



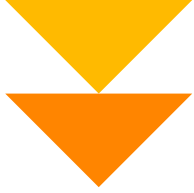
rethinking workplace and organisational design

2022



in partnership with

iwfm



emerging stronger

IWFM Conference, Hybrid Platform
13th September 2021 Central London

The pandemic has provided an unprecedented opportunity to re-think the world of work, organisational design and how we think about workplace. Previously accepted social working norms are being challenged. A new culture centred around employees and experiences is emerging making us re-examine how we design, use and service workplace.

There is now a growing and collective desire for change in when, how and where we work. Now is the time to embrace this cultural change and revolutionise our working environments. Workplace must be diverse and inclusive, offer greater choice, and provide a safe environment to inspire people with passion and confidence.

This is a cultural change amidst a climate crisis. Transforming workplace is accompanied by a renewed sense of duty to make morally responsible decisions to

safeguard our finite natural world. We must synchronise planning the design and service of our working environments with our code of ethics towards our planet. Together we must pass onto the next generation a protected and enhanced environment for the future whilst supporting employees with innovative technology and experiences.

We look forward to making a strong re-emergence into the working environment, supported by making sustainable and efficient choices. Through industry wide collaboration we can all make a difference, emerge stronger and deliver world class capability.



so how do we respond to these challenges?

- Climate Change
- Technology
- The Future of Work



The future is no longer a distant point in time. Mega-trends are reshaping the world in which we live, impacting our lives, the way we work, and the very fabric of our society. For the FM sector they present our industry with both fantastic opportunity and a macro level challenge to create new solutions. Now is the time to find a better way and excel. To take on the challenge and play an industry defining

role, collaborating to create a new sustainable world of work. Addressing the urgency of climate change, generating wellbeing, fighting inequality and ending poverty.

We are delighted to once again be at the heart of this conference as insight sponsor and look forward to participating in shaping a positive and sustainable future for the fantastic sector we work in. ■■

Jeremy Campbell

Executive Director,
EMCOR UK





four positive changes that FM can take to help avoid climate catastrophe

The recent report from The Intergovernmental Panel on Climate Change is undeniable in stating that human influence has caused climate change through greenhouse gas emissions. But the authors say that a catastrophe can be avoided if the world acts fast. The built environment – and more specifically the facilities management sector – has a leading role to play in helping to avoid that catastrophe.

Understandably the immediate focus of the past year has been on the pandemic but as we emerge from the clutches of Covid-19, the FM sector needs to refocus on the climate emergency. Sources have indicated that the built environment accounts for around 40% of carbon emissions and up to 80% in large cities so the way we manage our facilities has a huge role to play in bringing climate change under control. But despite the positive discourse around net zero, many organisations still do not recognise the urgency of our situation are not making changes quickly enough. A recent poll by EMCOR UK, revealed that only 12% of organisations were fully or nearly fully prepared to meet net zero targets; a further 36% were fairly prepared and 53% were not very or not at all prepared.

So, what positive changes can our sector make?

Working together is key

FM providers must work with their customers, stakeholders, and their wider supply chains to make lasting change. Collaborating on a business-to-business level and sharing knowledge and ideas are key. What works well in one sector or business is likely to provide positive results in another. This is a time for open- source ideas.



Organisations must adopt an integrated and holistic approach

It is not enough to focus on one element of reducing carbon. FMs need to examine all their operations and look at both operational carbon (the energy used to run an operation or a building) and embodied carbon (the carbon required to produce a product or service in the first place) and make changes across the board. By focusing on embodied carbon in buildings, organisations can appreciate the full carbon impact of their decisions.

Focus on the energy

Energy is a quick win for carbon reduction and has the benefit of saving both money and reducing greenhouse gas emissions. Under the Greenhouse Gas (GHG) Protocol there are three groups of emissions which organisations should measure and focus on.

Scope 1

Covers owned or controlled direct emissions such as fuel consumption and vehicle types

Scope 2

Covers indirect emissions from the generation of purchased electricity, steam, heating, and cooling

Scope 3

Covers all other emissions that occur across an organisations value chain including business travel, commuting, waste disposal and purchased goods and services

In many organisations FM's are responsible for these services and as such can play a significant role in reduction and changes. Many FM providers have therefore established specialist energy services divisions, with experts who can help their customers create energy management strategies, including everything from smart technology to behavioural change training, and provide energy services to achieve their goals and reduce greenhouse gas emissions across scopes 1, 2 and 3.

Lead by example

As experts in the built environment, and therefore in carbon management, it is up to us to show other organisations the way. An increasing number of FM organisations are making their own net zero commitments and are leading lights in carbon reduction. By becoming case studies in our own right, we show our customers what can be achieved as well as their own carbon reduction goals.

The FM sector is ideally placed to provide strategic guidance and services which support new ways of working while at the same time considering the long-term approach to meet the UN Global goals and the Paris Agreement targets on climate change. Let's grasp this opportunity with both hands and deliver a lasting legacy to the world.



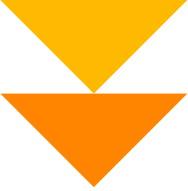
turning data into action in the FM workspace

Data has become a force for change across the facilities management sector, however the biggest challenge is achieving tangible value from it. Leaders are striving for return on their investment in technology, connectivity and data collection. Turning data into action demands that the right fundamentals are in place from data capture and collation, right through to analysis and action.

Integrating human-centric technology and data positively and seamlessly into the work experience sounds simple in theory: the reality is not. Impressive results can be achieved by bringing together data sets from service providers, the building, utilities consumption, the environment, the building occupants and users into a single repository from which data science, statistical analysis and AI can be leveraged to extract insight. Getting data aggregation and governance right is vital for success.

Creating one data core through convergence is clearly a complex undertaking – and utilising modern, collaborative digital platforms does aid this process. However, ensuring that only accurate and ‘clean’ data is used is fundamental. Drawing on established data sets from legacy systems has risks, not least because poor quality will always skew outcomes and obstruct true value. Devising a robust quality control methodology which encompasses all potential sources is crucial for superior data accumulation. It may not be the most exciting part of the process; however, the impact can mean the difference between success and failure. Once a level of complete confidence in the data is achieved, the application of sophisticated AI tools can then provide real, effective predictability and visibility of the actions required to deliver superior performance.





How far down this road has the FM sector travelled so far?

In a recent poll, only 20% of facilities professionals felt they were 'fully able' to maximise the value of the data being captured in their workplace. A further 47% suggest their organisation is currently 'partly able'. So although some progress is being made, it appears that there is still some way to go.



The facilities and property industry continue to lag behind when it comes to technology adoption and data integration. Leaders must reset and supercharge their capabilities, delivering value through systemisation and digitisation to optimise the workplace and in doing so the world of work. ▀▀

James Dunnett
Chief Information and
Transformation Officer, EMCOR UK

We are living through Industry 4.0 which has been all about connectivity – using multiple devices and systems to improve performance. In recent years we've seen sensors that 'talk' to a central system, devices that respond to triggers, the extensive use of wireless technology to bring about enhanced performance – and the results, particularly from an environmental management perspective, have been impressive. This kind of technology is no longer the future, it's the reality of a modern workspace.

We are now entering Industry 5.0, the fifth industrial revolution, and what happens next is equally as exciting.

The next stage of industry and workplace evolution is all about putting people at the heart of technology in a data-driven and highly connected world. And when we reach that point, a multitude of new opportunities are created for facilities management.





what to do now to create the workplaces of the future

As Abraham Lincoln once famously said “The best way to predict your future is to create it” and that is exactly what is happening now as employers seek to modernise workplaces to better suit those who use them. Workplaces of the future is about creating destinations of choice where people can collaborate, connect and succeed; delivering personalised experiences and customer choice; centred around health and wellbeing, with a focus on sustainability and digitally SMART software’.

Clearly the mood has changed. Rather than the workplace simply being thought about as a building, we are now putting the needs of the building occupants front and centre. That means looking at everything from the space and how people use it, maximising technology and digital tools to boost both building and people performance, and accommodating new hybrid ways of working. We are even making workplaces desirable places which not only support but also attract the best employees. At the same time, the wellbeing and sustainability agendas are also colliding with the rise of workplace technology and AI. Ultimately, for people to be at the heart of this new ultra-connected, data-driven world, organisations must now completely realign their culture and their purpose. It's a heady mix.

Interestingly, this change in focus is not simply a ‘nice to have’ – it’s a fundamental paradigm shift. If wellbeing is not at the heart of a wider people engagement and business strategy, organisations are unlikely to succeed or survive into the next decade. Similarly, if sustainability is not a core purpose of business, customers and employees will become disenfranchised. We must achieve our carbon neutral goals.

Are employers doing enough?

According to a recent poll, 38% of employees think wellbeing is a top priority in their business, a similar number, 37%, believe it definitely is not. Food for thought? Perhaps.

So how can business leaders and facilities managers balance cost pressure and stakeholder demand with reimagining, redesigning, and creating sustainable workplaces for the future? It’s a complex challenge which requires critical thinking. We are creating environments in which people enjoy enhanced levels of experience, wellbeing and engagement enables networking, collaboration and socialising, and is a clear indication of an organisation's future intent.



“We are seeing an unprecedented demand for new workplaces that support the challenge to deliver great work, which promote wellbeing and contribute to more productive outcomes in the context of a flexible work life balance. ”

Ian Baker
Head of Workplace Solutions,
EMCOR UK

time to find a better way

Take a fresh look at your workplace and how and when work is carried out. Review the design of your organisation and assess what workspace you need. Deeply examine your culture, the future of work will mean far deeper connection, co-creation of value, and significantly greater focus on employee experiences and wellbeing.

- Identify what your employees, customers and visitors think and feel about your workspaces and the services you provide
- Capture knowledge through customer and employee engagement surveys, workplace sensors and data monitoring tools, which can be converted into insight and positive action
- Use evidence-based analytics to change, inspire, adapt and sustain a transformative workplace
- Optimise building performance using environmental monitoring sensors to measure temperature, light, humidity, CO2 and noise levels

- Build a next generation culture with SMART workplace technology that connects systems and subsystems into one core data platform

- Create intuitive, sensitive and adaptable workplace ecosystems

Enable your workplaces to become a destination of choice; providing people with flexible options of when, where and how they work. Consider the important social elements of the workplace, and enable people to connect, learn and network.

And what about how workplaces can actively encourage and embed shared values and behaviours, and create a positive company culture? One thing is clear, creating a sustainable workplace of the future is so much more than the facilities.

Is your business ready?



find out more

As the UK's leading integrated facilities management provider, the team at EMCOR UK are proud of our flawless track record. We consistently develop sustainable and considerate workspaces, which are loved by our customers for enabling productive collaboration.

Our work has garnered us a great reputation as a reliable, compliant, safety-first culture, with an unwavering commitment to our customers. We work collaboratively with our customers and are highly receptive to their feedback. Aided by our bespoke technology, we receive real time data from our software applications, enabling us to constantly monitor the services we provide. We create solutions to meet the unique desires of our customers.

We are dedicated to curating long-lasting supportive relationships with customers, facilitated by our commitment to excellent customer service. We are honoured to provide high-performance work spaces, valued by customers over multiple years.





For more information
on EMCOR UK's facilities
management services and
workplace consultancy

Contact

Jeremy Campbell
Executive Director

t: 07917 393 168
jeremy.campbell@emcoruk.com

Ian Baker
Head of Workplace Solutions

t: 07813 534 459
workplace@emcoruk.com

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1 The Crescent
Surbiton
Surrey
KT6 4BN