted a webinar with UCAS.
- Panel discussion on attracting customer experience (CX) professionals into the WFM industry.
- Veterans in FM hosts 'pathways to success' webinar for armed forces leavers.
- South Region webinar with the Universities of Surrey and of Nottingham on advancing EDI for neurodiverse individuals in higher education.
- IWFM Ireland Region hosted an FM Summit exploring the challenges and limitations of regenerating historic properties.
- Rising FMs Network and Workspace SIG event discusses ergonomic excellence in the hybrid workplace.

October

- Customer Experience SIG and North Region host an event on CX featuring UCAS and Moneypenny.
- North Region event on encouraging teams back into the office.
- UAE Region event in Dubai on energy efficiency strategies.
- IWFM South Region webinar on sustainability in the workplace.
- 10th Annual Mentoring Day marked with Rising FM's Network.

November

- Sustainability SIG webinar: sustainability issues and initiatives.
- SLF Network hybrid AGM in London.
- Bolton University careers fair: Rising FMs Network and North Region collaborate as hosts.
- South West Region event in Bristol explores impact of AI on WFM.
- UAE Region event on wellbeing and the future of urban living.
- Scotland Region technical awareness workshop for WFM newcomers and improvers.
- Rising FMs Network AGM.
- Veterans in FM Network pre-Christmas social.

December

- Webinar, key findings from the Sustainability Survey Report 2024.
- Ireland Region networks and learns at the LinkedIn EMEA Head Office in Dublin.

Board members in 2024



Mark Whittaker CIWFM
**Elected Non-Executive
Director Chair**



Andrew Hulbert MSc FIWFM
**Elected Non-Executive
Director Deputy Chair**



Luke Folwell FIWFM
**Elected Non-Executive
Director**



Simone Fenton-Jarvis FIWFM
**Elected Non-Executive
Director**



Jake Drummond
MBA FIWFM MCGI
**Elected Non-Executive
Director**



Moses Ayoola BEM MA
FIWFM FIHEEM
**Elected Non-Executive
Director**



Linda Alexander CIWFM
**Elected Non-Executive
Director**



Regi Taylor FIWFM
**Elected Non-Executive
Director**



Pauline Simpkins CIWFM
**Appointed Non-Executive
Director Council Chair**



Rod Lennox
**Co-Opted Non-Executive
Director Non-IWFM Member**



Marilyn Standley FIWFM
**Elected Non-Executive
Director**



David Carey FIWFM
**Elected Non-Executive
Director**



Linda Hausmanis
CEO IWFM



Kate Pattison
Company Secretary

IWFM Board Committees 2024

Constitution & Ethics Committee	Richard Farmery CIWFM
	Stephen Roots FIWFM
	Nick Fox FIWFM
	Martin Bell FIWFM
	Luke Folwell FIWFM
	Paul Eslinger CIWFM
Audit & Risk Committee	Robert James Grant CIWFM
	Mark Whittaker CIWFM
	Sue Hills CIWFM
	James Allsop FIWFM
	David Dunsmuir MIWFM
	Alistair Scott CIWFM
	Darren Kane CIWFM
Nominations & Remuneration Committee	Rod Lennox
	Mark Whittaker CIWFM
	Anne Kinder FIWFM
Awarding Committee	Katie Urquhart
	Markus Hextall
	Tim Burrows CIWFM
	Zac Cheek
	Katherine Andreen
	Sarah Ferguson
Extraordinary Finance Committee	Paul Ash
	Keith Waterman FIWFM
	Mark Whittaker CIWFM
	Linda Hausmanis
	Kate Pattison

2024 Financial summary

The financial performance of 2024 demonstrates clear progress in the second year of our current three-year strategy in an all-but-stagnant UK economy.

Income increased by £262k, 7%, compared to 2023, slightly below the budgeted 8% increase. Alongside reduced depreciation the Institute delivered a profit of £183k.

As anticipated, membership income increased by £137k, marking a 6% rise on 2023.

The year witnessed an increase in learner volumes as this group received a second year of free membership, growth in Member grades reflecting market feedback on greater experience alignment with this grade. Despite challenges in member acquisition, reflecting the strain of the cost-of-living, membership retention rates remained stable at 83%.

The year saw the launch of IWFM for Organisations, a combined offering of membership, training, insight and accreditation and continued expansion of the product portfolio to meet the diverse training needs of members within a WFM context.

Academy training revenue grew by 16% on 2023 income, a 70% increase under the current strategy. IWFM Direct's income increased by £95k, an 18% increase on 2023 demonstrating a clear return on the improvements made through the Learning Management System, the previous last year's major capital investment and its associated promotion.

Operating costs increased by £106k, representing a 3% rise on 2023. Direct costs


were tightly controlled, offsetting a forecasted increase in overheads. IT expenditure increased by 23%, a combination of increased primary licence costs and support contracts to ensure a seamless transition of the studying member experience. Investment was made in developing a content strategy to enable a future strategic shift to personalised member content.

The return to profitability and timely customer receipts increased the cash balance by £393k, finishing the year at £655k, the highest balance since 2016. Following significant investment in the Learning Management System in 2023, capital investment minimised in 2024 to build capacity in preparation for further infrastructure investment.

Depreciation costs relating to the website build decreased in the final months of 2023 as the assets became fully depreciated. The full impact in 2024 resulted in a reduction of such charges by £71k.

The Institute concluded the year with an operating surplus of £183k, a significant improvement against the 2023 deficit of £43k, returning to a positive net asset position.

While this is a satisfactory result, we proceed with caution as the sector faces global economic volatility, changes in the regulatory environment, very significant skills and recruitment challenges and rapid technological change.



	2024 £000s	2023 £000s	Movement £000s
Membership income	2516	2379	137
Other income	1669	1544	125
Total income	4185	3924	261
Operating costs	3789	3683	106
Profit before depreciation	396	241	155
Depreciation	213	284	(71)
Profit/(Loss)	183	(43)	226
Net assets	79	(103)	182
Cash	655	262	393

2025 Priorities



1 Ensure data quality in preparation for digital technology transition.

The organisation relies on accurate and reliable information to support its operations and decision-making processes. By focusing on improving the quality of its data, the Institute can enhance its efficiency and effectiveness, leading to better outcomes for members and stakeholders.



3 Review the foundational Professional Standards Framework.

The Professional Standards are essential for ensuring that the Institute maintains its reputation and credibility as the sector's standard-setter. By reviewing and updating the Professional Standards framework, the Institute ensures that it continues to meet the evolving needs of its members and stakeholders, cementing it as a leading authority in WFM.



2 Income generation in areas non-dependent on capital spend and system improvements.

To ensure the Institute's long-term financial health and autonomy, it's vital that we broaden our funding base. By exploring different income opportunities and prioritising initiatives that generate revenue without substantial upfront investment we can bolster our financial resilience. This will allow the Institute to grow sustainably and continue to develop its activities for the foreseeable future.



4 Develop IWFM's strategy - 2026 to 2030.

This long-term strategic planning is crucial for setting the direction and priorities for the organisation and ensuring that it remains relevant and competitive in a rapidly changing environment. By focusing on key areas such as innovation, sustainability and stakeholder engagement, the Institute can position itself for success in areas that are vital for professionals, organisations and the sector overall.



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 builds on the proud heritage of 25 years of the British Institute of Facilities Management.

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iwfm.org.uk

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