ACCLARO ADVISORY

SFMI

The Sustainable FM Index

SFMI Summary Report 2022

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FOREWORD

“FM has a new voice in the post-pandemic world.

Organisations are taking different approaches to the management of workplaces, flexible employment practices and engagement of staff driven by employee desires and the culture of its leaders. Facilitating this change and back-filling the operations is critical to the success of any workplace model taken with data and technology supporting the change.

Coupled with this is the global regulatory standardisation in reporting and disclosure of ESG data, which has been in the pipeline for many years and is now coming to fruition. Like a jigsaw - with regulation, investor, customer and supplier pressures – the pieces are coming together for a new landscape of disclosure in the next few years placing an increased requirement for due diligence and reporting. Primarily set up to improve consistency and aid transparency, the standardisation will also reduce incidences of greenwashing – but more is still required to remove some blatant attempts within the FM sector.

Consequently, it has also raised the lack of engagement in the operation of buildings when discussing the whole life of property by the real estate sector, meaning the full scope of impacts is not captured, communicated or managed.

Brought together, it provides FM with a role to demonstrate the value of the service to people, the environment, and the built assets through ESG measures. Engaging with leadership provides a real demonstration of progress in disclosures aligned with the new whole life buildings philosophy to avoid incidences of greenwashing.

Sunil Shah, Managing Director

In today’s world where additional transparency and validation of performance is required, The SFMI provides a simplified way to achieve this.

Executive Summary

Introduction

The SFMI framework scores organisations on a scale of 0-5 across 23 ESG criteria. It provides organisations with a credible single assessment score for comparable measurement and benchmark against other FM companies. In today's world where additional transparency and validation of performance is required, The SFMI provides an simplified way to achieve this.

You can read more about The SFMI's 23 criteria, how they impact FM, and what is expected of leaders within the industry here: **The 23 Criteria for Sustainable FM: A SFMI Guide to Sustainability.**

2022: back end of Covid and organisations moving to the 'new normal'

Almost three years after the pandemic began, FMs continue to adapt to the changing world and the 'new normal'. 2020 consisted of a firefighting approach across all industries, followed by a push for strategic planning to embed sustainability and recover from the impacts of the pandemic in 2021. This year, the industry has seen a continued push on this strategic focus, seeking to embed robust and responsible business practices to drive sustainable best practice within the sector.

This year the SFMI assessments revealed continuing improvements across a wide range of ESG criteria, including noticeable progress in the Governance and Social sustainability criteria. Many organisations saw a dip in scoring in 2020 due to updates to The SFMI scoring methodology and also as an impact of the pandemic, however this year continues the ongoing improvement in scoring following on from 2021. As of the 2022 assessments, some of the highest score increases over the past 5 years include:

- Employee Development, increased by 23%
- Disclosure, increased by 14%
- Board Commitment, increased by 13%
- Risk Management, increased by 11%
- Sustainable Communities, increased by 9%

2022 also sees the greatest number of Platinum scoring companies to date, and witnessed multiple SFMI Partners climb up a scoring band to achieve a higher award than last year. This demonstrates ongoing improvements, and a commitment from our Partners to fostering a responsible business culture within their own organisations, as well as the overall sustainability agenda of the FM industry.

Updates to the SFMI

The SFMI, operational since 2013, is updated annually to keep up with changing trends and requirements within the FM sector. Most of the changes over the years have been to the scoring methodology itself, however in 2022 we introduced two additional assessment offerings – for SMEs, as well as a Standard and Premium audit.

We also updated the scoring to reflect trends within the industry, including an increased focus on the supply chain as well as TCFD influences on risk management and finance. We also saw an increased focus on stakeholder engagement at different levels, including internal stakeholders (employees), customers, and supply chain.

THE SFMI IN NUMBERS

2022 winners
VINCI
Skanska

23 SFMI Criteria

33%
of partners are starting to use some actual data in their supply chain Scope 3 measurements

Rising star 2022
Sewell

70+
interviews held across the 2022 audit schedule

70%
of FM's carbon emissions are classed as Scope 3

200%
the number of partners has doubled since 2014

10TH
(2013-2022)
consecutive year of data on FM sustainability trends

INDUSTRY TRENDS

Highlight of operational level findings

Operationally we saw organisations understanding the importance of Social Value, and the impact they can have on their own employees, customers, supply chain, and the local communities they operate in. Social Value has been an increasing topic of conversation over the past few years, and now more organisations are looking to measure their impact and incorporate their learnings into improvement plans.

FMs are also increasingly understanding the value of engaging not only their own employees in driving sustainability within the industry, but also their customers, supply chain and local communities. Facilities management organisations interact with a significant number of different groups, and so have a vast opportunity to influence and share knowledge on sustainable practices.

Highlight of strategic level findings

Strategically, Disclosure and Board commitment proportionately increased the most in scoring since 2017, with Risk Management not far behind. Criteria such as Finance have also increased over this time, however it is lagging in comparison. The TCFD is starting to have more influence over the financial approaches of the FM industry in relation to climate risks and opportunities, however this is currently being led by a small number of larger organisations, with the smaller FMs often further behind.

Highlight of supply chain findings

Scope 3 is a growing topic of conversation in relation to net zero, and a relatively new area of focus for the FM industry. Organisations are starting to include Scope 3 emissions into their GHG inventory, however, most are using estimated data for this based on spend.

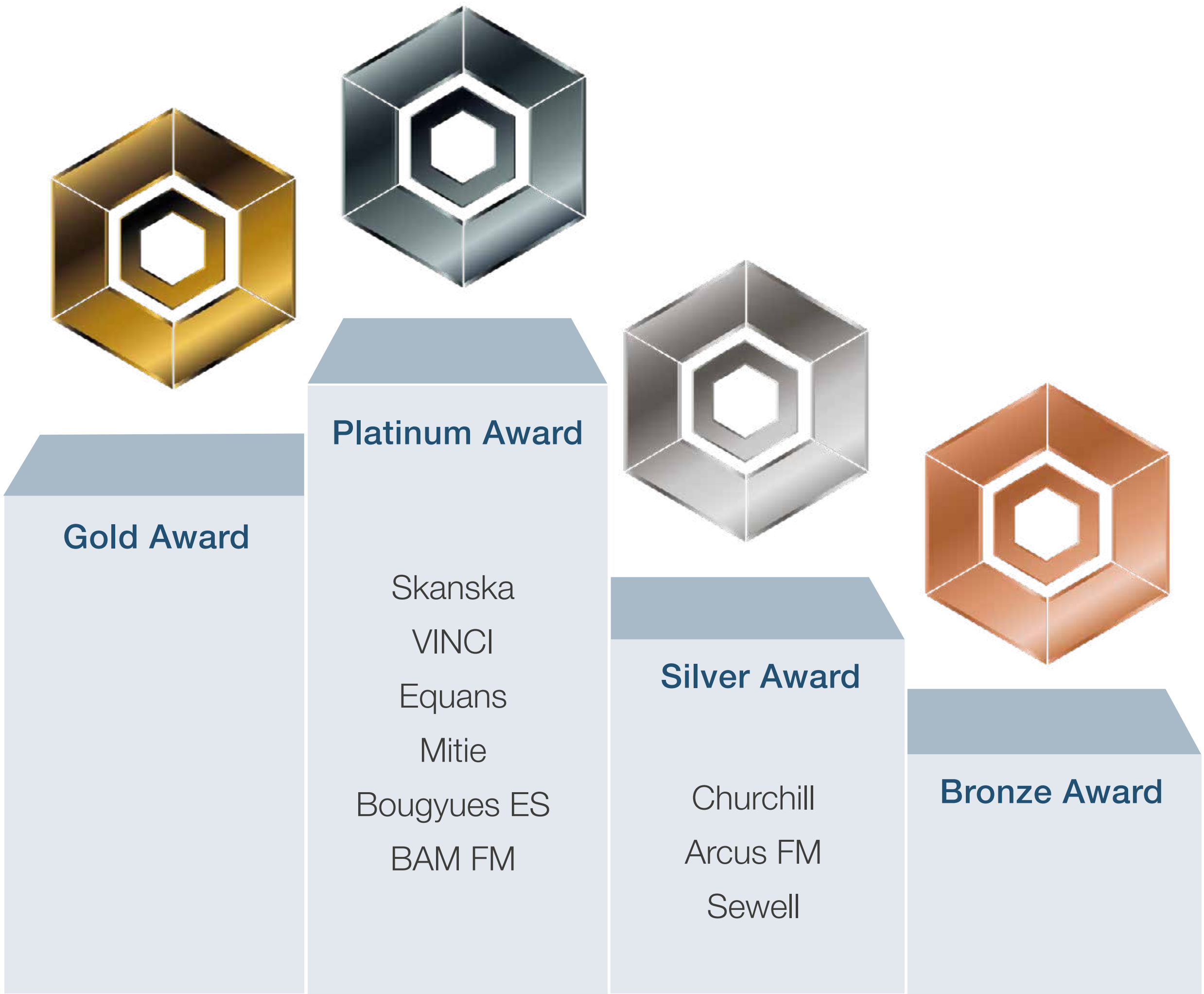
Organisations are developing their engagement with their supply chain and starting to measure and understand the importance of their impact. In the FM sector, Scope 3 emissions account for 70% of an organisation's carbon emissions (often more than their Scope 1 and 2 emissions), mapping and reducing these emissions is therefore critical to support FM's journey to net zero. One third of SFMI Partners are starting to collect some actual emissions data from their suppliers and are looking to trial this process before rolling it out across the rest of their supply chain.

VALUE OF THE SFMI

Mitie's board commitment drives an SFMI based strategy

Mitie have shown strong commitment to driving a responsible and sustainable business and have based their strategy around The SFMI's 23 ESG criteria. The approach is Board approved and driven and incorporates their plan to reach net zero by 2025 (Scope 1 and 2) and 2035 (Scope 3).

THE 2022 SUSTAINABILITY PERFORMANCE



Partners (receiving a full assessment)

Arcus FM
BAM FM
Bougyues ES
Churchill
Equans
Mitie
Sewell
Skanska
VINCI

Non-partners (public data assessment only for benchmark purposes)

Atalian Servest
Derwent
EMCOR UK
ISS
Optima
Sodexo

Strategic Findings

Upcoming regulation, customer and investor pressures provides FM with a role to demonstrate the value of the service to people, the environment, and the built assets through ESG measures.

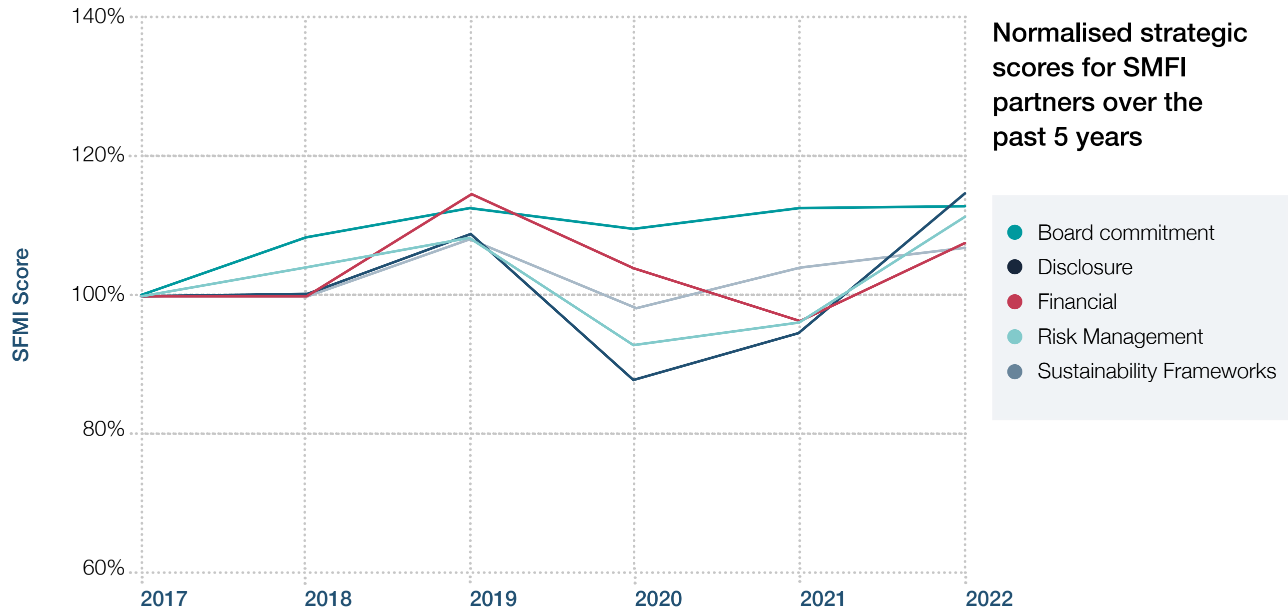
Whilst there are many positive trends, the lack of engagement within Finance is a concern, and highlights that whilst sustainability and ESG measures are becoming common language items, they are still not integrated within the organisations systems as best defined through finance

Driving responsible business through governance

The past twelve months have seen a significant global shift towards consolidation in reporting and disclosure, coupled with increased regulatory demands stretching across the value chain. Changes and trends are driven by approvals from long awaited legislation, consolidated disclosure requirements, investor pressure, and increased government reporting. These changes and updates require companies to collect more data across their value chain, including suppliers in order to be able to disclose more transparently.

Progress of Strategic Criteria

Strategic management responses, particularly across the Governance criteria, to meet the forthcoming shift can be assessed through a suite of criteria from The SFMI, with normalised Partner scores since 2017, showing the general trend of the scoring over the last five years.



Although the overall trends across the 5 years have seen a 10% improvement, there have been some significant variations, particularly in the past 3 years. Sustainability frameworks, the internal mechanism to drive performance and improvement, has consistently been highly scored in the Assessments, however, its improvement over the past years has been relatively flat at little over 1% per annum.

With the release of TCFD (Task-Force for Climate-Related Finance Related Disclosures) compliance expectations, both Risk and Disclosures have seen a significant increase since 2020, with uplifts of 18% and 26% respectively. The average partner score for Disclosure increased from 77% to 88% in this time, and 80% to 90% for Board Commitment over the past five years. Both criteria are key for many of our Partners as we understand the value of engaging senior staff in driving a responsible business culture from the top down.

Whilst these are positive trends, the lack of engagement within Finance is a concern, and highlights that whilst sustainability and ESG measures are becoming common language items, they are still not integrated within the organisations systems as best defined through finance.

TCFD

The importance of the TCFD and its recommendations is increasing within the FM industry. It has direct influences on Risk Management as well as Disclosures. Most organisations have a vague understanding of its influence but are not reporting in line with The TCFD Framework.

Some smaller organisations still do not incorporate sustainability into their financial budgets, and so are much further behind than many of the larger FMs who have larger Finance and Risk teams. Larger FMs also may have increased reporting requirements both legally and from stakeholder expectations.

Many of the larger organisations have some understanding of TCFD reporting and are starting to move in this direction but are not yet showing leadership in this area.

Key terms

The Task-Force on Climate-Related Financial Disclosure (TCFD) was developed to provide investors with information about what an organisation is doing to mitigate the risks of climate change and increase transparency of disclosure on their internal governance.

Improving disclosure allows companies to better evaluate their climate risks, decide how to efficiently allocate their capital, and enable sustainability to influence their strategic planning.

Partner profile: Arcus FM

Arcus FM have a strong **risk management** approach with a corporate risk register which includes environmental and sustainability risks. These cover both financial and non-financial risks to the organisation. The risk register has 6 monthly reviews and was created in conjunction with the C -suite. For each risk identified, a C-suite/Board member owner is assigned. Progress against risks is reported for significant risks too. Arcus have also recently added a risk score tracker to enable the tracking of risks over time.

The Sustainability Committee, Horizon Group and Risk Management Committee are all engaged in risk management. Risk is also covered in the Compliance and Obligations register which includes TCFD recommendations.

Board Commitment and Sustainability Frameworks

The importance of fostering a responsible business culture from the top down is one that The SFMI has strongly encouraged over the years. Driving leadership within the industry critically requires sponsorship and encouragement from the Board and senior leadership teams.

An organisation's Board members are able to drive a responsible culture within their organisation, as well as sponsor various committees and groups within their organisation. Having a core understanding of the value of embedding sustainability at the top level and driving this down throughout the organisation is critical for those striving to be seen as leaders within the industry.

Sustainability Frameworks has increased from 100% to 107% since 2017 when looking at the normalised scoring, which reflects an average partner score increase from 87% to 92%. This increase is one of the least significant improvements from the strategic criteria due to the increasing requirements of The SFMI year on year. We continuously increase the requirements for public disclosure within the framework, so Partners must continuously improve in order to keep up and maintain the higher scores. The SFMI requires public commitments and statements fostering continual improvement and responsible business culture. One increased requirement is that companies showing leadership must be delivering sustainability not only in specialist sustainability services, but for all contract level FM services.

Partner profile: Bouygues ES

Bouygues show strong **board commitment** within the organisation. A recent restructuring has seen one of the Board members become the head of sustainability team, as well as a key member of the WeLink (women's network) and D&I Committee. This representation of the Board on various sustainability and diversity committees shows the commitment from the top down to fostering a strong fair and responsible business culture.

BE YOURSELF

KALEIDOSCOPE

PARENTS & CARERS CONNECTED

WelinkUK
BOUYGUES CONSTRUCTION WOMEN'S NETWORK IN THE UK

ENCOMPASS
Be Yourself

Peer Support Network
Disability & Wellness

Regulatory Changes and Compliance

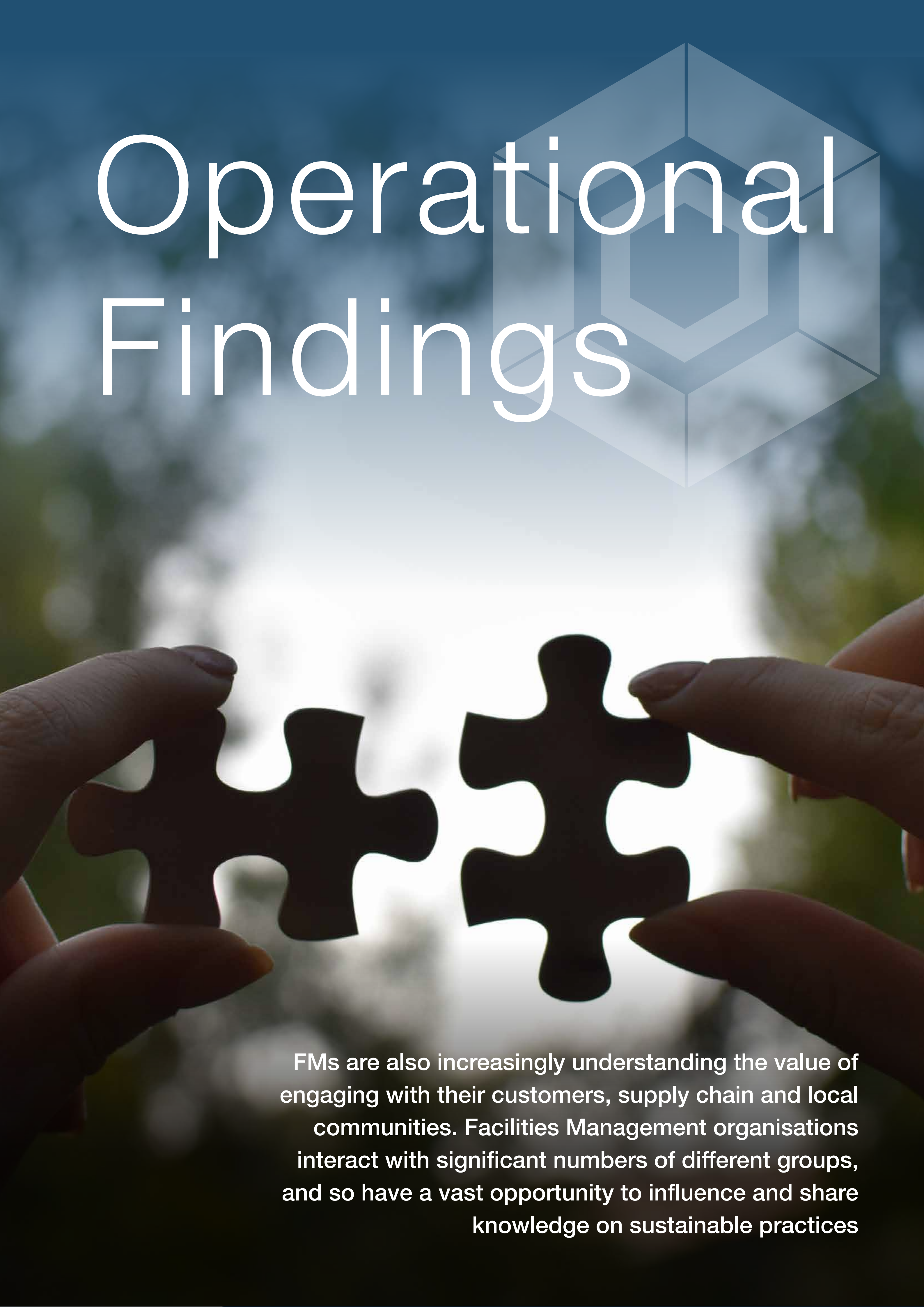
Regulation changes and updates such as those from Task-Force for Climate-Related Financial Disclosure (TCFD), The Corporate Sustainability Reporting Directive (CSRD), Procurement Policy Note 06/20 (PPN06/20), and others influence the level of disclosure and compliance efforts of our Partners and the FM industry. Acts, which have been in the pipeline for a long time, have been implemented over the last few years and so the compliance landscape is continuously changing. These updates are driving change within the industry and driving it forwards for the better.

Larger FMs are more limited by Governance requirements for disclosure than many smaller organisations, however we encourage all Partners to strive for maximum disclosure and compliance where possible to show leadership within the industry.

Partner profile: Churchill

Churchill have a robust approach to **compliance**. They have a compliance register which accompanies their risk management approach which is reviewed at a minimum once annually; however, it can be reviewed more regularly than this depending on risk and legislation updates, as well as changes within the company itself.

Changes in legislation are communicated to interested parties through the overarching communications plan which identifies what, when, and why changes have been made and who needs to be informed. Churchill also subscribe to frameworks which provide regular legislation updates for the industry which is then disseminated to interested parties. Efforts beyond minimum compliance include looking to develop employment pathways for refugees, as well as investigating other areas and policies which show responsible citizenship and leadership.



Operational Findings

FMs are also increasingly understanding the value of engaging with their customers, supply chain and local communities. Facilities Management organisations interact with significant numbers of different groups, and so have a vast opportunity to influence and share knowledge on sustainable practices

FM driving social sustainability

One of the emerging themes from last year and a key theme for this year is Social Value. With the introduction of PPN06/20 and an increasing awareness of the importance of driving Social Value within the industry. This year we saw improvements across all Partners in their efforts to drive Social Value within their communities, however this has not directly been observed in the average scores of Partners this year.

The SFMI continuously increases the requirements for top marks, so although many companies have made some improvements in their approach to embedding Social Value, there has not been a significant increase in their scores as even more is being required to achieve the top-level leadership scoring each year.

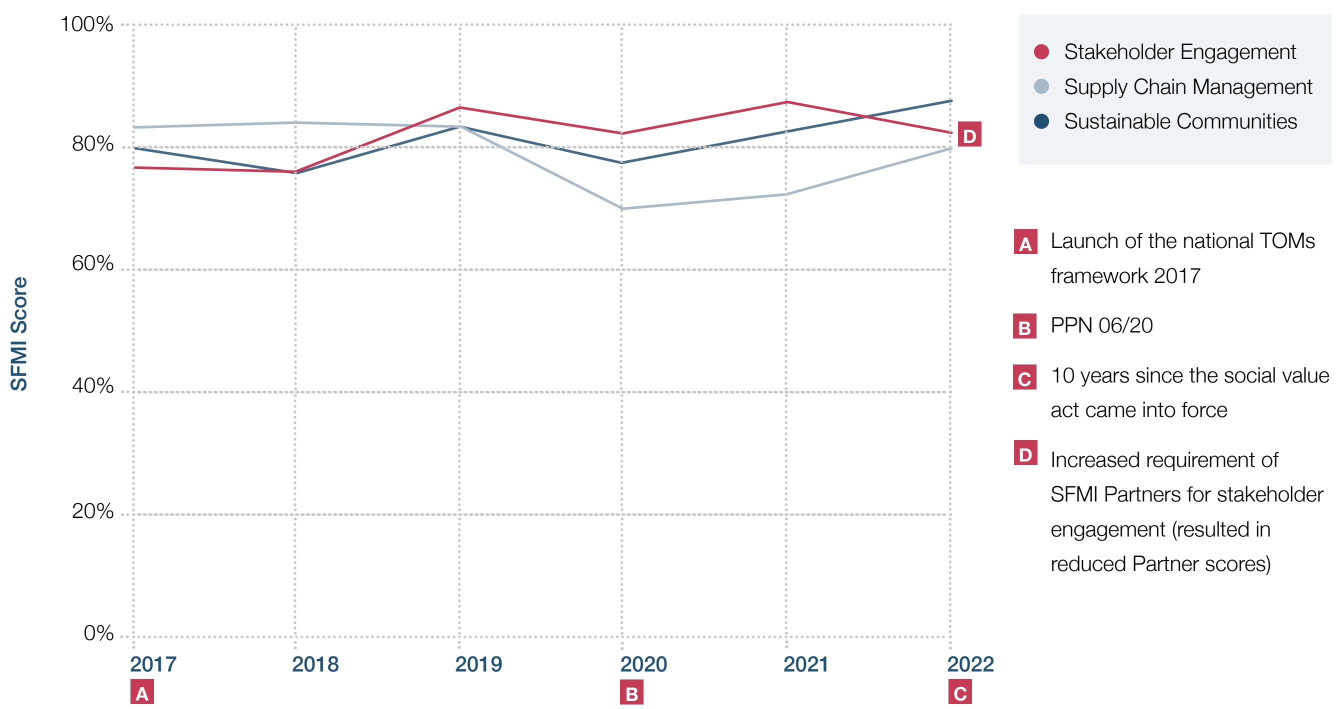
Some of the key SFMI criteria relating to Social Value include: Stakeholder Engagement, Supply Chain Management, and Sustainable Communities.

Key terms

The Procurement Policy Note 06/20, officially titled 'Taking Account of Social Value in the Award of Central Government Contracts', was created to launch a new model to deliver Social Value through the government's commercial activities.

It enables central government organisations to understand and measure the Social Value they create through the delivery of their contracts.

Changes in social value scores for SFMI partners over the past 5 years



A Launch of the national TOMs framework 2017

B PPN 06/20

C 10 years since the social value act came into force

D Increased requirement of SFMI Partners for stakeholder engagement (resulted in reduced Partner scores)

As shown by the graph on the previous page, scoring within Supply Chain Management and Sustainable Communities have increased over the past few years. The average Partner score for Supply Chain Management increased from 70% in 2020 to 80% in 2022. Sustainable Communities has increased from 78% in 2020 to 88% in 2022.

Since 2017, both Stakeholder Engagement and Sustainable Communities average scores have increased slightly, however Supply Chain Management decreased slightly over this longer time period. The reason for this is due to the increased requirements in The SFMI for organisations to meet, rather than declining performance within the industry. Overall, the graph shows a broadly flat and stagnant industry approach to social value, one which we hope to see improve over the coming years as more companies start to understand and measure their impacts.

Social value measurement

FMs are delving further into how they can create value for their clients, supply chains, and the communities they work in. The FM industry is extremely hands on with the communities in which they operate and recognise the vast opportunity they have to create SV there. Most FMs engage in SV activities to some degree, however, the data collection side has been lacking within the industry for many years. This year we have seen some of the smaller organisations, and those who are earlier on in their sustainability journey, start to take steps towards understanding the value they are creating/can create as well as how they can measure and report it effectively.

Partner profile: BAM FM

BAM FM is committed to measuring **social value** for all BAM contracts from January 2023. 13 priority measures will be applied to every contract based on the target operating model (TOMs) framework. The key measures include:

- No. of local employees hired or retained on contract
- No. of hours supporting unemployed (24+) and young people (16-24) into work
- No. of weeks for training opportunities on the contract
- No. of apprenticeship weeks on the contract
- Total amount spent in the local supply chain
- Investment in VCSE's
- Volunteering time and donations provided to support local community projects
- Equality, diversity and inclusion training for staff and supply chain.

Stakeholder Engagement

Engaging Stakeholders is key to ensuring that an organisations values are aligned with material sustainability measures, which are embedded throughout the business. Since 2017, Partners' Stakeholder Engagement scores have increased by 8% when looking at the normalised data, and average scores have increased from 77% to 83%. This however has not been a continuous increase, as scores peaked in 2019 and 2020, and dipped in 2020 and 2022.

In 2020 The SFMI increased requirements for the top-level scores in this criteria, requiring FMs to include customers, staff and communities into their assessment of stakeholders sustainability needs. It was also required that this be linked with social value creation, as well as corporate risk management. In 2022 we expanded the requirements at different levels to include different stakeholders.

Partner profile: Equans

Equans actively engage their stakeholders with a variety of sustainability topics. Materiality is well understood and measured against the stakeholder needs – this is understood within the Responsible Business (RB) Charter. These needs and concerns are scrutinised annually against Equans' objectives.

The RB Report clearly outlines all major stakeholder groups. It details how each group is engaged with and outlines the key issues they are engaged on. This ranges from requirements and compliance obligations, to feedback on strategy and performance, to social value strategy and performance. Equans produce stakeholder engagement plans at Operational and Functional levels. These plans are aligned to the AA1000 Stakeholder Engagement Standard a best practice standard.

The organisation has also set a number of Stakeholder Engagement KPIs. Sub-KPIs include:

- Carry out updated materiality assessment of stakeholders in the UK
- Maintenance of Stakeholder Action Plans
- Commitment to deliver the highest standard of customer satisfaction

Stakeholder action plans are established at the divisional levels and at site levels as per the relevant targets. Equans also continue to maintain their Interested Party Register which tracks their key stakeholders and their key sustainability concerns and requirements.

One third of SFMI Partners are starting to collect some actual emissions data from their suppliers, and are looking to trial this process before rolling out across the rest of their supply chain

Supply Chain and Emissions Management

Scope 3 and the supply chain

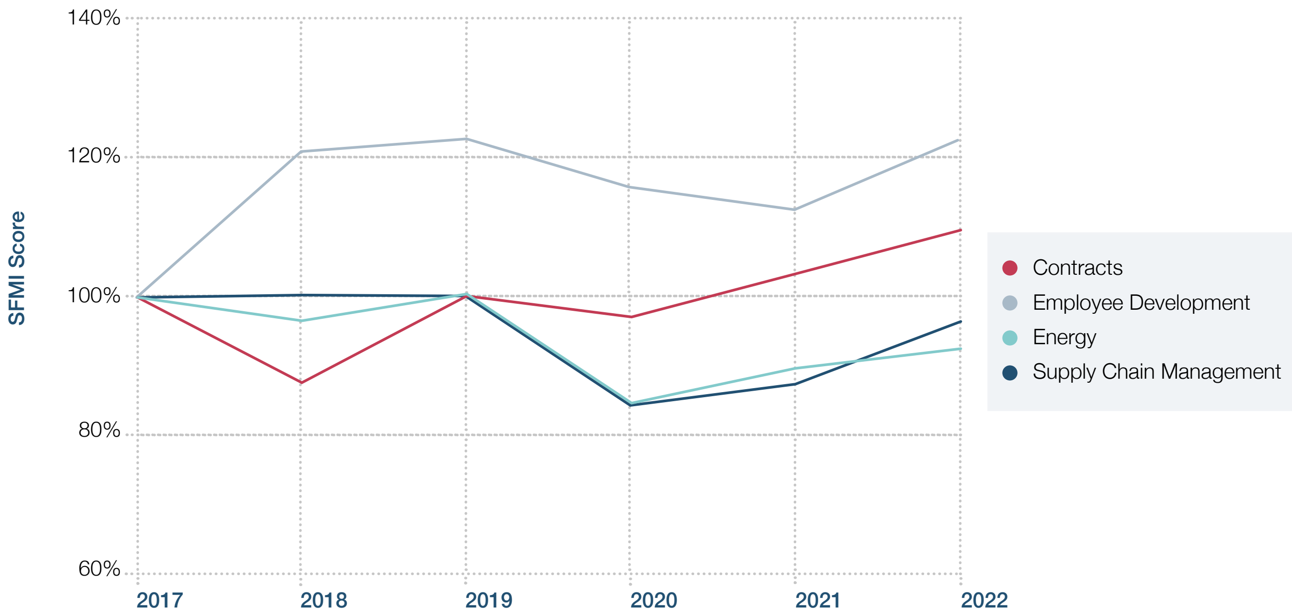
The suite of IPCC reports published this year between the COP events held in Glasgow 2021 and Egypt in 2022, have highlighted the increasing need for organisations to better understand their supply chain emissions and work collaboratively with them to reduce their impacts.

There has been significant progress, with the revision of Science Based Targets to better define the terminology surrounding Net Zero, and an appreciation of the complexities surrounding reporting of upstream and downstream emissions. All too often, organisations are caught in a 'say-do' gap, with pressure to emulate peers for headline grabbing long term targets when the bulk of the changes needs to happen within this decade.

In The SFMI 2022 assessments, we have identified significant progress in organisations' approach to managing and measuring supply chain impacts across a number of SFMI criteria over the last 12 months. Contracts and Employee Development Partner scoring have seen 9% and 23% increases in relation to the normalised data since 2017, as shown in the graph below. For the actual average Partner scores, Contracts has increased from 80% to 88%, and Employee Development has increased from 73% to 90% in this time.

Organisations are aware of their impact of driving sustainability through the supply chain not only through their procurement and supply chain teams, but also through their contracts, training, and energy teams.

Normalised supply chain and emissions management scores for SFMI partners over the past 5 years



In 2020 there was only one SFMI Partner that had fully assessed and integrated its supply chain emissions into its net zero strategy. However, in 2022 several other SFMI Partners have also integrated their supply chain emissions into their net zero strategies or are taking steps towards doing so. This has been evidenced by the increasing average Partner Supply Chain Management Score between 2020 and 2022; from 70% to 80% .

Historically, most organisations have not reported on Scope 3 emissions, and certainly have not collected any actual data. However, some FMs are starting to manage their supply chain more methodically. They are doing this by increasing their understanding of their supply chain through education and upskilling, as well as understanding the impact of their supplier's emissions and looking at how they can measure them more effectively.

Many organisations are starting to look at how they can move away from estimated data, based largely on spend, towards actual data coming from the suppliers themselves. For most companies this has involved selecting a small number of preferred suppliers to trial data collection on, before aiming to roll this out across more of their supply chain. The 2022 assessments revealed that 33% of SFMI Partners are collecting some actual supplier emissions data and are combining this (with estimated data) into their Scope 3 calculations. The industry is still early on in measuring supplier emissions accurately, however this is a step in the right direction and one that we hope to see more FM companies make in the near future. Several FMs are also showing ambition for improvement and leadership by engaging in The SFMI's Scope 3 Stage 2 project. To read more about this, please see our website.

Key terms

Scope 3 relate to the emissions generated indirectly by a business. This can include business travel, employee commuting, waste, purchased goods and services, end-of-life disposal of products and many more. In the FM industry, Scope 3 typically accounts for more than 70% of an organisations emissions, highlighting the importance of understanding, measuring and reducing Scope 3 emissions in the industry.

Smaller organisations are starting to play catch up by implementing more requirements and Pre-Qualification Questionnaires (PQQs) for suppliers to engage. This can include requiring suppliers to have certain certifications or comply with certain requirements including (but not limited to) having their own sustainability policy/strategy, complying with the FM's code of conduct and sustainable procurement policy, and having their own net zero ambitions. For more information on responsible and sustainable procurement in FM, see The SFMI's Procurement Report which was updated earlier this year.

In 2022 there were significant issues with the supply chain on the delivery of products, and these delays continue today and into the future. This was particularly noted around the ordering and delivery of EVs which has impacted the whole industry and hindered many companies' transitions to an EV fleet this year.

OTHER EXAMPLES OF GOOD PRACTICE

Transport: Skanska

Skanska has a number of policies that support the use of zero and low emission vehicles including an EV First policy and the mandating of a maximum emission threshold of 130Kg/Km for company cars, and a Green Travel allowance that supports travel by means other than private car.

They have the ambition to convert the whole FM business fleet to be zero emission and are investigating a target date of 2030 which will be reviewed by senior management.

Skanska are sponsoring the City of London Clean City Awards in the Air Quality and Climate Action category, to support recognition of businesses taking action to reduce carbon and air emissions, including from vehicle use.

Sustainable Communities: Sewell

In addition to being a signatory of the Social Mobility Pledge, Sewell also conducts a local needs analysis of the local community / area in which they are working, even down to the ward levels. In these analyses they look at transport, employment, crime rates, and role models for young people in the community. Sewell then goes on to make detailed recommendations of positive interactions they can incorporate within the community. The company supports these with a sum equating to approximately 7% of its gross profits.

Amongst its KPIs, Sewell have now set a challenging target of 7500 volunteering hours per year, equating to ~17 hours per employee annually. Sewell also supports communities and charities through a variety of ways including being an official sponsor of staff activities to support P.A.U.L For Brain Recovery (a charity to support brain recovery following haemorrhage), and ongoing commitments to Plant A Tree Today.

Collaboration: VINCI

VINCI Facilities collaborate on broad range of sustainability topics, across all stakeholders, including with its customers and its competitors, where they demonstrate leadership, and business, industry and sector knowledge. In energy and carbon management, their services are both technical and behavioural, collaborating with customers to drive and roadmap improvements in energy optimisation, carbon reduction and achievement towards net zero targets.

What's next?

UPCOMING CHANGES FOR THE FM SECTOR

2022 has seen a resetting of the landscape in a world post Covid, with an energy cost crunch and a constrained supply chain. With the changes driven by regulation and reporting, together with corporate drivers for net zero and social value, we are expecting a number of changes over the come three years:

1. A confluence of regulatory and standardised disclosures globally will place new requirements from the 2025 reporting year for additional data quality backed by Director level approval. **Deep seated changes in the accuracy of data**, materiality of impacts and awareness across the value chain will be necessary to achieve compliance.

2. **Scope 3 data quality will improve** enabling decision making at a contract level across a range of suppliers, whether in the selection of an FM provider or working across the service lines to reduce emissions.

3. **Incorporation of sustainability within the Finance team** will become necessary, with the increased scrutiny on data and real-time reporting. Aligned sustainability and finance data will allow for decision making which will differentiate the leaders in the field.

4. **Capacity building across businesses**, particularly at the leadership level and within the two tiers below, to embed sustainability systems thinking in the delivery of FM operations. How individuals at this level are assessed and rewarded will also need to adapt.

The SFMI is keeping track of these changes to ensure that our Partners are bedding in the changes, retaining their role as leaders in the sector.

OUR PARTNERS

Thanks to our other partners

- Aegon
- Co-Op Food
- Derwent
- Manchester University Hospital Trust
- NatWest
- Optima
- RBS
- Sophos
- UBS
- University of West England
- Waitrose
- Zurich UK

ASSESSMENT METHODOLOGY

Background of the SFMI

The SFMI was launched in 2013 to address sustainability under a suite of ESG criteria to ensure whole life coverage of the subject. The basis for its development was to:

- Reduce the incidences and prevalence of greenwashing through education of the market and benchmarking of performance
- Showcase the value of sustainability within FM and the benefits that can be achieved
- Drive sustainability best practice and share knowledge within the industry
- Provide improved transparency of delivery to determine value both internally and externally, acting as a structured roadmap
- Encompass both FM providers and client FM teams to allow for more open dialogue

How do the assessments work?

The SFMI assessments consist for three stages:

1 Desktop Assessment

The desktop assessments analyse the organisation's public data available across the SFMI's 23 ESG criteria.

2 Audit

Audits delve deeper into an organisation's policies and procedures through a face-to-face audit (in person or remotely).

3 Additional Evidence

Post audit, Partners are given 2 weeks to provide additional evidence to support discussions had in the audit which may improve their score.

'Tiers' of the FM partners

The SFMI recognises there are 4 key tiers of Partners, 1 showing Leadership in driving sustainability within the industry. Our ambition is to drive FMs towards the highest level. We understand every company starts somewhere and so The SFMI strives to provide guidance on how organisations can improve and move up the tiers.

1. A fully sustainable service that is data-led, responsive to decision-making, flexible, and features a higher-skilled workforce
2. A sustainable value model that embeds sustainability across all service lines and offers sustainability services at a higher price
3. A standard FM service in which specialist sustainability services are available but come at a higher price
4. A basic FM service with no specialist sustainability elements

The purpose of The SFMI has never been stronger in terms of performance abilities and disclosure. To learn more about The SFMI, see our website for more information.

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