

EMBEDDING SUSTAINABILITY IN FM PROCUREMENT

The 7 Principles of Sustainable FM Procurement

The Sustainable FM Index
Partner Research Project
June 2017



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INTRODUCTION

The annual trends produced by the Sustainable Facilities Management Index (SFMI), identify a gap between the expectation and implementation of FM contracts to reap the well-documented benefits of sustainability. SFMI results suggest prevalent 'short term thinking' and this research sought to unravel reasons why. Under scrutiny is the process of procuring FM services and how organisational ethos and mobilisation drives behaviours and the delivery of services.

Procurement of facilities management is immature in comparison to other sectors, for example manufacturing, as the incorporation of sustainability criteria is commonly a bolt-on rather than an integrated activity. Organisations are increasingly reliant upon outsourced FM suppliers to help deliver this service and meet organisational specifications and requirements. Optimising the value clients receive from outsourcing to FM companies is key. Supplier services can range from low cost offerings through to major contracts for total FM activities. AMA Research suggests that outsourcing FM provision will continue to rise over the next 5 years to cut overheads in a period of continued financial restrictions. The report illustrated the comparative value of outsourced 'core FM services' (£81Bn) and in-house FM services (£38Bn) in 2010 from analysis by KPMG and MBD¹.

The function of procurement is changing from minimising upfront cost to maximising value². As such, the goals of sustainable procurement strategies may include minimising negative impacts across life cycles and supply chains, ensuring fair contract prices and terms, providing opportunity to SMEs, and minimising demand for resources. However, delivery may fall short of expectations.

¹ AMA Research, Facilities Management Outsourcing Market Report - UK 2014-2018 Analysis

² Oracle Sustainability Solutions, 'Embedding Sustainability in the Sourcing and Procurement Process', 2015

SFMI INSIGHT

The 2016 SFMI revealed 3 themes:

- Each of the assessed organisations fit into a distinct 'group' (1,2,3) based on their sustainability credentials. Findings show how Group 1 companies are most capable of delivery sustainability;
- There is a 'ceiling' to sustainability, that requires deeper business model change to surpass current ESG performance, and;
- FM companies are taking a short-term view of sustainability as 'management' scores decline and 'implementation' scores increase.

The latter finding sees outsourced providers viewing payback on sustainability initiatives within the financial year, rather than taking a longer-term perspective and therefore missing out on significant opportunities.

Responsibility for the delivery of sustainability performance is shifting from central corporate functions to individual contracts. This increases dependence on contract level operations taking the lead on sustainability with or without any specifically stated deliverables written into the contract(s).

WHAT IS SUSTAINABLE PROCUREMENT?

Sustainable procurement is the process by which organisations purchase, use and dispose of products, services and works in a way that aims to optimise economic, social and environmental benefits, for the organisation and wider society. The integration of sustainability in the procurement process varies between organisations as there are many drivers but also many barriers in contracts - one organisation may focus on capital projects to resolve long term problems, whereas another emphasises lower cost quick win initiatives. Overall, the sector is moving from a environment-focussed view of sustainability to one involving wider social impacts such as wellbeing and productivity³.

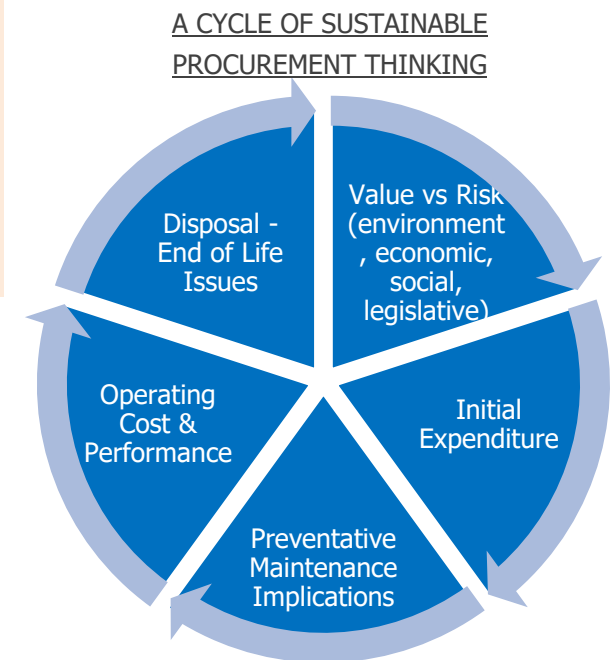
A revised definition of Sustainable Procurement tailored for FM

Sustainable procurement of facilities management services achieves optimum results in economic, social and environmental impacts to ensure that the agreed services, support and improve the effectiveness and efficiency of the organisation's primary activities in a responsible manner.

Adapted from BIFM definition of FM and definition of sustainable procurement

Why do it?

Understanding and managing direct environmental and social impacts of FM procurement (such as energy management and pay) are far easier than addressing indirect impacts or supply chain issues (such as wellbeing effects and modern slavery). Sustainable procurement practice can help save money, reduce risks, improve supply chain resilience, and improve business competitiveness and reputation. This requires considering the whole life cycle impacts at the specification and procurement phases – a key requirement to comply with the new standard ISO14001:2015 Environmental Management System.



³ BIFM Sustainability Survey 2016 – 'Where we are, 10 years on'

RESEARCH QUESTION

A single question was posed and researched over a nine month timeframe to build upon existing knowledge:

How can the process of procuring FM services be optimised to ensure the delivery of sustainability at the contract level?

SFMI 2016 Partners collaborated to form a steering group for the research project which encompassed an extensive desktop analysis, an FM organisation-focused survey, a series of interviews with large public and private sector procuring organisations, interviews with industry experts, and a 'procuring party'-focused roundtable event run in association with the Institute of Corporate Responsibility & Sustainability (ICRS).



RESEARCH METHODS AND TIMELINE



OUR RESULTS

Sustainability continues to be perceived as an additional cost that works against organisations and procurement priorities to generate savings. The common misconception that sustainability and value for money (cost savings) are not attainable together leads organisations to consider sustainability as a tick box exercise.

The additional challenge to this perception is individuals' level of sustainability expertise, and also how sustainability gets communicated within procuring organisations and between these companies and their FM provider.

There exists a "myth that sustainability costs more..." when "bad procurement costs more"⁴

ISO 20400 UK lead Shaun McCarthy

Main Barriers to Sustainable FM procurement:

- ➔ Financial constraints
- ➔ Conflicts with in-house targets
- ➔ Perception as being more expensive
- ➔ Company disengaged with the need to address the procuring process
- ➔ Lack of expertise (in-house) on sustainability topics
- ➔ Technical input is limited



On the other hand, some clients have no wider interest than complying with legislation, and therefore there is very small scope to go over and beyond in offering add-on value or long-term savings (where initial investment is a little bit higher)."

Survey Respondent Comment (Sustainability Professional for an Outsourced Hard FM Provider).

⁴ Shaun McCarthy OBE presenting at a conference in Australia giving a strategic overview of sustainable procurement and the Supply Chain – Video Source Action Sustainability

From the survey, there were key areas identified as common issues through the lifecycle of the procurement process.

- ➔ Aligning values, so that sustainability can be integrated into the tender and be understood in a common language;
- ➔ Measuring performance on a lifecycle perspective rather than in the short term, and;
- ➔ Implementation and variation of performance measures through mobilisation to ensure all parties understand the shared objectives.

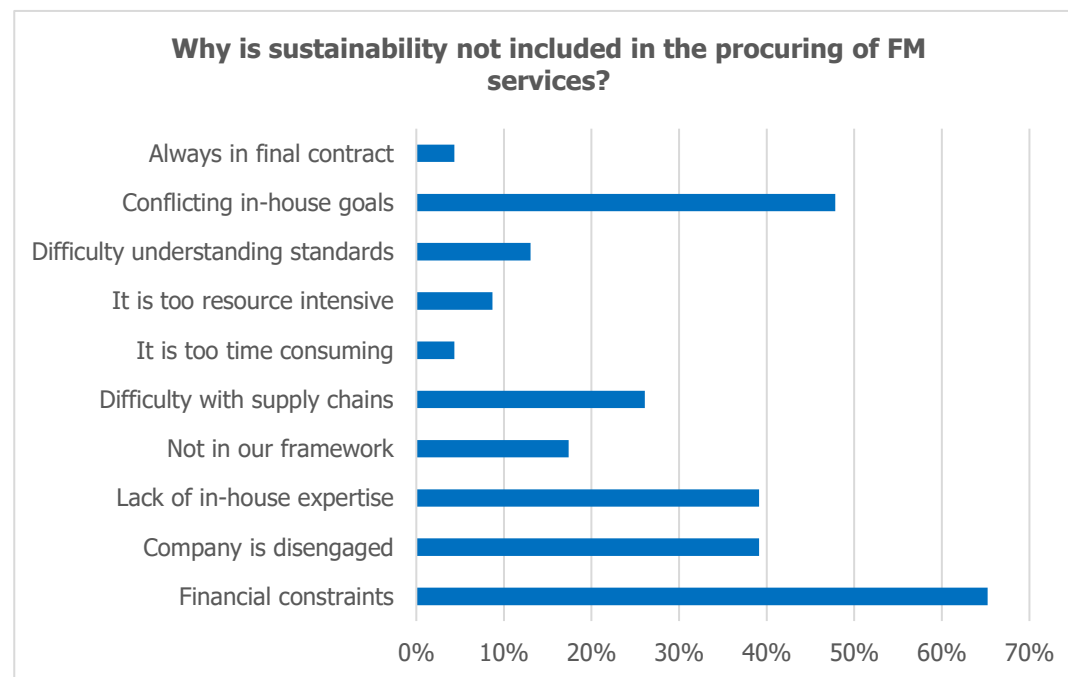
Procuring FM services

Organisations procuring FM services commonly have trouble with communicating what sustainability means to them, and how it should manifest itself in the contract. Our research suggests that it can become a 'separate entity' in a contract, which exacerbates the potential for it to be considered as an added cost. This lack of insight to inform decision making limits how well sustainability is embedded in the contract.

Survey Comments

"It is known to drive up costs and limit competition (SMEs, for example, are not great at governance etc.)" In-house FM team member

"Procurement are often driven to the lowest price, which unless the specification directly asks for a sustainability element to the solution / product, then it is often be either unlikely to be included or fails to be in marking criteria in the final selection." FM Consultant



Lifecycle approach

FM procurement is commoditised and driven by cost saving. As such, the dialogue may become more about a 'race to the bottom' with prices, rather than a 'race to the top' with value for money. Our research suggests that expertise to ensure contract lifecycle optimisation is often limited.

A common theme in tenders is to place sustainability into the box of 'innovation'. Our research suggests that the structure of tendering influences respondents to suggest engineering and technological fixes, whether the solution may be the most logical next step for the client's contract, or not.

Survey Comments

"Our clients want the lowest price without looking at the whole life cost of the products bought" Procurement Manager

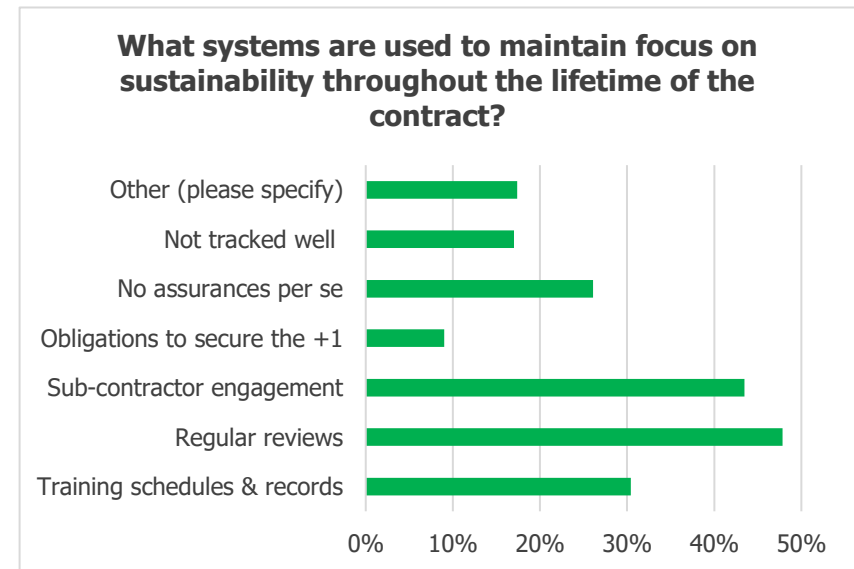
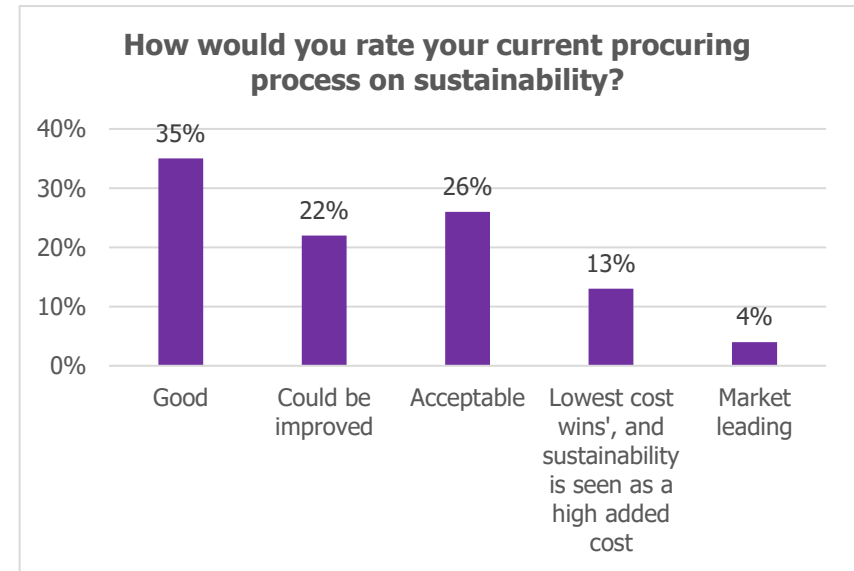
"Sometimes our supplier/contractor does not offer this but they are best suited for our requirements in other areas" Total FM Client

Mobilisation

Writing tender responses doesn't integrate sustainability in a sophisticated way, viewed as a task-based 'add-on' activity. Internal teams who do not understand the subject, remove it to save money or mitigate risk across the contract lifecycle.

Survey Comments

"The engagement we get with Clients to educate them in the advantages of selecting a sustainable solution including how this has a positive effect on their own CSR and image. Negative I am glad to say are becoming less frequent. "



"Sometimes challenging to break away from the "Sustainability = Environmental Management" misperception. Can be initially challenging to align when our perceptions of sustainability differ. "

Not One Size Fits All

Each organisation will be guided by a unique set of priorities embedded in their organisation values, sustainability policy and procurement policy. These priorities are the driving force of sustainability in the procurement process. Common drivers for sustainability have been identified by correlating survey results and interview responses.

- ➔ Organisational Ethics
- ➔ Cost Savings
- ➔ Environmental Impact Reduction
- ➔ Managing Risks
 - Increased Supply Chain Resilience
 - Health and Labour Rights
- ➔ Legislative Pressures
- ➔ Improve Competitiveness
- ➔ Build Business Reputation and Investor Confidence
- ➔ Stakeholder Expectations - Worker and/or Client Expectations
- ➔ Supplier Commitment

These drivers complement the findings from Oracle Sustainability Solutions⁵ that investigated general drivers for embedding sustainability in the sourcing and procurement process.

⁵ Oracle Sustainability Solutions, 'Embedding Sustainability in the Sourcing and Procurement Process', 2015
SFMI June 2017

Other constraints to integrating sustainability during the procurement of FM services:

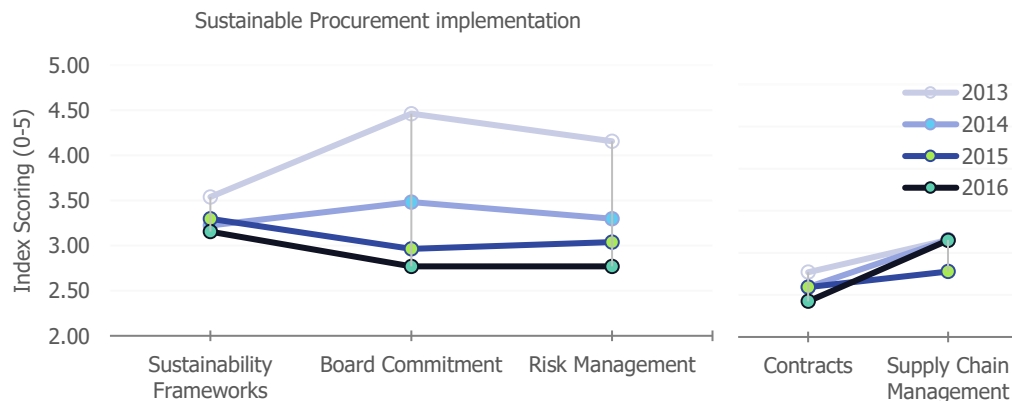
- Time is a major conflict. If the contract is only 3 years, there is little time to provide investment. A common structure of investment is the length of the contract minus 2 years. Leading to problems with: Year 1: getting everything in place; Year 2: delivery, and; Year 3: preparing for re-bid. Conversely, short timescales provide better monitoring and ability to check competition regularly to ensure the best price is given.
- The tone and requirements in PQQs can preclude SME's from being selected as the scope is too big. The role of SME's is important as they often feed into CSR requirements and can provide innovation that larger companies cannot. Furthermore, SME's need a long-term contract to provide stability.
- SLA's commonly have a financial penalty associated with them, and the traditional approach is to focus upon these in the contract given their high profile from both client and provider perspectives. Inclusion of sustainability requirements here is useful, but rare.

OUR TREND ANALYSIS

The SFMI process highlights approaches and successes, taken by FM providers, to include sustainability in their contracts:

- ➔ Optimising mobilisation period to develop delivery model
- ➔ Contract Delivery Models such as Gain Share Mechanisms or efficiency gains with a view to invoke behavioural change
- ➔ Being selective on bids where there is no alignment with values
- ➔ Being flexible to deliver as a partner and engage clients on ways to improve.

This graph depicts a selection of the SFMI assessment criteria that illustrates how management-related criteria (Sustainability Frameworks, Board Commitment, Risk Management) are declining since the SFMI began benchmarking outsourced providers of facilities management. In contrast, criteria relating to the implementation of sustainability at the contract level (Contracts and Supply Chain Management) show a reduced rating for the provision of effective contracts. Considering that the SFMI evolves year on year to reflect the progressing sustainability agenda, this is a positive outcome for local level operations. These findings show how sustainability is becoming more and more decentralized in FM. It also suggests that short-term, non-strategic, thinking may be holding back a flood of progress in the sector.



WHAT DOES GOOD PRACTICE LOOK LIKE?

While the development of sustainable procurement of facilities management remains in its early stages, there have been some successful frameworks developed to assist progress. The following diagram outlines the core processes that stand out as key to successful sustainable procurement frameworks⁶.

Current Best Practice Approaches:

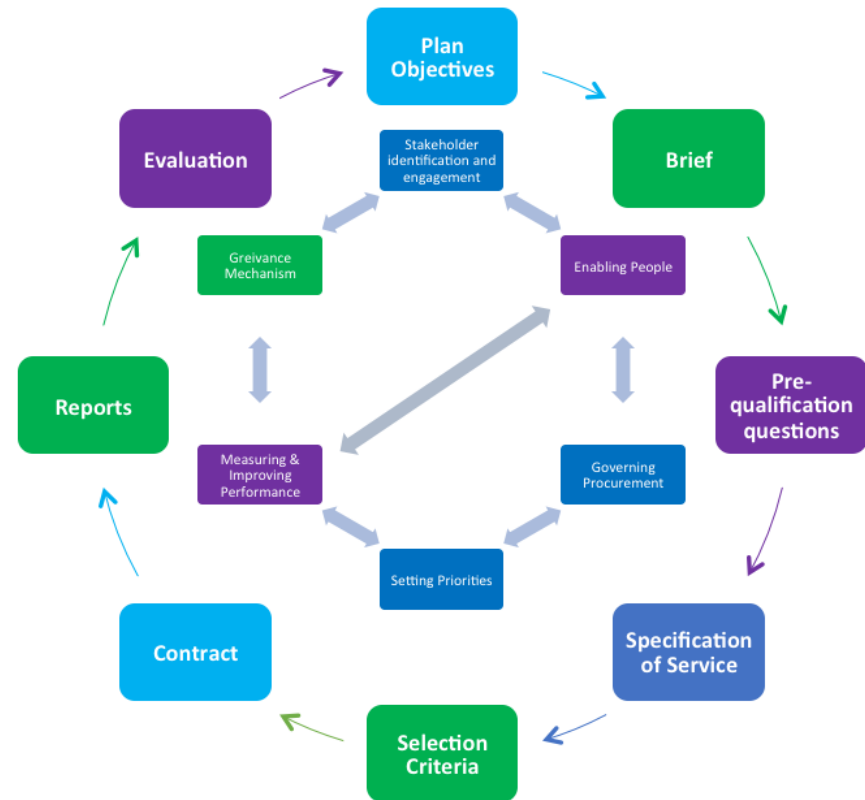
- ➔ BS 8903 and / or ISO 20400
- ➔ Develop joint sustainability plans
- ➔ Standardised approach across business
- ➔ Clear explanation of what sustainability means for the client and the contractual requirements
- ➔ Framed questions through a clear explanation and setting out the requirements

Methods to Engage Clients:

- ➔ Relevant stakeholders are identified and engaged prior to contract design
- ➔ Consultations
- ➔ During mobilisation, further contractual obligations are agreed

Maintaining Sustainability in Contracts:

- ➔ Regular reviews
- ➔ Sub-contractor engagement – checking you are doing what you are supposed to
- ➔ Training schedules & records



⁶ The MBS Approach: A Summary of the Managing Buildings Sustainably Approach. And the IEMA Webinar: The Inside Track on ISO 20400 – Sustainable 2016 ISO SP presentation by Shaun McCarthy.

USING THE SFMI IN THE PROCUREMENT PROCESS

The Sustainable Facilities Management Index is a reliable tool that can be used in the procurement process to inform the procuring party of how the potential FM partner manages and implements sustainability across their internal and client operations.

The following text provides model contract language that can be used in the RFP:

All Services provided under this contract are required to have achieved Bronze rating or higher in the Sustainable FM Index. The SFMI is a rating tool used during the procurement process to help procurers evaluate, compare and select services based upon their sustainability attributes.

NOTE: For increased benefits, purchasers may require Platinum or Gold as the baseline specification for all services.

The supplier will perform a contract specific SFMI review within the first 12 months. A SFMI review will be performed annually, and the supplier will achieve a rating of Silver or above from year 2 onwards.

DEVELOPING A FRAMEWORK

The procurement of FM services in general by many organisations is relatively immature, commonly procured as a commodity service with simplistic performance metrics used but not properly implemented.

Three key areas:

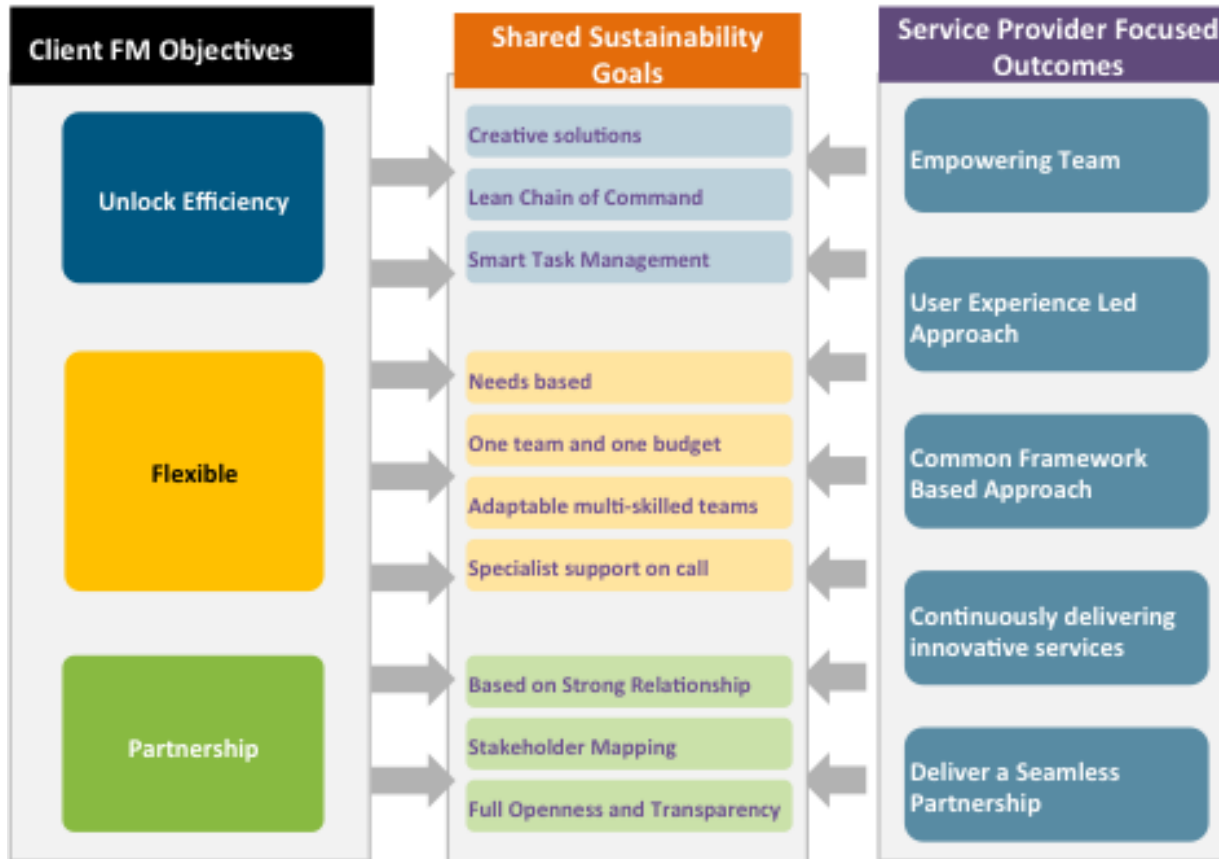
1. Initial development of the FM service objectives will be led by the culture of the organisation, risk profile and choice of advisors used. Incorporation of sustainability criteria at this stage forms part of how the service will operate when delivered and how the organisations objectives will be met. A lack of understanding on what sustainability value can be derived from the tender at this initiation stage will resonate through the procurement cycle.
2. The complexity involved in the provision of an FM contract is often seen as a barrier when trying to incorporate sustainability criteria, particularly when covering lifecycle criteria and gain-share mechanisms.
3. As contracts go through their final stages, sustainability criteria tend to be removed or downgraded with little understanding of how this will impact the contract. Involvement of key individuals from the procuring side is critical during these phases together with an understanding of the value being provided.

Stage	Procurer	Supplier
Objectives / Brief	<ul style="list-style-type: none"> • What are the goals / targets? • How is sustainability aligned with the values? • Are SME's to be involved / targeted? • Develop selection criteria to include sustainability requirements 	<ul style="list-style-type: none"> • Map alignment against the goals and values • Describe how SME's can be better involved
Selection / Contract	<ul style="list-style-type: none"> • Do not treat sustainability as an innovation • Include mechanisms to encourage suppliers to save money • Define roles – what is for the procurer 	<ul style="list-style-type: none"> • How will sustainability drive behaviour change • Don't rely on technology only
Reports / Evaluation	<ul style="list-style-type: none"> • SLA's to include sustainability criteria • Develop relationship with supplier and understand business 	<ul style="list-style-type: none"> • Proactive engagement of subcontractors • Develop relationship with client and understand business

RECOMMENDED STEPS

A. The Procuring Organisation

Step 1 - Objectives



At the initial stage when the objectives are being understood and the brief developed, the role that sustainability will have is governed by the organisations values, what this means in terms of sustainability, and the provision of FM services.

The diagram provides a typical set of Client FM Objectives together with the outcomes to be provided by the Service Provider. Between these two will be a shared set of sustainability goals that will help both parties deliver their requirements.

Step 2 – Conflict Resolution

Define what the organisation is working towards in the short, medium and longer term. This will include stated targets of energy reduction, but may include internal targets around cost savings through procurement or headcount reduction. The intention is to draw out any conflicts such as investment required on a short-term contract.

Ask questions to identify any potential conflicts...

- What timeframe are the services planned to cover?
- What level of involvement is required from SMEs?
- Who is responsible for meeting targets? Are there checkpoints along the way?
- What stakeholders should be involved? And how are they to be involved?

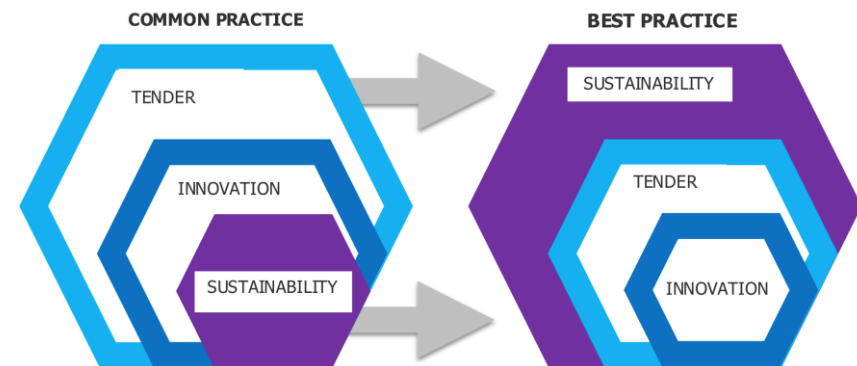
Step 3 - PQQ

Define criteria in pre-qualification, through a set of pass/fail criteria in the down select, together with some further specific questions. Care should be taken not to increase the size of the PQQ (pre-qualification questionnaire), but its purpose is to identify a short selection of appropriate suppliers. Key areas to incorporate in the PQQ process are:

- commitment and track record e.g. demonstration
- balance SMEs vs larger organisations
- forward looking questions e.g. what risks and opportunities are there, and how would they be dealt with. Thinking from an innovation perspective; what is their USP?

Step 4 – Tender Process

Sustainability should be an integrated activity rather than an innovation. In the latter case, the tender will effectively place sustainability as an additional cost to the operations and therefore unlikely to be selected. Instead, following on from Step 1, the requirements for how sustainability will be implemented can be incorporated as an integrated suite of criteria in each



area. The collation of these will be captured in a sustainability section which looks at the outputs.

This step indicates the requirement for more of a focus on behaviour change in the contract. Utilising frameworks for upskilling, rather than technology for its sake.

Step 5 – Commercial Models

Encourage suppliers to make savings through effective mechanisms, such as a gain share approach, whereby the supplier will receive a proportion of the savings delivered. This model is common for energy efficiency projects, but has come under scrutiny in the difficulty in assigning savings to one party when there are too many variables. Multiple services providers with an influence on energy means this model cannot be used effectively. Using verification through IPMVP (International Performance Measurement and Verification Protocol) can provide a robust confirmation of any savings achieved.

Step 6 – SLA's

Agree joint SLA's with a clear structure detailing who contributes what. These can be aligned with the FM Objectives and Shared Sustainability Goals, with the SLA's responding to how each of the goals will be achieved. Typically financially targeted SLA's focus the attention on both parties and therefore including some sustainability measures can help ensure sufficient attention is paid.

Additional questions to be resolved at this stage will include:

- Should there be guidance provided to define the SLA?
- Will time-based financial penalties be included?

Example SLAs

50% carbon reduction against baseline over contract term

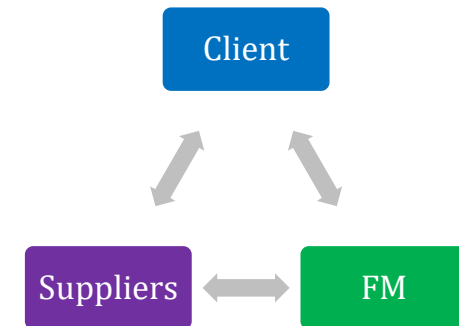
35% increase in recycling rates against baseline in year 1

20% decrease in annual water consumption against baseline by year 2

Step 7 - Mobilisation

Allow time at the beginning of the contract to develop a relationship, collaborate, review and revise the SLA's to better fit with the requirements of the contract. This process takes time and should be considered when establishing timeframes.

The mobilisation phase presents an opportunity to refine the measurable requirements and outputs. Mobilisation can be used as an opportunity for the team to co-habit and ensure the approaches employed by both parties are coordinated to allow the goals to be met. This will allow contractual requirements and measures to be varied, and for the correct skill sets to be identified. A further key aspect of this process is to engage suppliers, and encourage heightened responsiveness to suggesting initiatives.



Step 8 - Implementation

Collaborate with your suppliers. It is essential that the FM supplier liaises with *their* sub-contractors to identify good practices and better ways of working. Not only will this assist in promoting the role of SME's, but it is well-recognised across the FM sector that smaller specialist firms can provide a level of technical innovation that larger firms do not.

Benefits of a collaborative approach...

- Quicker resolution to problems and a better working relationship
- Outcomes assist in delivering your goals, rather than operating in isolation
- Geographical proximity often produces more innovative solutions⁷ than working together from a distance
- Productivity benefits

⁷ Innovative Clusters, and the Industry Life-Cycle. Audretsch and Feldman, 1996. http://www.jstor.org/stable/41803601?seq=1#page_scan_tab_contents

B. The FM Organisation

Step 1 – Understanding

Conduct a mapping exercise. The purpose is to align the client's values with your service delivery offering. Understanding their business and then communicating how this contract helps them achieve their core agenda will frame the supplier as contributing to more meaningful outcomes. Depending on the experience of the customer, the supplier may or may not be able to influence the scope of the customer's understanding of sustainability in FM. With more experienced clients, responses should be made that align to corporate values. However, where a tender has not integrated sustainability, effort should be made to up-skill the client to ensure they know what they are going to receive. An example of this scenario has been presented in Step 1 of Section A.

Engaging more closely with SMEs can open new windows of USPs, as our research suggests that smaller organisations are often tapped into during FM tender response writing to draw upon their innovative or agile solutions.

Step 2 - Integration

Integrate sustainability in each tender response section. A common thread of the research has been the placement of sustainability firmly within a box of 'innovation', at the contract level. Although there are now software and electronic equipment that enable energy savings, cost savings, and attractive opportunities for investment – sustainability is not limited to this field of progress. The simplest changes in procedure can also create more sustainable systems. Furthermore, with an increased reliance on technology to provide solutions, there is a greater need to fill the widening skills gap that enable these things to operate. The supplying organisation should integrate innovative thinking into each section of a response, rather than being reliant on technological advancements and sectioning it to just innovation.

Step 3 – Adaptation

Once sustainability is understood and 'sold' as both a product and service, then there is potential for behavioural changes to occur. Maintaining the status quo of sustainability as simple 'innovation' is limiting the capacity of organisations to develop a culture of sustainability driven by best practice behaviours. Integrating sustainability, or a similar terminology describing what efficiencies mean to the company, in each contract phase, will facilitate longer term value creation.

Furthermore, making it a 'way of working' that forms a part of the most basic service offering, means there is a movement away from stripping out sustainability having viewed it as an additional optional extra. This is one way to sell sustainability to those customers who perceive the topic negatively.



Step 4 – Collaborative Mobilisation

Subcontractors should be involved in the mobilisation phase. Not only will this optimise the alignment of best available techniques to the client needs, but it will create a closer relationship between the procuring organisation and the supplier. Trust may also improve due to increased transparency. Agreement, at this time, on performance reporting timelines will also allow all parties accountable for its success to inform the reasonable setting of targets.

Step 5 - Proximity

During the mobilisation phase, physical proximity to the client is important. A transparent relationship should be understanding from achieving a greater understanding of the way the customer's business operates. This then places the FM supplier in a better position to suggest improvements and agree to SLAs that ensure sustainability's inclusion throughout the project lifecycle.

VINCI Facilities and Lincolnshire County Council.

This joint FM and Infrastructure services contract encompasses both hard and soft service deliveries across all the council's corporate portfolio of municipal buildings: schools, fire stations, community centres, and traveller sites.

Kevin Kendall, LCC's Chief property officer explains: "we wanted to operate as a single team, client and supplier. Previous contracts have been very much them and us, so at the outset our vision was to have the one team". This resulted in share office space for client and contractor, and enabled the mobilisation phase, and conversations therein, to take place face-to-face. LCC had a well thought out vision, utilised the competitive dialogue to see where they aligned with the tender-responses, and enabled the mobilisation process to be as effective as possible.

The NEC3 contract template encouraged open communication, transparency, and the use of contract notices such as early warnings and compensation events, which helped to promote a close and transparent relationship with subcontracted service teams.

The outcome has been large efficiency and direct cost savings, which can be related back to the client's vision to focus on the whole life-costs of their assets and less on FM contract provision in isolation.

THE 7 PRINCIPLES OF SUSTAINABLE FM PROCUREMENT

Applying this set of principles, as a procurer and an FM provider, will optimise the procuring process so that sustainability can be delivered by the operational teams.

1. Use procurement to deliver Sustainable FM Outcomes

When considering what services are required and what sustainability means therein – communicate your agenda clearly. This allows both the procurer and the supplier to understand each other's priorities and enable the alignment of visions and ethics from an informed position. This focus moves FM services away from being treated as an isolated supplier service, and towards an integrated part of a procurer's wider strategic programme.

2. Avoid placing sustainability in an 'Innovation Box'

Our research reveals that 'sustainability' in tenders is often restricted to the Innovation section. Sustainability is then viewed as a gold plating process. When sustainability is integrated into every section of a tender response it can deliver efficiencies beyond those that come from just hard engineered solutions.

3. Focus on the Impacts Material to the Client

The clients' sustainability requirements for the service needs to be clearly defined and articulated and the service provider should demonstrate how they will help achieve these goals

4. Create culture to negate conflicts early

Knowing the direction of growth can enable the management of internal conflicts. Research suggests FM contracts tend to be too short for meaningful investments to take place, therefore, it must be

understood by both the procurer and the supplier where and when investment can be made to meet rationale targets.

5. Mobilise together

Bringing the procuring and supplier organisation employees face-to-face, when mobilising a contract, can quicken the pace of decision making. It also provides greater transparency between the two parties when aligning goals and agreeing on the best ways to measure performance and plan for improvements.

6. Work Collaboratively

Time should be invested to build the relationship between the various parties involved in the procurement process. A relationship then fosters trust and enables more strategic thinking, rather than focusing on task based activities. This will assist in measuring the success of Principle No. 1, as the value of collaboration may be seen in the steps taken towards a common vision, rather than incremental tasks where parties are dictatorial or answerable.

7. Embed Sustainability in the SLAs

Corporations have progressed, in recent years, into understanding sustainability in both financial and non-financial terms. Utilize this market progression by embedding sustainability in the financially focused Standard Level Agreements. In doing so, there will be clear milestones, incentives, and deterrents set against performance.

ACKNOWLEDGEMENTS



Sunil Shah, Director
The SFMI



David Johnston, Lead Developer
The SFMI



Erica Hall, Researcher
The SFMI

ABOUT THE SUSTAINABLE FM INDEX

The Sustainable Facilities Management Index (SFMI) is the only UK facilities management (FM) industry benchmark of sustainability, utilising 23 Environmental, Social and Governance (ESG) criteria that include risk management, contracts and management systems. The Index provides a robust and transparent assessment of FM providers within the UK market.

Now in its fifth year, the Index continues to drive sustainability performance improvements within the sector by showcasing achievement and highlighting best practice. It also seeks to stimulate a positive change within the sector, through performance and perception. Several of the major companies assessed in the Index have chosen to become Partners - spearheading further research and collaboration on target areas.

Following on from the success of the 2015 Sustainable FM Index Working Group project on Social Value, this year's SFMI Partners are steering a committee focused on the activity of how FM services are procured.

FIND OUT MORE: [Sustainable FM Index](#)

