Sustainability Survey 2016
Where are we 10 Years on
Authors

Report authors

Sunil Shah, Managing Director, Acclaro-Advisory
Greg Davies, Head of Service Development, Assurity Consulting
Peter Brogan, Research and Information Manager, BIFM

Support from:
Dr. Marcella Ucci, Lecturer in Environmental Healthy Buildings, UCL
BIFM Sustainability SIG Committee

Important Notice:
The contents of this report may be used by anyone providing acknowledgement is given to the British Institute of Facilities Management (BIFM). This does not represent a license to repackage or resell any of the data reported to BIFM or the contributing authors and presented in this report. If you intend to repackage or resell any of the contents of this report, you need to obtain express permission from BIFM before doing so.

BIFM has prepared the data and analysis in this report based on responses to the information request. No representation or warranty (express or implied) is given by BIFM or any of its contributors as to the accuracy or completeness of the information and opinions contained in this report. You should not act upon the information contained in this publication without obtaining specific professional advice. To the extent permitted by law, BIFM and its contributors do not accept or assume any liability, responsibility or duty of care for any consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this report or for any decision based on it. All information and views expressed herein by BIFM and any of its contributors is based on their judgment at the time of this report and are subject to change without notice due to economic, political, industry and firm-specific factors. Guest commentaries where included in this report reflect the views of their respective authors: their inclusion is not an endorsement of them.

Published by the British Institute of Facilities Management

Publication Date: September 2016
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Profile of respondents</td>
<td>6</td>
</tr>
<tr>
<td>Looking back on the first 10 years of the survey</td>
<td>7</td>
</tr>
<tr>
<td>Forward view on the next 10 years</td>
<td>10</td>
</tr>
<tr>
<td>Empowering facilities teams</td>
<td>12</td>
</tr>
<tr>
<td>Case study: Marks and Spencer</td>
<td>15</td>
</tr>
<tr>
<td>FM supply chain and procurement practices</td>
<td>16</td>
</tr>
<tr>
<td>Embedding sustainability in working practices</td>
<td>20</td>
</tr>
<tr>
<td>Conclusion</td>
<td>22</td>
</tr>
<tr>
<td>Next steps</td>
<td>23</td>
</tr>
<tr>
<td>Workshops</td>
<td>24</td>
</tr>
</tbody>
</table>
Introduction

BIFM’s annual Sustainability Survey looks at the way the Facilities Management (FM) profession is adapting and tackling the increasing demand for sustainable business. It explores the key drivers behind the sustainability agenda, who is leading it within an organisation, what issues are covered, how it is measured and reported, as well as understanding the latest issues affecting everyday practice.

2016 will be the 10th year BIFM has run the survey, making it the longest running survey of its kind in the UK. It provides a unique insight into the trends supporting the changes and the future direction not only of BIFM and the wider FM sector, but also in providing an indication on how businesses are responding overall to the broadening subject of sustainability. The Survey originated through a partnership with the University of Reading to help develop and build a body of work that helped FM professionals understand the impacts on their organisation and find both insights and examples. This work has developed into Good Practice Guides and other publications, which sees sustainability as a cross cutting theme in many of BIFM’s activities.

As part of the 10th Anniversary of the Sustainability Survey we have taken a view when analyzing the data to look at how sustainability will develop over the next decade, and more importantly what this will mean for the FM profession. This has meant reviewing some of the historic data that is available from 2007 to look at the trends and responses from the FM sector over the last 10 years.

This report has therefore adopted a slightly different structure to those previously, with a focus looking towards the next decade and the sustainability challenges facing the FM sector. Three focal areas: Empowerment, Procurement and Skills were identified from the survey results and a review of the historic data. Key areas of each of these aspects were highlighted for review at the three workshops and through further discussions helped to provide more detail on the effects in our sector.

BIFM’s view of sustainability was set out in 2003 as an umbrella term used for activities centred on the environment, social responsibility and economic management. It is the process to achieve development that simultaneously enhances the environment, society and the economy. This means social progress which recognises the needs of everyone including staff, contractors and customers; effective protection of the environment and prudent use of natural resources including building materials and furniture; and the maintenance of high and stable levels of economic growth and employment.

The past 12 months has also seen a commitment at the Paris Climate Conference¹, in December 2015, which delivered a global agreement to limit global warming to less than 2 degrees Celsius and was signed by 174 countries. In September 2015, the UN Sustainable Development Goals² were updated, reflecting 17 criteria and 169 targets, across a range of issues from health and wellbeing, sustainable cities and responsible consumption through to decent work, gender equality and no poverty.

Changes

One of the most immediate and compelling changes has been the language used to define and communicate the breadth of what sustainability now means. In the early years references were predominantly environmentally focused with a stress on carbon and while this is still a critical area, the tone has broadened to encompass wider social parameters. Wellbeing and productivity will be recurring themes in this report and in the future, together with specific issues for the FM sector, around the use of technology such as Building Information Modelling (BIM)³.

---

¹ UNFCCC website - http://newsroom.unfccc.int/paris-agreement/
³ http://www.bimtaskgroup.org
Profile of respondents

An online survey, open from 11 April to 20 May 2016 provided a snapshot of how sustainability is driving FMIs, with 323 full responses to the survey. This was supported by a suite of workshops held on 17 June 2016, 30 June 2016 and 7 July 2016 to review operational challenges, the historic data and the future requirements respectively. These workshops provided further depth to the survey responses and allowed additional insight into the trends and influences on FM professionals over a longer term time frame.

Targeted towards BIFM members, respondents and workshop participants who typically had an involvement in the subject as part of their role, the workshops provided a more detailed understanding of how FM professionals implement sustainability.

This report aims to capture the key messages identified from the survey and workshops and presents them, detailing the survey findings and the historic trends.

Profile of respondents

**Fig 1** Organisational Responsibility

**Fig 2** Type of Organisation

**Fig 3** Size of Organisation
Over the past 10 years the definition and understanding of sustainability in business practices has evolved significantly. Initially it was defined through environmental terms predominantly around energy and waste.

A number of factors influenced not only the sustainability issues, but also contributing factors from external sources such as legislation and financial criteria including:

- **External**: New legislation, political agenda/austerity and landlords
- **Sustainability Issues**: Waste hierarchy, energy focus, zero waste to landfill, Energy Savings Opportunity Scheme (ESOS) and the Carbon Reduction Commitment (CRC), recycling, travel, renewables, enabling remote working and hot desking
- **Engagement**: Gaining understanding of what can be changed, gathering/analysing data, awareness of sustainability by FM professionals and the business, culture buy-in/hearts & minds, having sustainability on the agenda, lack of collaboration, making it more than a tick box, nice to have
- **Financial**: Funds being made available, budget issues, lack of buy-in at senior level and high cost of new technology.

More recently, a wider view of sustainability appears to have been taken incorporating social value, agile working and wellbeing, with internal challenges moving towards maintaining behaviours and momentum.

Tender requests have also increased to encompass a number of questions on sustainability, devoting up to 10% of the score to this area – which for some can be higher than health and safety.

Regulatory uncertainty has also had a major impact over the past decade. A historic focus on risk-based waste regulations and the developing energy policy for new and existing buildings in the late 2000s was followed by a cull during the 2010s on many areas, leading to uncertainty as to how regulation would be applied and implemented – and indeed if it would be enacted. The Carbon Reduction Commitment (CRC) and the Green Deal are examples of energy regulation that have been dramatically changed. More recent regulation on minimum wage, social value and modern slavery has heralded a change in direction on the social aspects and the need to better understand the supply chain activities.

Over this time, the number of policies that were deemed poorly or inconsistently implemented has halved from 40% to 20% consistently demonstrating an overall improvement for organisations. However, at the other end of the spectrum, the number of respondents rating the implementation of their organisations’ sustainability policy as ‘Excellent’ has largely remained the same. Since 2009, ratings of both ‘Very Good’ and ‘Excellent’ have broadly stayed the same within the survey (Fig 4).

---

I think our organisation is good at considering life cycle costs and looking at longer term pay-back but it’s all focused on resource efficiency rather than sustainability for its own sake. I think it has become more embedded but there’s now a risk of complacency.”

Survey Respondent comment
Looking back on the first 10 years

Looking in more detail at the use of sustainability performance measures and the level of importance associated with them (Fig 5) has further supported the observation that changes are taking place in how sustainability is being understood and developed within the FM sector.

When reviewing the performance measures set for policy issues, regulatory requirements (e.g., health and safety) are the most highly assessed, together with the broader environmental criteria. Social areas generally have not been measured historically for performance, partly because they are harder to measure or were deemed secondary to environmental issues (where a financial value could be relatively easily attached).

The importance of sustainability issues reinforces the focus on regulatory criteria. However, this also highlights particular social issues in staff productivity and living wage which are deemed to be of lesser importance but widely implemented. It was felt that these areas were not originally perceived as coming under the sustainability criteria and therefore the connection with social benefits was not immediately recognised and understood.

Fig 4: How effective is your organisation at implementing and managing its sustainability policy?

Fig 5 Policy implementation vs KPI's (2016 survey)

Fig 6 Policy implementation vs importance (2016 survey)
Both of these graphs reflect findings from previous years’ surveys whereby regulatory requirements (health and safety, energy and waste) are predominantly those measured and assessed. However, as the subject of sustainability has matured, there is a growing recognition of commercial viability whereby sustainability can impact the bottom line and help to raise profile and reputation. Factor into this the relatively low returns or cost savings delivered from some of the more traditional sustainability initiatives, and, as a result, sustainability directly affects different FM service areas in different ways and an understanding of this can have a huge impact upon the profile.

Sustainability as a thread that is now running through everything is being better understood and therefore will have an influence on the culture of an organisation. However, how this is reflected and communicated to the various teams and levels within an organisation does have an effect upon how well sustainability is perceived and implemented.

“Legislation is a minimum compliance criterion. Really you’re looking at reputational damage and that means ensuring that you are not just talking the talk, you are walking the walk; that you are the leader, that your staff are integrated into what your objectives and targets are and are empowered to deliver them. So yes, I certainly see reputational issues being a key driver for ISS”

Paul Prendergast, ISS Energy and Environmental Manager
Forward view on the next 10 years

Over the next 10 years, there are a number of changes proposed to affect the workplace, from increased downsizing of space as organisations move towards agile working and the growth of co-working. Digital technology and robotics will also see many roles disappear and new ones created to utilise the new knowledge generated. There are a range of major changes on the cusp of transforming the provision of working space – whether these will go through to fruition remains to be seen, but each will mean a change to the FM sector. BIM and soft landings are also in their early stages as the property sector seeks to understand and provide sufficient training for teams to employ the frameworks to their optimum.

The survey highlighted carbon and energy as the key issues affecting the sector (see Fig 7). A workshop highlighted a number of challenges including climate change adaptation; increased legislation, advances in technology, social aspects, productivity and flexible working. Each of these raise their own issues in how they will be managed sustainably from an economic, environmental and social perspective. What these issues are is as important as how the FM sector will manage them – the feedback to date is sustainability remains a compliance driven bolt-on to business.

In considering the major trends that are expected in the next decade, they will involve:

- Climate change adaptation – major climatic challenges are already occurring with increasing flood risk, heat exposure and dry events requiring facilities services to respond quickly to these changing risks. These will have a longer term impact on the management of facilities and how to handle them from a business continuity perspective. Location of employment, particularly within London, which could be increasingly affected, was also raised.

- Retrofitting of buildings and the FMs’ role in helping to deliver great buildings that meet their sustainable aspirations particularly at a time when agile working and changing practices are leading to different workstyle approaches. The recent BIFM Operational Readiness Guide highlighted the role FMs can have throughout the design, construction and handover stages. Wider social trends that understand and recognise the needs of staff and ensuring facilities are provided to promote productivity, retention of talent and wellbeing.

![Fig 7 What are the major areas over the next 10 years that will affect your organisation? (2016 survey)](image_url)
Clients see FM providers now as affecting end users. They see it from the employee walking through the door and what their experience is on a day-to-day basis, and FM is responsible for that experience. So how comfortable they are, whether or not the lifts work, whether or not there are queues, how long they have to wait for their food in the canteen, how bright the luminescence is, how energy efficient the building is, all of these things are really brought together by the FM model.

The client sees it as the wellbeing of their employee, which is what the integrated facilities management model should look like and it’s integrated because it brings all the suppliers together, it’s not just FM on its own anymore it’s FM controlling, or at least overseeing all of the other services that make up running a building.”

Kaye Sotomi
Bouygues E & S
Energy Account and Business Development Manager
Empowering facilities teams

Leadership was raised in the 2015 survey and this was investigated further in this year’s survey to look not only at senior management, but also how management operates across the whole business. For FM professionals, a clear understanding of the key values and culture of the organisation, and the ability to define what sustainability means, is a critical component to not only be able to communicate effectively but also to engage across the business, the team, supervisors and more senior managers. The challenge is how to enable an organisation to empower staff at all levels to make decisions that contribute to and deliver their sustainable values.

Organisations and sectors are different, so there is no blueprint for this approach, but much can be learned from the manufacturing and pharmaceutical sectors in the connection between operational activities and the sustainable values. An understanding of these values will then help FM professionals learn how they can actively contribute and support the business. Corresponding performance measures and reporting will help drive this engagement and wider involvement within the business with movements such as green committees, rewards and competitions to keep momentum going.

For outsourced FM professionals there can often be an inherent gap in the cultures between the two organisations and how the FM service individuals understand their roles. A common area is around energy efficiency and whether this forms part of the contract, resulting in known savings not being implemented, as the activities are not part of the contract. Mapping the key sustainability aspects at an early stage in the relationship can help to ensure a common understanding, as well as reduce any conflicts that may exist between the service contract and the service sold.

Senior management engagement and involvement of FM professionals are not seen as particular issues (in comparison to the majority of other influences identified (Fig 8)) demonstrating that the business provides support and involves FMs sufficiently. This is supported by poor business case being the lowest rated barrier seen in this year’s survey and previous surveys. However, it does raise the role of organisational engagement and the ability for organisations to deliver on the policy expectations that are set, but invariably at which they are not excelling.

Whilst financial and physical constraints have long been an issue for facilities management professionals, the rising barriers are now relating more towards engagement and skills. In particular issues around organisational engagement are now the most significant management barrier after financial and physical issues that may be perceived to be unmanaged.

However, after 10 years of surveying, it seems many of the barriers to the effective implementation of sustainability within an organisation still score in excess of 50% overall, and 70% for outsourced FM providers. Barriers around awareness and training have remained broadly similar over the past six years despite a significant increase in the level of materials and information available.

Looking at the 2016 data in more detail between in-house and outsourced providers, (Fig 9) organisational engagement is higher for in-house individuals, which again may reflect the need to engage with other departments within an organisation to better define the service requirements and deliverables.

There is certainly a role for FM to become the change agents in developing and successfully delivering sustainability programmes. Small steps initially will help to develop a group of like-minded individuals across the business to, for example reduce energy use, waste and paper consumption leading to not only small scale savings but also, more significantly, the confidence in the FM team to be able to deliver organisational behavioural change.

Recognition of success and rewarding individuals for ideas and practices can help to cement the changes in behaviours leading to an organic spreading of the messages. From a senior perspective, it would be difficult to turn down any additional programmes where savings and organisational changes have already been put in place – it can also help to define a different relationship between FM and the business.

Anecdotally, as a concept, this approach has been repeated many times by organisations – but does need to be refreshed to ensure relevance to individuals who may become jaded by repetition. This can be supported by data to demonstrate the benefits that are being made work to recognise those making the efforts and add in a competition element. All of this must be aligned with the organisations’ values and goals – a legal profession’s criteria will be different, for example, to that of a retailer. Lack of support at the senior level does make the

I think sustainability doesn’t get enough buy-in as, like health and safety, it is used as a stick in inappropriate ways and without a genuine understanding of commitment, i.e. buy-in from customers (building occupants) etc. It’s seen as something someone else should be doing and doing without adequate resource, support and with unrealistic targets. It’s not a strategic approach, more of a reactive one”

Survey Respondent Comment (End User, Senior Manager from a large organisation)
Empowering facilities teams

BIFM Sustainability Survey 2016

Fig 8 How significant are the following influences in preventing your organisation effectively managing its sustainability responsibilities?


Fig 9 How significant are the following influences in preventing your organisation from effectively managing its sustainability responsibilities? (2016 survey)

Local empowerment is a key factor to this success, supported by ensuring individuals have the right competencies for their roles. Developing excellent communicators, promoting the strategic role of FM as enablers and using an evidenced based approach to reposition the sector.
Case Study – Interview with Munish Datta, Head of Plan A and Facilities Management, Marks and Spencer

M&S’s journey on sustainability was a CEO led initiative. It was environmentally focused in the beginning with M&S’s first campaign ‘Look Behind the Label’ promoting trust with the brand and alignment with the heritage of the business.

Plan A has enabled M&S to identify some real business benefits and savings; and in 2015-16 it published £185m net benefits. More recently, M&S has moved towards the social aspect and is working closely with a number of partners including Oxfam & Unicef on a range of programmes.

Over the next ten years, M&S is focusing upon Local, Delightful and Easy; a culture that is being embedded into all parts of the business and where FM has a key role to play. Sustainability is an intrinsic element of this approach; retrofitting of buildings to provide a nicer space for customers and employees; incentivising store managers to promote energy and water efficiencies; local benefits including social value, youth employment; and the increased role of technology to help the management of M&S buildings.
FM supply chain and procurement practices

Much of the FM service delivery is performed through outsourced activities and so engagement and effective management of these suppliers is important to be able to deliver on the sustainability credentials of an organisation. Management of suppliers is still seen as a top down process with enforcement against performance measures, rather than a more collaborative approach that allows innovation and best practice to come through. Tender scores for sustainability can be around 10% of the total score building upon the environmental criteria to now include the social aspects such as modern slavery and diversity.

Facilities management services in some cases are typically delivered at low margin rates and at relatively low costs, still seen as an overhead (commodity based) activity whether performed in-house or outsourced. Commercial viability is therefore critical, but can appear to have little link with the impacts of sustainability on the bottom line with risk and reward approaches prone to exaggeration where the cultural fit is not in place.

FM relies on an effective and appropriate supply chain; if there is not an efficient process then the supply chain cannot deliver what people want. Typically and as highlighted in the workshops, FM gets involved in the procurement process too late to determine what is efficient, effective and sometimes even compliant means, instead it is driven by a focus on cutting the services. Much can be learnt from other sectors who ensure close collaboration with procurement, for example, manufacturing have a repeating cycle so it’s easier to work more closely with the supply chain to develop a relationship with suppliers that is co-beneficial from a supplier development function, not a management function.

Supplier relationships require trust on the ability to deliver. The relationship also exists between FM and the departments of an organisation, to enable decisions on strategy and performance to be made and better provide tailored services to individual departments, such as cleaning regime. The Government’s intention to promote small-and medium-sized organisations can lead to the need to bring in a new supply chain at a regional level, where it can be difficult to develop a trusted relationship to improve what is already in place immediately.

![Fig 10 What ONE area of collaboration do you think would bring most benefit to your organisation's sustainability agenda?](image)

- Closer relationships with specialist FM providers
- Closer relationships with technology suppliers/better awareness of their capabilities
- Collaboration on innovation/innovative ways of working
- Greater collaboration between operational departments

---

16 BIFM Sustainability Survey 2016
The spread of opinion in Fig 10 may in part indicate some of the issues faced by FM. Importantly, there appears to be a lack of both leadership and procurement skills in the industry as further highlighted in the workshops, which ultimately means the supply chain management function is not as good as it should be. Instead, there are still three-year contracts, with little ability to invest in, leading to poor service delivery. Asset replacement plans look at five years ahead as a minimum.

A major reason is the split incentives that are placed upon the procurement function, which is commonly tasked with saving money on the immediate contract. This can mean removing specific roles related to improving efficiencies and data management and focusing on statutory compliance measures only. This also means the ability to understand the specific local issues and define the value and benefits will almost certainly be lost – a role where FM becomes key in being able to capture and articulate these areas.

To progress, engagement with the procurement process is required to frame the benefits that can be achieved in the short and medium terms in a language understandable to the business and procurement, in particular explaining why the model of contract proposed won’t save the money anticipated. A key aspect is how to define the non-financial benefits that can arise – whether this is through productivity improvement, more effective compliance or social value, there are a range of additional factors that can help an organisation. Certainly, this type of conversation is developing and maturing and as FM provides better data, it will also be able to provide a more convincing case on the need to promote an alternative approach.

Increasingly, innovation is included as a performance measure within contracts, but how this is defined is variable. A workshop delegate noted it as: ‘Something being done which wouldn’t have been if you weren’t there.’ Such an approach requires an effective relationship between the parties, which is predicated to enable this type of innovation to occur.

Engagement with the supply chain - particularly from principal contractors through to their sub-contractors - can help share the vision and communicate the challenges and intentions of the business. Regular and shared dialogue can help to encourage collaboration and better understand the additional value from the supply chain. From a regulatory perspective, the need to report on Modern Slavery will affect much of the FM supplier business.

FM is a customer to the supply chain, so how this relationship is managed is significant if both parties are to succeed. There is a need to develop a long term relationship with contractors; short contracts often don’t give the value of service. FMs’ downfall is focusing the performance measurement just around cost rather than the wider value service; to deliver on what has been sold. To achieve this, FMs need to get involved in the contract process and ensure these give continuity with sub-contractors. It can also mean the inclusion of gain-share or risk and reward on longer term contracts where an understanding of the local issues can be resolved.
Longer term, the future 10 years see suppliers as one of the key issues (Fig 11) affecting the sustainability outcomes of the FM sector and some of the focus areas to manage this risk involves:

- Longer term contracts to enable true value to be reflected through a choice of contracts. This does not mean that penalties or break clauses cannot be included, but does provide a means to reward good performance through a longer term contract without having to go through a full procurement exercise;

- Standard clauses and structure to allow sustainability requirements and criteria to be incorporated with the tender and resulting contract. The intention is to focus upon a holistic service for the organisation and the individuals rather than the individual silos of activity;

- Remove the split incentives between procurement savings and operational performance through education across the whole procurement process for all involved.

“A significant part of delivering sustainability is the engagement with the supply chain SME’s - a large number of whom don’t place sustainability as a priority due to the bureaucracy and costs involved. We need to develop a streamlined model to demonstrate to them why sustainability can be adopted without it becoming a burden for small companies.”

Survey Respondent Comment
(Senior Manager, mid-sized FM Provider)
Embedding sustainability in working practices

The drivers influencing organisations over the past 10 years of the survey have consistently seen legislation and corporate image as the two highest criteria. However, a number of other issues have been developing around leadership, but in particular the need for sustainability to deliver cost efficiencies and benefits to the bottom line whilst at the same time enhancing reputation (see Fig 12). This is positive in that sustainability is no longer seen as a cost to business, but the question of whether the necessary skills are in place to deliver on this aspiration is raised. Energy will remain a key component (as described in Fig 7 on page 10), but wider resource use has also been expressed which will focus on capital spend, procurement of goods and services as well as the competent delivery of services and the correct maintenance philosophy being used.

Sustainability needs to be more definable from a roles perspective throughout FM from team members, through supervisors and managers, even in that of the Sustainability Manager helping to clarify the expectations. Terminology where inappropriately used or not understood can lead to unqualified people performing tasks, for example, where maintenance technician’s are selected as ‘engineers’.

Such use of terminology can also affect the ability to bring people into the profession. Qualified engineers don’t want to work in FM to perform a technician’s role. However, their value is to set up the initial process and systems for technicians to deliver and to monitor adherence. This approach relies upon a higher upfront cost, but significantly reduced operating costs by using the correct roles – but does conflict where a three year contract role has been set as the additional costs cannot be recouped in a short timeframe.

Putting in place some basic rules, cascaded through the business, can help reset the culture and enable different conversations to take place with employees around objective setting and alignment with the skills matrix within the organisation. Avoiding the word ‘sustainability’ can be of great benefit here to help promote the general inclusion of working practices and move away from the task being ‘someone else’s role’ (a symptom particularly seen in health and safety). Instead, the focus is upon how business is done and what the culture means to everyone. A pre-cursor is to understand what sustainability means to the organisation and its relevance to

---

**Fig 12 How significant are the following influences in driving your organisation to effectively manage its sustainability responsibilities? (2016 data)**

Training sessions should be applicable to roles – to make it resonate with them and to also explain why they are being asked to operate the way they are. Messaging will therefore be slightly different between different FM services (such as cleaners and security guards) given their roles are not the same, but the sessions do need a balance to prevent producing tailored one off sessions.

There is a clear impact of competencies for outsourced providers into the future, highlighting the potential for skills to become a differentiator and minimum requirement to deliver services (Fig 13). Over 70% of FMs see a minimum level of training having some form of impact upon the sector and their organisations (Fig 7 see page 10).
the culture and values before aligning these into the standards within job roles. These can be goals and targets for departments and individuals. Without this initial step, sustainability remains a bolt on activity for the business and can be seen as being a cost and burden.

Over reliance on sub contractors and consultants can also lead to a similar exposure with FM teams and the wider organisation standing back from their sustainability responsibilities with third parties paid to provide the role for them. Such an approach is not wrong, but does not ensure a cultural fit and sharing of values.

Transfer of individuals through the TUPE Regulations was raised in workshop 3 as a challenge in the ability to change job titles, or to restructure based upon sustainability focussed competencies. Locally this can develop cultures and ways of working that are difficult to align with the overall business.

Trying to upskill can take years to achieve, which again needs to be assessed against the length of any contract held. This will again impact upon the ability of local teams to implement sustainability measures and good practices.

Fig 13 Ensuring all staff have a minimum level of training (What are the major areas over the next 10 years that will affect your organisation? (2016 data)

There’s going to be a shift of focus on supplier bias to ensure they have equally in-depth and progressive sustainability plans and procedures.”

Survey Respondent comment (Middle Manager, Large sized End User)
It is always difficult to predict the future, particularly looking ahead ten years in a rapidly changing environment such as the workplace and the widening scope of the facilities management offering. Looking at the current trends taking place both in the FM sector and the global sphere around sustainability, we can start to talk about the type of facilities management sector that we may have in 2026.

From everyday business practices, and from the workshops, we have anticipated the following emerging themes affecting FM.

- Technology will continue to develop. The use of BIM, diagnostics and personal information will provide real-time information to inform the building lifecycle for all in the building as well as the landlord and investors. The increased provision of data will drive the maintenance regimes and lifecycle management of the building with a focus on people, carbon and lifecycle.

- Social factors will become as synonymous with sustainability as environmental factors. These include issues such as pay, diversity, human slavery and social value. A broader understanding of the subject will be recognised and openly discussed by business through reporting, metrics and monitoring.

- Facilities management’s role will have an evidenced based approach to wellbeing, productivity and lifecycle. The ability to define and provide value will be a key factor in the selection of suppliers supported by clear measurement.

FM is able to respond and develop a robust approach to these changes by focusing on the following:

1. Procurement of FM focussed upon lifecycle benefits and outcome measures rather than bottom line costs. Understanding of what this means to enable an informed decision. Measures and metrics developed to help drive performance aligned with the organisational cultures.

2. Utilising the FM professional standards as a way of embedding skills at recognisable levels along the FM career pathway. This will help provide consistency in the market and ensure salaries are aligned with clear experience and ability to operate.

3. FM professionals to take on responsibility for initiating change in affected sustainability measures and promoting a programme to deliver the benefits of sustainability practices. This will mean taking on a more proactive role in the organisation.

4. Delivering solutions that are not just “compliance” based but add value to the bottom line financially while benefiting the organisation with other non-financial measures.

4 BIFM Professional Standards http://www.bifm.org.uk/fmstandards
Next Steps

This report has sought to review the past ten years of survey data and industry responses together with a view into the future, which has highlighted a number of opportunities, but also the significant progress the sector has made in a short period of time. As the sector matures, there are a series of actions that need to be taken to embed sustainability into day to day practices.

1. Review BIFM’s definition of sustainability to reflect recent regulatory and industry changes with societal impacts. This should reference supply chain and lifecycle aspects.
2. Perform a more detailed sustainability risk review for the FM sector around the major trends to understand how the sector will be affected and provide readiness to manage the risks.
3. Provide guidance and case study material to support FMs change agent role in sustainability – what approaches can be taken and steps to engage the business.
4. Engage with the procurement function, within FM and external to the wider procurement sector, to provide training and guidance on the benefits and how they can be achieved (including revised measurement metrics). This will include standard clauses.
5. Ensure training on procurement areas allows FMs to maximise sustainability through the supply chain process and engagement with sub-contractors to the main supplier.
6. Develop sustainability awareness programmes at the ‘team’ level and a specific package for corporate leadership roles including web based and face to face with some sessions defined as mandatory at key levels.
7. Develop sustainability focused competencies for key roles and at different levels and grades to be incorporated across the standard competencies. Review the BIFM standards to develop the understanding of sustainability.
8. Establish an evidenced based approach to environmental and social metrics to better define existing performance and non-financial benefits to support the move towards a values based service.

BIFM will seek to take a leading role in delivering on these actions, working with peers across the other sectors to develop a co-ordinated approach.
Workshops

Workshop 1: SW Region QTD 17 June 2016

80 operational FMs attending the SW Region quarterly training day. A 1 hour workshop was set aside on the day to look at two key areas: what is required to overcome the challenges affecting FM from different stakeholders; and what have been the challenges to FMs over time in the past 3 years to the next ten years.

- Acclaro Advisory
- Alliance Pharmaceuticals Ltd
- Almeda Facilities Limited
- Anderson FM Consulting Ltd
- Aster
- Aster Group
- AstraZeneca
- Babcock
- Bilfinger Europa FM Ltd UK
- Blundell’s School
- BMT Defence Services
- Bond Dickinson LLP
- Bradfords Group
- Bryn Hunt Consulting
- BSSEC
- Building Used Design
- Capita
- Carillion
- CBRE Ltd
- Centre for Ecology & Hydrology
- Certa Consulting Ltd
- Claranet UK
- Clarks
- CLC
- Computershare
- Concern for Carbon Ltd
- Curo Group
- DAS UK Group
- DCH
- Devon Norse
- Dovetail Group
- Dyson Ltd.
- E3 Project Services Ltd
- Egnida
- Electrosolutions Ltd
- Estatesman
- FMHS Consulting
- Gardner FM
- Gareth Andrews Consulting Ltd
- GE Oil & Gas
- GRAHAM Env Services
- GVA FM Consulting
- Hartnell Taylor Cook
- HAYS
- Helix Property Advisors
- HF Trust Ltd
- Honeywell
- Imperial Tobacco
- Integral UK
- Jassoc Ltd
- Kingsdown School
- Knight Frank LLP
- Medvivo
- Milestones Trust
- Mitie
- MOJ
- National Assembly for Wales
- Nationwide Building Society
- Neal’s Yard Remedies
- NHS Property Services
- NHSPS
- RAC
- RBS PLC
- Realm Ltd
- Resource FM Ltd
- Sodexo
- South Gloucestershire Council
- South West Water
- Target group
- The Donkey Sanctuary
- The Ridings’ Federation of Academies
- Vetasi Ltd
- Voomeron
- Wales Millennium centre
- Wallingford School
- Whitbread Group PLC
- WJEC
- WMC
- Worle Community School
- WT Partnership
- Xenon Group
Workshop 2: 30 June 2016

Selected attendees covering the broad spectrum of FM from client side, FM provider, in-house, secondary providers and training provider. The focus for the workshop was to review the historic data set over the past decade.

• Peter Brogan, Research and Information Manager, BIFM
• Greg Davies, Head of Service Development, Assurity Consulting
• Mike Foy, Business Development Manager, Mara Services
• Rachel Hiscox, Managing Director, Quadrilect
• David Johnston, Sustainability Analyst, SFMI
• Jamie Quinn, Corporate Responsibility Director, Engie
• Chris Roberts, Facilities Manager, Computershare
• Graham Scott, Senior Business Development Manager, WCRS
• Sunil Shah, Director, Acclaro-Advisory
• Kaye Sotomi, Energy Account and Business Development Manager, Bouygues E&S

Workshop 3: 7 July 2016

Selected attendees covering the breadth of FM to discuss the future of FM and the changes over the next ten years.

• Mark Armstrong, Head of FM and Environmental Consultancy, Dovetail Group
• Rachael Baldwin, Sustainability Manager, Skanska FM
• Peter Brogan, Research and Information Manager, BIFM
• Phil Draper, Senior Technical and Sustainability Manager, Broadgate Estates
• Ian Heptonstall, Director, Action Sustainability/Supply Chain Sustainability School
• David Johnston, Sustainability Analyst, SFMI
• Paul Prendergast, Energy and Environmental Manager, ISS
• Graham Scott, Senior Business Development Manager, WCRS
• Sunil Shah, Managing Director, Acclaro-Advisory

Further information on the Sustainability Special Interest Group can be found at www.bifm.org.uk/sustainability
About WCRS

Waste Cost Reduction Services (WCRS) is a provider of recycling and waste management solutions to businesses across the UK. With proven experience and a strong track record, we help our customers find, implement and maintain solutions which are compliant, sustainable and cost effective.

Our relationships with customers are invariably long-standing and cover a range of market sectors including manufacturing, logistics, food and hospitality, retail, events, property management and corporate offices.

Quality, the environment and the welfare of our employees are of paramount importance to us and we hold the international standards of ISO 9001, ISO 14001 and OHSAS 18001 to support this. WCRS is also a qualified member of the SAFE Contractor scheme and a corporate member of the British Institute of Facilities Management (BIFM).

WCRS is part of the Windsor Integrated Services Group which provides a range of innovative products and services that enable businesses to manage their resources and deal with their waste in a sustainable and compliant way.

Sponsor of the Sustainability Survey 2016
About BIFM

The British Institute of Facilities Management (BIFM) is the professional body for Facilities Management (FM). Founded in 1993, we promote excellence in facilities management for the benefit of practitioners, the economy and society. Supporting and representing over 17,000 members around the world, both individual FM professionals and organisations, and thousands more through qualifications and training. We promote and embed professional standards in facilities management. Committed to advancing the facilities management profession we provide a suite of membership, qualifications, training and networking services designed to support facilities management practitioners in performing to the best of their ability.

British Institute of Facilities Management
Number One Building
The Causeway
Bishop’s Stortford
Hertfordshire CM23 2ER

T: +44(0)1279 712 620
E: info@bifm.org.uk
@BIFM_UK
www.bifm.org.uk