

# The strategic position of Facility Management in a fast moving world

By Prof. Drs. Leo Laanen CSEDOHC CEO of the International Facility Management Expert Centre and Director of Ifmec Academy. Ifmec is an independent Research and Education Centre. The head office is situated in the Netherlands on SDG Campus Zonheuvel in Doorn. It is specialized in the education of Facility Management Professionals and has since 2013 also a young professional, consultancy and interim branche.

This paper reflects the results of the research agenda of Ifmec (NL) presented on the ICREDM2023 International conference on Real Estate Development and Management on February 3, Ankara, TURKEY.

To put 15 years of research in one paper in a detailed manner is impossible. Therefore, the focus in this paper will be on the models we used to clarify the outcomes of the research agenda and a lot of case studies done by FM Professionals who attend the Ifmec - MBA courses to improve FM in the Organizations they work.

## **Introduction:**

Three days before the catastrophe of the earthquake on 6 February the statement was made in the conference that from an academic point of view the assumption that we can predict the future out of the past is no longer valid. Vision and Leadership are necessary more than ever. This is perhaps hard to except from a constructive building perspective but I think that Facility Management can add methodology and knowledge that helps to cope with this VUCA <sup>1</sup> world we live in.

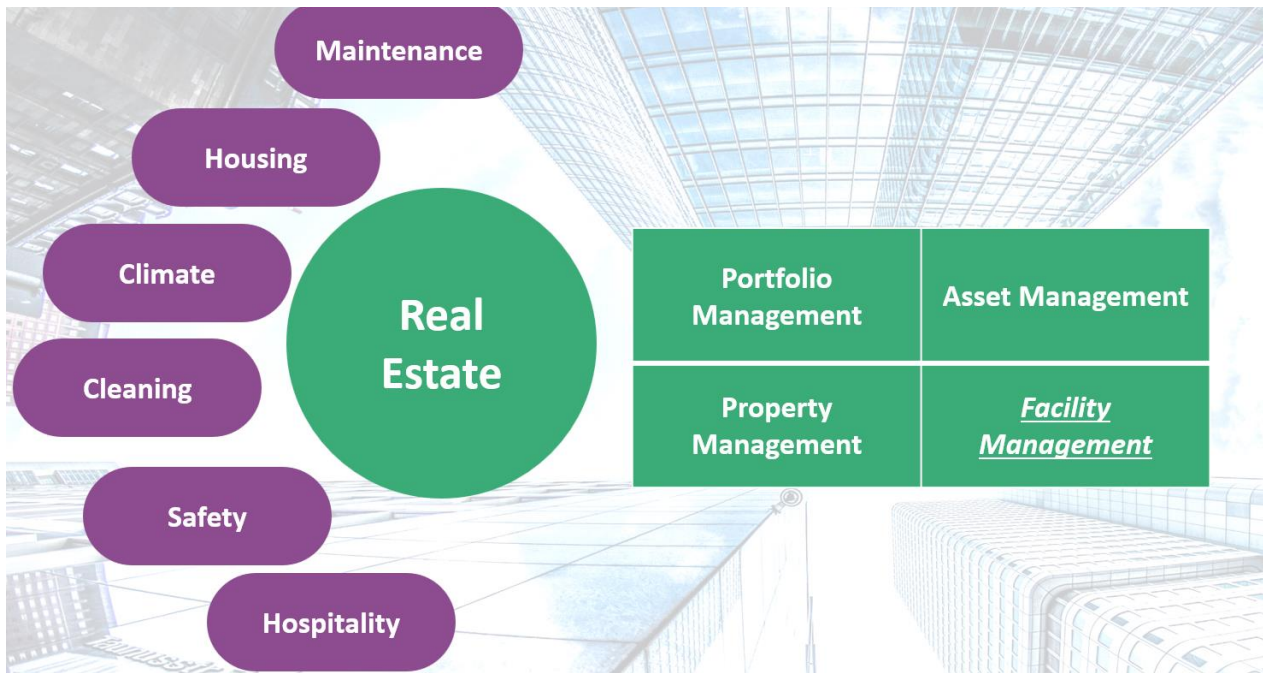
*Three interrelated topics are presented:*

- The changing relationship between FM and Real Estate.
- The most important items for FM to increase value for organizations.
- The unique position of FM to implement Sustainable Developments Goals in organizations.

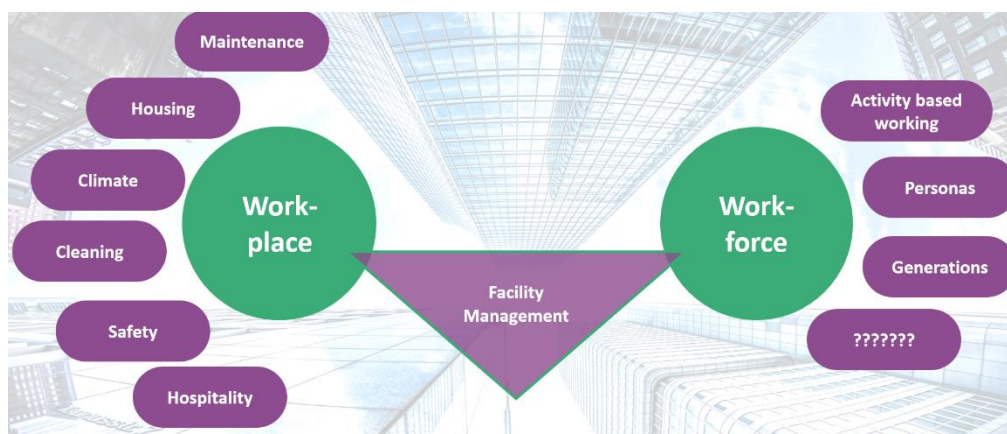
## 1. The changing relationship between FM and Real Estate

In the late eighties Facility Management becomes part of the way we focused on how to manage Real Estate. (Becker, 1990) The distinction between Portfolio management, Asset management and Property management became more common. Facility management was seen as a part of Property Management focusing at all kinds of services who are needed to function properly as a building. Maintenance; Housing; Climate Control; Cleaning; Safety; Catering; Hospitality etc. become specialized areas, who had to be coordinated in an effective and efficient way. (Laanen, 1998)

<sup>1</sup> the acronym VUCA (Lewis, M.W., Andriopoulos, C & Smith, W.K., 2014) as a core characterization of our time: Volatility, Uncertainty, Complexity and Ambiguity



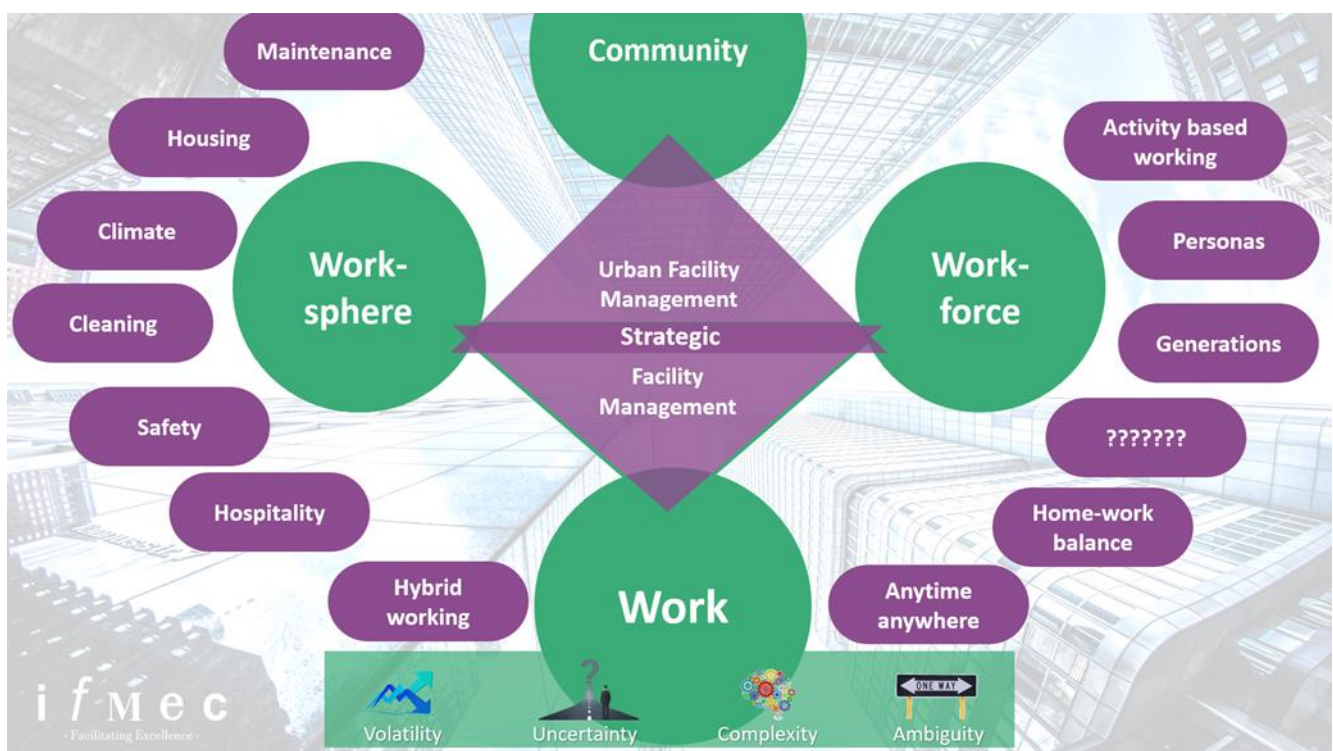
In time the relationship between the people who used the building: “the **workforce**” and the building becomes more relevant and facility management become the discipline that brought all kind of demands and wishes from different levels in the organization into practice. From the board to the middle management and employees. (Hamid, Y., Baldry, D., & Alexander, K. (2008)) The focus on the workforce in relation to optimize their contribution in line with the goals of the organization becomes apparent and “the Real Estate” becomes “the **Workplace**”. Distinction in how people do their (office) jobs become “activity based working” as guidelines how to develop and refurbish the office building. The efficiency of the building increased from a building owner perspective (the occupancy rate). By doing so the office space becomes less personalized and this opened the way to look from a different perspective to the workforce. New areas of research become relevant in relation to the question how the building fits best with needs of groups of employees. Groups of persons (personas) were detected with the same wishes and needs towards the building. This was a new design impulse to make a building better fit to the expectations of the workforce. The research on different (digital) competencies and different needs of new generations (XYZ) was another input to look different to the design of a building. This becomes more relevant as the “war on talent” grew. New angles to look at the workforce where for example research on the effect of the design of a building towards on the one hand people with ADHD, who prefer a vivid environment, and on the other hand Autistic people, who need a quiet and impulse free environment. Seen ADHD and Autistic as the extremes on a scale it is a valid input in the building diversity discussion to make it possible for people to chose an environment that fits best to be productive.



All these studies brought knowledge with a predictive and static nature because people's needs do not change dramatically and the building is a more or less fixed entity. But these assumption are shifting bit by bit:

The research on the war on talent (HRM-driven) brought also the need for a better home-work balance as an important factor in the "happiness" of the new generation. The use of the existing possibilities to work from anywhere and anytime (ICT-driven) got a huge impulse in the covid period. The studies on productivity in the covid period, shows not the expected decline in productivity but an increase, because people were forced to work from home (FMN / TwynstraGudde Marktet survey 2022). This make the discussion on hybrid working most interesting and is reflected immediately in the need for office space. Facility management, as a discipline to get the best fit between the workplace and the workforce of an organization, is now confronted with a third overarching variable: **work** itself.

The expectation is that in almost all sectors professional work is changing dramatically by exponential growth in biotechnical and ICT innovations and that these transitions are sector specific and have a big impact on the workplace and workforce. The next decades change itself becomes the norm in a VUCA world (van Dalen, Laanen, 2018). This makes the capacity of an organization to cope with this change most important. It is better from this perspective not to speak of the Workplace but of the **Workspere** (Saunders 2020) with a focus on an organization as a community that should be build and maintained and serviced.



The contribution that Facility Management can made has to be researched from a strategic perspective and that is exactly what the topic 2 of this paper is about.

In the meantime, because of this change in the functionality of buildings and as a building is a part of the (urban) society, the new discipline Urban Facility Management emerged (Groningen, 2023). It could add value to the Real Estate portfolio knowledge and the community-building knowledge by using the knowledge on coordinating building centered services on the higher level of societal communities.

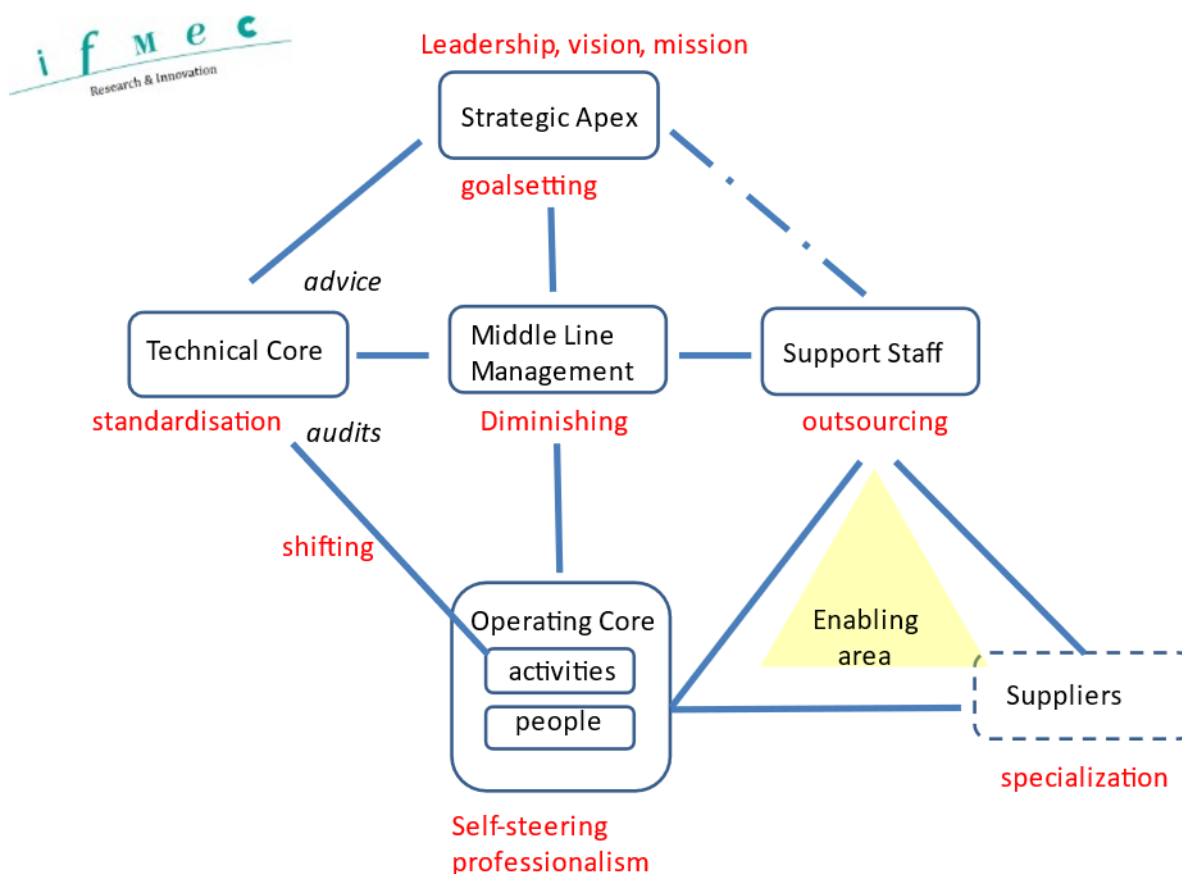
## 2. The most important items for FM to increase value for organizations

In April 2016 Prof. Dr. Ir. Guus de Vries, was invited to contribute in the start conference of the Ifmec research year. He is an expert in change in medical health care in the Netherlands. The focus of Prof. de Vries, to make the necessary transitions in healthcare happen, was on the board of hospitals, their middle management, the medical professionals and the technical core.

On the question “why he did not focus on the support side of the organization?” his answer was: “they are not relevant for change.”

This was opposite to our experience with FM professionals in the Post graduate, MBA and executive MBA programs of Ifmec. We asked every participant to reflect on the most important changes in their organization over the last three years and the coming 3 years inside FM, in relation to changes in the primary process. (N= 600) At the end of that year we had a lot of examples on the huge potential of Facility Management in terms of enabling change in their organizations.

Six cardinal directions in organizational change were detected



\*De vlieger van Laanen en van Dalen adopted from Mintzberg & Miller and Rice, developed by Laanen & van Dalen 2016

1. On the strategic apex level a growing attention on Leadership in relation to formulate a Vision and Mission for the organization and corresponding goalsetting;
2. A diminishing middle line management who's coordinating role was no longer necessary by the strong rules from the Technical core and the stronger position of the Operating Core; More self-steering in the Operating Core, who's capability to coordinate grew because of all kinds of activities on professionalism;

3. The technical core standardized and formalized the internal rules in line with compliance rules of the government. The focus on the own discipline grew (pillars) and was reflected in their advice and the battle for position in the strategic Apex. The changing relationship with the Operating Core was most interesting. To comply with the quality rules of the different disciplines (silo's in the technical core), these rules were integrated in the primary process. But they cost also a lot of effort and can come in conflict with productivity and innovating goals. Where rules were in conflict, decisions were made in the operating core itself, not visible in the organization;
4. The support side of the organization, described by Minzberg (2019) as indispensable but also less relevant, was seen as a cost center. The focus on cost reduction made outsourcing the most important issue in FM. The overall line of outsourcing was to harmonize, standardize, scale up and select the best (cheapest) specialist;
5. The supplier side become an important factor in the way these specialist (single sourcing) contribute to the organization and the way this was coordinated. Specialist parties on coordinating these FM services came on the market. (Mohammed UI Hassan, 2012).

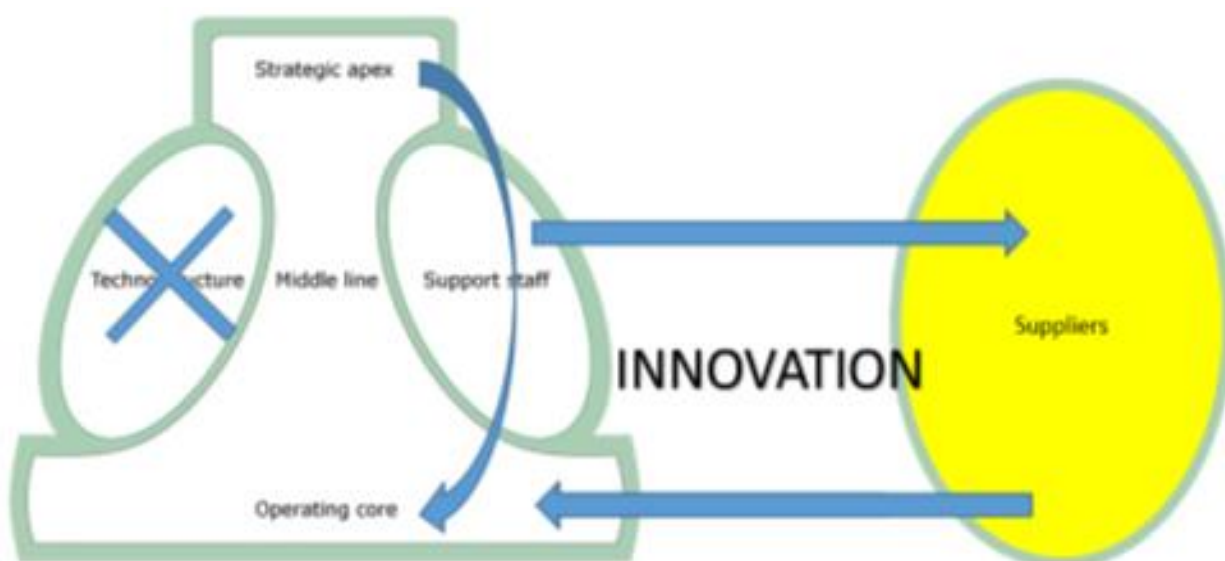
These outcomes were in line with investigations that were done in earlier years on changes in the profession of a Facility Manager (Laanen & Van Dalen, 2015). They describe the change from:

- FM as a profession, focused on optimizing the coordination of a lot of services.

Towards :

- FM as responsible for a range of outsourced FM products and services. Described by college Prof. Jan van Dalen in 2009 as the three sisters: Facility Management; Service management and Hospitality management.

The focus on FM as an enabling discipline<sup>2</sup> was the starting position of the research on the strategic position of FM for the next years.



<sup>2</sup> Enabling is defined as: Making resources available to help starting up and subsequently making it possible to properly execute tasks (with a productive purpose), without fully ensuring the success of these tasks. (paper Laanen-van Dalen, EuroFM Sophia 2018).

In 2017 the **added value of FM and value added by FM** were discussed in 2 conferences and 4 sector related inspiration meetings: General Healthcare, Hospitals, Government and Industry. A lot of good examples were presented:

*The Provence of South Holland started a research on how bringing a part of their Real Estate to the market (from single tenant to multi-tenant) and what positive impact this could have on the workforce in terms of agile working to get more interrelationship between departments.*

*In line with this FM studied how to open their provincial house for the public to become more part of the community. (Janssen, 2017)*

*Sodexo presented their framework to improve Quality of Live. A research model how FM could have a huge impact on the happiness of the workforce and can enhance productivity in different industries. (Muckenhaupt, 2017)*

*The Real Estate and Facility Manager of Enexis presented how he and his team managed to centralize 6 offices spread in the region to a new headquarter without losing employees and increase the client satisfaction during the process. The decisions that has to been made by the board in this huge impact project was brought back from 2 years to 6 month by involving the clients in the right way by the FM department. (Laheij 2017)*

*The promotion research of Emma Zijlstra from the university of Groningen gave good evidence how the Physical Environment influenced the wellbeing of patients and shorten their recovery time substantially. (Zijlstra 2017)*

*Europol's Facility Manager showed how inhouse Facility Management had impact in building the new organization on cybercrime by good alignment of the Facilities involved.*

Out of these and a lot of other good documented examples, four critical points in optimizing the Enable triangle (as we called it) were detected. In 2018 further research was done in two intensive discussion forums and two conferences.

1. Collaboration of inhouse FM with HRM, IT and Finance.

In all cases we studied and where innovation was involved, the quality of this collaboration was critical.

*Enexis: FM with HRM; Europol: FM with IT; Provence of South Holland: FM (Bricks) with IT (Bytes) and HRM (behavior), Education: integration FM and IT helpdesk.*

2. Cooperation between demand and suppliers.

The way in which the relationship between demand and suppliers is structured is critical. Contracts based on Partnership and Thrust are necessary to give innovation a chance and lower the transaction cost.

*An example of one of the cases, discussed by scientist and practitioners, reflects that contracts based on price bidding has the following results:*

- *The appraisal mechanism of employees of external service providers, involved in the daily operational processes of an organization, is not matching.*
- *Service providers have insufficient knowledge and interest in the strategy and objectives of the organization which they serve.*
- *The service provider has insufficient contract knowledge and the focus is on short term results.*

*The cases of Rijkswaterstaat, National Police, Philips, Enexis, Schiphol Airport, DSM, National Railroad (NS), showed how outsourcing on partnership could be organized (F-MEX, 2015).*

*Case: Alliander, a dutch energy network company, designed a sustainable energy+ business terrain by using the new ambition tender method that redesigned the way contractor party and contractors work together to fulfill ambitions of the company.*

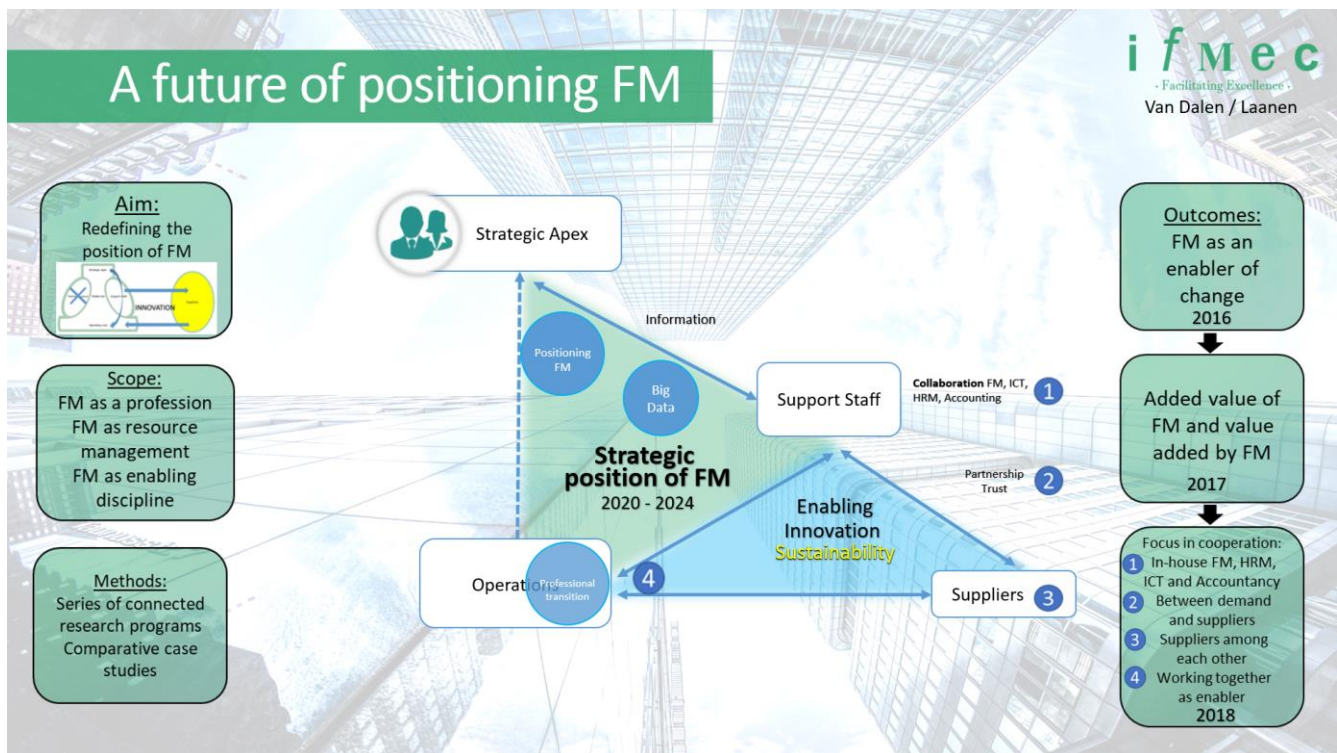
3. Cooperation between suppliers is necessary to enhance the quality of the individual contribution and stimulate innovation in the enabling area. (Innovation from outside).

*Schiphol get the yearly award in cleaning for the innovative way different cleaning companies were working together on the airport (Dutch Code Committee Responsible Market Behavior 2017).*

4. Working together as an enabler in the direction of the operational processes enhance the added value of all disciplines and suppliers on the support side.

*Case: Dutch Defense. To serve all disciplines of the Dutch defense: army, air force, navy, military police, the FM support (DOSCO) started the project “Service” to implement a central service point (click, call and face) to put the client central, to skip redundant procedures, to integrate services and to solve problems in a more direct way.*

In 2019 the research was focused on the way the enabling triangle could support innovation in a broader sense. The upcoming attention for sustainability was in the centre of this research. Contributions were made by Hugo von Meijenfelt, Dutch National coordinator on SDG’s; Prof Keith Hampton from Australia, CEO National Research Centre Sustainable Build Environment, Prof. Ian Lovegrove as former station manager of the Antarctica Scientific Station and the parallel research on the possible impact of FM on the SDG’s (see for the results part 3 of this paper)



The research on the strategic position of FM (2020 -2024) started with the question: Is it possible to get strategic information out of the bigdata generated in the enabling triangle? Several bigdata masterclasses were held with professionals. which led to the following results: *The Facility Management advisor of Nationale Nederlanden (N.N.), an international insurance company with its headoffice in Rotterdam, reported that facility management was seen by the board as strategic because they succeeded to get information out of big FM data on a structured basis what helps to get N.N. on the Wal street list of Sustainable Companies.*

The most important outcome of the masterclasses was: if the Facility Manager did not bring a strategic goal towards the bigdata generated, big data projects were doomed to fail. Another relevant outcome was: a lot of data is generated by suppliers in the enabling triangle for their own good, but fail to be of importance in a broader sense. Central ownership of this data is crucial to get the triangle optimized – for example BIM -. Only then organization specific strategic information can be generated.

The needed competences in the FM organization is shifting towards Information Management Knowledge bringing FM and IT together from the perspective of a business analyst.

*Deloitte case the Edge in Amsterdam: The inhouse FM organization of Deloitte was transformed to cope with data generated in the Edge, together with the client organization of CBRE, who organized the services in the building. (The edge was a long time the worldwide mark for most sustainable building conform BREEAM.) (Hoppen, 2018)*

In 2021 the research was done on how Facility Management is embedded in organizations from a strategic point of view. Because of covid the methodology shifted in a series of digital interviews, desk research and team-conferences. Contributions were made by the central government, the Healthcare Sector and Industry.

*The Dutch Policy Organization made a split in their FM Organization to get more influence in the central decision making. They divided FM in a policy-making department and an operational part. This was done because a lot of strategic issues are FM related (Jans, 2020).*

*For the Dutch Navy an interesting study was done to look at their newest vessel from a facility Management perspective which causes a complete new boarding strategy. (Mulder, 2020)*

*For the Dutch Army a study was done on how to manage datacenters and the upcoming quantum computing from a facility management perspective. FM keep track of the different development path to ensure valid implementation in the future. (Beckering, 2020)*

*In top Clinical Hospitals FM is seen as a strategic advisor on a lot of strategic decisions relevant for the medical profession. (de Vries, 2020)*

*Dubai: World Expo 2021/2022: the Dutch pavilion was selected as the most durable of the Expo. The decisions made in this strategic project were made from a facility management and SDG perspective. (Van der Tuin, Driessen, 2022)*

*Tatasteel: The casus of the future of Tatasteel in the Netherlands is studied on 5 levels: World Business level - European committee, Dutch government, Province and Local level. Can the making of sustainable steel become possible in the Netherland given the different interests on different levels and their interaction? This kind of analyses is part of the Facility Management Profession and can strengthen their competence to affect general policy and optimize local Facility Management policy.*

In 2022 the next step in the research on the strategic position of FM was to focus on the primary process itself and the changing world of the professionals in the primary process. This had on first sight nothing to do with FM. But is most essential in terms of enabling this primary process in a more proactive way. The outcome of the research activities shows that in **all** sectors of Dutch Society Professionals (who are in the centre of the primary process, where the real work is done), complaint on the bureaucracy they are confront with from inside or outside their organization. We spoke with teachers, judges, doctors, psychologist, farmers, politicians, nurses, etc. and gave them a podium in the opening conference of the research year. They all had problems with the percentage of time they could spent on their primary activities (20% to 70%) and the focus and time they had to spent on other issues (for example administrative duties for systems outside their control's). In the sector specific roundtable conferences this tendency was confirmed (N=59).

### **Tendency's Governmental sector:**

People are increasingly being forced into a straitjacket within the government. The policy is dominant. Officials are increasingly removed from reality. There is a gap between strategic apex and operation. This gap is exacerbated by the financing system and the pressures experienced by policymakers. Accountability causes things to take too much time and this is at the expense of the innovation. The wish is to want to work much closer to the citizen and much more agile.

Trends: Flexible, task-oriented, agile, want to work across departments, cross-departmental collaboration. Meaning in the work is important to retain (young) people. Also being given responsibility, variety, meeting each other and hybrid working are of interest.

#### **Advice to FM:**

Flexible facilitation in co-creation with primary process;

Office is :meeting, facilitating scrum sessions, directly supporting startups;

Increasing the circle of influence, more often sit at the table with policymakers;

Organize cooperation with HRM/IT based on your own signalling;

FM is not a specialist but a generalist who is able to bring things together.

### **Tendency's Business Services Sector**

More and more, the TASK is no longer central, but the PEOPLE. Further automation makes this possible. The sense of autonomy over the own workplace is important. The business nomad makes its appearance. The younger generation focuses on completely different information channels from open sourcing to peer-to-peer contacts. The office with its workplaces changes into meeting places. Sustainability in a broad sense (SDG) is the new theme.

#### **Advice to FM:**

The facility model should be made more attractive.

Do you base yourself contract form on belief or on costs?

Facility providers who during Corona, laid off employees or have reduced their workload, are now in trouble. Staff will not return.

Value-oriented facilitation requires fewer control systems;

Relieving employees of their worries is increasingly being entrusted to FM.

Find the connection with HR and IT.

### **Tendency's Education sector**

The accessibility of education is under pressure. Quality / position Dutch education is declining, especially primary education.

The management culture (layers) leads to a culture of judgment and reference to job descriptions.

Trends are: Lifelong training and blended learning. The content becomes subordinate to the learning process and its management. How to keep nice students, we teach to learn?

In higher education, a redefinition of the relationship between professional practice and research is needed to bring about real innovation.

#### **Advice to FM:**

Corona has ensured a better profile of facility managers;

Strategic positioning of the FM function that directs the work experience (which is clearly more than building management);

Sit at the table at the right time (even before the 'PvE') with the management;

Increasing integrality with ICT, among other things about the design of buildings and the spread of occupancy;

Taking the lead in sustainability. For example, plastic waste-free school environment.

**Tendency's Industrial sector:**

The sector is changing at an enormous speed. These speed is hard to keep up with the existing organisation. A transition is underway. The scarcity of money has turned into scarcity of nature. There are limits to the growth, there will be a redistribution. Therein lies the new meaning. Sustainability is high on the agenda. This is a global given by new laws and regulations.

**Advice to FM:**

FM must be prepared for all the changes that come our way, without knowing exactly what's to come. We need to develop a model where we consider multiple scenarios. We will respond very quickly to changes, so we have to be able to respond; FM will have to be less modest and more like a strategic think tank. This way she can lead the way in sustainability.

**Tendency's in the Healthcare sector:**

It is no longer attractive to work in healthcare. High absenteeism leads to that sitting staff have to work even more. There is a lot of outflow of employees for staff shortages while there is a labor shortage. At the same time, there is financial pressure from the government. It should be cheaper. This is asking for a lot of change in healthcare. Care people want to return to their core business, in which the patient/resident is central. Trends are: digitization and giving substance to sustainability.

**Advice to FM:**

Collaboration with care: They don't ask us to run, but really look for a partnership in order to increase the organizational strength in the organization. We have to learn to work together differently; not from a customer-supplier relationship. In addition, the services can be simplified, aimed at adding value in the performance. With a long-term planning and vision, this can lead to less bureaucracy, also in the primary process.

**Comment Prof. Dr. Vosselman** (Dean Ifmec Reserach & Innovation centre) on the outcomes of the conferences:

There is a transition pattern (tilt space):

Society is moving towards a different order: that goes with uncertainty, chaos and conflict.

Who brings structure to this as policy and operation run out of execution?

The business models of the neoliberal era are becoming less and less satisfactory. They are overtaken by the facts.

The new reality is: professionals indicate what they need. Can the support take regulatory action?

The economy is getting a new foundation: from fossil energy to sustainable energy forms of energy.

In 2023 the results will be examined more in depth by a range of case studies on how FM can respond to this changing needs of professionals. What will the role of suppliers will become in the future? What kind of information is needed to get a close fit. Is this information also valid for the board to get a new insight in what is really going on in their organisation?

In 2024 the research period will be finished by validating the whitepaper on the strategic position of FM. For sure Sustainability will take an important in this.

### 3. The unique position of FM to implement Sustainable Developments Goals in organizations.

The Research Ifmec did, together with FMN (The Dutch Facility Management Association), on the impact that FM could have on all 17 SDGs, was done in three steps:

1. Translating the SDGs from an International level to a National Level using a Facility Management perspective (International Facility Management Expert Centre, 2018-2023)
2. Translating the SDGs from a National level to an Organization Level by looking for best practices in companies in the Netherlands from a Facility Perspective and putting the outcome in a brochure and made a living digital document by stimulating a continuous flow of best practices (since then also 5 brochures are published) (Ifmec, SDG-house Zonheuvel, 2019-2022)
3. Discuss the outcomes per SDG with an expert panel and make a video per SDG for educational purpose. (FMN, SDG-house Zonheuvel, Ifmec, 2020)

Sustainable Development can be seen as projects to comply to the SD-goals. (The technical core approach). A lot of our cases shows that this approach could stimulate “greenwashing”. Facility Management sees the SDGs as a process that needs continues attention. (The enabling approach) That is why we made the statement:

**Sustainability within a business must be embedded within the department of Facility Management.**

Three reasons underline this statement:

1. FM has a long-term focus within businesses and is partly responsible for its continuation;
2. FM can translate all the SDGs from a corporate level to practical best practices;
3. FM can influence behaviour by creating a sustainable work environment.

By creating a sustainable working climate, employees will be stimulated (nudging) to go for more sustainable solutions in their work. (Melissen, 2023)



The headlines of the latest brochure is shown below:

**SDG 1: No Poverty** The Netherlands is one of the wealthiest countries in the world. And yet, 1.2 million Dutch people struggle to make it to the end of the month with their income. 500.000 people live below the poverty threshold and over 100.000 people have to use the food bank. These numbers keep on growing. Living below the poverty threshold could result in a wide variety of problems:



- Reduced access to healthcare;
- Homelessness;
- Food shortage ;
- Diminished self-cultivation.

**Facility Management** directly affects an inclusive society, because of its low threshold access to the employment market for the underprivileged. **The field of facilities** commits to full-fledged work for everyone.

**SDG 2: No hunger:**



Due to the the growing world population and a decreasing fertility of farmland, it will become increasingly difficult to provide food for the entire population.

**What can FM do:**

- Pays attention to the origin of food (procurement);
- Stimulates consumption of a more healthy diet (nudging);
- Fulfills a key-role in reducing waste (measuring is knowing)

**SDG 3: Good Health and Wellbeing:**



Investing in a healthy and sustainable work climate increases the vitality and mood of employees, and lead to better performance at the office and at home. Building is no longer possible without attention from FM regarding safety and hygiene.

Facility Management and HRM enter a dialogue with employees about an optimal work environment after COVID-19: at the office and at home.

**What can FM do:**

Workplace design:

encourage movement;

Biodynamical lighting;

Pay attention to the workplace at home.

**SDG 4: Quality Education:**



For the sake of the world's future, attention for sustainable issues in education is needed.

**Facility Management** decreases the distance to the employment market. It is the ambition to be able to provide everyone with equal access to quality education and lifelong learning by 2030, at a technical or higher level.

The **field of facilities** connects the higher and lower management for an inclusive society.

**What can FM do:**

Provide vocational and language education to migrants

Personal coaching at work, when needed

Make performance visible

### SDG 5: Gender Equality:



The Netherlands is behind the European average regarding equal treatment of women. The ambition for higher business functions is to be 30% women by the year 2030. Even in 2021, men have a higher salary than women. In businesses, men earn an average of 22 euro/hour. Women earn 18 euro an hour. Gender discrimination undermines our social network and means a diminishing value for us all. Not only is it all about human rights, but also about a huge waste of the global human potential.

#### What can FM do:

FMN, the Dutch Facility Management association has 600 female and 750 male members. In the FMN Young community, over 50% is female. However, these numbers don't give information about the position, role, and salary of these women. The cultural change needed to get less gender inequality is especially in the field of facilities a topic that should be monitored and stimulated.

### SDG 6: Clean Water and Sanitation:



The Netherlands, as a 'water-land' has an international reputation to maintain. Water scarcity and an excess of water have the nations full attention. Despite our good name, barely 50% of our surface water meets the ecological quality requirements. Facility Management can monitor the usage and quality of water within company's and agencies. It pays off when FM develops a road map regarding all areas of water(usage).

**What can FM do:** Use water efficient installations; Separate drinking water; Collecting and reuse of water.

### SDG 7: Affordable and clean Energy:

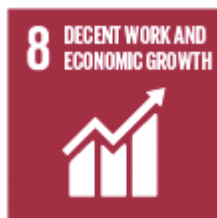


The Netherlands is far behind the European average in energy transition. Reducing Co2 is closely related to how we produce energy. Natural gas from Groningen has made us lazy. The biggest savings can be realized within the built environment. Facility management plays a role in sustainable interaction with energy within companies and agencies. It provides an energy neutral housing and promotes a smart way to deal with energy on a daily basis.

#### What can FM do:

A special Co2 dashboard provides insight as to where the company stands regarding sustainability. It can be used to show all (yet to be) achieved goals. Facility management can take the initiative as it comes to the connection with the neighborhood regarding building-exceeding energy plans.

### SDG 8: Decent Work and Economic Growth:



In the Netherlands, large groups of people are excluded from honest work and economical independence. These numbers are growing. A lot of experiments with people who lay behind in the employment market are initiated in the field of facilities. FM is the place where an all-inclusive economy can start. Not only to provide or seize opportunities, but also to create value. Despite all anti-discrimination legislation, practice shows that it is not working.

**What can FM do:** Affect general working conditions; Lowering the threshold to the employment market; Creating a healthy and environmentally friendly workplace

### SDG 9: Industry, Innovation and Infrastructure:



More research is needed about making the industrial sector more sustainable by using technological innovations. The acquired knowledge has to be shared on an international platform. FM business operations can be used as fundamental way to infuse sustainable initiatives within the whole organization

**What can FM do:** Start with a long-term vision; Share knowledge within the chain; Involve young people in sustainability.

### SDG 10: Reduced Inequalities:



Between 1990 and 2010 there was a 11% increase in the gap between lower and higher incomes. Eventually this can lead to social instability. The 40% poorest people need to have a higher revenue increase, than the other 60%. It is all about the human standard. Work plays a key-role in reducing inequality. The Dutch government stimulates the participation of people with limited employment opportunities, caused by disabilities , long-term unemployment or long-term social assistance, by law.

#### What can FM do:

It is the Facility Managers job to make sure employees feel valued and at comfort within the organization. The **field of facilities** is able, due to its low threshold to the employment market, to be the starting point to reduce inequality.

### SDG 11: Sustainable Cities and Communities:



You will find all SDGs in a city. Cities keep growing. How sustainable is this growth? To ensure the liveability, a lot of initiatives are needed. The municipality plays a large role in SDG 11, but companies can do their part when it comes to housing. That's why it is important for building managers to think about the contribution of a building to a sustainable environment. FM can contribute to a sustainable grow by smart maintenance. Sustainable and intelligent buildings will help to lower the Co2 emissions.

#### What can FM do:

Facility Management will place the corporate housing in this environment and seeks a connection with all stakeholders, to increase the sustainability and livability. Not only when it comes to safety, but also regarding waste processing, accessibility, mobility and the energy transition.

### SDG 12: Responsible Consumption and Production:



The way we produce and consume will inevitably lead to a depletion of natural resources. Less waste and a circular production are needed to prevent this happening. The Facility Manager is uniquely of influence regarding the circular prestation of a business, because of the influence in procurement, usage, and waste. Sustainability will be a part of external business reports. Could **FM** become an important supplier of information?

**What can FM do:** Inventory of household effects; Tempt to make sustainable choices; Connect (supply)chains.

### SDG 13: Climate Action:



The temperature on earth is rising fast because of the gasses we expel. To prevent it from rising any further, actions are needed. That is what the Paris climate agreement 2015 is for.

Real Estate can be held responsible for a big part of CO2 emissions in the Netherlands. Since the 1<sup>st</sup> of January 2023, all new offices in the Netherlands bigger than 100 square meters should have energy label C. But there is more to do. WakaWaka published the “Draw Down”, Here you find the top-100 solutions in countering the effects of climate disruption. A source of inspiration for FM.

#### What can FM do:

Facility Managers could reduce these emissions by critically reviewing it's company's energy consumption, waste processing and the logistics within the company.

### SDG 14: Life below Water:



Humans are responsible for a lot of pollution in the sea, and due to overfishing more and more fish disappear from the oceans every day. We recognize the problems but do not take enough action.

Nano parts of plastic waste ends up in the fish we consume. We take out fish faster than they can reproduce. Mainland waste problems shift to the see.

#### What can FM do:

The FM professional has insight in usage and waste and has an influence on employee behaviour. The main objective should be the prevention of pollution. To accomplish this goal, alternative products without negative effects to the environment are needed. As an FM-professional: study the entire chain. From the origin to the manufacturing and eventually where the product ends. Prioritize the environment above revenue

### SDG 15: Life on Land:



Next to climate change, a big issue is diminishing biodiversity. One problem when it comes to increasing the biodiversity is the lack of recognition that it could be a part of our surroundings. We must change this.

#### What can FM do:

It is up to the FM professional to close the gap between men and nature. One way of doing so is by the construction of 'green rooftops'. This will also double the lifespan of a rooftop.

### SDG 16: Peace, Justice and strong institutions



Peace, safety, and justice contributes to a sustainable development of society. Feeling insecure, vulnerable, and uncertain has a huge impact on a life. (In)security thus has a huge impact, objectively and subjectively, on the broad welfare in the present. The contribution to sustainability needs to come from everyone. Everything can and should be said. Everyone's qualities are involved. The community is open and direct and curious about new ideas.

#### What can FM do:

The physical and digital accessibility of public institutions is important to all. FM can contribute.

## SDG 17: Partnerships for the Goals:



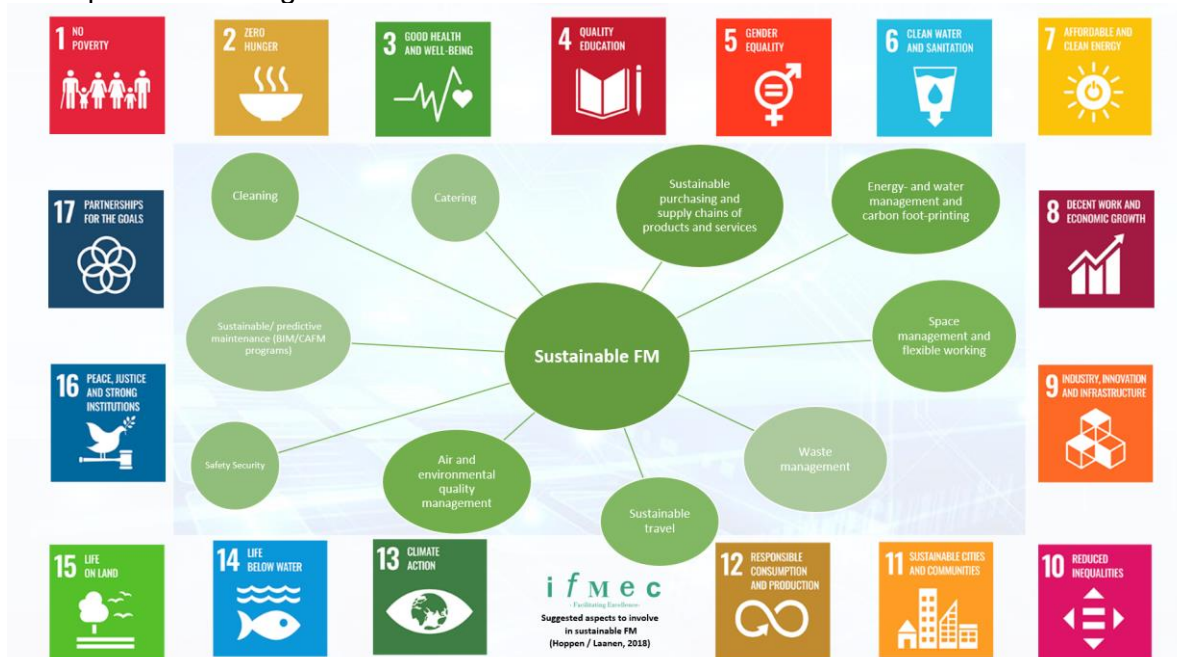
To achieve the sustainable development goals governments, corporates, and civilians must work together. Change is possible through cooperation. This is essential!

### What can FM do:

FM could become the connecting link between developments in the market and the different

Parties by: Integrating SDGs in facility-policy; Taken the initiative; Seek out partnerships within or outside your own chain or organization.

Ifmec publish on a regular base outcomes of their research.



You are most welcome to visit our website: [www.ifmec.nl](http://www.ifmec.nl)

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