

iwfm

Institute of Workplace
and Facilities Management

Annual Review 2023



Our purpose, vision and mission

Our purpose

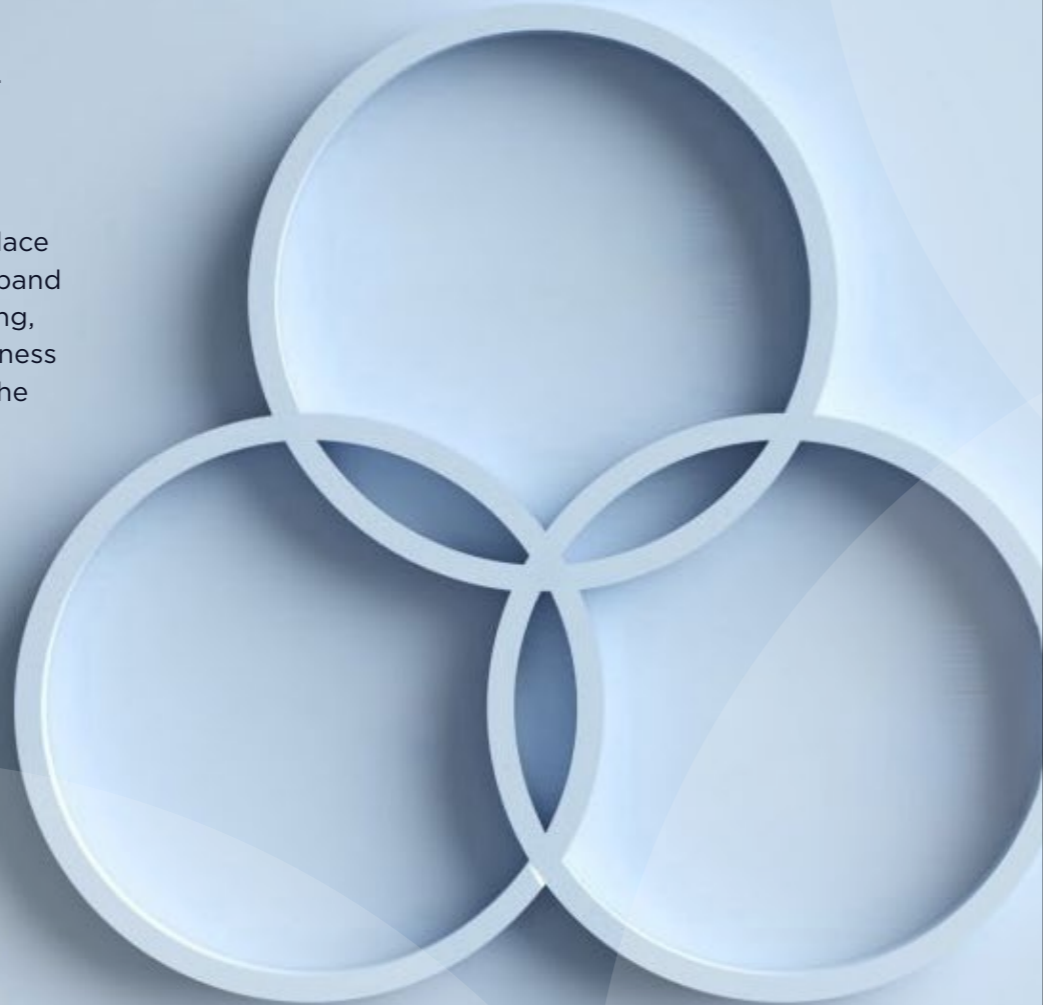
Because workplace and facilities management (WFM) transforms organisations and enhances experience.

Our vision

Where every workplace delivers.

Our mission

We empower and enable workplace and facilities professionals to expand their potential and have rewarding, impactful careers. We are a business enabler. Together, we optimise the profession's impact.



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Chair's message

I am honoured to be penning the Chair's message for a third year here, having been asked by the Board to continue in the role.

On taking the Chair, I set out my priorities as "five Cs": continuity, community, chartership, communication, and character. I soon added a sixth priority to champion IWFM's Career of Choice work, to build a diverse and talented profession for the future.

IWFM's member-informed, transformative strategy is focused on enhancing day to day value for members and supporting the profession in realising its potential to drive organisations' strategic outcomes.

To mark the Institute's 30th anniversary, which we celebrated joyously in September, a major report '30 years back; 3 trends for the future' tracked the profession's progress and spotlighted the trends that will affect workplaces for years to come from the evolution of offices to the rise of digital innovation and our 'lynchpin' profession's role in achieving sustainability.

Many of these themes resonate deeply with young people and I have been no happier than when I have been involved with other volunteers during the year engaging on these issues and many more, not least equity, diversity and inclusion, a subject to which I have been sure to devote time and space at the Board.

2023 has not been without its challenges, from ongoing global disruption to economic uncertainty. As we saw from last year's Market Outlook research, the operating

environment was dominated by higher costs squeezing cash flows, and a stuttering economy that was in recession by the year end. Similar challenges faced all businesses, of course, including the Institute.

The 2023-25 Strategy is steadfastly focused on long term growth, prioritisation, prudent investment and cost control. It's encouraging to see positive signs of growth in key product areas but there is more to do. The Board has and will continue to monitor progress closely.

Finally, I'd like to thank all volunteers for their unstinting commitment throughout the year. I'd particularly like to acknowledge outgoing Board members and Committee members and the Chair of Members' Council Jason Cousins for their contribution to the role and to the Board and the outgoing Company Secretary Donna Duckworth all of whom stepped down in 2023.

I'd also like to thank the Head Office team for their support and in particular their fundraising effort for the Chair's charity MIND as part of their wider sustainability initiative in their workplace move.



**Mark Whittaker, CIWFM
Chair**

The 2023-25 Strategy is steadfastly focused on long term growth, prioritisation, prudent investment and cost control. It's encouraging to see positive growth in key product areas.



Chair of Members' Council message



As the Institute embarked on a new three-year strategy, my role at Members' Council came into its sharpest focus yet as a lynchpin in its objective to build an inclusive volunteer community that can have impact with meaning, develop and be recognised.

The Members' Council role as a strategic advisory body has continued to evolve. At regular sessions throughout the year Members' Council has been a strong forum to engage collaboratively with the new strategy and align activities to it. It has been an honour to see the introduction of Networks to the fold and, in particular, to welcome IWFM Veterans in FM, launched in the summer.

The Members' Council's role and support as provider of insight to the Board was further underlined with a role in a new annual horizon scanning process, providing a formal route to bring sector insight plus assurance that new developments, products and services are made with member interests at their core.

I was also pleased to preside over new arrangements to welcome and on-board new Committee members ensuring their volunteering journey gets off to the best possible start, including a full overview of IWFM, its offer and an outline of regional activity.

At my last meeting as Chair in November, Members' Council had an important

opportunity to feed into research on equity, diversity and inclusion involving IWFM. A critical topic for the Institute and where volunteers have a major role to play.

It's been a great privilege to chair Members' Council throughout a period that has redefined its role and to serve on the Institute's Board.

I'd like to pay tribute to all the Committee Chairs who serve on Council for their positive, constructive and committed input - freely given, gratefully received

Additionally, 2023 marks my last year as Chair; it's been a profoundly enriching and educational experience, and I wish Pauline Simpkins, CIWFM, every success as she takes the Chair from 2024.

**Jason Cousins FIWFM
Chair, Members' Council and
Non-Executive Director**

CEO's summary



What a year!

The Institute entered its fourth decade, with workplace and facilities management continuing to evolve and grow in relevance as IWFM embarked on a three-year strategic plan focused on growth and underpinned by our strongest offering yet for members.

Remaining true to our core purpose - the belief that workplace and facilities management transforms organisations and enhances experience - and our profession-empowering mission, five strategic objectives will ensure our activity connects to our purpose, each one focused on creating the conditions for sustained growth.

Six priorities concentrated our minds in year one and this report discusses the progress we've made in what has been a thrilling but testing year. We've introduced new learning and development products for members, not least IWFM Mentoring, targeted to their needs and opportunities, building intrinsic value into the IWFM offer. The continued improvement in member retention suggests we're going in the right direction, but we know we must continue to strive, and strive hard, to extend our reach into new markets and grow.

There are undeniable positives from 2023. Income was up and the course was set for further growth in several critical areas. Costs fell despite major strategic investment and - except 2020 - the UK's worst economic performance for fifteen years.

One necessary, major investment in 2023 was a replacement learning management system. It was our biggest and costliest project, and the new learning platform we introduced in the autumn, so important for future growth, is already making a difference.

In any context, striking the right balance between investment for growth and cost control is a fine one indeed. In a recessionary environment that challenge gets harder.

Crucial to this has been a purpose-driven strategy, disciplined prioritisation, focused leadership and prudent cost control. Key has also been the ongoing support of our community groups in engagement and delivery and the concentrated effort of the team. We have much to do for the remainder of our strategy. Growth continues to be our north star.

**Linda Hausmanis
Chief Executive**

IWFM celebrates landmark anniversary – 1993-2023

The Institute marked the 30th anniversary of its founding throughout the year.



Highlights included new and improved products and services for members (see Objective 1) new landmark research, '30 years back, 3 trends for the future'; a bumper special edition of Facilitate magazine tracing the sector's origins, its evolution and its future. A popular on-line feature traced the story in '30 Years through thirty people'. And in September, at a celebratory event for members present and past the arc from 1993 to 2023 was traced in remarks from the CEO and Chair and two stalwarts of the modern Institute's founding bodies, Graham Briscoe and Marilyn Standley.



Our 2023 to 2025 strategy



1 Develop the profession
Provide the framework to define and optimise professional competences, progression routes and value for the workplace and facilities management profession. Be the strategic partner to organisations, supporting talent development to deliver organisational value and enable the profession to be recognised for its ability to transform organisations.



2 Build a community - engaged, active and aligned
Build an inclusive volunteer community which is aligned with IWFM's strategy with support in place to make an impact, develop and be recognised.



3 Demonstrate the impact of the profession
Demonstrate the impact of the profession by providing insight on its critical role in optimising business performance, as well as developing technical content to support members at each career stage.



4 Enhance recognition of the profession and IWFM
Create the conditions for the profession to thrive and grow and make the public interest case to support IWFM's chartership ambitions by working with key stakeholders and grow our share of voice in key areas we want to be known.



5 Build capability to enable growth
Improve data, process and technology use to support growth, develop a team who can deliver, evolve ways of working including sustainability and EDI and grow profitable income for surplus, cash and reserves.

Six priorities for 2023



Improve process and data - more efficient and improved customer experience



Develop replacement learning management system



Community groups aligned to support delivery of strategy



Launch phase one of refreshed membership proposition



Test organisational proposition



Profit after depreciation

Enhancing equity, diversity and inclusion in IWFM

“It’s important for us to put transparent benchmarks in place on the state of play of EDI in our own governance and leadership structures so we can show we’re walking the talk and genuine accountability is in place. We can and will do better on account of diversity, and this is our starting point....” Linda Hausmanis, Chief Executive.

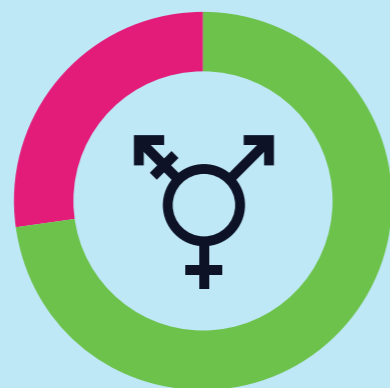
Our 2021 EDI public statement committed us to improving EDI across IWFM, the membership and the profession. As part of that aim, we have trained a lens on ourselves and assess how well we’re doing and where we must do better. One of our approaches is via an annual survey of our governance and leadership structure.

Understanding our own composition tells us where the barriers are in our organisation so that we can work to remove them and towards greater inclusion. It also sets a benchmark for future activity, allowing us to mark our progress.

2023 EDI - governance and leadership survey results

Gender split

It is important to continue increasing the numbers of women in FM, especially in leadership positions. 2023’s respondents included **73% identifying as men** and **27% respondents identifying as women**, a rise on **26% respondents identifying as women** in our 2020 Impact and Experience survey.



73%

Respondents identifying as men

27%

Respondents identifying as women

86%

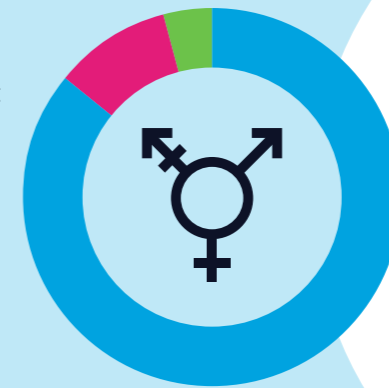
of respondents indicated that their orientation was heterosexual/straight

10%

identified as LGB+

4%

preferred not to say



KEY FINDING:

60%

of LGB+ respondents were aged between 45-54.

The high percentage of LGB+ respondents in this age category may indicate a reduction in stigma surrounding sexuality in older age categories, allowing people to feel more comfortable identifying as LGB+.



According to the 2021 UK Census data for England and Wales, **18% of the UK population identified as black, Asian, mixed, or other ethnic groups**. There was a two-percentage point difference between this statistic and **IWFM leaders (16%)**.

Ethnic Group

84%

of IWFM leaders identified as white, 16% identified as black, Asian, or mixed.



£86k



There was a noticeable gap between average salary earnings for black, Asian, and mixed respondents compared to their white counterparts. Black, Asian, and mixed respondents had an average salary of £86,000, compared with an average salary of £94,000 for white respondents.



In 2023, there was a noticeable decrease in IWFM leaders who stated that they had a disability. This may be linked to the younger age profile of respondents. **7% of people who reported having a disability in 2022 were aged between 65-69**, the same age category which saw a bigger drop in respondents in 2023’s survey.

Objective 1: Develop the profession

Definer and optimiser of professional competence, progression routes and value. Strategic partner to organisations supporting talent development to deliver value and enable the profession’s recognition for its transformational ability.

Membership: more are valuing the benefits of your professional body

Despite big financial pressures and a challenging outlook for membership, member retention rose in 2023 to 83% from 81% in 2022. More new members joined in 2023 than in the prior year which is a positive development.

While average membership across the year was very slightly down on 2022, numbers are stabilising and the proportion at professional grades is growing which is important for our chartership ambition. We have more work to do which is why our strategy is focused on growth and why we have focused hard on creating a strong and unique offer for membership so we can keep members with us and attract many more.

Membership insights:

Retention

83%

2023 membership (annual average)

11,490

Proportion at professional grades

53%

New joiners

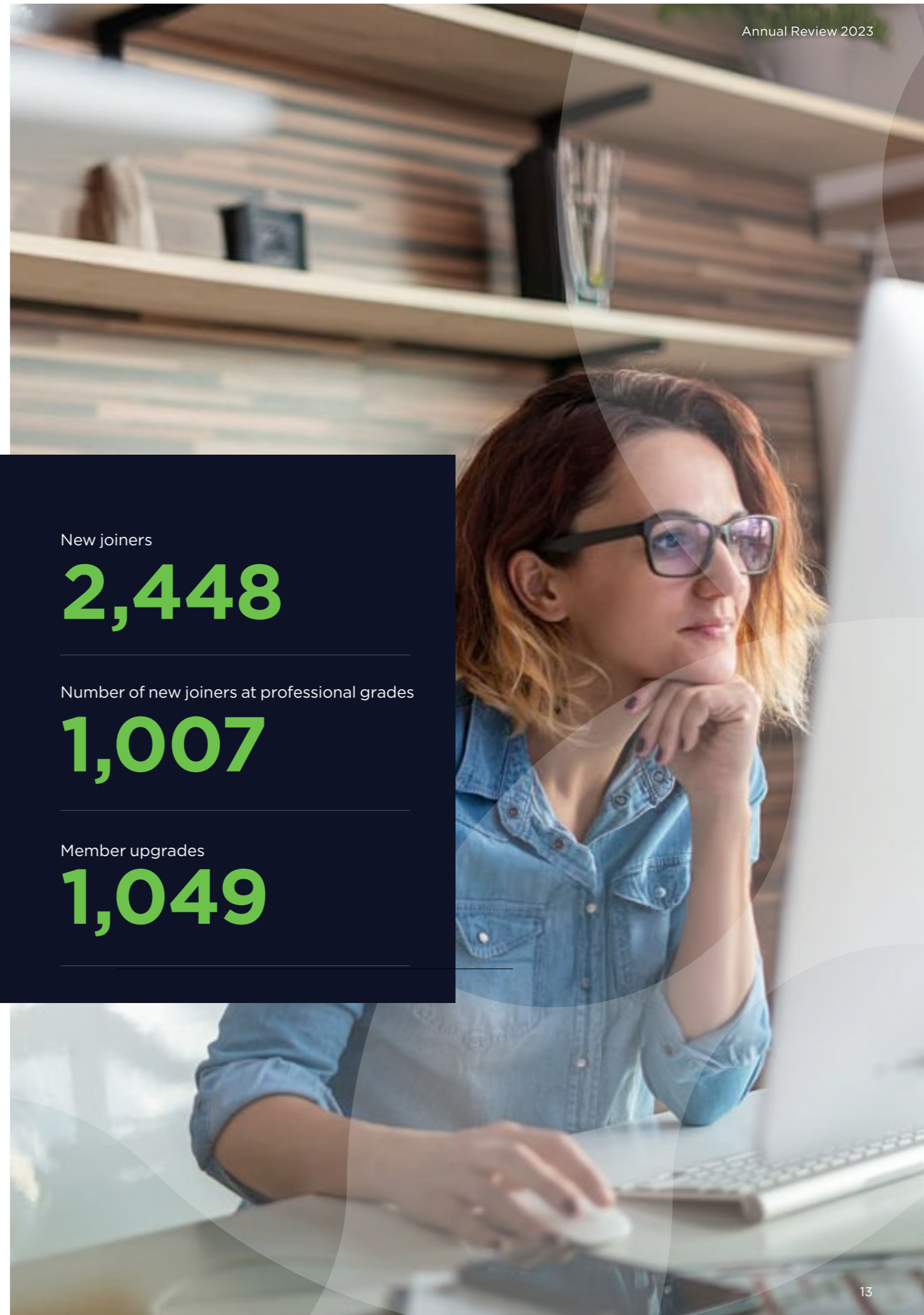
2,448

Number of new joiners at professional grades

1,007

Member upgrades

1,049



Bringing members value: an improved proposition - Phase 1



IWFM Mentoring

IWFM mentoring is a free one-to-one career support service for professional grade members and those with a studying membership. The initiative is a direct result of members' feedback and a keystone of phase one of IWFM's enhanced Member Value Proposition. The scheme launched to members in August after IWFM Fellows, volunteers and Certified members had been invited to register as mentors. By the end of the year the programme, backed by an ambassador led campaign, had seen strong levels of participation with 154 mentors and 108 mentees registered on the platform and more than 80 active relationships in place.

Community Groups Forum

After collaborative development with volunteers, a Community groups forum was launched to members in February. Discrete forums enable members to interact with one another via discussion groups on IWFM.org.uk. Members can access relevant content and Communities can promote best practice, knowledge sharing, thought leadership, networking and learning. Forums enable Communities to engage directly with members – a key requirement from the Communities Review.



IWFM Fellows

Fellows have reached the highest grade of membership, often allied with seniority of position. The 2022 consultation found it was critical to enhance engagement with them to enhance the profession's success by:

- Actively supporting and developing new entrants into it.
- Contributing expertise to the body of knowledge that underpins its success.
- Articulating the economic, social and environmental value that it provides to the UK.

The first session in February focused on engaging Fellows in becoming the first cohort of mentors ahead of launching the IWFM Mentoring programme. Views on IWFM's policy priorities for 2023 were also sought.

Over a quarter of all Fellows attended June's session where, ahead of the launch of IWFM Mentoring, an expert-led interactive workshop was aimed at building and honing mentoring skills. IWFM also ran a workshop to test hypotheses on "megatrends" in the profession to shape a thought leadership report marking IWFM's thirty years.



Growing our market

In spring we launched a new professional development campaign. New tactics captured IWFM career pathway options across membership, training and qualifications for workplace and facilities professionals all levels and promoted the importance of belonging to a professional body.

To attract new entrants into membership, IWFM engaged other membership bodies and associations that support 'feeder sectors' into the profession. Three highlighted were cleaning; catering and hospitality; and armed forces veterans.



IWFM Veterans in FM Network

To underpin IWFM's acknowledgement of and commitment to the key role of veterans in the sector, a new IWFM Veterans in FM Network was formally launched in July. The Network's Committee includes representation from the UK Government's Veterans Advisory Board, senior veterans from large employers, and the SME community. Its first meeting took place in October.

Later in the autumn the Institute signed the Armed Forces Covenant pledging that members of that community should not face disadvantages arising from their service in the provision of public and commercial services.

IWFM for organisations

In the year we began to scope and test new ways of working with organisations, including universities, ahead of launching a new organisation proposition and new products and services for organisations in 2024.

IWFM Qualifications and training

There was a positive story for formal learning and development as both registrations and completions rose in 2023, by 20% and 11% respectively with Level 4 continuing to be the most popular. The Level 4 apprenticeship is the backbone of an embedded career pathway for the sector and supports its general upskilling. It also provides a gateway to the Degree apprenticeship in Facilities Management.

At the higher level, the University of Gloucestershire, the University of Bolton and Mercury Training were recognised Centres to deliver the Degree Apprenticeship which is mapped to the IWFM Level 6 Extended Diploma in Facilities Management. Successful completion of the apprenticeship meets the academic criteria of CIWFM.

IWFM Academy

In addition to making 'hero' courses such as the Introduction to Facilities Management more widely available, IWFM progressed its plan to diversify the Academy portfolio both to support members to upskill on critical areas and to grow income. The Building Safety Act and the Fire Safety Act affect the operations of those that provide workplace and facilities services. A one-day CPD course was launched to ensure that IWFM members understand the regulations and their practical implications. Later in the summer a series of environmental sustainability training courses was introduced including Environmental Sustainability for Facilities Managers and Pathways to Net Zero for Facilities Managers. The Academy increased its delivery by 55%.

That, coupled with better course feedback demonstrated that IWFM's expanding portfolio was meeting sector demand generated by IWFM's increasing activity in these key areas.

<p>Learner registrations</p> <p>1,959</p> 		<p>Academy courses delivered</p> <p>48</p> 	
<p>Awarded a qualification</p> <p>836</p> 		<p>Course feedback average</p> <p>4.7/5</p> 	
<p>Most popular level qualification</p> <p>L4</p> <p>848</p>	<p>Most popular qualification</p> <p>L4 Diploma</p> <p>484</p>	<p>Most booked</p> <p>Building Safety Act</p> <p>Managing Building Services</p> <p>Contract Management</p> 	

Investment for the future: a new and improved learning management system (LMS)

Introducing a new LMS, seamlessly, was the priority project and IWFM's most significant investment of the year (see Objective 5). Its November launch represented a step change in user experience and has enabled IWFM to transform its learning and development offering.

The new LMS is among a broader set of measures underpinning our mission to boost IWFM's offer and to empower and enable professionals' career potential. Its launch was a significant proof point in new member and learner retention campaigns.

Objective 2:

Build a community – engaged, active and aligned



Build an inclusive volunteer community that’s aligned with IWFM’s strategy and supported to make an impact, develop and be recognised.

Members’ Council: strategic body, building a community

In January Members’ Council was introduced to the new Strategy and the proposed new activities. In a session titled Communities – Bridging the Gap Growth and Expertise, future activities for SIGs and Regions were outlined and Regional Committee Chairs were invited to discuss the new activities and their response with their Committees, including:

- Generating interest for membership and IWFM products and services.
- Supporting ‘Career of Choice’ initiatives.
- Promoting inclusive networking.
- On-boarding and welcoming new members.

- Stakeholder engagement to support growth and strategic alignment.
- Collaboration with SIGs to disseminate content aligned to the IWFM Professional Standards.

In May Member’s Council was underlined as a strategic advisory body, supporting the Board by providing industry insight plus reassurance that new developments, products and services are made with member interests at their core.

A new ‘welcome to your region’ initiative has enhanced the on-board and welcome for new members from Committees, including personally from the Chair, an overview of IWFM and its products and an outline of regional activity.



Career of Choice

The IWFM Chair, representatives of the Rising FMs Network, the People Development SIG and IWFM employees met to confirm greater alignment between volunteer groups and the strategy to deliver a more strategic and impactful approach to the Career of Choice, mobilising more school engagement across the UK, including establishing a young person’s New Entrants group.

Community activity

Regions, SIGs and Networks were super active throughout the year. See the Year in Review on page 30 to 31 for a full list of activities.

A new QR code and ‘register your interest’ process plugging directly into the Head Office business development team began to support lead generation. Ways in which IWFM can develop and embed the values and behaviours amongst the wider IWFM community were also shared to empower Members’ Council to understand, model and talk to their Committees about developing and embedding them.

In September, Members’ Council was consulted on future member pricing and added to the list of organisations used for benchmarking.

In November, a proposal outlining the framework and model for IWFM’s horizon scanning process was approved and Members’ Council received a presentation on a draft EDI report ahead of publication in 2024.

Objective 3:

Demonstrate the impact of the profession

Show the profession's impact with insight on its critical role in business performance and develop technical content to support members at each career stage.

Research and actionable insights

Three core pieces of original research headlined our 2023 programme.

In January the third part of our 2022 sustainability insights research on wellbeing was launched focusing on the key issues of net zero planning and investment strategy.

In May Market Outlook 2023 revealed a dampened sector outlook for the year. Higher costs squeezed cash flows, and a stuttering economy were among the challenges leading more than double the proportion of FMs to expect worsening market conditions. IWFM embraced innovative thinking on how best to navigate these challenges as we discussed the findings with SIG Chairs, Fellows and regular 'Navigating turbulent times' webinar audience.

In November to mark IWFM's 30th anniversary, a major report '30 years back; 3 trends for the future' tracked the profession's progress and spotlighted the trends that will affect workplaces for years to come from the evolution of offices to the rise of digital innovation. Developed with sector experts, the analysis is a key resource for members and the wider profession on preparing for the future and how IWFM can equip them.

Leading what good looks like: best practice and guidance

Guidance and best practice pieces published throughout the year covered key insight themes, available in a mix of formats and ranging from thought leadership to technical advice. All helping members leverage their position.

On sustainability

'What to consider when developing a holistic net zero strategy: a toolkit for FM decision makers'. Advancing this agenda and achieving carbon reduction, with Inenco.

'Navigating a changing energy landscape in the transition to net zero'. Practical help in the development of holistic plans that gain buy-in from the C-suite, with Bryt Energy.

'The role of FM and building services in achieving net zero and energy efficiency'. Help with new ways to achieve energy efficiency, challenging traditional thinking about costs and returns and coaxing suppliers to bring solutions, with Mitsubishi Electric.

'Persistent Organic Pollutants: practical advice'. Help on what new regulation means for waste furniture and electrical and electronic equipment (WEEE) with the Chartered Institution of Wastes Management (CIWM).

We collaborated on a Scope 3 framework for managing this type of emissions moving the profession another step closer to being at the heart of the built environment's decarbonisation pathway.



COP28

The IWFM UAE Region presented in Abu Dhabi on the role of net zero campuses and the built environment in enabling green economies, shaping societies and the environment. Meanwhile IWFM Sustainability SIG Chair Toby Morgan gave a perspective and the IWFM Ireland Region hosted a sell-out tour of the Aviva Stadium. The Aviva Stadium has achieved ISO20121 sustainable venue certification along with ISO50001 certification. The Stadium's team are driving the standard of FM delivery and sustainable operations within this internationally recognised venue.

On workspace and the future of work

IWFM reached out to its community to uncover their views on contemporary productivity priorities, from harnessing the power of data to attracting teams back to the workplace, with Accrunt.

'Indoor air quality - supporting productivity and sustainability outcomes in the workplace'. Help on how better air quality can support productivity and sustainability outcomes, with Dyson.

A peer review credit for IWFM for the Inclusive Design Overlay to the RIBA Plan of Work.

On technology

'Building a digital maturity pathway for smarter organisations'. Help for any workplace and facilities organisation wishing to be more digitally mature by preparing for long-term success and re-imagining the service scope, value and positioning, with Planon.

The IWFM Technology SIG was active across the year. See Year in Review for a full account of activity.

On the built environment

'Next generation maintenance: challenges and opportunities'. Help to navigate options for organisational asset maintenance providing know how and tools to understand the choices and make informed decisions, with Wates.

'Fire safety' a new Good Practice Guide with PlanRadar builds on our building safety work and 'Implementing the Building Safety Act 2022' as more guidance from government and the Regulator was published.

'Contract and supplier management for facilities managers'. Help to optimise contract and supplier management, developed by the IWFM Procurement and Contract Management SIG.

'Investigating, assessing, and managing reinforced autoclaved aerated concrete (RAAC) in buildings.'

Objective 4:

Enhance recognition of the profession and IWFM

Create the conditions for the profession to thrive and grow, build the public interest case to support our chartership aim and raise our voice where we want to be known.

Building Safety Alliance

In September, IWFM acted as a driving force to launch the Building Safety Alliance. The Alliance brings together the voice for the occupied sector in the built environment, filling a critical gap, and is consulted as a trusted advisor which amplifies IWFM's work in this area. With a vision to deliver safe buildings for residents and society at large it is driving up standards throughout the occupation phase and collaborating towards practical outputs.

Knowledge and Insight Group

In January we established a new vehicle for engagement and strategic alignment on insight, beginning with the Chairs of SIGs. The Group met again in May to discuss the findings of the Market Outlook research and the contents of a 30 Years' report ahead of publication. In September it discussed priorities and plans for 2024. The team also shared with the Group and Members' Council, the outputs of the on the Board Horizon Scanning session.

Partnering for further insights

Having decided to transition to a new model for insight creation during the 2023-5 strategy period.

In Spring we renewed partnerships with Dyson for technical guidance on air quality; and Planon on the future of technology to further existing work on workplace digitisation. In the summer we entered new partnerships with ARK Workplace Risk on building safety, our first on this subject further strengthening IWFM's authority in this area. In the Autumn we partnered with Amey on the critical technical subject of asset management.

NTT at 100

November saw the one hundredth episode in our popular 'Navigating turbulent times' webinars series. Having begun during the lockdowns of 2020, the Wednesday lunchtime series has become a popular staple with members and the wider profession, helping practitioners exchange thinking on a range of topical issues and explore our guidance pieces in more depth.

Purpose, Mission, Vision

We began our thirtieth year with the January launch of a new Purpose statement and revised Mission and Vision. Developed as part of the Communities Review, the statements have framed the Strategy and will be used to underpin communications.

Raising our voice

IWFM's voice was heard on a range of platforms throughout the year, advocating for the profession.

At the Facilities Management Forum IWFM drew on its insight to discuss the post pandemic environment and future trends.

IWFM was a panellist at a 'Scope 3 in FM' discussion at the RICS World Built Environment Forum on collaboration in standardising methodologies for net zero.

At Digital Construction Week in May, the Technology SIG presented the opportunity for FM and hosted an 'engagement hub' to explore further optimising the profession's contribution.

At the Social Value Conference in June, IWFM chaired a panel discussion on 'Reinventing facilities management discussing the importance of social value.

We participated in a LinkedIn live event by the BIM Academy on the Building Safety Act 2022 including a minimum viable product for the golden thread, looking towards sectoral digital maturity.

At London Climate Action Week we panelled at an EP100 event 'Collaboration for decarbonisation: How owners and occupiers work towards net zero' on the critical role of FM. The audience included the Department for Energy Security and Net Zero and the World Green Building Council.



Policy Primer

Policy Primer was launched in the autumn, a weekly series from Facilitate. It features concise updates on the Institute's policy and influencing work from the Institute's Head of Policy & Insight, Sofie Hooper (pictured above).



Facilitate digital win

In November the title was named for the 'Best association digital transformation' at the Association Excellence Awards 2023.

World FM Day

The CEO's statement focused on 'Making a real difference' in the Institute's thirtieth year and our goal of bringing members extra value and enhancing continuing professional development.

World FM Day events were hosted by the IWFM International SIG (ISIG) on social value, EuroFM held a virtual event to celebrate World FM day where ambassador and ISIG committee member Ed Baldwin, along with FM Ambassadors worldwide discussed what's ahead for the profession.

IWFM winners recognised at 2023 Global FM Awards of Excellence.

Two IWFM Impact Awards 2022 winners were recognised, shining a light on sustainability. National Library of Scotland won the Gold Award for their project 'Enhancing environmental control and energy reduction management in the heritage sector'; and 14forty was highly commended for their initiative 'Putting wellbeing at its heart'.

IWFM Impact Awards

The 2023 Awards, hosted by Sally Phillips, went from strength to strength: 20 winners were celebrated from 86 finalists. 166 overall entries equalled 2021's high watermark. Over 928 registered attendees was the highest number in at least five years.

To make the Awards more sustainable, IWFM baselined the event's carbon footprint and made several changes to minimise its planetary impact without detracting from its renowned 'wow' factor, including an on-line event guide and a plant-based menu. The 2023 Awards offset 30.11 tonnes of Co2 by supporting a range of verified 'gold standard' community-based carbon reduction projects in developing countries, including reducing deforestation.

Winners

20



Finalists

86



Overall entries

166



Registered attendees

928



Objective 5:

Build capability to enable growth

Improve data, process and technology use, develop a team that can deliver, evolve ways of working including EDI and grow profitable income.

Six priority projects

Improve process and data - more efficient and improved customer experience

In June the whole team came together at an all-day workshop to look in depth at six key customer journeys where the current and a future experience was mapped as part of ongoing process improvement. A prioritised plan followed, aligned to new proposition and product development.

The Institute continued to focus on EDI, ably supported by an expert-led EDI Focus Group. EDI remains a cross-cutting change programme, touching on several of the priorities, which will help deliver an inclusive value based member offer. In September, the Board dedicated a session to EDI and in November, Members' Council held a similar session. The focus was on upcoming research by the Young Foundation involving a number of professional bodies, including IWFM, and necessitating a refresh of IWFM's EDI action plan (See 2023: major landmarks on page 28 and 29 for more information.) Several EDI days were marked throughout the year (See Year in Review).

New learning management system (LMS)

A brand-new digital learning platform was the priority project and IWFM's most significant investment of 2023. The aims were to enhance delivery of IWFM Direct with a much-improved learner experience and to build a platform for expansion to other products and capacity for growth in online training and content to individuals and organisations. The new platform was developed by partners D2L and Brightspace.

The project was delivered on time, to budget and all learners migrated to the new platform seamlessly.

Community groups aligned to support delivery of strategy

From Members' Council to the IWFM Veterans In FM Network, the Institute has engaged with our volunteer community to widen the interest in membership and support our strategic priorities. See report under Objective 2 for more information.

Launch phase one of refreshed membership proposition

Informed by Member feedback, the Institute's enhanced Member Value Proposition launched initiatives like IWFM Mentoring, which saw good take up among mentors and mentees by the end of the year. See report under Objective 1 for more information.

Test organisation proposition

In 2023, substantial work took place to define the Institute's organisational proposition, to utilise the best of the Institute's learnings and expertise to further enhance organisational performance. See report under Objective 1 for more information.

Profit after depreciation

2023 witnessed stabilisation and capital investment for growth, indicating a clear direction to proceed with. See financial report for more information.



2023: major landmarks

January

- New Purpose, Mission and Vision KO IWFM's thirtieth year.
- Sustainability insights on wellbeing published.
- IWFM at the FM Forum on 'the post pandemic environment and future trends'.
- IWFM at RICS World Built Environment Forum collaboration on Scope 3 in FM.

February

- Community groups forum launched.
- Fellows engage on mentoring and IWFM's policy agenda.
- NTT webinar: 'A changing energy landscape to net zero' with Bryt Energy.
- NTT webinar: 'Building safety: Important changes coming in 2023'.
- IWFM at Workspace Design Show.
- IWFM marks Race Equality Week

March

- International Women's Day urges community to #EmbraceEquity.
- NTT webinar: 'Digitisation in the workplace' with Planon.
- Research: 'Sustainability trends in FM' published.
- New Academy course: 'Building Safety Act: what FMs need to know and do'.
- Trans Day of Visibility: 'I'm really, really happy being me'.
- All change: IWFM announces new HQ.

April

- IWFM upcycles office equipment, helps kids, saves carbon and raises funds for MIND.
- Practice Note: NEC4 FM Contract Employment Protection - TUPE.
- Autism Acceptance Month: 'Getting my FM spoons lined up.'

May

- ISIG event marks World FM Day as IWFM Awards winners recognised by Global FM.
- IWFM Outlook 2023 report published.
- Handbook: 'Expand your Potential'.
- Guidance: 'Net Zero Strategy Toolkit' in partnership with Inenco.
- IWFM Impact Awards 2022 shortlisted at Memcom Excellence Awards.
- International Day Against Homophobia, Biphobia and Transphobia, 'Breaking down bias and prejudice'.
- EDI survey launched.

June

- Fellows engage on 30 Years research.
- IWFM at the Social Value Conference on Reinventing FM.
- NTT webinar: 'How to achieve net zero - an introduction to Scope 3'.
- NTT webinar: 'Maximising workplace productivity in a post-COVID-19 world'.
- Pride Month: 'Be active to allyship and be counted'.

July

- Veterans in FM network launched.
- NTT webinar: 'Design for the Mind - Neurodiversity and the Built Environment'.
- Guidance: 'Contract and supplier management for facilities managers'.
- NTT webinar: 'Structural risk management in the wider environment'.
- IWFM Annual General Meeting.

August

- IWFM Mentoring launched.
- Guidance: 'The role of FM and building services in achieving net zero and energy efficiency' with Mitsubishi Electric.
- Get moving on sustainability: new Academy courses in sustainability launched.
- Facilitate: IWFM's 30 years in 30 stories birthday issue.

September

- IWFM thirtieth birthday event with volunteers and long-standing members.
- NTT webinar: 'Safety management systems in facilities' with Ark Workplace Risk.
- NTT webinar: 'Net zero: the importance of communication and collaboration in building decarbonisation' with Mitsubishi Electric.

October

- IWFM Impact Awards 2023, the most sustainable yet.
- Guidance and NTT webinar: 'Optimising next generation maintenance' with Wates.
- Rising FMs event marks Black History Month.

November

- New and improved learning management system.
- Landmark research: '30 years back, 3 trends' for the future report.
- Guidance and NTT webinar: 'A digital maturity pathway for smart(er) organisations' with Planon.
- All-level masterclass: 'Setting you on your digital maturity journey' with Planon.
- Insight report: 'Supporting productivity and sustainability outcomes' with Dyson.
- WFM at Smart Built Environment Forum, Dubai.

December

- Pauline Simpkins CIWFM announced as Members' Council Chair.
- Guidance: 'Fire safety management GPG' in partnership with PlanRadar.
- IWFM partners on SFMI Scope 3 Framework.

2023: community events

January

- South Region visits the School of Veterinary Medicine.

February

- North Region networking event, 'Technology in FM'.
- UAE Region event, 'Asset management and its relevance to FM'.

March

- UAE Region event, 'Sustainability Practices'.
- Rising FMs event, AGM and Sustainable Circularity talk.

April

- Sustainability SIG event, 'Scope 3 Building a greenhouse gas inventory'.
- UAE Region event, 'Structural defects and sustainability in building structures'.
- North Region Annual General Meeting.
- Scotland Region event, 'The future of workplace'.
- Ireland Region networking event.

May

- UAE Region event, 'Driving demand-side energy efficiency'.
- South West Region event, 'Preparing for disaster'.
- Rising FMs networking event at The Facilities Show.

June

- Customer Experience SIG networking event.
- Rising FMs webinar, 'The FM journey in sustainability'.
- Ireland Region event, 'Circular economy thinking for business value'.
- South West Region event, 'Creating inspiring workplaces'.
- People Development SIG event on 'the future of workplace'.
- Women in FM event, 'Celebration of women in engineering' as Rising FMs host webinar, 'Starting a successful career in engineering'.
- UAE Region event, 'FM's integration and influence in the 2022 FIFA World Cup'.
- Channel Islands Region event 'Alternative careers: FM and project management'.

July

- North Region Charity Ball.
- Midlands Region briefing, 'Sustainability in FM - making a positive contribution'.
- Sustainability SIG webinar, 'Scope 3 developing a GHG roadmap and target'.
- Ireland Region briefing, 'Green public procurement and sustainable supply chain'.
- Rising FMs & London Region discuss indoor air quality and visit The Oval.

August

- Tech SIG Roadshow KO.

September

- Customer Experience SIG event with Moneypenny.
- Ireland Region FM summit.
- Tech SIG Roadshow, 'FM Digital Standards'.

October

- Scotland Region event, 'Statutory compliance insights'.
- Midlands Region event, 'Mastering EPC compliance in FM'.
- Tech SIG Roadshow, 'Golden Thread to Digital Twins'.
- Ireland Region webinar, 'Every building is a smart building'.

November

- Midlands Region event, 'Welcoming veterans into FM'.
- Rising FMs event, 'The compliance conundrum'.
- ISIG AGM.
- UAE Region event, 'Net zero campuses'.
- London Region conference on AI.

December

- South West Region event, 'Technology innovations for FM and AGM'.
- North Region Christmas Social.

Board members in 2023



Chair
Mark Whittaker CIWFM



Deputy Chair and Non-Executive Director
Andrew Hulbert FIWFM



Elected Non-Executive Director
David Carey FIWFM



Chair of Members' Council
Jason Cousins FIWFM



Elected Non-Executive Director
Jake Drummond CIWFM



Elected Non-Executive Director
Marilyn Standley (H)FIWFM



Elected Non-Executive Director
Moses Ayoola FIWFM



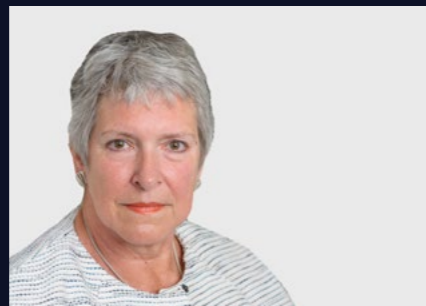
Co-Opted Non-Executive Director
Rod Lennox



Elected Non-Executive Director
Simone Fenton-Jarvis FIWFM



Elected Non-Executive Director
Luke Folwell FIWFM



CEO IWFM
Linda Hausmanis



Company Secretary
Donna Duckworth

IWFM Board Committees 2023

Audit & Risk Committee 2023

Robert James Grant CIWFM - Chair
Richard Farmery CIWFM
Dale Gilbert
Mark Walker CIWFM
Alistair Scott CIWFM
Mark Whittaker FIWFM - IWFM Chair
Sue Hills CIWFM
Darren Kane CIWFM
David Dunsmuir MIWFM
James Allsop

Nominations & Remuneration Committee 2023

Rod Lennox - Chair
Mark Whittaker FIWFM - IWFM Chair
Anne Kinder FIWFM
Leila Osbourne
Marilyn Standley (H)FIWFM - Board Representative

Constitution & Ethics Committee 2023

Richard Farmery CIWFM - Chair
Paul Eslinger CIWFM
Nick Fox FIWFM
Stephen Roots (H)FIWFM
Martin Bell (H)FIWFM - Board Representative
Luke Folwell FIWFM

Extraordinary Finance Committee 2023

Paul Ash - Chair
Mark Whittaker FIWFM - IWFM Chair
Keith Waterman FIWFM
Linda Hausmanis - CEO
Kate Pattison - FD

Awarding Committee - 2023

Peter Wren MIWFM - Chair
Katie Urquhart - Chair
Markus Hextall
Tim Burrows CIWFM
Zac Cheek
Matthew Quelch
Katherin Andreen
Sarah Ferguson
Terri Machin

Members' Council

Chair

Jason Cousins FIWFM

Deputy Chair Of Members Council / South West Region Chair

Pauline Simpkins CIWFM

Deputy Chair Of Members Council / Channel Islands Chair

Katherine Torode CIWFM

Workspace SIG Chair

Ian Baker CIWFM

London Region Chair

Gary Binder MIWFM

International SIG Interim Chair

Steve Gladwin (H)FIWFM

Manufacturing Working Group Chair / SIG (International SIG Chair)

Andy Candellent CIWFM

Ireland Region Chair

Conor Cooney CIWFM

Home Counties Region Chair

Adam Fahn CIWFM

Customer Experience SIG Chair

Jamie McDonald MIWFM

Technology SIG Chair

Gordon Mitchell

Nigeria Region Chair

Tunde Obileye CIWFM

People Development SIG Chair

Wayne Young MCMCI CIWFM

Chair of Veterans in FM Network

Louisa Clarke FCMI MIWFM

South Region Chair

Jo Bell

Risk And Business Continuity Management SIG Chair

Dave Cooke FIWFM

North Region Chair

Lee Cooper CIWFM

Rising FMs Network Chair

Elliot Valentine CIWFM
Michelle Brightly

Women in FM Chair / Midlands Region Chair

Nicola Lathbury CIWFM

Scotland Region Chair

Sandy McNaughton MSc CIWFM

Sustainability SIG Chair

Toby Morgan

Procurement and Contract Management SIG Chair

Chris Reeves MRICS CIWFM

UAE Region Chair

Eng Ansari Wahid FIWFM

Company Secretary

Donna Duckworth

2023 Financial summary

The financial performance of 2023 reflects stable results from year one of a three-year strategy in the worst year for the economy since 2009.

Membership income grew by £55k, representing a steady 2% increase on 2022. Income from Academy training grew significantly, by 42%. More courses and new offerings connected to our insight work, including on building safety and environmental sustainability, were often sold out. The Institute continued to work with a wider selection of business customers to deliver bespoke training solutions.

In a positive climate for IWFM qualifications, IWFM Direct grew by 10% as registrations overall were up by 20% in the year. The impact of delivering 2023's largest and costliest project, a new learning management system (LMS) with a superior learner and assessor experience was evident in the fourth quarter when the new platform launched.

The challenging economic climate characterised by high inflation, a cost-of-living crisis and a candidate led recruitment market continued to impact the Institute's cost base. Yet the full force of these headwinds was tempered by disciplined cost management which meant that operating costs fell by 4% in the year. Notwithstanding the significant and necessary capital investment in the new LMS, the cash balance remained stable finishing the year at £262k.

Despite clear growth in core areas, a refined product offering resulted in a fall in overall income, as anticipated, by 3%. A number of factors impacted membership income.

Evident was a change in the membership mix as fewer members upgraded in the year and increased numbers at Associate and Member grades.

However, retention rates for individual membership rose again in 2023, by 2 percentage points to 83% amongst professional individual membership. The implementation of Phase 1 of a new membership proposition, including IWFM Mentoring, continuing to impact.

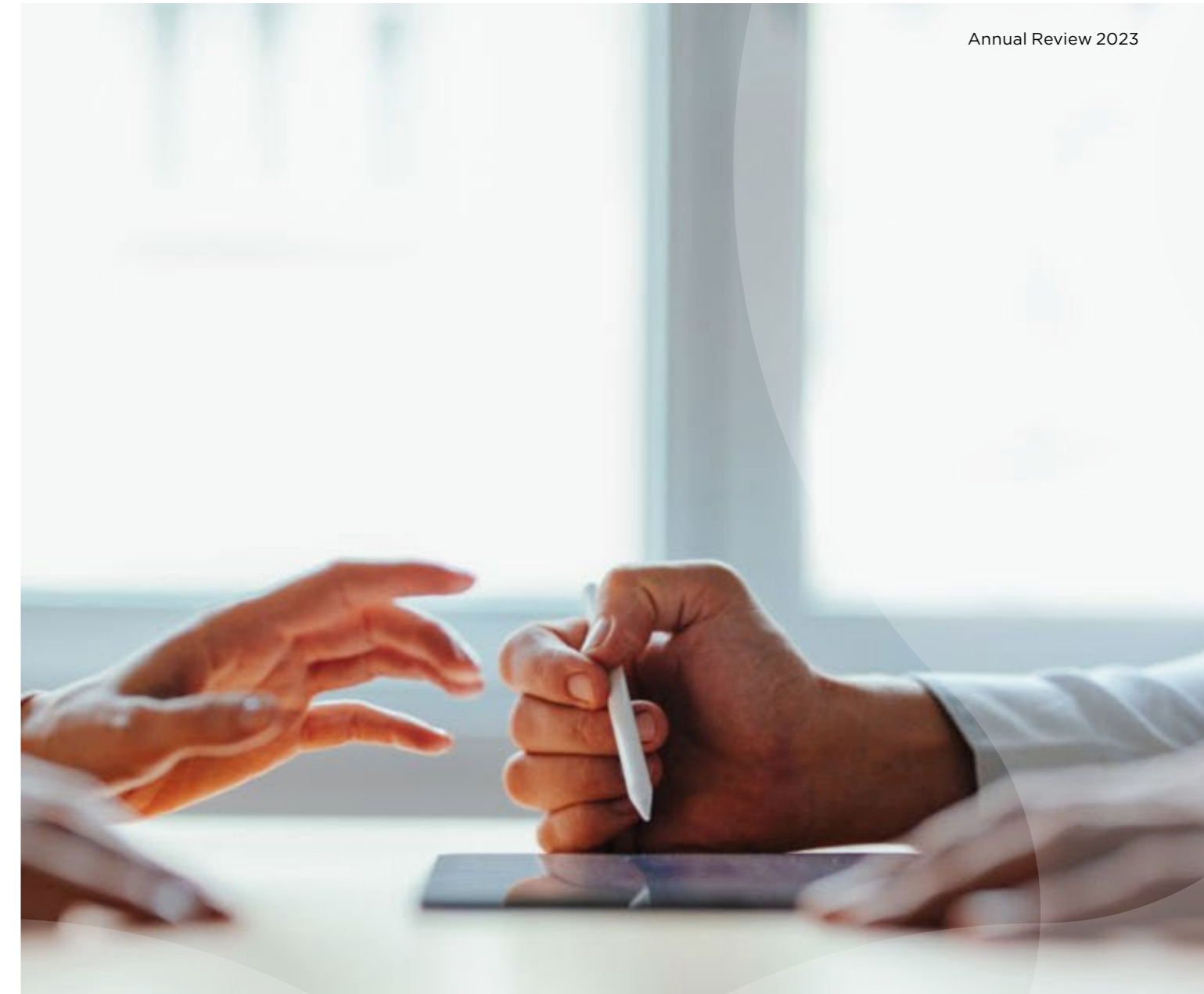
Operating costs fell by £173k, 4% on 2022. As well as direct costs reducing in conjunction with discontinued income lines the Institute downsized its office facilities reducing rental costs by 49%. Wage costs also reduced as positions were filled with permanent staff rather than temporary contracts.

Depreciation fell by £16k to £284k but remained a significant factor. Towards the end of the year 2018 website costs were fully depreciated, a milestone that will have greater impact in 2024.

The Institute ended the year with an operating deficit of £43k, a significant improvement against the 2022 deficit of £113k.

If 2022 was characterised by investment in operating infrastructure, 2023 was a year of stabilisation and capital investment for growth.

We are moving in the right direction.



	2023 £000s	2022 £000s	Movement
Membership income	2379	2324	55
Other income	1545	1719	-174
Total income	3924	4043	-119
Operating costs	3683	3856	-173
Profit before depreciation	241	187	54
Depreciation	284	300	-16
Profit/(Loss)	-43	-113	70
Net assets	-103	-59	-43
Cash	262	274	-12

Purpose, aspirations and priorities for 2024

Our overarching objective will be to deliver profit after depreciation and all activities will support this aim. 2024's challenge is to transform while reducing costs and to do so in a challenging economic environment which we anticipate will endure throughout the present strategy.

With limited investment provision, transformation must be done in a measured and reasonable way. The approach will be to do this based on a much-reduced series of transformative activities in six priority areas:

- 1** Build on existing revenue lines.
- 2** Prioritise limited investment in associated products and services that support a shift to more strategic, higher value and longer-term commercial contracts with organisations.
- 3** Define our strategic position, territory and offering in supporting the workplace agenda underpinned by skills research.
- 4** Review and seek to reposition our content offering to provide enhanced value to members to further optimise and improve levels of retention and impact.
- 5** Transform the way we execute business with a focus on process improvement, greater efficiency, data and cyber security and digital transformation.
- 6** Continued focus on people, capabilities, structure and culture.



The Institute of Workplace and Facilities Management (IWFM) is the body for workplace and facilities professionals.

We exist because workplace and facilities management transforms organisations and enhances experience. We empower and enable workplace and facilities professionals to expand their potential and have rewarding, impactful careers. We are a business enabler. Together, we optimise the profession's impact. Our vision: where every workplace delivers.

IWFM was established in 2018. It builds on the proud heritage of 25 years of the British Institute of Facilities Management.

To find out more, please visit:
iwfm.org.uk

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