WORKPLACE FUTURES
2020

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2020

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Introduction

Martin Pickard,
Conference Chair and Managing Director, FM Guru Consultancy

"The FM sector has a huge impact on people's wellness."

The annual Workplace Futures conference is always well timed, coming as it does at the beginning of the year and allowing us both to reflect on the emergent themes from the past year and to speculate on the challenges facing us in the year ahead. The first of these conferences was held in 2007 just before the great recession and many of the topics we have examined since reflect the priorities our businesses have faced coming out of those difficult times. Issues like efficiency, technology and the quest for innovation.

As things have turned out, the curator of the conference programme really was on target when he selected wellness as the theme for this year's debate. Facilities services providers have always played a critical role in the mental and physical health of the nation. However, that has never been more ably demonstrated than through the work of cleaners whose vital work on hygiene has been so evident in the coronavirus pandemic along with all their facilities colleagues who keep us safe, secure, well fed and able to function.

What pleases me is the change in emphasis from a defensive response to a recognition of the positive contribution our industry can provide. Discussions on workplace health in the 1990's focused on what was then called 'Sick Building Syndrome' and the work needed to find out why some buildings had a poorer sick absence performance than others. This work led to new and better practices in ergonomics, air quality, a reduction in cleaning chemicals and the introduction of healthy options on the canteen menu. All with the intention of stopping us from making people unwell.

Today's wellness agenda has a subtle but important difference, with a positive focus on helping people to be healthier. In particular, I applaud the progress being made on hygienic cleaning, healthy eating and mental health. This reflects a welcome shift in societal thinking on these issues which have become integral to the corporate social responsibility movement. A holistic wellness strategy is a popular method for increasing employee engagement and work satisfaction, and one that many organisations are embracing. It looks at the entire wellbeing of the employee, including emotional, social, physical and fiscal health.

The FM sector has a huge impact on people's wellness. Not just on our client's staff but on the users of their facilities, especially in places like hospitals, schools and shopping centres. This agenda must also include our own service people, who make up roughly 10% of the UK workforce.

Sadly, the last decade has been the poorest for wage growth since the Napoleonic wars, leaving 30% of the UK population with an income below the Rowntree Foundation's Minimum Income Standard. 10 million of those are in work and most of those work in the facilities sector. There is a proven link between poverty and ill health, leaving the working poor among those at greatest risk. These are our own people.

Even before covid-19 the time was absolutely right for us to give wellness much greater emphasis on our priority list. In 2018 business reported 141 million days of sick absence with a cost of £554 per employee. One in four adults will be diagnosed with a mental illness at some point, suicide went up 11% in 2018, and that figure doubles for middle aged men and the under 25s. One in ten workers are over 60, which is twice the number for 2005, and that trend is forecast to grow which will increase the number of workers with age-related health conditions including mobility, hearing and sight issues.

We need to rethink the design of services, facilities and the way we operate them in order to deliver an even greater contribution to business, the economy and society by addressing these issues. The speakers at this year's conference all showed how that might be done, each from a different perspective.

This year's pandemic will leave everyone much more aware of the importance of public and personal health. As an industry we have a responsibility to step up to that challenge as professional stewards of the built environment and related services.

fmguru

2 Creating positive social impact in the built environment

**Kath Fontana FRICS, RICS President Elect, 2019-2020
and Managing Director of Strategic Accounts, Public Sector & Critical Infrastructure, Mitie**

"We have a unique responsibility and a great opportunity to make a difference every day."

The many forms of wellness in the built environment

Wellness is a concept that has many meanings. Some think it is about individual wellbeing. Many see the concept embracing the health and cohesion of the community, while others are now thinking about wellness on a truly planetary scale.

All these perspectives are valid, and they add a richness and vigour to the debate that is taking place right now amongst facilities management professionals, and in the wider built environment community. It was wonderful to see all these viewpoints on show at Workplace Futures 2020, and I was pleased to be able to hear such a diverse and insightful set of speakers across the day.

This broad representation is no surprise, because our sector touches on every aspect of human life. As professionals working in this sector, we have a unique responsibility and a great opportunity to make a difference every day across these areas through our activity. This is because the built environment is fundamentally an interface, a site where human beings come together, but also where the human and natural worlds come together too.

In fact, this is one reason I so enjoy my dual roles as Mitie's managing director for public sector & critical infrastructure, and as President Elect of the Royal Institution of Chartered Surveyors. I am fortunate to be able to see the built environment – on the one hand, up close in frontline delivery and, on the other, from a global strategic viewpoint – with both aspects

contributing to all areas of people's lives, human society and our natural world.

I am inspired every day by the platform this gives us for doing good, whether it is in creating better places to work and live, or innovating to help our communities interact more sustainably with the natural environment. This is why I take a holistic view of wellness, encompassing all the areas I have mentioned, founded on the idea of social impact.

The built environment delivers high social impact

To me, social impact is the net effect of our interactions as individuals and organisations with the human and natural world. This may sound expansive, but it is a true reflection of our capacity in the built environment to deliver social impact, mostly for better, but sometimes for worse. We can see this if we look at how our sector responds to the major issues of our time.

First, there is climate. The UN estimates that the built environment industry is consuming a third of all energy produced on our planet, while the World Green Building Council estimates that building and construction accounts for 39% of global carbon emissions.

Second, we know that populations are rapidly shifting and changing. Three million more people are moving to live in towns and cities across the globe every week, backed up by ever-increasing rates of overall population growth.

Finally, technology is connecting this burgeoning humanity and its data at scale. This presents opportunities for growth but also new risks, from identity fraud and invasion of privacy, to social privation due to automated decision-making in service delivery.

There is also the staggering truth that the world is financially dependent on property. By some estimates, real estate now accounts for 70% of all global wealth, whether through individual ownership, investment returns or pension income. Facilities managers are the stewards of these assets and, by extension, the health and the wealth of the world.

In this context, our responsibility to make a difference is clear. But we should also understand the risk if we do not act.

Demand is growing for positive social impact in the built environment

We are a long way from seeing the wealth and opportunity that property can generate distributed evenly across our societies. The same applies to the challenges of climate, population change and technology, where often the people with least to lose feel the impact the most.

The net impact of these unprecedented changes is to build tensions between people, both settled and mobile. It also builds pressure on natural resources, whether we use them to power our economies or sustain our societies. Finally, it endangers trust between people and organisations, which is perhaps the most important impact of an unequal environment.

As we look at trust today, the picture is stark. Focusing on the UK, Edelman's Trust Barometer has found that we are now at our lowest ever score for mass population trust. Three in five people are losing faith in democracy, while 72% believe government does not understand new technologies enough to regulate them well. Moreover, more than half see more harm than good in capitalism, and three-quarters live in fear of losing their jobs as technological change continues to shape our world.

In this context, as such significant trustees for the world's wealth and the world's health in all its social and environmental senses, how long can it be before we are challenged to act more responsibly – either through reputation damage or increased regulation? We need to lead on our response to these challenges.

Positive social impact will be a defining purpose for professionals of the future

If we are to face these challenges successfully, we must adopt a bold stance with social impact at its heart. I believe that social impact – and our ability to embrace it so that it guides our work – will define us as a trusted profession in the years to come.

This is most clear in the case of facilities management professionals, who are central to delivering the experiences that shape human experience on a daily basis. By understanding social impact and placing it at the core of our endeavours, we will meet these significant challenges, proving that we can be positive agents in delivering the sustainable progress that society expects. But how can we do this in practical terms?

The first step is to confront the full, uncomfortable truth about the impact of our decisions. We have not always got this right, and we have a long way to go. We are still a hugely cost-driven

industry and the race to the bottom is still alive and well. The good news is that we have ever more data at our disposal, showing us how our management decisions impact the quality of experience for asset users and the intensity of our resource impact on the planet. In this way, technology has extended and sharpened our sense of ethics and responsibility, showing that we can and should adapt assets, working practices and attitudes to purpose according to user, community and environmental need. Technology can be an asset and an ally, but only if we are prepared to use it with social impact as our driving purpose.

Second, once we are armed with the desire to deliver positive social impact, we need specifics on how we can best act. Fortunately, there are many existing tools that can help us shape and coordinate an effective response to the pressing common challenges our world is facing. Specific to the built environment, I would highlight the work RICS has done with the UN to define actions that built environment professionals can take to support the achievement of the Sustainable Development Goals as part of the Global Compact.

If you have not already done so, I would also urge you to look up the Responsible Business Toolkit and Sustainable Facilities Management Index – they are incredibly useful tools that are designed to be applied to real-world business situations, and to generate actionable insights that ensure organisations really understand the net impact of their activity.

Finally, with the will to act and the tools to do so, we must make our positive social impact real. Again, the pathways to positive social impact can be specific to individuals, but collaboration yields great results.

One example is the Green Finance Initiative, in which RICS is a founding

member. GFI is a coalition that brings together public and private sector participants with the aim of creating a functioning market for net zero carbon resilient buildings in the UK, by accelerating capital flows towards the retrofit of 27 million residential buildings. With the OECD estimating that $6.3 trillion per year will need to have been invested globally between 2016 and 2030 if urban development is to be resilient to climate change, the GFI is a hugely positive and practical step to delivering green finance for sustainable projects at scale. I would encourage you to look into its work and consider its relevance to your own.

A future defined by positive social impact

These are just some of the steps that we can take to deliver positive social impact in our world. We are stewards in the built and natural environment, and it is down to us to face the human and natural challenges of our age successfully.

I believe that taking a social impact approach can be truly transformative, for professionals, clients, end-users, and the world as a whole. If we fail to act, the risk is the marginalisation and commoditisation of our profession.

But if we act now, we can use the skills and knowledge of facilities managers for the public advantage, taking a bold stance with social impact at its heart.

"We must adopt a bold stance with social impact at its heart."

3 Responsible business: health & wellbeing

Louise Aston,
Wellbeing Director, Business in the Community

"There is a compelling business case for employee wellbeing."

RESPONSIBLE BUSINESS MAP

By creating healthy communities and a healthy environment, a responsible business can achieve long-term financial value.

Business in the Community is the Prince's Responsible Business Network. We convene a unique network of purposeful leaders to share insight, expertise and create innovative programmes that deliver impact. Together our ambition is to make the UK the world leader at responsible business. We have a vibrant membership of hundreds of businesses, large and small, connected by the conviction their success is inextricably linked to society's prosperity.

Business in the Community's Responsible Business Map aligns to the UN Sustainable Business Goals and reflects BITC's campaigns, many of which are intersectional.

Health and Wellbeing is a key strand of what it means to be a responsible business.

Employees are a business-critical asset. Robust and sustainable employee practices contribute to long-term sustainable business performance. We know that thriving people results in thriving business, which in turn creates thriving communities.

Behind each of the material areas of the Responsible Business Map, we have developed a corresponding a tracker which BITC members can use to benchmark and track their progress. Using a standardised framework like Business in the Community's Responsible Business Tracker helps you to identify areas to focus on for improvement with specific and actionable recommendations.

Our Wellbeing Leadership Team, consisting of business executives from a variety of sectors and chaired by Lloyds Banking Group, provide overall direction for BITC's wellbeing campaign.

Vision of Business in the Community's Wellbeing Leadership Team

In the context of responsible business and through the lens of wellbeing, we will create environments where individuals, and organisations, can be their best

Mental Health: the scale of the challenge

1 in 6
employees are experiencing a mental health problem at any one time *

50%
of working days lost are due to stress *

5:1
return of £5 for every £1 spent *

2/5 (39%)
of employees have experienced poor mental health where work was a contributing factor in the last year

51%
of employees feel comfortable talking about mental health issues in the workplace

62%
of managers faced situations where they put the interests of their organisation above the wellbeing of colleagues

Sources: * Deloitte Mental Health and Employers 2020
BITC Mental Health at Work 2019 report in partnership with Mercer Marsh Benefits

WORKWELL MODEL

An evidence-based framework for embedding health & wellbeing into organisational culture

Takes a whole person, whole organisation approach

Creates an environment where employees can make informed, healthy decisions

A 3-pronged approach:
1. Prevention
2. Early intervention
3. Active rehabilitation

23/02/2020

The campaign takes a preventative, whole person, whole organisation approach to employee wellbeing, with a special focus on mental health. Wellbeing consists of four inextricably linked pillars: physical, mental, financial and social health, and wellbeing - with mental health being the strand the runs throughout.

There is a compelling business case for employee wellbeing, with a 5:1 return of £5 for every £2 spent against a backdrop of half of working days lost due to stress.

However, there is also a compelling moral case. BITC's YouGov 2019 research highlighted that 2 in 5 (39%) of employees have experienced poor mental health where work was a contributing factor in the last year. Due to health and safety legislation, employees don't expect to be physically injured at work. There is a huge injustice that badly designed jobs and poor working conditions are psychologically harming employees. Work is often part of the solution, with plenty of evidence from CIPD and The Work Foundation that demonstrates that 'good' work can

enhance both physical and mental health. To be effective, a tailored and inclusive approach needs to be taken and no one size fits all.

Although mental health awareness has risen considerably over the past few years, this is not translating into breaking down stigma, with only just over half of employees feeling comfortable about talking about mental health issues in the workplace. It is also disturbing that 62% of managers faced situations where they put the interests of their organisation above the wellbeing of colleagues.

Business in the Community's Mental Health at Work 2019 report: Time to Take Ownership, in partnership with Mercer Marsh Benefits, was informed by a statistically valid national YouGov survey looking at mental health at work primarily through a line manager lens, but also through the multiple intersectional lenses of age, gender, race and LGBT+. Employer recommendations in the report were informed by a consensus with our nine national partners, including MIND, CIPD and the Business

Disability Forum. The key call to action is for employers to tackle the systemic causes of problems and create good work that enhances mental health for everyone.

Business in the Community's evidence-based Workwell Model is a framework that takes a whole person, whole organisation approach to embedding health and wellbeing into organisational culture. Cultural transformation starts with strong and authentic leadership leading by example and positioning health and wellbeing as boardroom issues. The role of employers is to create environments that enable all employees to take ownership of informed, healthy decisions.

BITC, in partnership with Public Health England, has co-produced a suite of freely available toolkits for all employers with mental health being the underlying strand that unites all of them. The toolkit suite consolidates the best evidence, best employer actions and best freely available resources, and is designed for all employers wherever you are on your journey.

In a crowded mental health marketplace and building on the six standards that came out of the 2017 Stephenson Farmer review, Thriving at Work.

The Thriving at Work Leadership Council, in partnership with Business in the Community's Wellbeing Leadership Team, has developed the Mental Health at Work Commitment. The Commitment has been designed to provide a simple framework for all employers. It consolidates all the existing pledges, charters and

standards that are already out there, using up-to-date research from UK employers and mental health experts.

It is underpinned by a set of standards, actions that any organisation can follow to improve and support the mental health and productivity of their people:

1. Prioritise mental health in the workplace by developing and delivering a systematic programme of activity

2. Proactively ensure work design and organisational culture drive positive mental health outcomes

3. Promote an open culture around mental health

4. Increase organisational confidence and capability

5. Provide mental health tools and support

6. Increase transparency and accountability through internal and external reporting.

CALL TO ACTION

1 CREATE GOOD WORK THAT ENHANCES MENTAL HEALTH, FOR EVERYONE
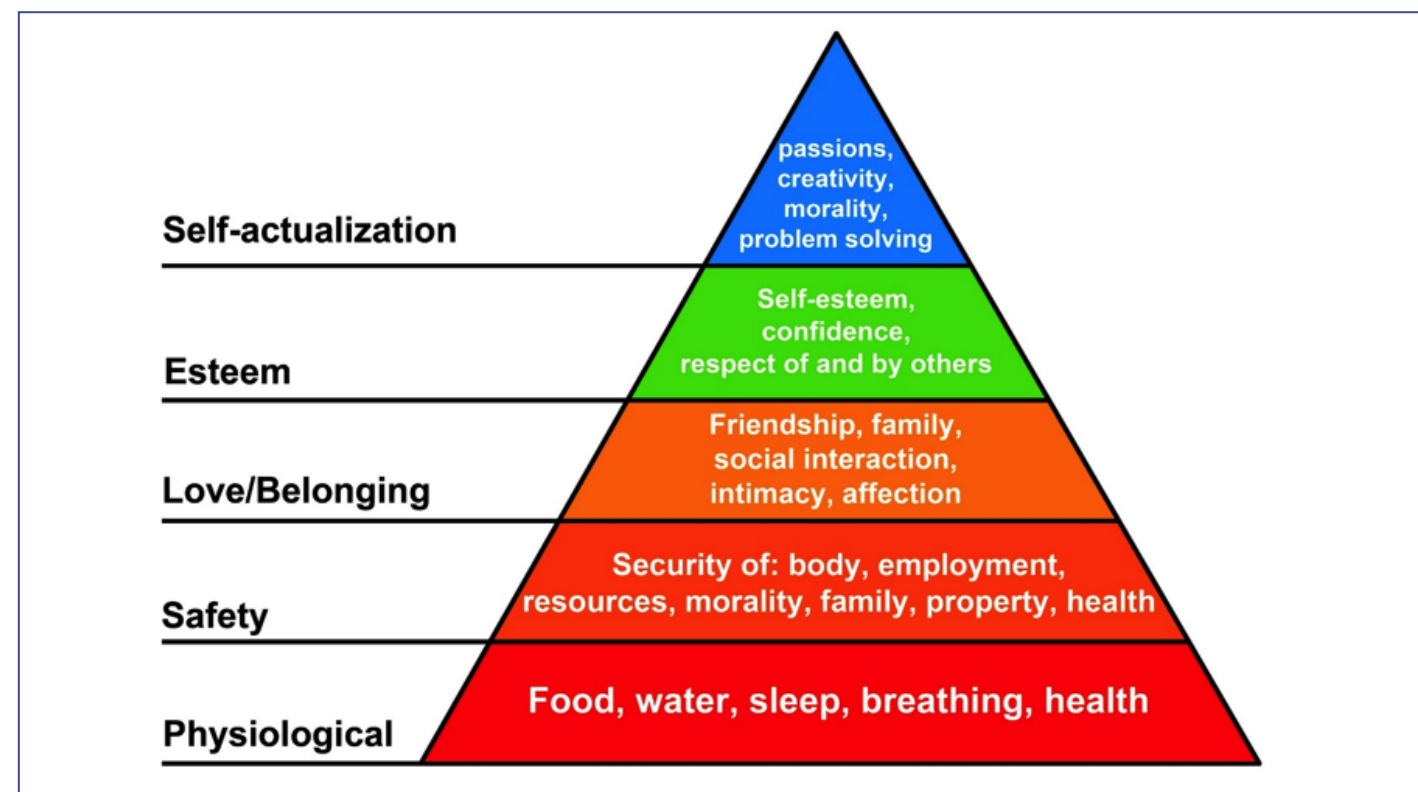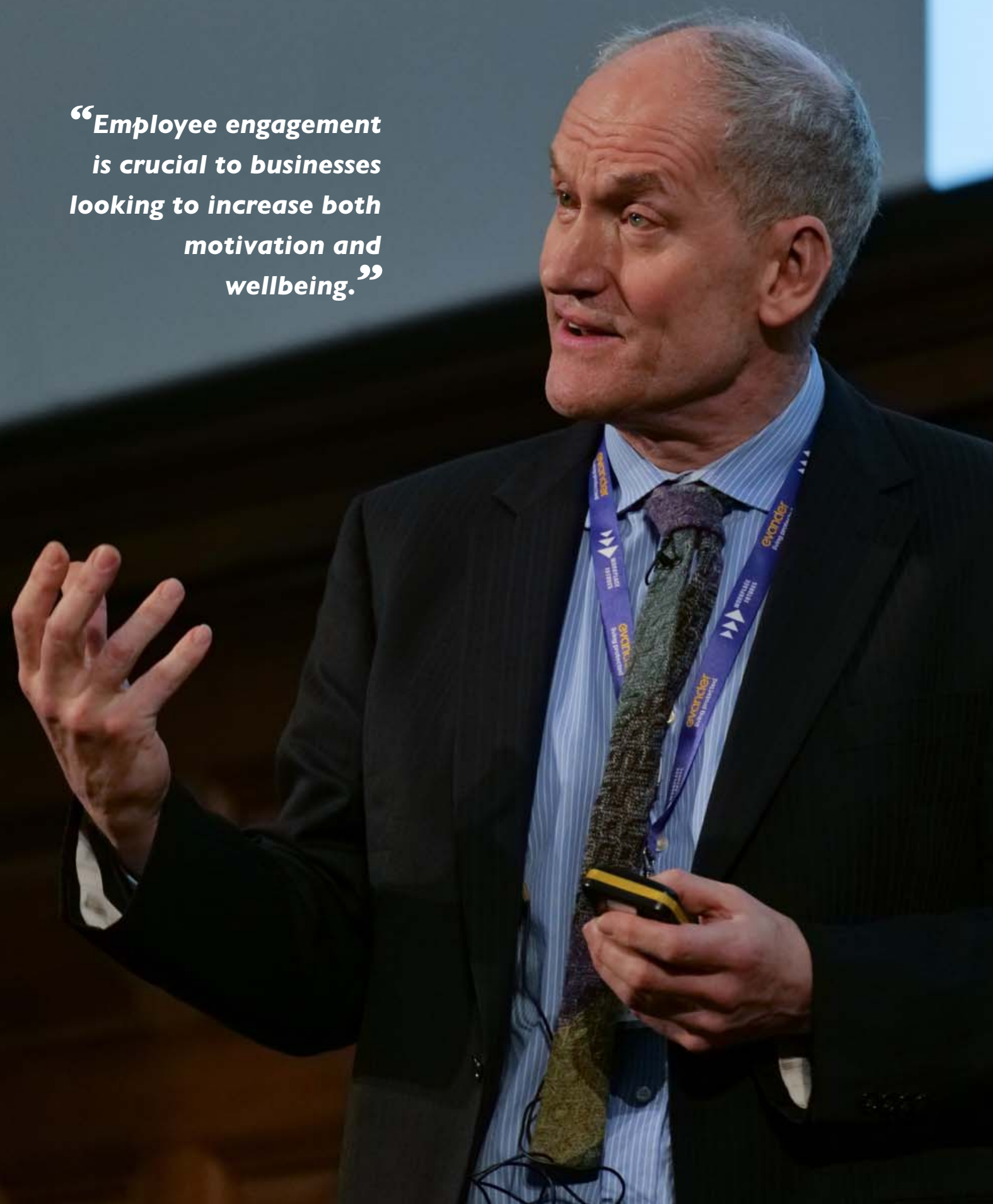
2 ACKNOWLEDGE & SUPPORT POOR MENTAL HEALTH WHATEVER THE CAUSE

3 SIGN UP TO THE MENTAL HEALTH AT WORK COMMITMENT

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> *"Employee engagement is crucial to businesses looking to increase both motivation and wellbeing."*

In the 1950s, psychologist Kurt Lewin stressed that employee engagement is crucial to businesses looking to increase both motivation and wellbeing. The former is enhanced by high organisational identity; the latter by increasing employees' esteem and sense of value.

Supporting science argues that people are motivated to have their identities both recognised and realised. Thus, if a team of people think of themselves as 'idiosyncratic', they will benefit by being given freedom of expression in the workplace. If their identity is thwarted by, say, straightjacketing them to standard procedures, or placing them in identikit working areas, this will impact negatively on how they feel, with damaging consequences for their interactions and their performances. Psychiatrist Kurt

Goldstein coined the term self-actualisation – popularised by psychologist Abraham Maslow – to mean, becoming everything that one can become. Maslow's corollary was that people who are unable to self-actualise risk becoming "a bag of symptoms", including anxiety, dissatisfaction and stress.

By its very definition, self-actualisation is impossible under a regime that insists on standardisation. Therefore, runs the scientific argument, any management ideology which insists on not just standardisation, but on 'sorting' and 'setting in order', can never produce maximal results. Whereas if the same team's identity is recognised, and its

idiosyncrasies allowed to flourish (given the value of trust and autonomy), this will be motivational and open the door to outstanding performance.

In simple terms, where all staff positively identify as members of the same organisation, they tend to be more trusting of colleagues, to communicate more effectively, be more influenced by their colleagues (and exert more influence over them in return) and be more willing to co-operate.

These various processes all have reasonable potential to contribute to significant organisational outcomes. Further research has also identified a relationship between organisational identification and employees' health, satisfaction and physical comfort. Multiple processes have been found to underpin this relationship, including:

• Shared identity protecting individuals from the impact of potential stressors

• Individuals seeking out and engaging with groups recommended by trusted colleagues.

On the other hand, if organisational identification is lacking, then expect the following:

• Reduced levels of perceived social support

• Increased stress and burnout

• Withdrawal symptoms such as absenteeism and turnover intentions

• Sickness (with symptoms ranging from minor ailments to depression).

It isn't really a difficult choice. When a management team tries to impose its own ideas of what a corporate identity should be, it is spraying organisational paraquat. Whereas when companies help employees realize their personal and team identities at work, then -- says the science -- staff, managers and the organisation itself will thrive like a vine in the sun.

Kyle de Bruin, Development Director, & Peggie Rothe, Chief Insights and Research Officer, Leesman

> *"It is not the choice of strategy that determines a successful outcome, but rather the way in which it is implemented."*

Over the past decade, we at Leesman have been measuring and studying Employee Workplace Experience via the Leesman Index – a global business intelligence tool.

The Leesman Index captures employee feedback on how effectively the workplace supports them and their work, resulting in an unparalleled source of independent data on workplace performance. With this rich and diverse data set, we are able to conduct detailed research and provide our clients and the wider industry with clear insights into workplace trends.

As a result, we have been highlighting challenges around open plan office environments that have been poorly implemented, especially those with unassigned seating strategies. While it is certain that these workplace strategies are necessary, relevant and very often incredibly successful, what our data continually reveals is that it is not the choice of strategy that determines a successful outcome, but rather the way in which it is implemented.

A somewhat uncomfortable 2016 UCL experiment explored the relationship between uncertainty, stress and anxiety. The experiment concluded that knowing there is a small chance you might receive a painful electric shock is much worse than knowing you will definitely be shocked. In the words of the study's co-author Dr Robb Rutledge: "The most stressful scenario is when you really don't know. It's the uncertainty that makes us anxious."

We can relate this uncertainty to an employee who is arriving last to work, in a poorly planned unassigned open plan workplace, not knowing if a decent workspace will be available or if they will end up sitting next to the colleague with the really annoying laugh. This environment lottery would ultimately add stress and anxiety to the employee's daily working life and have a negative impact on their wellbeing.

We all know that the environment around us has a profound impact on how we behave, feel and interact. It's no secret therefore that through the way we design and manage our workplaces, we can contribute positively (or negatively) to both the physical and mental wellbeing of employees.

On a general level, perhaps one of the most fundamental things is offering a workplace that supports employees in doing the activities they're employed to do and that enables them to work productively, which inevitably contributes to a healthy mind. To date, 62.8% of all employees who have responded to our survey report that their workplace enables them to do that. Imagine the negative impact on the mental wellbeing of those employees who don't feel their workplaces facilitates a productive environment.

But if we go into more detail, there are myriad ways that a workplace can support employee wellbeing, which consequently can improve their chances of being happy, healthy, purposeful and socially connected. And we're not just talking about those fruit baskets and treadmill workstations that often get lambasted for being ineffectual gimmicks.

From a physical wellbeing perspective, offering a healthy indoor environment with fresh and clean air, natural light, thermal comfort and clean water should be a given. The workplace can additionally support employees' physical wellbeing by encouraging exercise (e.g. in a gym), movement (e.g. by taking the stairs instead of the elevator, changing postures or regularly moving to another work setting), or even choosing an active commute (end-of-trip facilities that encourage commuting by foot or bicycle). Our bodies and minds also need the right fuel to be at their best, so ensuring that employees have access to the right type of nutrition and are able to eat healthfully is vital.

From a mental wellbeing perspective, important aspects include having a clear purpose and feeling valued (both of which the workplace can communicate), feeling a sense of community within the organisation (which the workplace can accommodate), having a feeling of being in control (e.g. by means of flexible working arrangements), and being offered the right tools and infrastructure that enable maintaining focus and high energy levels (e.g. spaces without distraction, the right noise levels, places for relaxing and taking breaks).

So how well are today's workplaces supporting wellbeing?

Last year we joined forces with Delos, the founder of the WELL Building Standard™, to develop a new set of questions that investigate how the workplace supports wellbeing at work. By the end of 2019, more than 27,000 employees from 31 organisations globally had responded to these questions, which can be added to our standardised Workplace Experience survey.

So far, the data implies that certain aspects of wellbeing are clearly more challenging than others. The results suggest that organisations are performing best in offering freedom of how and where employees do their work, with 73.5% and 65.2% of the respondents so far agreeing that they have that. But only 44.2% are satisfied with the programmes that the organisation offers to promote wellbeing, perhaps suggesting a lack of conscious efforts to offer wellbeing programmes.

But it seems to be the design of the workplace that in many cases fall short in supporting wellbeing. Roughly one in two (48.1%) employees agree that the design of their workplace supports their overall wellbeing, while only 44.7% think that the design of the workplace shows that their employer values them. A lack of investing in the workplace truly is a lack of investment in the workforce.

Further, 45.4% of the respondents say that the design of their workplace supports their physical health, and only 37.2% of the respondents find that the design of and/or the location of their workplace encourages them to be physically active.

However, the most alarming numbers are found in the questions related to mental wellbeing, with roughly only one in three (34.8%) respondents agreeing that the design of their workplace helps them maintain the energy levels needed to do their job well. Hardly surprising to be honest, considering that 'noise levels' is a feature where we consistently see low satisfaction levels (31.6% satisfaction globally). To make the matter worse, also only one in three (34.7%) employees say that there are places they can go and refresh, should they get mentally exhausted.

The flipside is of course that this leaves a lot of room for improvement. Many of these employees have in fact responded to the questions in a pre-project phase as their organisation has committed to making changes in the workplace.

A look at just one of the workplaces where the questions were asked post-occupancy, in a WELL certified workplace, shows just how big a difference the workplace can make: 2 out of 3 employees (66%) say that the design of the workplace helps them maintain needed energy levels and 72% find that there are places they can go and mentally refresh, should they need to. 88% found that the workplace generally supports their wellbeing and 83% think that the design of the workplace shows that the employer values them. And while many continue to under-invest in the workplace, illustrative figures like these are testament to the profound changes a workplace can make in an employee's life (both physically and mentally).

As we look forward to the next decade of Leesman supporting and maintaining positive workplace transformation, we urge our leaders within facilities management to keep the employee's perspective at the heart of their decision making. Through providing a variety of spaces for a mental break or in order to focus, or weaving in effective neighbourhood strategies to improve the sense of community, the workplace wouldn't just support wellbeing; it would promote and enhance it.

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We are:
Best of the best in
workplace experiences

ISS has been recognised as one of IAOP's 2019 Best of The Global Outsourcing 100, as we are year-after-year among the highest-rated companies in the outsourcing industry.

ISS
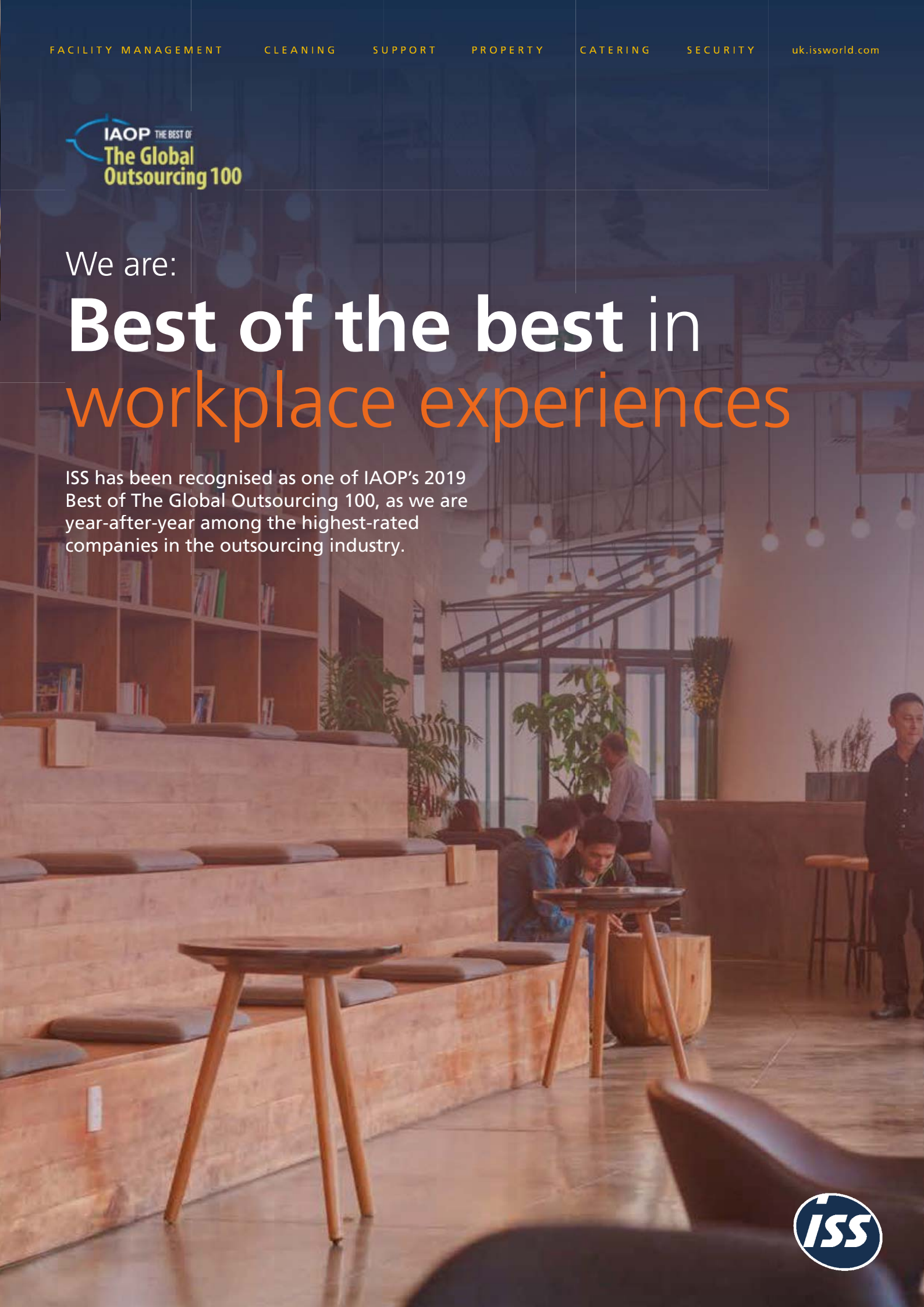
6 Vital spaces: putting people at the heart of the workplace

So Young Hyun,
Workplace Experience Lead, Wx, Sodexo UK & Ireland

> "A happy and healthy workforce drives productivity and profits."

We believe workplace wellbeing is becoming more important than ever.

Wx is a global consulting studio and part of Sodexo. Together we help companies quantify and improve their workplace experience through ethnography, IoT technology and data science. Vital Spaces is our approach to workplace wellbeing and people-centred workplace design and management.

With the theme of this year's Workplace Futures conference being the 2020 FM vision of wellness, we thought it important to share some of the key trends in wellbeing and workplace experience, and explore the interplay between technology, operations, culture and employee experience in creating more people-centred workplaces.

Looking at the workplace, the nature of work is changing. Work is more flexible and dynamic, but also becoming more uncertain than ever. Workplace is no longer somewhere people just go to; it also has to be something they feel, and businesses have the opportunity to differentiate themselves to attract new talent and retain top talent using their workplace.

It's common knowledge that a happy and healthy workforce drives productivity and profits, so businesses are paying more attention to workplace wellbeing strategies and people-centric workplace design and management.

This is why we've developed Vital Spaces, an ecosystem of services across the entire workplace journey which helps us build an experience that goes beyond physical boundaries.

This builds an experience through five 'modules':

• Workplace strategy - how a space can help deliver business goals

• Workplace design - create spaces and experiences to connect and empower teams

• Workplace management - provide a safe, comfortable and compliant environment

• Worklife services - support life for people at work, and

• Workplace analytics, which relies on specific data to monitor how experiences are working.

Our approach
Collaborative approach

"By working in collaboration with the different functions, we can make a positive impact on wellbeing."

BUILDING
Real Estate & Facilities

Physical outcomes

Health & Wellbeing

Perceptual outcomes

Financial outcomes

PEOPLE
Human Resources

FINANCE
Chief Financial Officer

The future of the workplace is about the future of people.

Our understanding of wellbeing in general is constantly evolving. Not too long ago 'good health' was the absence of symptoms of disease. If you were not sick, you were well.

However, this definition only describes a 'neutral' state. We now know it takes much more than the absence of illness for people to feel good and perform at their best.

That's why businesses are doing more to support their teams, whether by focusing on education and awareness or by taking a more holistic approach when designing workspaces.

Those who take a holistic approach will reap the benefits, not only by helping employees stay healthy and more resilient, but also through increased engagement.

Our solutions:
• Are informed by the latest research, certifications and standards
• Create a wellbeing solution that is accurate and relevant by teaming up with experts in the field
• Human-centred, utilising behavioural change theory to ensure sustainable and successful changes and taking different approaches for organisational culture and hierarchy.

If we better understand the relationship between the workplace, employees and organisational performance, the potential for practical application is significant.

By working in collaboration with the different business functions we can impact wellbeing through both the physical environment and organisational culture. Frameworks for measuring impact should take into account physical, perceptual and financial outcomes.

Human health and wellbeing
We offer an innovative new approach centred around human health and wellbeing. The following six wellbeing concepts have been developed based on the principles of the WELL Building Standard:

Air: Air is invisible but has a greater impact on human health than other aspects on the environment. We take a proactive approach to minimising airborne viruses, germs and particulate matter.

Water: For drinking water quality, we minimise exposure to chlorine, bacteria, sediment and other potentially harmful substances through engineering and design.

Nutrition: A healthy approach to food served on-site extends beyond the meals themselves to hygienic conditions and avoiding allergen exposure. We also design mindful eating spaces that promote healthy eating habits.

Fitness: By applying active design principles, we promote regular physical activity; considering this in the design process reduces the negative impact of sedentary lifestyles.

Comfort: we take a multi-comfort approach optimising thermal, visual, acoustic, ergonomic and olfactory comfort factors to reduce stress, improve focus and avoid musculoskeletal disorders.

Mind: Alongside design of the physical environment, wellbeing programmes and policies are key to supporting opportunities for better relaxation, connection to nature and community, and stress management.

Considering these six concepts, and how they affect the function of the human body systems, is essential to putting people first.

As a function, facilities management is naturally positioned to provide leadership here. FM teams are in an invaluable position through their day to day interaction with users to understand users' needs and to act as the integrator between employees and management.

Here's the how
First, we create a user journey, mapped throughout the day and week using ethnographic research, which aims to scientifically describe the culture of the people in a particular work environment.

This involves engagement with people for an extended period of time, but through this exercise we are able to understand the 'pain points' of the workplace as well as the needs and behaviours of the people using it.

Based on the findings, we can make useful recommendations on future workplace design and management.

Based on our expert knowledge of user experience, we select and deploy the right technology solutions to the right place. These can include anything from visitor management systems, room booking systems, energy management systems, environmental controls, team collaboration support, etc. – an array of tools that ultimately enhance user experience and lead to better decision-making in workplace design and management.

Through the technologies we deploy in the workplace we can collect and combine data from various sources to analyse the performance of the workplace from insights from users, real-time sensor data monitoring environmental quality, and simulation data predicting long-term performance of the workplace.

A single dataset isn't always perfect, but data from different resources can complement each other.

Data gives us insight into the existing employee experience and the knowledge needed to select and design solutions that help create the best workplace experience possible.

As our understanding of wellbeing continues to develop, data and technology are only likely to increase in importance and prominence. But they are only truly effective when they form part of a strategy to improve every aspect of the workplace experience.

Our aim through industry benchmarking and standards is to optimise occupant health and wellbeing as well as organisational sustainability and environmental performance so that we could create sustainable and resilient workplace for businesses by embedding the principles behind the standards in their culture and processes.

A lack of clear data around the impact of wellbeing on an organisation is a key challenge. Measuring workplace wellbeing and its impact on business performance is not easy.

When it is measured using appropriate tools and methods, the return on investment of workplace wellbeing interventions is positive.

We have created a bespoke method of measuring the impact of workplace experience and wellbeing, building on existing market-leading workplace survey tools and a mental wellbeing assessment toolkit.

For pre- and post-occupancy, we measure multiple factors, including human behaviour, employee satisfaction, occupational health, physical and mental wellbeing, emotions at work, etc.

Ultimately, the project outcomes demonstrate it is possible to influence employee and organisational performance through defining and strengthening the relationship between people and place in the workplace.

In summary, wellbeing is a comprehensive term that encapsulates a hierarchy of needs, spanning physiological, psychological, social and personal aspects. The most important thing is using our continuous best efforts to understand complex human dynamics in the workplace.

The rise of the coworking era

Peter Ankerstjerne,
First Vice Chair, International Facility Management Association

"By 2025 one-third of the workforce will be made up by freelancers or independent workers."

Coworking provides a new path for combining life and work in a sustainable fashion. Over the past 10 years this has increasingly become the global linchpin at the intersection of facilities management, real estate, technology and community, which is shaping the way we work today – and for the future.

Coworking is about creating a better place to work and, as a result, a better way to work. Coworking spaces provide more than just office space. They are community centres, friendly gathering places, think tanks, incubators and creative spaces. These spaces have a big impact on the health and wellbeing of their members. When you rent a desk or an office, you gain coworkers to bounce ideas off, people who support you professionally and socially in a way that you can't find working from home and only rarely find in the corporate office. Coworking connects you to a global network of professional peers where the point of collaboration is the workplace.

Coworking is an often used, and misused, term covering the flexible office market. However, this market can be divided into at least three subcategories: serviced offices, coworking and SpaaS (Space-as-a-Service). The last of those really represents the ultimate goal of the flexible office market, as you can access an office space for an hour, week or month depending on your specific needs and wants – and you can offload unused space as needed. Today, serviced office providers like Regus should not be considered part of the coworking industry as they do not have that community component, which really characterises a coworking space.

When you look purely at the coworking market you will find leading industry players such as Wework, Industrious, Convene and others. This is a market which is only 12-15 years old but has seen tremendous growth during its entire lifespan. With a CAGR of more than 40% between 2015 thru 2019, this market continues to evolve and outpace any other market within CRE or FM globally. Even though the growth is expected to slow down somewhat over the next 4-5 years, this is still a high growth area.

The key drivers of growth have been and will continue to be macro-economic trends like continued urbanisation and population growth. By 2050 it is expected that more than 70% of the world population will live in the big city areas. Also, this year more than 50% of the workforce will be millennials, who are putting different demands on both employment standards and workplace design. In addition, the drive towards the gig-economy is influencing the way we work. By 2025 one-third of the workforce will be made up by freelancers or independent workers. These changes command a change in the way we work and the way the workplace is designed and managed, which has given birth to and later fueled the growth of the coworking trend.

Through coworking companies are seeking:

• Flexibility, autonomy, control. Multiple locations and 24/7 access give people control over how they want to work.

• Legitimacy, professionalism and credibility. If you want to give remote employees similar quality of service as in HQ at lower costs, this can be the answer.

• Finger on the pulse. Spot the innovative startups addressing needs. Be inspired by, invest in, or acquire them (in incubators, labs, etc).

Coworking spaces are commonly viewed as hybrid workspaces that are not solely perceived as optimal places to work, but as a source of social support for independent professionals and as physical entities that foster the creation of collaborative communities.

Integrating coworking into workplace strategy.

In simple terms, workplace experience is the sum total of all experiences an employee goes through in an organisation. Through coworking, corporations are able to create an engaging and frictionless workplace experience - experiences that anticipate employee needs and enable them to do their best work while engaging actively with the community.

In order to stay competitive organisations will need to further leverage the coworking experience in order to:

• Win the war for talent. Space and community help attract and retain the best people to drive the mission, vision and culture of the organisation.

• Gain more insight. Understand the space needed and the people for constant improvement, evolution and efficiency.

• Become nimble at home and abroad. Global spaces and flexible terms accommodate the growing demands of mobile workforces.

We are currently seeing a convergence of skills and responsibilities when it comes to workplace management and its impact on the health and wellbeing of employees. Here the HR function needs to step up and become the driver of change, especially in large organisations. There is no doubt that HR, FM/CRE and IT also need to work closely together to fully become accountable for the workplace change agenda, but also to be more integrated in their approach to employee engagement, talent attraction (and retention), workplace productivity and data management.

Having a well-designed space equipped with technology is only part of the equation.

Activating that space to bring business goals and the employee experience to life doesn't just happen on its own. Linking FM/CRE with HR and IT is important to the continuous development of workplace and community experience, which ideally should be embedded in the day-to-day business – not only as a social initiative, but as a tool that helps reach business priorities and goals, including:

Improve bottom line
• Reduce staff attrition and attract top talent
• Increase employee time spent on high-value work
• Reduce vendor complexity and cost by streamlining efforts

Increase workplace efficiency
• Act as a central point of contact across all support functions
• Encourage positive behavioural changes without the need for a policy change
• Evolve the workplace as the company grows and changes

Create connection opportunities
• Utilise technology as a gateway to a global workplace
• Give employees a personal experience in a professional setting
• Create a sense of genuine belonging in the workplace

Manage health and wellbeing
• Provide more choice
• Assume accountability for employees' health and wellbeing – including mental health
• Nudge towards the right behaviours.

More and more companies are seeing the benefits of coworking and are incorporating coworking in their workplace strategy. Organisations like Google, Facebook and HSBC have used coworking spaces for years to help them to grow internationally and to allow for more flexibility in their real estate costs, but also in their employee engagement efforts. In one sign of this going mainstream, Wework expects that by the end of 2020 large enterprises will make up 50% of its membership.

8 People, spaces, technology and wellbeing: optimising the workplace of the future

Mark Needham, Webex and Workplace Transformation Manager, Cisco
Sheila Champion-Smeeth, Global Head of Wellbeing, People & Communities, Cisco

> *"Someone on the C-suite needs to take control and align the four critical areas HR, IT, facilities and finance."*

For a long time, many business decisions were made in silos. HR would focus on employees, IT would look for the best technology to buy, facilities focused on the most cost-effective way to manage their buildings, and the finance team's priority was to drive costs down and revenue up. Today, like never before, these four teams and elements are coming together to drive critical business advantage and growth.

However, this frequently puts pressure on traditional siloed procurement models and budget allocation. For the business to be successful, the executive leadership team needs to define a path forward before available funding is sliced in four or more directions. This leads to piecemeal decisions and a lack of alignment to the wider benefit of the organisation.

What we hear from our customers, and have learned from our own experience, is that there are five key focus areas.

To drive value:
• A need for greater agility
• Access and retention of the best talent
• The richest customer engagement

To optimise cost:
• Maximising real estate utilisation
• Office modernisation initiatives.

In fact, last year (2019) $1.2tn was spent by organisations trying to digitalise their business, according to management consultants McKinsey. And the scary part is $1tn was wasted. Only 16% of the organisations realised the benefits

they hoped for. This was due to siloed decisions, looking through a technology-focused lens, without enough consideration for their employees.

Empowering frontline employees by involving them in the research stage, combined with the time and resources to learn about new technologies, will open the opportunity to experiment with new workflows and even improve or automate parts of them. McKinsey further found that of companies which transform successfully, 73% have visibly engaged frontline employees.

Some organisations have started addressing this by creating a new role called an 'employee experience director' for each line of business, who sits at the C-suite level and has wide ranging decision-making powers. It is important other organisations follow suit. Someone on the C-suite needs to take control and align the four critical areas HR, IT, facilities and finance.

At Cisco, our own transformation started seven years ago and the results have been breath-taking financially, and culminated in being named as the greatest 'Best Place to Work' in the world in 2019. We save $196m in operational expense (OPEX) annually and have sold almost $300m worth of buildings, all while increasing our workforce by 7%. We are a large company with more than 70,000 staff, but what we have learned from our own transformation, and the customers we have already helped, applies to all.

How we did it

We follow a blueprint for workplace transformation, linking workstyles, workflows and workspaces. All the activities rotate around the needs of employees and people.

In this paper, we will focus on Workstyles and Workspaces. Specifically, three key trends which impact all - the evolving workforce, the changing nature of work and the demand for flexible working.

Evolving workforce

For the first time, we have four demographics within the workforce, from post-war baby boomers through to digital natives born since 1995. This is important because each of these groups has a different value system, different motivations and different expectations. To be successful you'll need to harness their individuality, while fostering employee engagement, collaboration and teamwork across the generations. In 2025, 75% of the workforce will be millennials, so their needs and expectations will become the norm. In fact, at Cisco the millennial generation will soon become the dominant element of our workforce: our current average employee age is 41.

Our core focus from a recruitment perspective has always been to hire the best people first and worry about location second. Today, this approach should be the focus for all organisations, regardless of industry and size. This will increase the need to support a dispersed workforce with the tools to collaborate and add value, regardless of their physical locations.

> *"When planning transformation ensure you consider the impact on your people."*

At Cisco, 59% of our employees work in a different location to their manager (I have never had a manager on the same continent!), 48% collaborate with people in different time zones and 9% of our staff work fully remotely. In addition to fostering great teamwork, collaboration and employee engagement across generations, you will also have to do it across distance. Cisco's approach is 'Our People Deal'.

'Our People Deal' brings together what an employee can expect from us, what we expect from them, and how we enable this via technology. This is simply explained as connect everything, innovate everywhere and benefit everyone.

Some of our key initiatives are highlighted here:
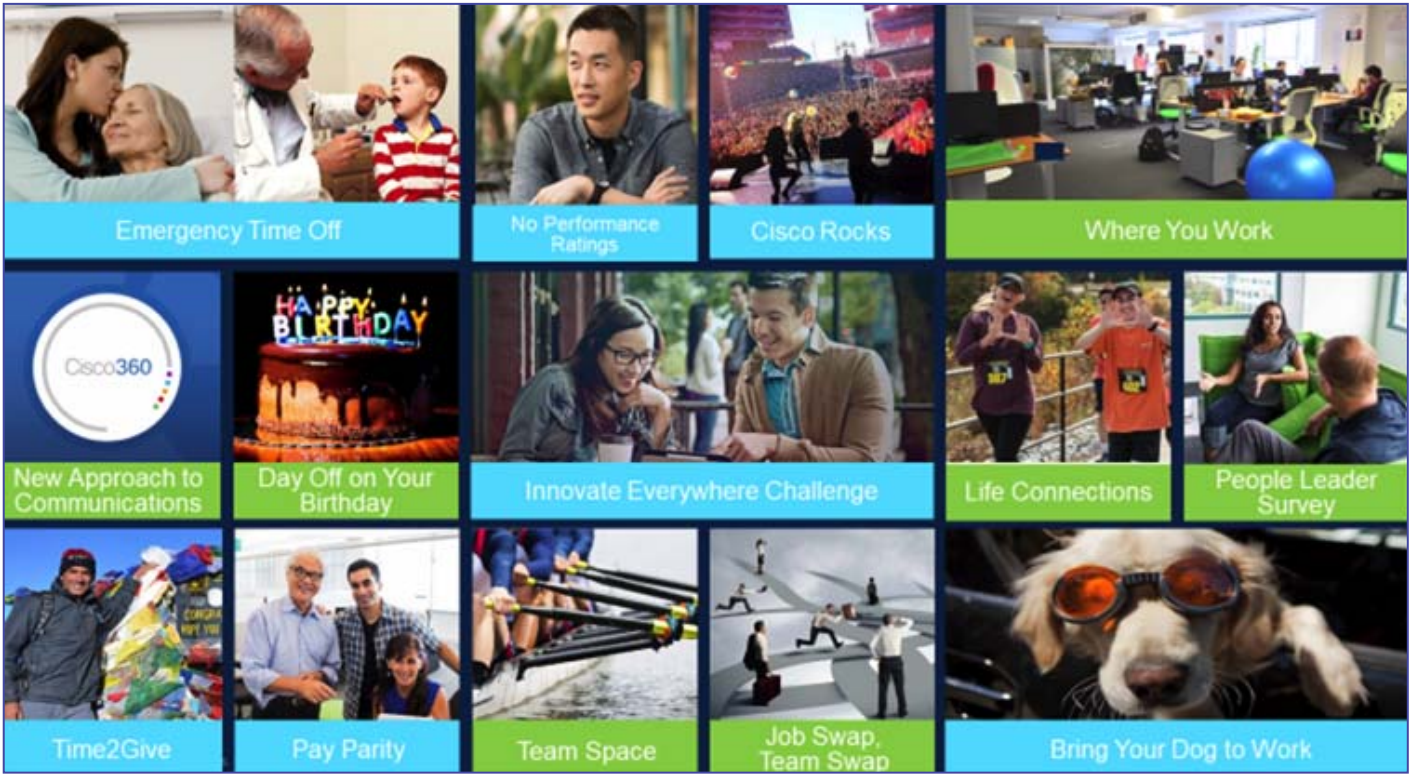
The values that enable this we call our 'conscious culture'. The principles are:

• Give your best
• Take accountability
• Give your ego the day off
• Take difference to heart
• Give something of yourself, and
• Take a bold step.

Our results show a 13% increase in engagement driven via weekly check-ins, 2.74x increase in retention rates and a 14% increase in employee confidence.

The changing nature of work

As we look across the four generations in the workforce today, the period they expect to stay in a role reduces. Baby boomers average seven years, generation X three years, millennials two years - and the growth of the gig economy is well documented. Your objective here is to figure out how to empower your employees, make them feel valued and fight this trend to leave. Once you have recruited the best people, understand how you can keep them, maximise the value you receive, while keeping them engaged and fulfilled. Currently within Cisco, we have an average employee tenure of 7.6 years, and we are continuing to make good progress. This engagement is a result of how we use technology and our holistic approach to employee rewards.

Our office space has been redesigned and modernised to focus on the needs of agile working practices. This includes open plan offices, significant growth in smaller ('huddle') spaces and a reduction in the number of traditional formal meeting rooms. What we have seen is that on average a Cisco meeting has six people, two of which are remote, and our office design reflects that.

Our collaboration tools have been re-imagined so that mobile participants have the same capabilities of those in an office, maximising their productivity. This is an important innovation when you consider that 60% of millennials choose to work from mobile devices, so we support that preference with Webex, our online meetings platform. The importance of this is further magnified when we see that 61% of our staff do not need to be in an office; in fact 79% of our staff work from home at least once a week. Many work remotely much more than that: I average three days a week at home, which is great when you have a young family.

When you look outside of Cisco, market researchers Frost & Sullivan have shown that 90% of businesses will offer mobile working to employees this year - so this trend applies to all.

We see a huge increase in collaboration intensity: for example, ten years ago 60% of work was collaborative and today it is 90%. That is a huge increase in a short period of time. This growth applies to your ecosystem as well: technology group PGi has found that there has been a 35% increase in innovation and creativity with people outside of the organisation. The important thing to remember is that your collaboration tools must provide secure, compliant collaboration with an external audience as successfully as your internal teams. Webex does, but many other tools still cannot provide this today.

With people working longer than in the past, and with four generations in the workplace, we see that they all have different needs from a remuneration perspective. To address this, we have focused on a holistic rewards structure and the ability to provide flexibility over pay.

Flexible working

Enabling flexibility is becoming a must, not a 'nice to have'. This impacts retention and when supporting flexible working you can expect to see a 2-3 fold increase in your retention periods. It has also shown to help with recruitment, with something like 93% of millennials placing flexibility as the top priority when selecting workplaces.

As your employees increase the time they spend working remotely, there are several considerations which make this approach successful. The most important one is access to video. When people first work from home, their propensity to feel distanced from their colleagues can increase. However, by ensuring all employees have access to a video first experience, distance reduces, rapports build and they can still understand visual clues from the people they are meeting with.

An audio call provides none of this. Our home workers use video endpoints to ensure they have the best experience possible, the highest quality video, the highest quality audio and a choice of device that fits their needs.

Another key element in working from home demands a focus on outcomes, not hours: flexible working doesn't just mean being at home, it means working the hours which allow you to be the best version of you every day. Everyone has their own natural rhythm, night owls to early birds, and when flexible working is practised, support for these individual preferences can provide better productivity, improved wellbeing and better outcomes for the business.

With teams in different time zones, as 50% of Cisco's are, the flexibility goes both ways. If the odd late or early meeting is required then so be it. The focus is relentlessly on execution of the outcome, not clocking hours.

Where businesses are facing this massive rate of change, it can be challenging for all. The role of employee wellbeing is a hot topic today - for example, it has been reported that 25% of the workforce is suffering from mental health issues. Poor health reduces individual productivity annually by six weeks, and with every 15-minute break you can expect a 25% increase in productivity. Not only is a focus on wellbeing the right thing to do for your employees, but it plays a key role in achieving organisational objectives. We address this by providing support across four areas: physical wellbeing, emotional wellbeing, social wellbeing and financial wellbeing. We call this 'the whole you'.

To summarise, when planning transformation ensure you consider the impact on your people. Plan how you can effectively bring them on the journey. You need to think about workstyles, workspaces and workflows. Support your employees' different preferences in workstyles, motivations and value systems. You will need to consider physical, emotional, social and financial wellbeing to be successful. We are proud to say that we have seen great results from our journey, culminating in being named #1 best place to work. Our next challenge is staying there.

32 Workplace Futures 2020 - The 20:20 FM Vision of Wellness.

Workplace Futures 2020 - The 20:20 Vison of FM Wellness. 33

Donna Vizzini,
Operational HR Lead, Healthcare & Education Division, OCS

> *"We are at our best when we work in partnership on a personal level."*

In my role, I often hear that OCS feels different to work for and different to work with.

It's difficult to explain what that means. How do you explain that "difference" in a tangible way? What does it mean for our colleagues? What does it mean for our customers? For their customers?

A couple of years ago, we set out to define that difference. Through focus groups and feedback, we explored and characterised OCS' core values. We determined that the foundation of our difference is very simple - we are at our best when we work in partnership on a personal level. Fundamentally, at OCS our people want to do the right thing because we are trustworthy, we are experts in what we do, and we place huge weight on safety and on care. They are values that run across everything we do, that we live and breathe, and that we put into every activity at OCS.

Doing the right thing when it comes to health and wellbeing, with little budget, is always going to be a challenge; but that's not a reason not to try. I was once told by somebody in the industry that we should market our people as "invisible". The false perception that wastepaper bins are emptied, and desktops are cleaned as if by magic was apparently of huge appeal to potential clients. I was horrified. Would we be putting colleagues in camouflage uniform to blend with the wallpaper next? It is all too easy to forget the human element when we have our business hats on, but we know that our people don't come to work to be "invisible". OCS colleagues are a presence in buildings and sites throughout the world. We work shoulder to shoulder with our customers' teams, and with that presence there comes an opportunity. We would argue more than an opportunity, a responsibility to care and make a difference.

Concerns around mental health have entered the public consciousness in a significant way in recent years. Mental health charity Mind approximates that 1 in 4 people experience some kind of mental health issue at some point in their life, and you can find similar statistics within seconds of typing "mental health" into Google. Statistics, however, can be dry and detached. It's the real stories about real people that bring the issue to life and encourage us to take action. At Workplace Futures I talked about John, who did something amazing in the line of duty as a security officer. His diligence and expertise saved a baby's life. But the incident haunted John in the aftermath; he was terrorised with thoughts of not getting to the baby in time. John developed some serious mental health issues as a result of his trauma. I also talked about our cleaning manager, Peter, who found our colleague, Mo, three days after he had taken his own life. The part that Peter struggled with more than the grief and the tragedy was the fact that he hadn't seen it coming. Mo had been turning up for work. He was never late. If there had been signs, Peter hadn't recognised them. By the time it became obvious there was a problem, it was already too late to make a difference.

These are the real challenges of understanding and managing mental health and this is what led OCS to form its mental health steering group 18 months ago. The group is made up of volunteers from different parts of the business and working together it agreed that we needed a two-pronged approach to wellbeing. We needed a culture shift that was led from the top down and we needed to communicate and get key messages to our frontline colleagues, making it clear that we had an Employee Assistance Helpline and counselling available to them.

We started by putting 62 of our most senior people through two intense days of mental health first aid training. Leaving aside the visceral reactions, with some having to leave the room because they were affected by materials, the most significant outcome was that suddenly we had a budget, and more importantly, we had commitment. From there, we invested in training skills within our workforce. Two of our team were put through professional development over a period of months, to become mental health first aid trainers.

Jumping forward a year from their qualification, we now have 600 OCS colleagues who have been trained to spot the signs of mental ill-health. They now have the knowledge that Peter so wished he had, and it is slowly being disseminated in our business.

The numbers are not yet life-changing for our organisation, but we know they can be lifesaving for our colleagues, customers and the public we come into contact with. When it comes to mental health, statistics are secondary to the individual stories. Mental health is a topic of conversation in our business now and nobody has once asked me for the return on investment because it was never really about the money. After all, how can we really measure this? Yes, users of our Employee Assistance Helpline have increased so that 43% of our calls are now related to mental health issues, we got nominated for an award and we got invited to Workplace Futures to share our story. But the true value? The true value is in caring. We have started a journey; we are creating our experts and it is because we care. It's the OCS way.

Jamie Quinn,
Responsible Business Director, ENGIE

"Employees who work for a business with a clear sense of purpose have higher levels of motivation, productivity and overall engagement."

Without a strong sense of purpose, it is often hard for employees to connect with their work or their company. Research states that employees who work for a business with a clear sense of purpose have higher levels of motivation, productivity and overall engagement. For leaders within a business it is important to provide teams with a shared sense of belonging and foster a positive culture within the workplace.

Starting with the 'why'

Authors such as Simon Sinek have written best-selling business guides and presented well viewed TED talks on this subject. Sinek proclaims we should always start with 'why' we do things – or our purpose - rather than beginning with 'how' we carry them out. Similarly, the American entrepreneur Jim Rohn tells us that "when the why gets stronger, the how gets easier".

A study carried out by PwC in the US showed that 79% of business leaders acknowledge that purpose is central to business success. There is a disconnect, though, because only 34% of the same leaders then make their organisation's purpose a guiding principle of their decision-making within their company.

At ENGIE we have recently unveiled a new purpose, 'Making Zero Carbon Happen', which to date is resonating well with all of our key stakeholders, including employees. We believe that the next ten years will be vital to address the climate crisis. The time is now for communities, businesses and individuals to enact change and

through a combination of activities in energy and services, we aim to help them in the transition to a zero carbon future. In our view, the ability to provide economic performance for an organisation, in harmony with people and planet, results in a responsible business.

Within our own business we have seen a distinct increase in engagement levels across our workforce since we became a more purpose-driven organisation at all levels of employee. In 2019, our employee engagement score had risen to 82%, with a 75% response rate from across our workforce of over 15,000 employees across the UK.

A highly engaged workforce is not only better for the employer, but also for the emotional wellbeing of the employee.

Scrutiny and transparency

To match our ambition, ENGIE also established a new Responsible Business Charter and independent Scrutiny Board in the UK. As well as further underlining our commitment to operate to the highest economic, social and environmental standards, the Charter also supports our company purpose.

It ensures that we make commitments in the four areas of fair business growth, transparency and accountability, being a fair employer, and supporting communities and the environment. The four commitments are in turn validated by supporting Key Performance Indicators. In each area, ENGIE will be held to account

for the effective delivery of its Charter by an independent Scrutiny Board – which is chaired by Lord Kerslake, a former head of the Civil Service.

Using transparency and scrutiny to bring additional insight, challenge and drive to the way we operate has been welcomed by all of our stakeholders, from government, our customers – and most importantly our own employees.

It also addresses another point which the facilities management and wider outsourcing industry has suffered from in recent years – the issue of public trust and perception.

In a piece written for the Times newspaper, which coincided with the launch of the Scrutiny Board, Lord Kerslake commented that "the road to redemption for our unloved outsourcers will not be quick and easy; but in an environment where people will always assume the worst, transparency is critical and companies must hard-wire good behaviours into how they operate."

Measurement and recognition

With the themes of scrutiny and transparency in mind, while organisations can measure their own progress in responsible business, employee engagement and wellbeing, there is also a need for objective and external measurement and recognition.

ENGIE's Scrutiny Board, as an example, is overseen by the Centre for Public Scrutiny, a national charity which supports scrutiny excellence in the public and private sectors, and we

> **"The ability to provide economic performance for an organisation, in harmony with people and planet, results in a responsible business."**

now report publicly in an annual report. Beyond this, though, there are a number of accreditations and industry awards which recognise efforts in the areas of engagement and responsible and sustainable business.

ENGIE was ranked 10th on LinkedIn's 2019 Top Companies for the UK. The list is based on the billions of actions taken by LinkedIn members and looks at four main pillars: interest in the company, engagement with the company's employees, job demand and employee retention.

Within our own industry, one of the foremost benchmarks is the Sustainable FM index. The SFMI is run by sustainability consultancy Acclaro Advisory and is the only sustainability benchmark for the UK facilities management sector.

Acclaro's team conducts independent assessments across 23 criteria,

including sustainable frameworks, management systems, energy, water, compliance and health and safety – but also importantly employee development, wellbeing and diversity.

In 2019, for the second year running, ENGIE was awarded first place in the Sustainable FM Index - the first company to not only to win three times but also to win two years in a row. SFMI's auditors noted ENGIE's Charter had shown a demonstrable influence on environmental, social and governance (ESG) standards throughout the company.

We believe that our efforts to embed purpose, ambition and responsible business at the heart of our operations have been a fundamental part of this success. Together these actions are something that will collectively benefit our employees, our customers and the businesses and communities we serve.

Emotional intelligence -
what does that have to do with design and management?

Dr Edward Finch,
BuildingEI.com

"The unique selling point has now become human interaction."

Building evaluation and post-occupancy evaluation (POE) form essential tools in a designer's armoury. The growing recognition of emotional intelligence as a key skill in the workplace presents a new challenge to the measurement process. The workplace plays a pivotal mediating role in helping occupants to understand their own emotions and those of others. However, existing POE tools struggle to capture 'intangible' aspects of workplace performance. This article considers how evidence-based research from a diverse range of disciplines such as neuroscience, consumer research and linguistics can provide the basis for a new measurement tool that focuses on 'emotionally accessible environments'.

The unique selling proposition of the office

We've all heard the maxim 'if you can't measure it, you can't manage it'. But we might also recall the quote 'Not everything that can be counted counts. Not everything that counts can be counted'[1]. In the world of workplace design, it is the intangibles that now sit centre stage - those things that are difficult to measure. In a 'work anywhere' world, the requirement for an office has become more nuanced. After all, basic needs (hygiene factors) such as comfort, technology and communications have become ubiquitous.

What is the 'unique selling proposition' of the office workplace? Had you asked that question 20 years ago, the answer might have been access to secure high bandwidth information. The promise of the intelligent building reigned supreme. Today, information has become a

universal commodity. The unique selling point has now become human interaction. Yet, we are far from understanding how human intelligence and emotional intelligence interact in the modern work environment. Further still, we have a rudimentary knowledge of how the workplace environment itself mediates emotional intelligence.

Instead of 'form follows function' (a phrase often espoused by design professionals), a new vitality in workplace design is emerging based on 'form follows emotion' [2]. The workplace becomes much more than an instrument: it represents a window on the world. One that allows us to assemble a coherent set of images about our organisation, ourselves and the person sitting next to us. The office setting not only allows us to plan for the future, it allows us to understand where we've come from and what is going on in the here and now. It is our desire for sense making that drives us to the office and prompts a creative spirit.

Emotion in the workplace

Emotions are now recognised as pivotal to modern-day organisations. Many psychologists suggest they are the dominant drivers of most meaningful decisions in life. A 2019 report by Capgemini [3] claimed that 'demand for emotional intelligence skills will soar six-fold in the next 3 to 5 years in response to the rise of AI and automation'. It was also noted that 76% of executives agree that AI and automation will increase the demand for EI skills as employees will have a more client/people-facing role. Emotional intelligence (EQ) is a concept coined by Mayer and

Salovey [4], referring to our ability to perceive, process and regulate emotional information. It forms the juncture at which cognition and emotion meet. Four key categories of emotional intelligence are:

• Self-regulation: our ability to manage our own negative emotions and to adapt to changes in circumstances
• Motivation: our ability to self-motivate through internal self-gratification (as opposed to external praise or rewards)
• Empathy: our ability to recognise and understand how others are feeling in a social context
• Social skills: our ability to manage the emotions of others, building rapport and connecting with others.

Since its conception, emotional intelligence has become a widely used and abused concept. As noted by the pioneer of the concept:

"Emotional intelligence, however, is not agreeableness. It is not optimism. It is not happiness. It is not calmness. It is not motivation. Such qualities, although important, have little to do with intelligence, little to do with emotions, and nearly nothing to do with actual emotional intelligence." [5]

International study

In our two-year study [6] on the emotionally intelligent workspace we adopted a key premise: emotional intelligence was not defined in terms of an individual's emotional capability, but rather the space between themselves and others. How was emotional intelligence conveyed, transformed and received? Instead of the more familiar idea of intelligence

as the ability to acquire knowledge, we considered the inanimate 'intelligence' that allows us to make sense of our surroundings.

The study examined the mediating role of the office environment as a leveraging tool capable of enhancing the emotional intelligence of individuals and groups. This approach resonates with the 'social model' of disability whereby people are disabled by barriers in society, not by their impairment or difference. Similarly, our unhealthy preoccupation with individual emotional shortcomings often cloud the inhibiting or enhancing effect of the physical work environment. Our study involved extensive analysis of work in neuroscience, psychology, linguistics and evolutionary anthropology. This was followed up by architectural design workshops in Italy, Spain and Australia. The eventual aim was to create a framework that could be used to capture emotional intelligence in workspaces.

Redesigning emotional intelligence
'Teflon' environments arise from a preoccupation with function and utility. In our study we considered three dimensions [7] that influence emotional intelligence:

- Instrumental: this dimension embraces functional requirements. Negative emotional responses arise when needs are not met (hygiene factor). Workplace emotions such as frustration, anxiety, hopelessness or anger can arise in such situations (often involving technology). It is associated with a future goal or task-oriented perspective (affordance).

- Aesthetic: this dimension captures the role of the senses in the workplace (primarily the 'distance' senses – vision, sound and smell). Unlike the art gallery experience, aesthetics in the workplace involves interaction. It is 'present' oriented, occupying the here and now.

- Symbolic: this dimension involves the intersection between memory (cognition) and emotion. It gives rise to a sense of belonging, a sense of attachment and sense making. It links to 'past' experiences. We imbue workplace objects and spaces with emotional attachments.

In practice, workplace artefacts possess all three dimensions to a greater or lesser extent. For example, an office chair would evoke negative emotions if it failed to fulfil its function as a seat. Simultaneously, it possesses visual appeal and may have tactile characteristics or a distinctive fragrance (e.g. leather) all of which engage a mindful awareness of the present (sensory emotions). Finally, the same office chair may convey symbolic meaning in terms of status, belonging and history (nostalgic emotions).

Instrumental - necessary but not sufficient
This initial two-year investigation sought to uncover the foundations of an 'emotionally accessible environment', which resulted in our book Creating Emotionally Intelligent Workspaces. We invite other organisations to play a part in developing an operational model .The emphasis was on 'positive psychology' and enabling people to flourish and realise their full creative potential through their working environment. The study illustrated how consumer goods have increasingly incorporated the aesthetic and symbolic dimensions of artefacts. In contrast, workplace designers are often overly constrained by instrumental considerations - at the expense of aesthetic and symbolic dimensions. By introducing a more rigorous approach to emotional intelligence in post-occupancy evaluation, we can avoid marginalising these two properties as 'decoration'.
Enhancing face-to-face interaction might be seen as an unfashionable proposition in the wake of the

coronavirus epidemic. However, like the Northridge earthquake in Los Angeles 25 years ago, it presents a tipping point in understanding the future of the office and its USP. In the article entitled 'Coronavirus and the future of the office' the Forbes author [8] suggests that 'the Coronavirus is an opportunity to rethink the modern office and its ecosystem. It is an opportunity to contemplate what would happen if we were to dramatically reimagine some of the fundamental contours of our work life as we have known it for a long time—the idea of the office.'

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Adrienne Mansfield,
Programme & Portfolio Manager, Jepmond Associates

> *"The only way to start is to define your target operating model."*

As an interior designer and programme manager I believe that no matter how fabulous we create the building and its internal environment if it is piled high with paper it ruins the design and severely limits business efficiency in practice. Not only does it ensure staff work less productively, but all the paper storage required prevents you from delivering in practice high-quality reception, circulation, office, breakout and collaboration spaces that are so essential in supporting a modern business environment.

So how do we achieve the obvious - a great architectural design, efficient and effective space, drive reduced space and corporate costs, meet our environmental targets and encourage a happy workforce?

Well, it doesn't happen just by telling everyone to stop using paper!

Deciding what transformation means to your organisation
Transformation can mean many things and can take many forms, but the only way to start is to define your target operating model. What does the new organisation look like, what behaviours will it require to make it successful and what objectives are you looking to achieve? Once these are clear (and agreed) you can define how you are going to achieve this and how long it may take. It can take a long time for an organisation to change its behaviours, so identifying some quick wins at the start are important and will help to engage the business and demonstrate the

commitment from senior management. Running a company-wide business engagement exercise incorporating an ideas campaign, for instance, is a powerful method of engaging key stakeholders and gaining their buy-in as well as ideas to help define your future approach.

It needs leadership and a corporate-wide change management programme for starters.

Identifying your objectives
Choosing your building, creating your design and producing your space management plans are all about understanding how you will maximise the use of space, so rationalising use of paper and limiting storage is crucial to getting the most out of your design. This requires a huge shift in culture and working practices if your current building is already piled high with paper and packed with filing cabinets. You cannot achieve your transformation vision without changing your working practices, no matter how good the design. Deciding on what your drivers for change really are will help you define how you approach your transformation. These drivers may be many and varied, but identifying those that are key to corporate and behaviour change will determine how you go about it.

Aligning with client expectations, business continuity, cost savings or merely taming the dinosaurs will give purpose to your transformation – essential if the changes are to be delivered and maintained.

> *"Changing behaviours will not happen if there is a disconnect between corporate and personal beliefs and objectives."*

Preparing for change
Changing behaviours will not happen if there is a disconnect between corporate and personal beliefs and objectives.

This degree of change cannot be achieved without engagement across the entire organisation. Setting expectations from the start and being honest is essential. Be honest about it - be clear that the change will be difficult for some and easier for others. By using behavioural assessment and profiling you can gain a clear understanding of how different people in your organisation adapt to change, or have difficulty facing something new. It's not easy to change behaviours that have been ingrained for many years. Demonstrating the benefits in the changes to allow time for colleagues to adapt rather than 'enforcement' from the start is the only way that really works in practice and embeds the change in the long term.

In the case of the paper challenge, to consider running a simple archiving exercise as the best method to reduce paper usage is a false economy. Your organisation will merely shift the problem to off-site storage and introduce additional costs of document retrieval.

The lost time in transport, requests, temporary storage, lack of data access (especially important in, say, a legal, facilities or design practice) all compound the waste as well as increase cost.

Dispelling the myths
Sometimes people will have issues with confidentiality, access to sensitive information and requiring the ability to lock down information to specific groups that prevent them from buying into such change. But with the right technology and an agreed access strategy data can be locked behind information barriers to protect sensitivity and ensure privacy where it is necessary. It's not merely about managing paper – it's about introducing the right technology to support your change programme.

It is essential to have a clear direction but it is equally important to confirm what it isn't about, too. No matter how clearly you state your messages, some will always assume it means something else, and often the complete opposite to what is intended. It is therefore vital to state your messages and re-state them regularly and for instance "less paper" does not mean "paperless", and "think before you print" doesn't mean "all printers are going to disappear overnight".

The introduction of document automation and agile working does not mean the office will suddenly be overrun with robots and the need for less people.

Continuous learning means continuous improvement
It's amazing what changes you can achieve in working practices, culture and mindset in eighteen months to two years. But it does take time to deliver and embed. From the quick wins you implemented and reminding everyone where you started, what you have achieved and how the changes are benefiting everyone, you can ensure the momentum is

"You will learn a huge amount about your organisation during any transformation process."

maintained and provides you with a springboard for further change. You will learn a huge amount about your organisation during any transformation process, and this can be used to develop your continuous improvement plans and build on the efficiencies you have achieved and the changes you have made. You can also use this knowledge to reinforce to everyone that change should be embraced and new ideas are always welcomed.

Partnership
Made Personal

At OCS, we care.
We believe that we each deserve to go home safe.
We support and invest in our people
and they power our partners, in turn.

**Care**   **Safety**   **Trustworthy**   **Expert**

George Lilley,
Managing Director, Eric Wright FM

> *"The internal tone of any business is articulated through its published values."*

Wellbeing is a challenge that exposes the tension between business leaders and business owners. The debate over corporate social responsibility is only just beginning.

How easy would it be if the owners agreed to (say) reduce growth expectations by 10% so that business leaders could comfortably divert 10% of sales and marketing costs to establish a wellbeing budget? A budget that could be used to genuinely support employee recovery from mental health issues. Life would indeed be easy; but sadly it's unlikely. Instead, owners will stay silent, leaders will empathise without creating meaningful wellbeing budgets, and not a lot will change. There are some positives, in which some leaders are using an array of data metrics to demonstrate there is a business case associated with improving wellbeing at work, but at the same time it is dispiriting that we need a business case to do the right thing.

Broadening out this point, the internal tone of any business is articulated through its published values. The degree to which these values are allowed to stand when margins fall is a good test of integrity. Service businesses are people-centric and to optimise performance people must want to fully engage. Our employees can quickly see through corporate behaviour that ignores published values in the chase for margin. Organisations should stay true to their values even if margins are impacted.
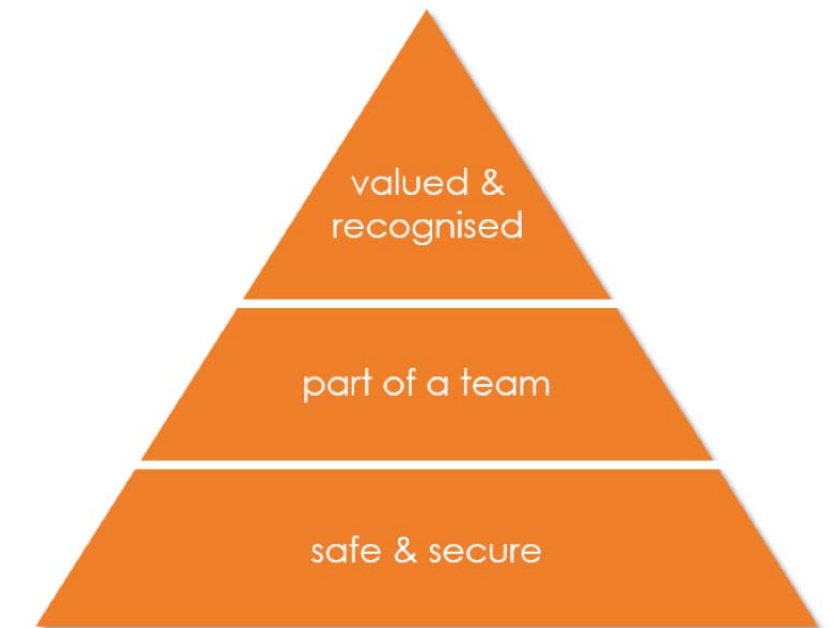
Wellbeing currently has a high profile but some current initiatives are superficial. Solutions need to be embedded in the culture and value set of the business, then they must be lived. A simplification of Maslow's Hierarchy of Needs establishes three main components that people need before they're in a position to choose a level of engagement with their organisation.

It's no real surprise that there's also a correlation in terms of wellbeing.

People need to feel safe and secure before they can be part of a team - and similarly to feel valued and recognised, it's essential to be part of a team.

So let's do some radical thinking: how can the primary earner of a household feel safe and secure if they're employed on a zero-hour contract? Businesses survived before their introduction and they would easily adjust if they were banned.

Common values and common objectives are essential to feel part of a team. The best glue is doing good things together - like delivering societal impact.

There are some amazing examples of activities undertaken by employees supported by forward-thinking organisations, but it's only really touching the surface. Being allowed to help youth in their learning and development journey seems to have a common appeal amongst our employees. In terms of value and recognition - schemes that allow employees to share the rewards of recognition with their family and close friends are valued the most. How we value the people our employees' value is the next step of thinking in this journey.

At Eric Wright FM our positive work culture comes from our unique ownership structure; one which provides job security for its employees and enables sustainable partnerships with its clients and suppliers.

Eric Wright FM is part of the wider Eric Wright Group, which in turn is 100% owned by the Eric Wright Charitable Trust - a decision taken by Mr. Wright in 2015 in support of his vision to create a stable business, exempt from the threat of acquisition and thus creating a legacy of his commitment to sustained employment for his staff.

Today the Eric Wright group of companies has one common purpose - to create profit in aid of the Trust's charitable activities, in the places where we work. With this, we have created a positive work culture where people feel safe - because they understand the company's vision and are able to make their own individual contribution to company profits by working more efficiency.

All profits generated by the Eric Wright Group are either reinvested into the Group or distributed to the

charitable trust in aid of its charitable activities. Since 2015, the Group has donated a staggering £9m! This not only supports workforce wellbeing but directly impacts the wellbeing of less fortunate individuals within our local communities.

Here are some examples to put it into perspective…
The Eric Wright Charitable Trust owns and operates Water Park Adventure Centre in Coniston. Through this facility we subsidise extra-curricular learning and outdoor activities for under-privileged children - providing them with valuable experiences they otherwise wouldn't get. Our FM staff make an individual contribution through the maintenance of this facility, ensuring it will be here for children to enjoy for years to come.

We also sponsor a 'real work' environment through the Eric Wright Learning Foundation, in partnership with Preston's College. Here we subsidise bursaries for young adults to attain vocational skills that will set them up for life and make a positive long-term impact to their wellbeing. We invite all our staff to make an individual contribution to the Eric

Wright Learning Foundation by becoming a careers ambassador.

Having a strong focus on wellbeing and societal impact is not only morally correct, but makes perfect business sense. Aside from creating a positive work culture and creating employer engagement, it now also forms a major element of the public sector bid assessment process - with recent tenders allocating up to 40% of marks to social value and wellbeing criteria. With these changes now apparent, the difference between winning and losing these major public sector contracts hinges on an organisation's ability to effectively evidence its social value and wellbeing initiatives.

For Eric Wright FM, the focus on wellbeing and societal impact is very much welcomed - we're already leading the industry on what it looks like to do good business; and winning the 2019 IWFM 'Impact' award for our social value initiatives is testament to this claim. We still have a journey ahead of us to support the wellbeing of our staff but we have the ownership structure and business values to do so.

**Victoria Hughes,
Business Responsibility Director, VINCI Facilities**

> *"Facilities management providers are perfectly placed to lead change."*

David Cameron once attempted to introduce the idea of defining a nation's standing based on its wellbeing as opposed to gross domestic product performance. It was a radical idea, since wellbeing has traditionally been linked to economic prosperity. But as we all know, money does not buy you happiness.

Now that the courts have ruled against expansion plans for Heathrow Airport, it seems that economic growth per se is no longer the priority for the UK. If the new focus is on wellbeing, then what does this mean for facilities management?

Facilities management providers are perfectly placed to lead change. We should be advising our clients – landlords, tenants, owners, developers and public bodies of all types – about the best way to enhance the workplace and the lives of the people using the space. However, FM still tends to be reactive – attempting to meet the immediate demands of customers rather than innovating and strategising.

FM needs to take a stand. Faced with a climate emergency, growing customer expectations and rapid technological advances, we need to rethink our whole approach to delivering services.

The wellbeing of our customers – the occupiers of the facilities and workplaces we maintain – is, of course, a priority. They need to be healthy, engaged and productive so that they can focus on their core jobs. However, it can't be at the cost of our environment. We need to ensure that modern working conditions and prosperity are compatible with environmental protection.

Organisations tend to look through a stakeholder lens that is too narrow, too caught up with worries about turnover and margins to appreciate the bigger picture. A wide-angle focus would allow all of us to see we have a much more important stakeholder: the Earth itself.

That's an ambitious statement. But we should all stop a moment and consider the impact of what we do each day as individuals. Small steps do make a difference if enough people take them. And as FMs, there's a lot we can do to ensure our services are delivered in a way that makes a difference to our planet's future. Wellbeing for people can equal wellness for the planet – but only if it's done right.

A planet under stress
We are living in a geological age called the Anthropocene. Scientists define it as the period during which human activity has been the dominant influence on the climate and the environment. That means it's our responsibility as a species to take care of our world.

Our planet is an amazing thing. It boasts tremendous diversity in species, habitats and cultures; but our way of life has tested its resilience to breaking point. Some might wonder if the planet wouldn't be better off without us. The Earth has faced down and adapted to countless climatic changes and

planetary events – but it may have met its match in the damage wrought by the human hand.

Human activity has changed 77% of the land and 87% of the oceans, mostly not for the better. Earth Overshoot Day marks the date when humanity's demand for ecological resources in a given year exceeds what the planet can regenerate in that year – and that date approaches fast each year.

Our consumption is out of control. For example, domestic pigs and cows outnumber all wild animals by a ratio of 14:1 but raising them accounts for 83% of agricultural land – while their meat provides only 18% of our calories. The signs of a planet under stress are everywhere: ocean acidification, deforestation, air and water pollution, flash floods, forest fires and, of course, global warming. Earth is near burnout. It can't process the toxins we're pumping into it or replace its depleted resources. Something has to change. Setting targets for zero carbon, biodiversity net gain, and supporting the circular econonmy are all vital responses – and this is where FM can make a difference.

Our responsibility to act
Facilities management occupies a significant place within the UK economy. Our industry is worth some £64bn, representing about 7.5% of UK GDP. At the same time, we are part of an industry which has a disproportionate impact on the environment. The built environment sector is responsible for 40% of CO_2 emissions, 60% of water use and 60% of waste generated in the UK.

This means we in FM have a responsibility to do what we can to improve our procurement and operational practices to reduce this impact.

The World Economic Forum's Global Risks Report 2020 shows for the first time that the top five risks are environmental. We may not be able to do anything about extreme weather or natural disasters, but we can make our services more environmentally friendly.

Meat eating, for example, has a huge effect on climate change. We can help by providing non-meat options in our catering provision. We can reduce air and water pollution by outlawing use of toxic chemicals in our cleaning services. We can reduce waste by encouraging recycling and reuse. We can promote biodiversity in the open spaces we care for through judicious planting, habitat protection and the creation of 'green corridors' to encourage wildlife.

Clearly, actions that benefit the planet also benefit people. A stable climate, reduced pollution, flourishing green spaces and healthy menus are all positive outcomes. But wellness goes beyond our ecological footprint. It's about how we feel – and how we live.

What is wellness?
Wellness is the sum of everything that affects and touches us: our mental and physical health, our life expectancy, our social and economic engagement with each other, our connections with nature. Our feelings of contentment. Our happiness.

Profit and the acquisition of wealth is still widely regarded as the most important measure of success. Yet in terms of happiness, the US –

economic powerhouse, home of the American Dream – ranks only 108 out of 140 nations. The UK does better at 34, but it's still not good enough.

Wellness eludes many of us, and work is a big part of the problem.

We're increasingly recognising that culture and relationships in the workplace have a huge impact on how we feel. We thrive when our employers show they value us, when we can socialise with colleagues and feel part of a team. We feel engaged when our organisation demonstrates respect for the environment and the surrounding community. We like to know we are part of an enterprise that is doing the right thing.

FMs wrestling with shrinking budgets, complex stakeholder demands and growing compliance pressures might feel they have little time and energy to spare for ethical considerations. But now is the time to rise to the challenge – because our customers as well as the public at large are looking for leadership.

Ethical actions are valued as never before. An organisation perceived to be acting with integrity is far more likely to be trusted than one focused on short-term balance sheets. The public will warm to companies that treat their people well, that support their local communities and take the environment seriously. They will distance themselves from those perceived to be profit-hungry, who squeeze margins at the expense of employees' welfare, who consume without thought, who procure at lowest cost regardless of consequence.

A plan of action
The good news is that many business leaders do care about the

wellness of the planet and the wellbeing of people, and so do the occupants of the buildings we manage.

Small, piecemeal improvements of the kind described above have their value. But in order to bring about real, lasting change, we need a strategy.

The United Nations Sustainable Development Goals are a good place to start. In 2015 17 SDGs were created along with 169 targets. SDG 3 specifically targets wellbeing. These goals need to be integrated into all our industry practices. This will require commitment and a shift in behaviours and values.

One suggestion is to move to Net Positive – a new way of doing business that contributes more to society, the environment and the economy than it takes out. Organisations that take a Net Positive approach are still intent on growing their brand, achieving a strong financial performance and attracting the brightest talent. But they recognise that business is a marathon, not a sprint, and that their activities have an effect far beyond organisational boundaries. They understand that they are connected to their communities and the wider world, and that their success is intertwined with the wellbeing of this extended community of stakeholders.

For over 2,000 years people believed that the Earth was at the centre of the universe. Today we know that humans are not central to the wellness of the Earth – but the wellness of the Earth is central to our wellbeing. VINCI Facilities is focused on ensuring that even as we grow our business, we are never less than a trusted custodian of the planet.

Reference links:

Responsible Business Toolkit
https://www.rics.org/uk/news-insight/latest-news/value-the-planet/

Sustainable Facilities Management Index
https://www.acclaro-advisory.com/sfmi/

Green Finance Initiative
https://www.greenfinanceinstitute.co.uk/

BITC Wellbeing Resources
https://www.bitc.org.uk/toolkit/an-introduction-to-wellbeing/

World Economic Forum Global Risks Report 2020
https://www.weforum.org/reports/the-global-risks-report-2020

UN Sustainable Development Goals
https://www.un.org/sustainabledevelopment/sustainable-development-goals/

WORKPLACE FUTURES

www.i-FM.net

Workplace Futures is organised each year by i-FM, the award-winning web-based news and information service catering to the needs of the facilities management community.

With a reputation for top-quality news, features, comment and research, we have grown and developed with the industry - always maintaining our distinctive focus on the FM marketplace. Updated every business day, the site delivers a unique service - easily accessible, fully searchable and highly topical.

The pioneer when it was established more than 20 years ago, i-FM is still the only online resource an FM needs.

WORKPLACE FUTURES

www.workplace-futures.co.uk

Each Workplace Futures conference programme since the launch of the series in 2007 has tackled a different issue in the FM sector; but an underlying theme throughout has been the comparatively low 'name recognition' that continues to characterise facilities management, along with the associated tendency toward under-appreciation of the value it both represents and contributes to UK plc.

The goal of the conference series, and each post-event White Paper, is to address these challenges by fostering education, discussion and positive action that supports the growth and development of FM.

See you in 2021!