

Summary Report



The Sustainable Facilities Management Index 2018

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AUTHORS



Chris Havers

Programme Director



David Johnston

Programme & Account Manager



Cara Kennelly

Lead Developer & Marketing
Manager



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2018 PARTNERS



WINNER



SKANSKA

RISING STARS



ABM UK

AMEY UK

ATALIAN SERVEST

BAM FM LTD

BOUYGUES
ENERGIES &
SERVICES

COMPASS GROUP

ELIOR SERVICES

EMCOR UK

ENGIE

G4S

GALLIFORD TRY

INTERSERVE

ISS FACILITIES

JLL

KIER

MEARS GROUP

MITIE

NOONAN SUPPORT
SERVICES

OCS

SERCO

SKANSKA BUILDING
SERVICES

SODEXO UK

SPIE UK

VINCI FACILITIES

WATES

*Plus one additional organisation which did not wish to be named

ASSESSED ORGANISATIONS

EXECUTIVE SUMMARY

This is the 6th year of the Sustainable Facilities Management Index (SFMI), providing the 'ESG' performance of the FM sector.

There has continued to be a weakening in the sustainability performance on the industry overall, however success stories across the criteria highlight the value and exceptional performance that the FM sector can offer. There is, however, much work to be done to address some significant issues with FM sustainability.

2018 has seen the creation of a two-tiered market in its response to sustainability. This will create a dichotomy of some companies that provide added value to their customer and prioritise sustainability for its long-term benefits and companies in a 'race to the bottom'. Clients need to distinguish between the two, and choose FMs that can successfully provide for their needs. What the top tier does demonstrate is the business case for moving towards a sustainability culture, which exemplifies this group and the value that the FM sector can deliver.

Despite the substantial shifts in recent times, the sustainability of the FM industry has remained relatively stable, but as described above, groups of FM's continue to slowly drift from the leaders. This could be interpreted as strength, as they have not been jolted by major shifts in the market, or as a weakness, as the industry has not been seen to adapt to the significant changes. The lack of substantial response to recent events by the majority of the industry reflects a potential complacency linked to the shift of many companies lower in our sustainability rankings in 2018.

In good news, a breakthrough in Ecology scores has occurred in 2018 through a persistent commitment to improving ecological efforts with long-termism and investment in expertise and data has enabled this success. The wider benefits of ecology are well known on wellbeing and the environment as a whole, and this example highlights the journey the FM sector needs to take.

At both the granular and overarching arenas, facilities management has had a mixed sustainability performance this year. More than anything this demonstrates opportunity and a continued need for leadership and ongoing investment in sustainability for the sector.



©SFMI 2018

"The top tier demonstrates the business case for developing a sustainability culture"



GLOBAL FM LANDSCAPE – from Sunil Shah

Twelve months can be a long time, but in the FM sector, businesses are still in the process of understanding the ramifications from the collapse of Carillion at the beginning of 2018. Previously considered under the 'too big to fail' category, the collapse of Carillion also led to market jitters in a number of other major FM global providers which is continuing today. For the sector, it has raised the issue of the wafer-thin margins that organisations operate on and is helping to develop a different approach to how clients and FM providers are working together. Focus on the revised and updated CCS Government FM contract model will be made to see how lessons have been learnt from the first incarnation to help underpin greater value for FM providers and avoid a race to the bottom.

Brexit continues – the major implications being a lack of regulatory change, which can be seen as a good thing in some ways, but also a lack of clarity on the necessary skills and resources that underpin the FM service delivery model. Skills gaps, particularly within the engineering professions has long been raised and acknowledged. In its place, we are looking at the increase of technology to help measure environmental quality of the space, and to translate this information into usable data. Numerous software packages are available that will capture this knowledge to help identify potential opportunities with energy efficiency measures and wellbeing improvements to boost productivity. Given the early stages, we appear to be on the cusp of significant changes in how we manage facilities in the absence of skilled labour.

Progress has also been made this year with the subject of Social Value, which has gained common acceptance following David Lidington, Minister for the Cabinet Office, requesting social value is an explicit requirement in commissioning. Whilst this stance should be applauded, it also pushes the cart before the horse without a common agreement to what social value comprises or a standardised approach to measure the benefits. This leaves the way open to cowboys to promote tools providing the highest Value rather than tangible benefits.

2018 may be recognised as a pivotal moment in the sector, when the sustainability of the services provided in all sense of the word was recognised and understood. There is some work to do, but the starting point is here.



MAIN OUTCOMES

Despite the significant upheaval in the FM industry this year there are many reasons for optimism in 2018. This year saw the development of a two-tier structure demonstrating the business case for a sustainability culture. Leaders continue to perform strongly with year-on-year success in Governance criteria, but more must be done to support improvements throughout the industry in the coming years to maintain this advance. With continued momentum and commitment, the six-year trend of declining sustainability performance may finally be reversed in the near future.

The headline finding from 2017, that the FM industry is not meeting client demand for sustainability, remains relevant. Some FMs remain powerful in implementing sustainability on the ground for clients, and industry-leaders such as those in our platinum, gold and silver category prove the industry's capacity to provide an exceptional service. Many companies are still responding only to the bare minimum, for example the Gender Pay Gap reporting requirements which has improved Diversity scores this year. However, all companies will need to embed long-termism for the industry to experience maintainable sustainability improvements.

This kind of forward-thinking commitment is seen in biodiversity. Even with a minor overall decline in environmental sustainability, this year for the first time one company has broken the six-year ceiling for ecology success. This represents a specific and targeted effort by the company in question, however it reflects an industry-wide push towards reducing the environmental footprint of facilities management as a whole. Drivers of this include the Natural Capital Protocol, providing guidance and opportunity for improvement, however the main motive is more intrinsic. As understanding of sustainability increases across all levels in our industry a greater number of our colleagues appreciate the inherent value that ecological protection and improvement brings to both the local area and nationwide.

Regardless of each criticism in this report, there is opportunity throughout the industry. Continued decline in sustainability overall is bucked by inspiring success stories from site to company level. Increases in knowledge sharing and collaboration, with continued commitments for learning and improvement, may well see the tide of sustainability in FM turn in the very near future.

The SFMI will be seeking to highlight these best-practice examples so that the sector can actively learn from the leaders.



SUSTAINABLE FM INDEX

This year's assessment has been extended to identify and promote those organisations throughout the SFMI who are making progress and the tangible benefits being achieved. Organisations are being assessed under five categories from Platinum at the top, scoring over 85%, to Assessed organisations scoring below 35%.

Each of the five levels has been defined based upon significant steps being made in the implementation of sustainability at an operational and strategic level.

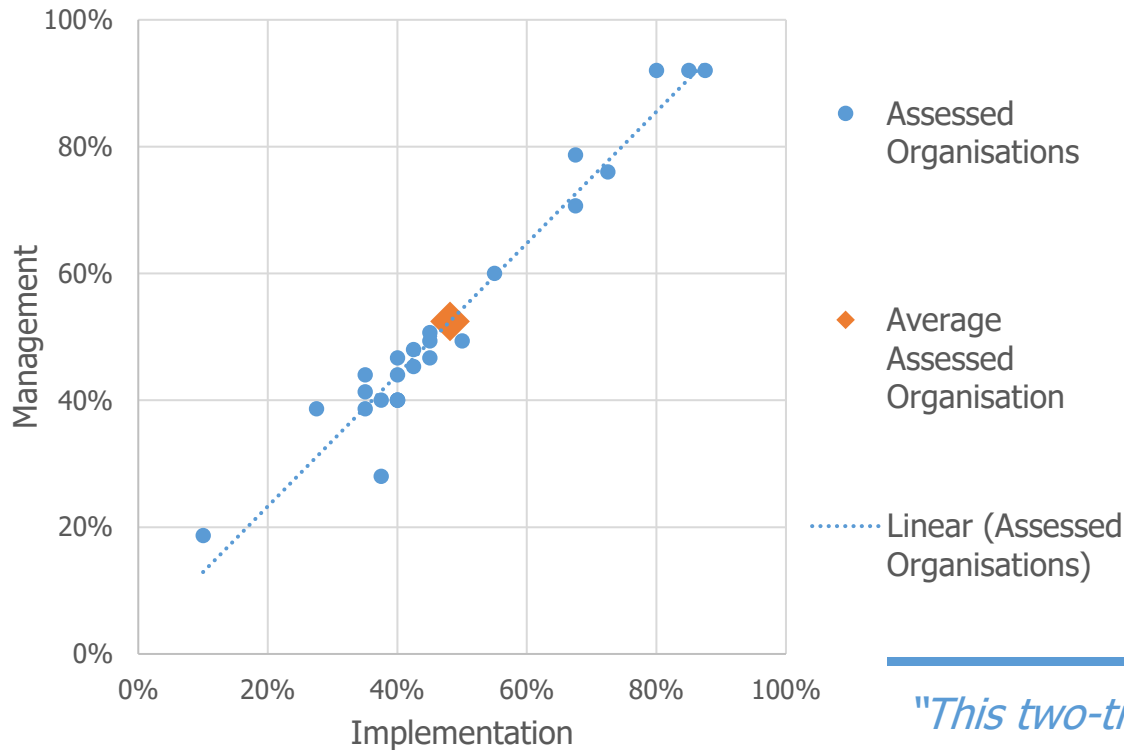
PLATINUM	ENGIE	Skanska Building Services	VINCI Facilities
GOLD	BAM FM Ltd	Bouygues Energies & Services	
SILVER	Galliford Try	Sodexo	
BRONZE	Atalian Servest Compass Group Elior Group EMCOR	G4S Interserve ISS JLL Kier	Mears Group MITIE OCS Serco Spie
ASSESSED	ABM Amey UK Noonan Service Group		

*Plus one un-named voluntary participant outside the scope of selection criteria & one additional organisation which did not wish to be named

SFMI ASSESSMENT MODEL

The continued correlation between the management and implementation of sustainability suggests that commitment from both strategic and operational sides are necessary to deliver lasting value to the business or to clients. 2018 has seen a convergence of firms scoring between 50-40% across both sides, a markedly narrower gap than previously. 58% of assessed companies are achieving 'bronze' classification of 35-50%.

Management vs. Implementation 2018



What is increasingly being seen is a two-tier structure, with a core and common group in the centre and tail, which used to comprise two groups, and a longer head which is stretching further as these organisations continue to develop.

The combining of these bottom two groups has come through both the need for improved reporting at one end and a reliance on historical activities rather than action at the other.

The top tier is increasingly being spread out, stretching some 30%, and becoming more distinct in its approach.

The development of this two-tier structure has implications for the FM sector.

"This two-tier structure has implications for the FM sector"

RED FLAGS EMERGE

One of the most significant events in the FM industry in 2018 was the collapse of Carillion in January. Their bankruptcy was a surprise to few in the industry, however it caught many off-guard. Approaching a year since the event, many across FM seem to show little meaningful change in response. Some companies, such as [Interserve](#) and [Capita](#), have previously had similar signs of trouble.

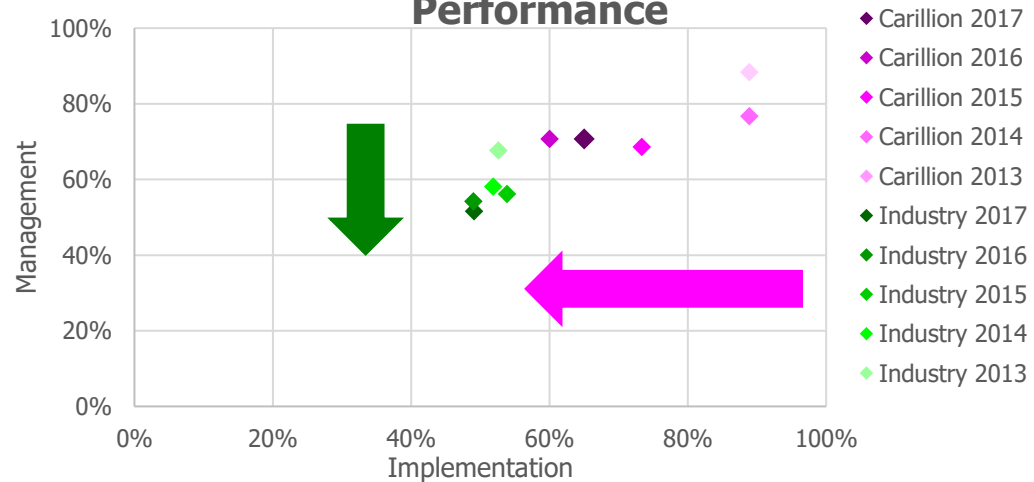
In comparison with the rest of the industry, Carillion saw a substantially more significant decline in their sustainability implementation. In both Carillion and the wider industry leadership scores fell by around 20% in the first 5 years of the SFMI. Implementation, however, dropped by nearly 30% in the same period for Carillion compared with less than 10% in the industry overall, indicating a retrenchment at contract level.

Carillion's high scores compared to the industry were historically as a result of being a first mover in the 1990's which translated into a leading edge programme in the 2000's.

The limited progress made in recent years prior to the collapse was a clear sign of reducing local delivery, whilst maintaining central systems, in a bid to improve the margins on contracts. This very short term approach to shore up contract margins was an indicator of some of the challenges faced.

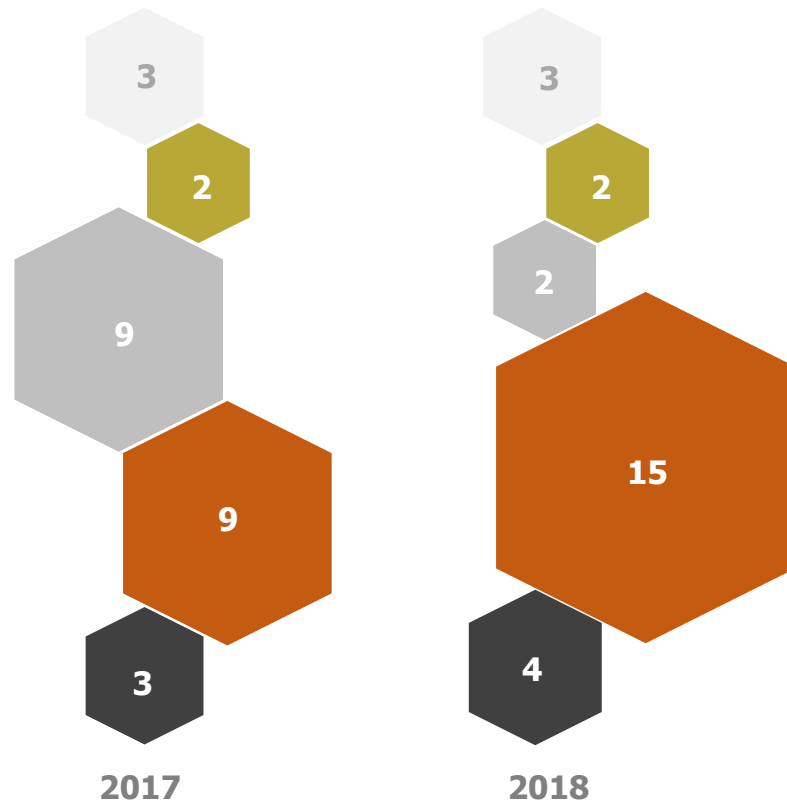
The stagnation of the industry in the face of the challenges is indicative that this short term approach may be a wider problem. By becoming a partner of the SFMI, it opens the company up to further interrogation of their processes and allows for a more rigorous assessment. This gives more confidence in the FM company's ability to operate a sustainable FM approach.

Comparative Historic Sustainability Performance



"In both Carillion and the wider industry, leadership scores fell by around 20%"

EMERGENCE OF TWO-TIERED MARKET



CLASSIFICATION SPLITS

Based on 2018 data, the FM market is at risk of becoming two-tiered. There has been a clear divergence of sustainability performance in the industry in 2018 based on the different achievements in each classification, Platinum to Assessed. Previously there has been diversity of sustainability performance, with three categories identified in 2016. However this year the split between leaders and the rest of the market has become more pronounced. This carries significant risks for environmental, social and governance criteria in the coming years.




There is a clear difference emerging between top performers and the rest of the industry. Top companies demonstrate consistent and long-term provisions of sustainability and added value for their customers.




The annual improvements of leading companies in the SFMI is reason for optimism. Identifying characteristics of these companies align with and build towards those of Platinum connectivity (page 9). As these companies continue their rise, adjustments will be made in the coming year that the SFMI assessment can better cater for their continuing growth.

We will be consulting on these changes, get in touch if you would like to be involved in this process: support@sfmi.uk.

"A clear difference emerging between top performers and the rest"

CATEGORIES OVERVIEW

	2018 Findings	2018 Sector Average	Vs. 2017
 ENVIRONMENTAL	<p>There has been little change in the environmental performance in FM. Despite a small reduction overall, individual criteria performance fluctuated by up to 5%.</p> <p>The highest score ever achieved in the Ecology criteria was made this year, demonstrating the continued innovation and success of industry leaders and the constant potential for improvement, despite industry doubt.</p>	46%	=
 SOCIAL	<p>For the second year in a row this is the only category that has changed significantly, and again it has declined in performance by ~5%. Despite some improvements, such as the increasing uptake of ISO 45001 across the industry, many criteria have reduced - none more so than Wellbeing which has declined by 19%.</p>	51%	↓
 GOVERNANCE	<p>Despite a previous trend of declining performance in governance criteria the category overall has seen an improvement in 2018. Though small, only +1.7%, this demonstrates the beginning of a long term commitment to improved strategic approaches to sustainability across the FM industry.</p>	54%	=

 Score increased by over 2%
  Score decreased by over 2%
  Score did not change more than 2% either way



ENVIRONMENTAL PERFORMANCE

Once again, scores across the Environmental category have changed very little. The Environmental category scorecard and 'Key Findings' are presented here showing a relatively stable performance of the FM sector across many aspects of scoring. We also feature two short case studies on good practice from ENGIE, 2016 and 2018 'Winner of the SFMI', and Skanska Facilities Services, 2017's 'Winner of the SFMI'.

KEY FINDINGS

- **Plastics ≠ Circular Economy:** despite significant action on single use plastics, Circular Economy scores have fallen.
- **Ecology Breakthrough:** The score ceiling has been broken for the first time in six years.
- **4 Year Static:** For the fourth year running the Environmental category score has changed by 1% or less.

The SFMI Environmental scorecard is presented here, with an indication as to whether the score has increased or decreased from last year. Our SFMI Data Report reviews the long-term trends in this data and is renewed annually in spring. Contact support@sfmi.uk for the latest version.

BALANCE SCORECARD

CRITERION	Sector Average	
	2018	vs. 2017
Management Systems	62%	=
Ecology	29%	↑
Energy	59%	=
Water	36%	↓
Circular Economy	46%	↓
Transport	55%	↓
Projects	36%	↓
CATEGORY AVERAGE	46%	↓ 1%

For more information on performance required for top scores, download [here](#).

KEY FINDINGS

PLASTIC ≠ CIRCULAR ECONOMY

This year David Attenborough drew public attention to the volume of plastic waste, and the industry responded with many campaigns and policies. Many present plastics initiatives as part of their wider process, however too many are relying on this media 'hot topic' with limited further actions.

ECOLOGY BREAKTHROUGH

The scoring criteria that has seen the lowest average scores across the SFMI assessments, 2018 has seen the highest score in the history of the benchmark. This has been facilitated by long term commitment to improvement coupled with detailed understanding and broad application of new systems and processes. However, overall industry performance continues to be low.

4 YEAR STATIC

Since 2015, each year the overall score for the FM industry's Environmental performance has reduced, however never by more than 1%. Despite progress in specific areas, such as Ecology with biodiversity improvements or Management Systems with the ISO 14001:2015 update, overall the industry seems limited in this area.

CASE STUDIES

SKANSKA'S BIODIVERSITY APPROACH

Skanska's approach to ecology is leading across the FM industry. Their extensive collaborations with external partners, including Groundwork and the Natural Capital Protocol, inform and enable their internal pledge to improve every year. This has also led to the development of an industry-leading tool that is systematically applied throughout their FM operations, another signal of their commitment. An example of this success is the [King's Mill Hospital case study](#).

CLEAN VAN COMMITMENT

The Global Action Plan charity has developed their [Clean Van Commitment](#), part of their Clean Air Day initiative. This is a 2020 commitment that focuses on increasing the proportion of electric vans in commercial fleets, and beyond that influences industry by providing clarity on targets and processes and increasing the momentum of the electric vehicle movement. All top performing FMs are reducing the emissions of their fleets, yet ENGIE has taken this further by becoming a Clean Air Day partner and collaborating to improve knowledge and push innovation through this programme.



SOCIAL PERFORMANCE

All but one criteria in the Social category has seen a reduced sustainability performance in 2018. Wellbeing, however, saw significant change in the scoring requirements which accounts for some of the reduced performance as companies do not keep up with the increasing requirements. We feature two short case studies on good practice discussing stakeholder engagement from Galliford Try, the 2018 'Rising Star' and the overall industry improvements in wellbeing and training.

KEY FINDINGS

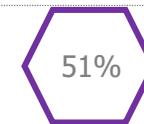
- Wellbeing Losses: across the industry Wellbeing performance has reduced significantly in 2018 compared with previous years.
- Employee Development & ISO 14001: companies that have achieved ISO 14001 have used this to improve their training and development opportunities for their staff.
- Growth of Stakeholder Engagement: the only Social criteria to improve in 2018, demonstrating improvements in communication across the industry.

The SFMI Social scorecard is presented here, with an indication as to whether the score has increased or decreased from last year. Our SFMI Data Report reviews the long-term trends in this data and is renewed annually in spring. Contact support@sfmi.uk for the latest version.

BALANCE SCORECARD

CRITERION	Sector Average	
	2018	vs. 2017
Health & Safety	62%	↓
Employment	50%	↓
Sustainable Communities	50%	↓
Stakeholder Engagement	60%	↑
Supply Chain Management	50%	↓
Employee Wellbeing	32%	↓
Employee Development	56%	=

CATEGORY AVERAGE



↓ 5%

For more information on performance required for top scores, download [here](#).

KEY FINDINGS

WELLBEING LOSSES

The Wellbeing criterion has seen a reduction in score of 19% across the industry – now scoring just 31% on average. As wellbeing issues such as mental health become more openly discussed the expectations of employers have increased, and the needs of the FM workforce and other stakeholders are becoming better understood. This presents a new frontier for improvement in this area.

EMPLOYEE DEVELOPMENT & ISO 14001

Although not seen across the entire FM industry, those that have achieved the ISO 14001 certification have on average improved their Employee Development score, in line with the requirements of the standard. Across the industry performance in this criterion has declined, demonstrating the influence of the ISO standards and their material impact on company sustainability.

GROWTH OF STAKEHOLDER ENGAGEMENT

The only Social criteria to improve materially in 2018 is Stakeholder Engagement. An increased commitment to including stakeholders of all kinds – clients, employees, local communities and more – with public reporting of these outcomes and demonstrable action taken thereafter has been key to the increased scores.

CASE STUDIES

GALLIFORD TRY'S STAKEHOLDER ENGAGEMENT

Engagement with all kinds of stakeholder has always been crucial to effective sustainability, and Galliford Try both addresses a multitude of stakeholder needs and embodies transparency in these efforts. Their reporting, of methods, outcomes and impacts of their stakeholder engagement, demonstrates long-term commitment and an understanding that these efforts feed in to all sustainability improvements.

WELLBEING IMPROVEMENTS

The SFMI standards are updated annually, and 2018 saw significant change in the requirements for top Wellbeing performance. Despite this increased demand, a small number of companies have risen to the challenge and maintained or improved their scores, for example using Social Media to share Wellbeing resources. Our new assessment criteria looked at collaboration with external wellbeing resources, communication standards and core drivers for Wellbeing initiatives, thus were extensive and demanding to meet.

TRAINING FLEXIBILITY

Maintaining the skills of the diverse workforce required for FM has been key to Social sustainability in the SFMI since 2016, however in 2018 its need for flexibility has been highlighted. A greater focus on training in unconventional spaces and methods has become more critical. The move from classroom-based training to e-learning is more pronounced, and those with little or no access to desktops can now access many training modules on mobile phones. The SFMI Academy and partnership with Ditto Sustainability will leverage this change in the market.



GOVERNANCE PERFORMANCE

Despite declining sustainability in other areas, the Governance category remained stable over the last 12 months. We feature two short case studies on good practice from 2016 'Rising Star' – BAM FM Ltd, and the adoption of the BSI 27001.

KEY FINDINGS

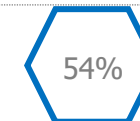
- ➔ Status Quo Maintained: 8 out of 9 Governance criteria have retained statistically equivalent scores from 2017 to 2018.
- ➔ Collaborations Fluctuate: after improvement in 2017 collaborations performance has declined significantly.
- ➔ Data Quality Focus: increased importance is being placed on the quality of data in reporting, improving possibilities for all areas of sustainability in FM.

The Management & Governance balance scorecard is presented here, with an indication as to whether the score has increased or decreased from last year. Our SFMI Data Report reviews the long-term trends in this data and is renewed annually in spring. Contact support@sfmi.uk for the latest version.

BALANCE SCORECARD

CRITERION	Sector Average	
	2018	vs. 2017
Risk Management	59%	=
Board Commitment	62%	↑
Sustainability Frameworks	64%	=
Disclosure	59%	↑
Financial	36%	↑
Compliance	60%	=
Contracts	41%	↓
Diversity	58%	↑
Collaborations	50%	↓

CATEGORY AVERAGE



↑ 1%

For more information on performance required for top scores, download [here](#).

TOP FINDINGS

STATUS QUO MAINTAINED

In the face of external Governance tension (see: Carillion collapse & Brexit uncertainty) the performance of the FM industry has remained largely stable. The overall reductions have been felt predominantly in Environmental and Social criteria, whereas only two Governance criteria showed significant decline in sustainability.

COLLABORATIONS FLUCTUATE

In the 3rd year of measuring the sustainability of collaborations in FM the industries performance has decreased. This was surprising after a sharp improvement in 2017 from the previous year, however reflects a reduction in those achieving top scores, rather than a declining performance by all companies, as the majority maintained their collaborative ranking from 2017 to 2018.

DATA QUALITY FOCUS

A marked change in discussions on reporting on 2018 is a renewed focus on ensuring data quality. This impacts activities across a business and can better prepare FMs for future-proofing their activities in uncertain times, which is the likely cause for this focus. Better data means better management and sets the stage for improvements in all areas of sustainability.

CASE STUDIES

ISO 27001: INFORMATION SECURITY MANAGEMENT

2018 has seen an increased inclusion of the ISO 27001: Information Security Management standard in many top performing companies. This standard guides companies through the implementation of robust information security systems. In the light of recent data leaks and other control issues across all industries, those taking additional steps to protect the data of their stakeholders exceeding current requirements demonstrate a leading commitment to data protection.

SUSTAINABILITY MICROSITES

For clarity in sustainability disclosure and encouraging sustainability in contracts, microsites, discreet areas of a larger website that function independently, have become a useful tool. They encourage discussion of sustainability issues in all areas of FM and can provide clear and engaging communication of activities, collaborations and other important sustainability news. [BAM Construct UK's sustainability microsite](#) is a good example of this.

RECOMMENDATIONS

CLIENTS

- Understand your own sustainability requirements and what you want from your FM provider.
- Tailored dialogue, whether in tender or during the contract, to articulate requirements and how the supply chain team can support
- Consider undertaking a contract appraisal that will assist your understanding on what could be achieved through your FM contracts.

FM PROVIDERS

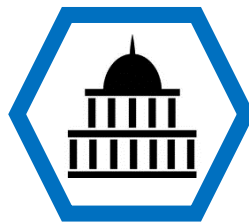
- Understand your value in terms of benefits achieved by your clients, not services being offered.
- Sustainability needs to be integrated within your corporate values and embedded in the culture.
- Training must be provided to empower contract level employees who are increasingly becoming the drivers of FM providers' sustainability agendas.
- Collaboration and knowledge sharing remains a significant opportunity.

METHODOLOGY

The SFMI utilises a simple and robust model for assessing organisations, scoring each organisation from '0' to '5' ('0' being poor, and '5' being industry best practice) against 23 'ESG' sustainability [criteria](#). These criteria evolve year-on-year to ensure relevance to the Facilities Management sector, and that the highest scores take into consideration best available techniques.

Unlike other benchmarks, the SFMI compares like-for-like providers of Facilities Management services – with an understanding of the organisational culture a key facet of our auditing process. This SFMI is not a tick-box exercise, but a tool for continual improvement against an industry focused suite of criteria.

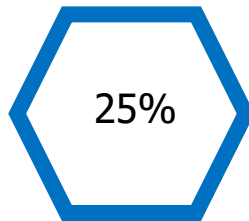
To become an automatically assessed organisation, you must meet at least 2 of the 3 criteria below:



Supplier to the UK Government



Stock market listed



25% of turnover is from Facilities Management

Publicly available information is then used to provide each assessed organisation with an Initial Assessment Report. All recipients of this report are invited to participate in an internal audit of processes.

A follow-up report is provided that prompts further evidence to be submitted and interviews with operational staff and clients to be undertaken.

The SFMI then closes submissions, collates all scores and evidence, and announces the winner at a launch event in Central London. Soon after, Partners of the SFMI receive a Scorecard Report and presentation to relevant stakeholders.



SFMI 2019



Contact support@sfmi.uk for more information on the 2019 cycle.

This report highlights the critical stage that the FM sector finds itself in. With the recent issues of 2018, the outsourcing sector is in a battle to win trust from clients and the public.

Being part of the SFMI provides transparency which enables trust. An FM business are often overlooked in other ratings tools. Either because they don't have high comparable emissions, or they fall within a wider corporate impact. But the industry specific knowledge that the SFMI has developed allows us to provide an evidenced based assessment for the sector and set about changing the business model of the outsourcing sector.



Benefits of Engagement:

- Provide a trusted third-party assessment of your sustainable performance
- Engage the business leadership and clients in your ability to offer a top tier sustainable service
- Focus on continual improvement to reach targeted goals, and gain an understanding of what your areas of improvement are to Embed sustainability throughout the business

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<https://www.acclaro-advisory.com/sfmi/>