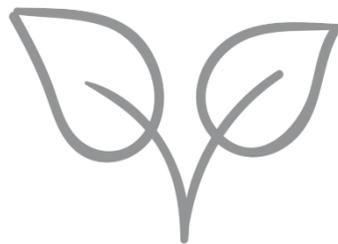




SOCIETY



GOVERNANCE



ENVIRONMENT

SUMMARY REPORT

The Sustainable Facilities
Management Index 2017

The
Sustainable



Index

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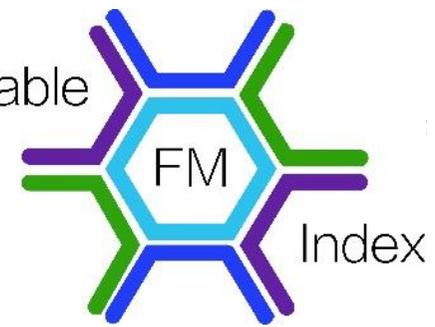


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The Sustainable



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INSTITUTE OF CORPORATE
RESPONSIBILITY AND
SUSTAINABILITY



2017 PARTNERS



WINNER



RISING STAR



ABM UK

AMEY UK

BAM FM LTD

BOUYGUES ENERGIES & SERVICES

CARILLION

COMPASS GROUP

ELIOR SERVICES

EMCOR UK

ENGIE

G4S

GALLIFORD TRY

INTERSERVE

ISS FACILITIES

JLL

KIER

MEARS GROUP

MITIE

NOONAN SUPPORT SERVICES

OCS

SERCO

SERVEST

SKANSKA FACILITIES SERVICES

SODEXO UK

SPIE UK

VINCI FACILITIES

*One organisation did not want to be named.

ASSESSED ORGANISATIONS

EXECUTIVE SUMMARY

This is the 5th year of the Sustainable Facilities Management Index (SFMI), providing the 'ESG' performance of the FM sector.

This year's critical finding is that much of the FM client need for improved sustainability is not being met by the whole industry, which is reflected in an industry-wide reduction in sustainability capacity in 2017. Clients consistently remark on the strong influence FM has on their sustainability, but that they struggle to find providers that deliver this role fully. Industry leaders in FM sustainability embed and communicate their sustainability more holistically and coherently, better meeting client ambitions.

Secondly, there has been a correlation between the requirements of the updated ISO 14001:2015 standard and the areas that have shown improvement in 2017, including risk, collaboration, stakeholders, shows the benefits of these standards. The drive for companies to maintain their reputation and accreditation is clearly influential, yet it has not addressed the overall reduction in sustainability across the industry due to the lack of leadership.

Whilst leading sustainable FM companies are pushing forward, leadership across most assessed organisations are failing to implement meaningful and effective progress. This is holding the industry as whole behind it's potential.

Thirdly, a narrowing gap has been identified between public and private performance. For each of the five years the SFMI has assessed sustainability in FM, the performance of publicly held companies has deteriorated whereas privately held companies have continually improved. This may be a reflection on the strength of different drivers of sustainability, suggesting that regulatory tools are not as effective as client demand.

Although it is heartening to see greater potentials achieved it is critical that the ways in which these few companies have been able to break previous barriers are learned across the sector both internally and externally. Sharing of knowledge and best practice will be key to this.



Clients remark on the strong influence FM has on their sustainability, but struggle to find providers that deliver this role fully.

GLOBAL LANDSCAPE

Regulatory uncertainty presents difficulty in predicting the implications for FM employment and skills, governance structures, and investment opportunities. One certainty is FM must adapt whatever the outcome. The importance of transparency on public disclosure for UK-level operations is moving up the agenda as both investors and clients seek to better understand the operations.

The 2016 Accounting & Non-Financial Reporting Regulations, in force from January 2017, are placing clear and potential new reporting requirements on FM companies with over 500 employees. This and other regulations (for example, the Dec 2016 investor guidance on 'Climate-related financial disclosures') reiterate the increasing interest governments, investors, and clients have for understanding ESG performance.

The ISO14001:2015 implementation deadline is encouraging changes within organisations to look strategically at forward risks and to measure the impacts of decisions. An associated more urgent obligation is to identify and implement Apprenticeship Levy standards and in doing so, address the skills shortage organisations may have regarding sustainability and other skills.

Social pressures have been high on the agenda, led by the PM, with the Social Value requirements maturing and increased scrutiny on the Modern Slavery reporting requirements. A recent report by the Business & Human Rights Resource Centre confirmed only 15% of reports in the first year met the minimum regulatory requirements.

High profile legal cases including the Thames Water's pollution incident(s) and workers' rights cases which consider the so-called 'Gig Economy' (Pimlico Plumbers, Uber, Deliveroo) have drawn attention to how precedence is being set for social sustainability metrics, highlighted inequalities and how accountability for environmental management is assured in large corporations.

Supply chain management continues to be of concern for FMs and their clients. Human rights, workers' rights, and modern slavery issues are testing the sustainability of an FM's entire business model, and those of their own supply chain.

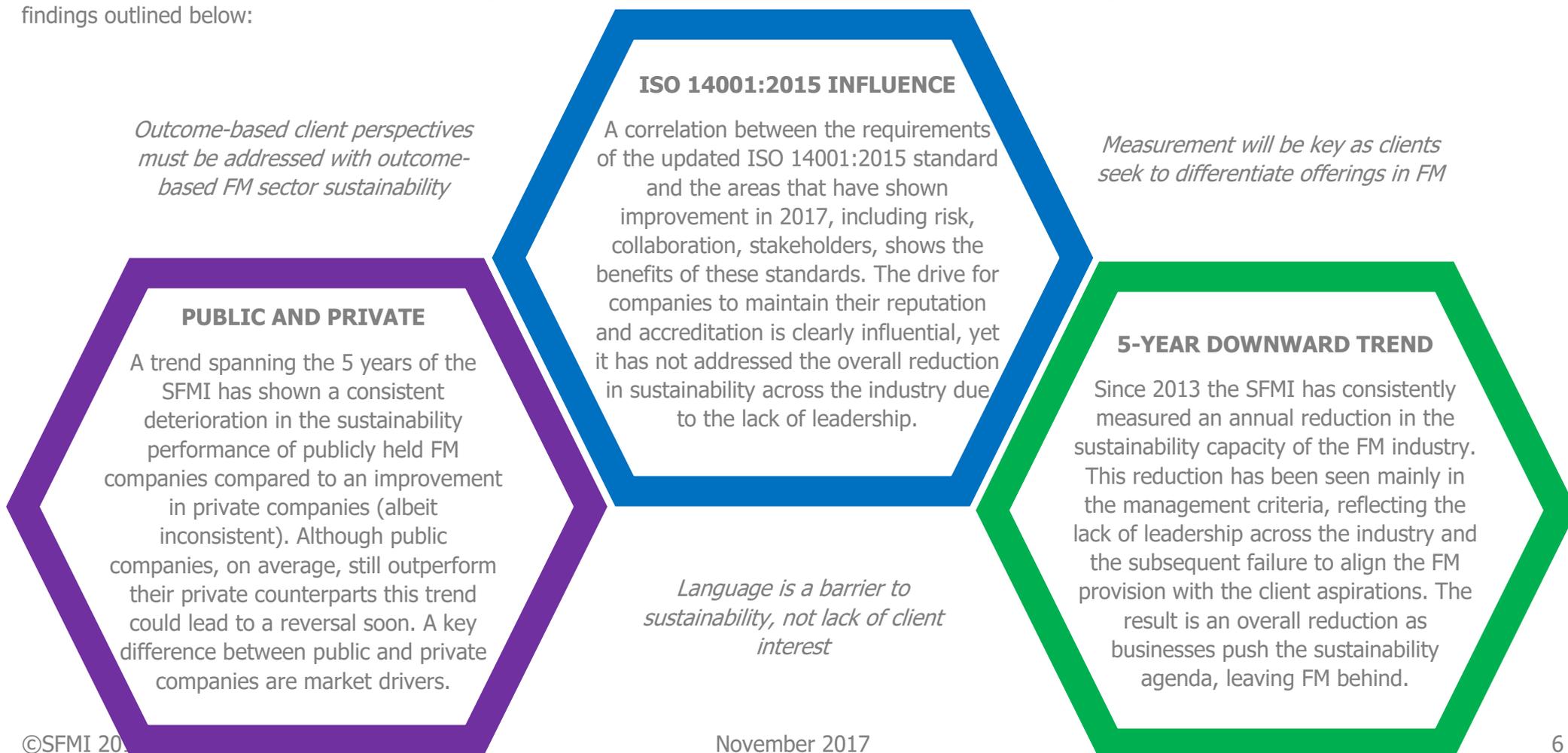
An emerging issue, likely to develop further is the impacts of poor quality air and its impact upon the health of individuals. Continued pollution in Chinese cities, Delhi and the long running court case in London have raised the profile of air quality and its impacts. For those working in these cities, future health concerns will be paramount. It took London just 8 days in 2016 to surpass the annual cap on nitrogen dioxide concentrations, and the World Health Organisation estimates air pollution costs the UK £62 billion annually.



The importance of transparency on public disclosure for UK-level operations is moving up the agenda as both investors and clients seek to better understand the operations. One certainty is FM must adapt whatever the outcome

CLIENT DRIVE FOR SUSTAINABILITY UNMET BY INDUSTRY

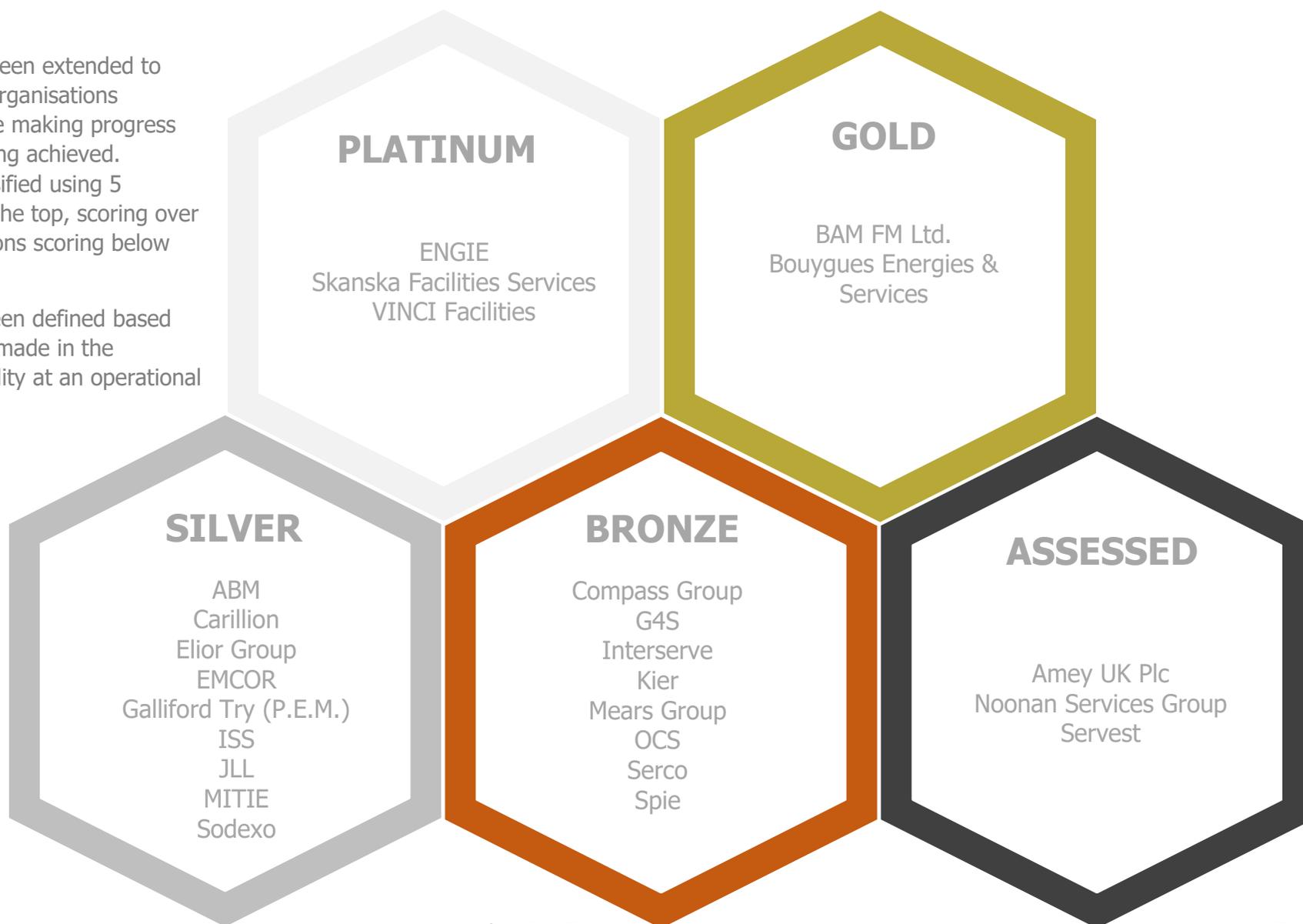
The headline finding of the SFMI 2017 process has been that the client need for sustainability is not being met by the FM industry. Throughout the assessment and research processes clients have consistently emphasised the power of FM companies to provide critical and innovative sustainability for their companies, but that the providers do not realise this power or proactively incorporate it into their contracts. The industry remains largely of the opinion that clients are not interested in sustainable FM, however this reflects language barrier not a lack of client interest. Outcome-based perspectives of clients need must be addressed with outcome-based FM sector sustainability. Measurement will be key as clients seek to differentiate sustainability offerings from FM. This drive from clients has been shown to be a stronger influence than other mechanisms, including regulatory change, as demonstrated by the key supporting findings outlined below:



NEW SFMI CLASSIFICATIONS

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 classified using 5 categories from Platinum at the top, scoring over 85%, to Assessed organisations scoring below 35%.

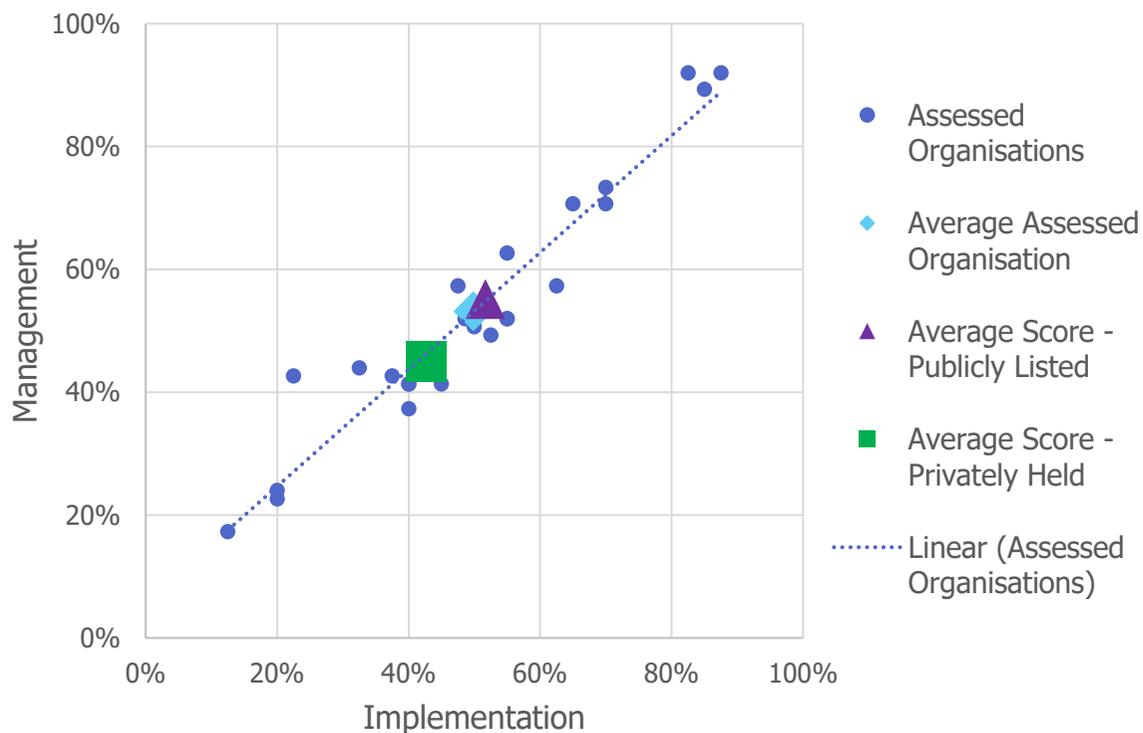
Each of the five levels has been defined based upon significant steps being made in the implementation of sustainability at an operational and strategic level.



SFMI ASSESSMENT MODEL

The continued correlation between the management and implementation of sustainability, suggests that both the bottom-up and top-down approaches to a sustainability agenda can act as triggers to kick-start a successful sustainable business model. However, without commitment from both strategic and operational sides, it will not deliver lasting value to the business or to clients. The key change in 2017 has been a diversification of scores coupled with an overall trend of declining performance showing the complex state of sustainability provision in FM this year.

Management vs. Implementation



This year, the spread of organisations is greater, with a split of over 70% between the top and bottom performers. Whilst the 2016 assessment saw a grouping of almost half the assessed organisations and a clear delineation into three separate areas, this year has seen a greater spread.

Critically, the 85% ceiling has been broken by three organisations this year. For each, the changes has been incremental and sustained, building capacity in the leadership and framework to deliver a cohesive message.

Over the past year, improvement has been made in the Governance criteria to embed practices throughout the business and to gain buy-in at senior level. Much of this is to do with brand value – with understanding the ethos and living the requirements.

The leaders exhibited three clear characteristics: 1) Clear, coherent management structures throughout the business; 2) Engaging & effective communication of sustainability throughout the business; and 3) Indications of long-termism i.e. plans & structures in place that are being developed with long-term goals in mind

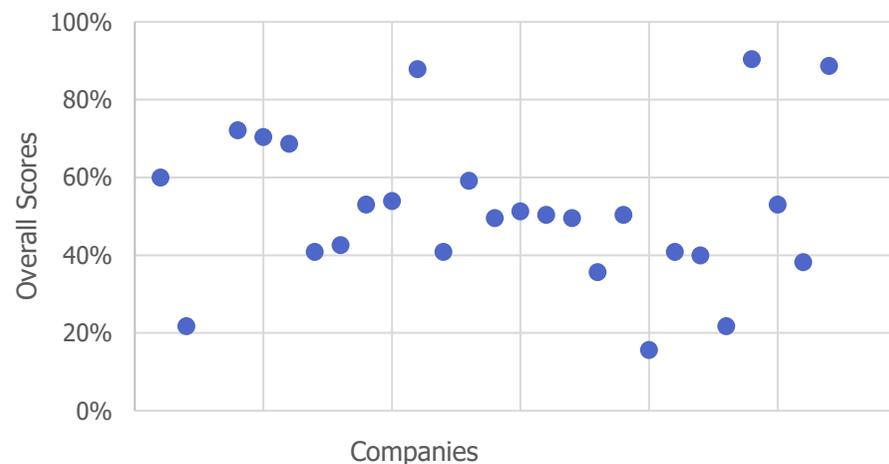
Linking the Facilities Manager and sustainability professionals to the business risk of an organisation is a key step to better align the organisational requirements and gain an understanding of the sustainability opportunities. An output would come through from revised policies and systems supported by a longer term view ahead of short term performance. Through this a bigger picture can be gained.

At Board level, recognition of support necessary to better define the problem and develop a solution is required. The development of these issues through a robust risk approach and inclusion within longer term business and business continuity plans requires advice. Procurement of the correct expertise in order to implement the ideas and plans therefore becomes critical together with basic training courses for senior management (i.e. distinction between value and cost).

Viewing sustainability as normal practice is beneficial in the long-term for any organisation, with departments taking responsibility and making it part of their normal duties. This longer term cultural change can be supported by the introduction of performance indicators/ bonuses tied to a performance review for senior leaders and managers to help develop a mutual understanding of sustainability issues across this team helping to create continuity.

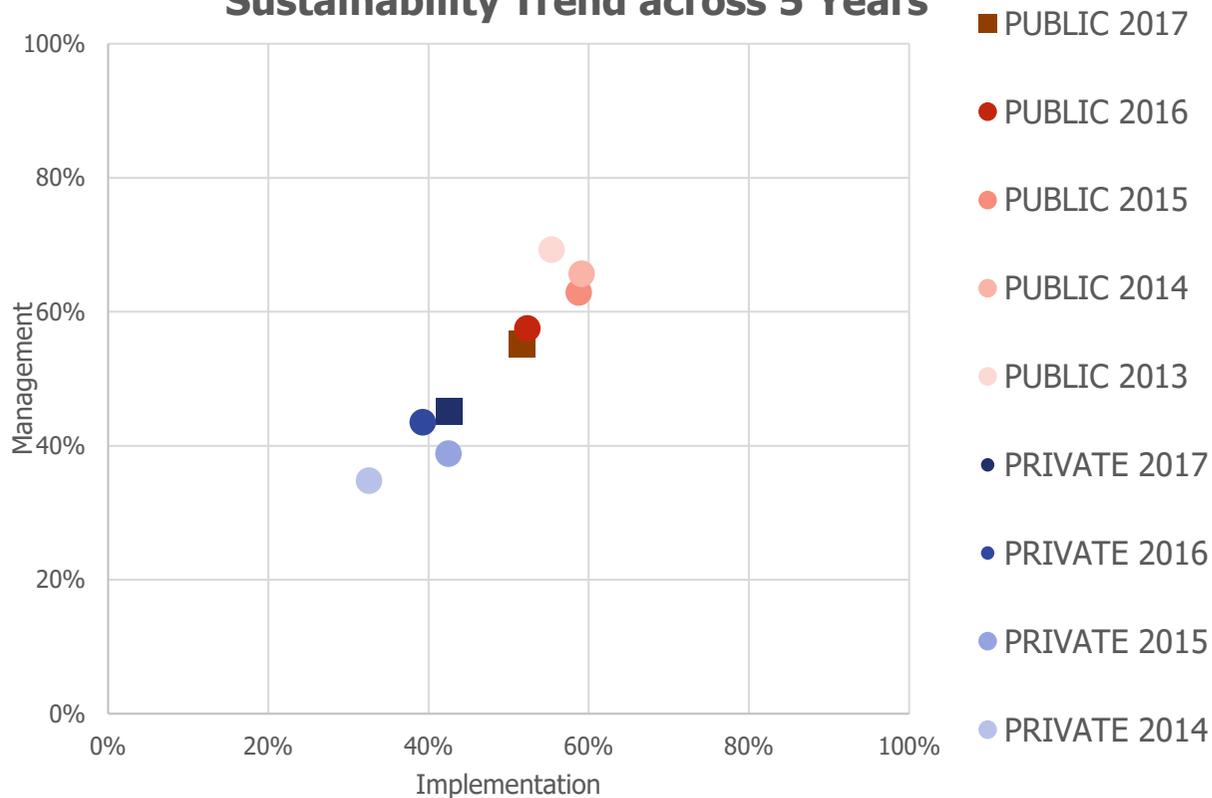
The characteristics of Platinum organisations are the interconnectivity of:

- *Clear leadership and accountability*
- *Networks of opportunity and engagement*
- *Investing in the future of energy and people*
- *Long-term strategic planning, and*
- *A culture of sustainability*



PUBLIC VERSUS PRIVATE

Publicly Listed v Privately Held Assessed Organisations Sustainability Trend across 5 Years



Publicly held companies follow the overall industry trend of reducing capacity for sustainability. This implies that the power of regulation to influence behaviour towards sustainability is limited, despite the progress of the Modern Slavery Act or the Apprenticeship Levy.

However, privately held companies have bucked this trend, showing a 5-year stable growth in their sustainability capacity. The requirements of the ISO 14001:2015 have likely contributed to their improvements in 2017, however the long-term trend shows that the sustainability agenda is and has been more deeply embedded in these companies.

This alludes to a drive from clients that are beginning to demand more from their facilities management in terms of sustainability impact.

The different drivers behind publicly held and privately-owned businesses have material impacts on their sustainability. It is important to understand the most influential drivers in these and work to encourage them across the industry.

5 YEAR TRENDS

The capacity of the industry to deliver sustainability has diversified. Whilst some companies continue to improve, others decline in their sustainability provisions and overall the trend is negative, reflective of a reduced capacity to deliver relevant, up to date sustainability in the industry.

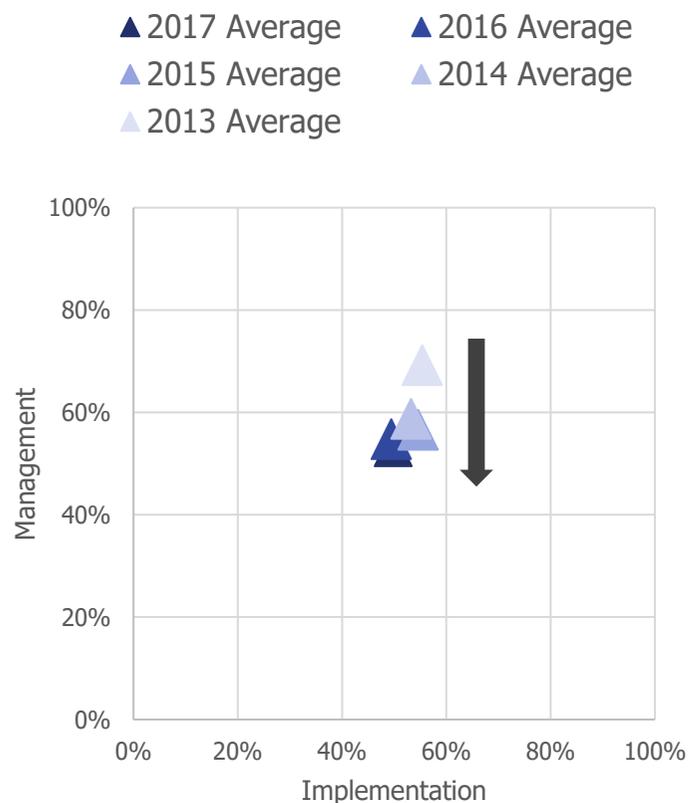
Implementation scores in 2017 appear to have plateaued. This could be a result of companies beginning to address the regulatory and market pressures affecting the marketplace such as modern slavery and circular economy. However, as scores have subtly fluctuated in the past the apparent plateau may well be temporary.

Management scores have consistently been reducing for 5 years, a trend which shows no sign of slowing. This aligns with Governance scores which are also continuing to fall on a 5-year trend, reflecting an industry-wide lack of leadership on sustainability and the subsequently floundering sustainability agenda in FM.

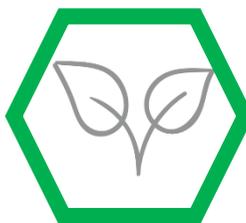
The role of management has decreased more sharply over 5 years than that of implementation, though both have decreased. This reflects the increased depth to which a sustainability agenda penetrates an organisation, yet also the need for leadership to continue to drive sustainability forward. Overall the trend of worsening sustainability performance is slowing, and is likely to be reversed in the next 5 years as market drivers and regulations begin to become more embedded in FM cultures.

Within the industry there is fluctuation of performance, however as a whole there is clear and sustained declines in performance on sustainability measures, which is of concern for the future.

Average Sustainability Rating across 5 Years



CATEGORIES OVERVIEW

	2017 Findings	2017 Sector Average	Vs. 2016
 ENVIRONMENTAL	<p>As the deadline for updating to the new ISO 14001:2015 standard has driven much of the positive change in environmental areas. There has been significant improvement in water management within FM companies this year and some minor improvement in ecology. Although still some of the lowest performing criteria, their improvement is encouraging.</p> <p>Although largely stable, there has been a sharp reduction in the performance of companies in 'projects' in 2017.</p>	47%	=
 SOCIAL	<p>Social sustainability considerations in FM have declined in almost every criteria in the SFMI. This reflects a continued lack of engagement with legislation such as the Modern Slavery Act and reinforces the need for companies to engage with this legislation locally and appropriately to their projects.</p>	55%	↓
 GOVERNANCE	<p>A downward trend in sustainability management and governance performance in FM has continued for the fifth consecutive year in a number of SFMI criteria. This continues the issue identified in 2016 of a lack of leadership.</p> <p>'Collaboration' scoring has increased from 2016, following the introduction of the relevant BSI standards. This reflects an industry-wide acknowledgment of the benefits of collaborative working. 'Compliance' has also continued to improve.</p>	53%	=

↑ Score increased by over 5%

↓ Score decreased by over 5%

= Score did not change more than 4% either way



ENVIRONMENTAL PERFORMANCE

Results in this category have remained largely static in 2017. The Environmental category scorecard and 'Key Findings' are presented here showing a relatively stable performance of the FM sector many aspects of scoring. We also feature three short case studies on good practice from VINCI Facilities, Carillion, 2015's 'Winner of the SFMI', and Skanska Facilities Services, 2017's 'Winner of the SFMI'.

KEY FINDINGS

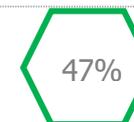
- Influence of ISO 14001:2015: the drive to retain accreditation to this new standard has driven some key improvements in 2017.
- Water: The sustainability of approaches to 'Water' has increased, reflecting increased engagement of FM providers with a variety of stakeholders.
- Projects: Performance has seen a sharp decline across the sector with limited commitment to life cycle thinking.

The SFMI Environmental scorecard is presented here, with an indication as to whether the score has increased or decreased from last year. To see the full 5 year trend for each criterion – please enquire on info@sfmi.uk and ask for a copy of our new 2000+ Data Report.

BALANCE SCORECARD

CRITERION	Sector Average	
	2017	vs. 2016
Management Systems	65%	=
Ecology	28%	=
Energy	59%	=
Water	40%	↑
Circular Economy	49%	=
Transport	56%	=
Projects	38%	↓

CATEGORY AVERAGE



↓ 1%

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

KEY FINDINGS

INFLUENCE OF ISO 14001:2015

There is a clear correlation between the criteria that have seen improvement in 2017 and the requirements of the updated ISO 14001:2015 standard, possibly driven by the upcoming deadline for retaining accreditation. Good progress has been made, but momentum must be maintained.

WATER

As the importance of managing water becomes more widely acknowledged companies have begun to incorporate the issues into their sustainability provision. With acknowledgment of the problem comes action to resolve it and, though there is still progress to be made, there is now momentum to improve in this area.

PROJECTS

This criterion has faced a 12% reduction in performance in 2017. After four years of consistent improvement this is a surprise finding. A lack of consistency in approach and commitment to life-cycle thinking has contributed to this reduction in performance.

CASE STUDIES

SKANSKA COLOR PALETTE™ FOR FS

The Skanska Color Palette™ has now been adapted to measure and drive projects, contracts and lifecycle works across Facilities Services through their “Journey to Deep Green™”. This tool, tailored to meet the facilities management industry’s requirements, demonstrates an intrinsic commitment to near-zero environmental impacts and an understanding that appropriate paths to sustainability require specificity.

CARILLION’S “DON’T WALK BY”

Although primarily a social initiative, the “Don’t Walk By” campaign from Carillion takes a holistic approach to sustainability by incorporating waste issues. This inclusion improves engagement across stakeholders and both raises awareness and shares the accountability for a variety of sustainability issues across the business.

VINCI ENERGY AND WATER MANAGEMENT

By integrating water services within its FM provision, such as waste, VINCI has taken a significant step towards improving water sustainability in the FM industry. Until recently, issues relating to water have been largely ignored by the industry, but VINCI is addressing these issues head on by creating structures for longer term improvement of water sustainability in their services. They were recently shortlisted by the EMA for ‘Most Inspiring Project of the Year’ with their work within the VINCI business.



SOCIAL PERFORMANCE

Showing a reduced sustainability performance in 2017, the Social category scorecard and 'Key Findings' are presented here, which illustrate where the FM sector is particularly poorly in social aspects. We also feature three short case studies on good practice detailing the various employment and wellbeing initiatives from Bouygues Energies & Services, BAM FM, and 2016 'Winner of the SFMI' – ENGIE.

KEY FINDINGS

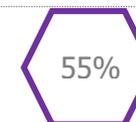
- A Decline in Performance: decreases in performance scores were seen almost across the board in social criteria, suggesting an industry-wide reduced focus on social sustainability issues.
- Stakeholder Engagement Bounces Back: after poor performance in 2016, Stakeholder engagement has, on average, begun to improve.
- Sustainable Communities scoring declines for the second consecutive time, suggesting that the industry is not keeping abreast of Social Value or related structures and their need to be measured and monitored.

The SFMI Social scorecard is presented here, with an indication as to whether the score has increased or decreased from last year. To see the full 5 year trend for each criterion – please enquire on info@sfmi.uk and ask for a copy of our new 2000+ Data Report.

BALANCE SCORECARD

CRITERION	Sector Average	
	2017	vs. 2016
Health & Safety	65%	=
Employment	51%	↓
Sustainable Communities	54%	↓
Stakeholder Engagement	54%	=
Supply Chain Management	58%	=
Employee Wellbeing	49%	↓
Employee Development	55%	↓

CATEGORY AVERAGE



↓ 6%

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

KEY FINDINGS

A DECLINE IN PERFORMANCE

All but one criteria scored lower in 2017 than 2016, following a concerning trend of steady decline over 5 years. Most of the reduction related to employees, thus this diminished performance reflects the lack of engagement with the gender pay gap & national living wage among other things. It is key that the industry reverses this trend.

STAKEHOLDER ENGAGEMENT BOUNCES BACK

After the large drop in performance seen in 2016, 'Stakeholder Engagement' performance has improved slightly in 2017, and was the only social sustainability criterion that improved this year. Despite a varied historical performance, the ability of the industry to respond where a need is identified is critical. This response is likely due to stakeholder engagement through the ISO 14001:2015 standard.

COMMUNICATION & LOCAL COMMUNITIES

The 'Sustainable Communities' criterion has declined significantly for two consecutive years, suggesting a trend in the industry. There is a need for understanding at a contract level the issues facing local communities, and it is this lack of local understanding that is holding the industry back consistently. There is substantial potential in the FM industry, however communication of community engagement is the exception rather than the rule.

CASE STUDIES

MENTAL HEALTH CHAMPIONS

Mental health champions are a key part of the Bouygues Energies & Services wellbeing provision which extends throughout the company. The availability and variety of training in mental health extends from yoga to email stress and across the company up to the board rooms. Their excellence in this area resulted in their achievement of the London Mayor Healthy Workplace Award, demonstrating their success and commitment to wellbeing.

ENGIE AIR QUALITY APP

Developed through a partnership with Kings College London, the free 'ENGIE Air UK' app, available across device types, offers information and updates on pollution levels at the users' location, as well as other sustainability news and advice. This gives the user agency over their sustainability actions and their wellbeing and enables a better informed public body, thereby encouraging behaviour change throughout society and extending their sustainability influence beyond their business.

BAM 'REFERRAL CODES'

The BAM 'Referral code' is used in the Recruitment process, supplied during the application process to recommended candidates. They are commonly used by the Community Engagement team who work with Youth & Diversity partners & provide codes to rising stars within these. The code doesn't guarantee the candidate being hired, however, if eligible, will support them with gaining an invite to assessment or interview. It allows BAM to measure the success of their Community Engagement activities.



GOVERNANCE PERFORMANCE

The Management & Governance category scorecard and 'Top 3 Findings' are presented here, and express how the FM sector is not progressing as much as forward-thinking clients would like them to be. We also feature two short case studies on good practice from the 2016 'Winner of the SFMI' – ENGIE, and 2017 'Winner of the SFMI' – Skanska Facilities Services.

KEY FINDINGS

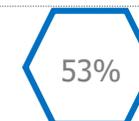
- Newly Improved: 'Collaborations' and 'Risk Management' have reversed their previous downward trends to improve in 2017.
- Lack of Leadership: 'Board Commitment' & 'Contracts' continue to decline in performance along with 'Financial'.
- Sustained Compliance Improvements: The sustainability of approaches to compliance has increased, as there have been several compliance updates and issues to deal with recently.

The Management & Governance balance scorecard is presented here, with an indication as to whether the score has increased or decreased from last year. To see the full 5 year trend for each criterion – please enquire on info@sfmi.uk and ask for a copy of our new 2000+ Data Report.

BALANCE SCORECARD

CRITERION	Sector Average	
	2017	vs. 2016
Risk Management	58%	=
Board Commitment	52%	=
Sustainability Frameworks	65%	=
Disclosure	57%	=
Financial	31%	↓
Compliance	61%	↑
Contracts	43%	↓
Diversity	54%	=
Collaborations	54%	↑

CATEGORY AVERAGE



↑ 1%

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

TOP FINDINGS

NEWLY IMPROVED

'Collaborations' and 'Risk Management' have begun to improve after previously poor performances. The average performance in 'Collaborations' has improved significantly; an indication of the increasing understanding of benefits collaborative working brings and the structure of a BSI standard to follow. 'Risk management' has also improved somewhat, reflecting increased robustness of procedures across the industry.

LACK OF LEADERSHIP CRIPPLES SUSTAINABILITY PROGRESS

After some sustained improvement in changes the 'Financial' criterion has decreased significantly in 2017. This may reflect a wider unsettled financial environment due to events outside the industry. 'Contract' and 'Board Commitment' continue their 5-year decline in performance. This reflects the overall decrease in sustainability management across the FM sector.

SUSTAINED COMPLIANCE IMPROVEMENTS

Performance on 'Compliance' has continued to improve in 2017, this year by 8% across the industry, demonstrating commitment and continued improvement. This continued success is important for clients of the assessed organisations as higher scores indicate an increased awareness of future legislation.

CASE STUDIES

ENGIE's 'ENERGISE 17'

The 'energise17' transformation programme was launched in 2017 and is aligned to ENGIE's purpose and vision. Under each of the five commitments of the programme (Customers and Growth, People, Efficiency, Foundations and Zero Harm) ENGIE has in place a range of strategic and improvement projects with dedicated executive team sponsors, project leads and budgets. The energise17 programme has allowed the business to take a step back and re-examine how responsible business practices are integrated in the business.

SKANSKA COLLABORATIONS

The collaborative process in Skanska has long been extensive and well-structured, and its importance widely acknowledged across the business. Collaboration is noted in a number of their company policies, with drivers for collaboration frequently including sustainability issues. Furthermore, there are numerous case studies within Facilities Services that evidence this collaborative approach.

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.
- The updated ISO 14001:2015 standards are a critical opportunity to embed sustainability in you organisation and should be embraced.

- Understand your value in terms of benefits achieved by your clients, not services being offered.
- Disclosure is key. Understand where data needs to be clear, and optimise the internal processes to enable its ability to be reported externally. This will build trust in your company.
- Collaborate to succeed. Make sure these decisions are structure, informed and transparent.
- 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

FM PROVIDERS

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.

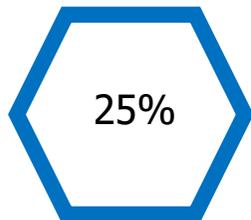
To become an automatically assessed organisation, you must meet at least 2 of the 3 criteria below:



Supplier to the UK Government



Stock market listed



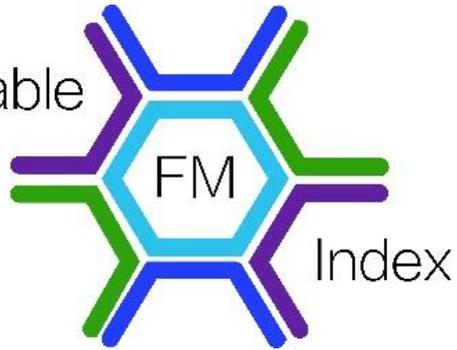
25% of turnover is from Facilities Management

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.

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SFMI 2018

Contact info@sfmi.uk for more information on the 2018 cycle.

Benefits of Engagement:

- The SFMI does not ask for reams of evidence, but instead features an audit process to reduce physical workloads
- Empower decision making to focus on continual improvement in a structured manner, with targeted goals based on an understanding of what your areas of improvement are
- Partners receive a 'Peer Analysis', 'Public Profile Assessment' and 'Scorecard' findings data
- We work with your company to provide meaningful and anonymous feedback, supported by expert FM knowledge.

Tweet us @TheSFMI

#askyourFM

Check out our webpage:

<https://www.acclaro-advisory.com/sustainable-fm-index>