

The Experts' Assessment:

THE WORKPLACE POST-COVID-19

Real-time Delphi survey — summary of findings
SEPTEMBER 2020

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A black and white stencil of a young girl in a dress, reaching up with her right arm towards a red heart. The heart is attached to a thin black line that curves upwards and to the left. The background is a textured, grey concrete wall with vertical lines.

Executive Summary

EXECUTIVE SUMMARY



The COVID-19 pandemic was a shock that caught many organizations unprepared. It halted ingrained work and travel practices and accelerated many of the trends and transitions — e.g., digital transformation and use of remote work — that we have been discussing for decades overnight.

What are the long-term consequences of the COVID-19 pandemic? As the cover article of the 12 September 2020 Economist argues, “around the world workers, bosses, landlords and governments are trying to work out if the office is obsolete — and are coming to radically different conclusions.”

How new ways of working (NWOW) will develop when societies return to normal will depend upon the choices we make NOW and how we adapt TO THE NEW NORMAL post-COVID-19. The Experts’ Assessment *“The Workplace Post-COVID-19 Study”*:

- ▶ assesses the current challenges and future priorities to get to help organizations and members prepare for a new future state,
- ▶ helps you prepare for the future by harvesting and analyzing the insights of industry-leading subject matter experts (SME),
- ▶ presents SMEs’ perspectives on 24 questions presented in thematic sections along with a synthesis of findings.

The study was based on the real-time Delphi methodology, where industry-leading SMEs from around the world engaged in a month-long consensus-seeking debate, using quantitative and qualitative methods. The survey ran from July – August 2020. 248 SMEs participated.

The results point towards significant shifts in how organizations will operate in the future. These shifts will require complex adaptations within enterprises. Leadership, facilities management, human resources, and information technologies departments will have to develop new ways to organize and collaborate — some departments will fuse into new workplace departments — to ensure that workers will be innovative, productive, and healthy.

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This report focuses on:

DEVELOPING YOUR READINESS AND RESILIENCE: How industry-leading, SMEs are preparing their organizations and/or clients for the future post-COVID-19 and the reasons behind their choices.

KEY PRIORITIES FOR THE INDUSTRY: Six thematic sections present analytical assessments of SMEs' perspectives as they answered, debated, and refined their responses to the Experts' Assessment Delphi survey.

- ▶ **Facilities in demand:** The demand for new types of offices will shift outside of urban areas and towards hybrid and coworking models and Class A Offices.
- ▶ **Workplace strategy:** FM and HR (and other support functions) will either compete or collaborate in the workplace transformation. HR should be responsible for workplace strategy post-COVID-19, while FM could be responsible for delivering and shaping the workplace experience across workplace settings.
- ▶ **Organization & productivity in the workplace:** Remote working will enable greater diversity and inclusion efforts. Organizations need to be aware of and address the needs of workers from adversely affected minority communities suffering from lack of access to infrastructure, tools and spaces to work remotely.
- ▶ **Technology development & the workplace:** A shift toward improving employee digital experience and technologies is expected, combined with an increasing investment in AI technologies in the workplace.
- ▶ **Employee well-being & benefits:** A significant investment in providing digital tools, equipment and training for remote workers is increasing the level of responsibility and accountability upon employers.
- ▶ **Sustainable development goals & the workplace:** A call to change organizations' and workers' practices through more environmentally sustainable development is hoped rather than expected. It will need to be combined with investments in efficiency improvements post-COVID-19. It is debatable if this will occur.



Key Messages

“There already should be greater alignment than there is with HR, IT, etc. — but post-COVID-19, there has to be.”

Subject Matter Expert — “The Expert Assessment”.

KEY MESSAGES

According to insights from the SME panel, the following are the key messages from the IFMA's *The Experts' Assessment: The Workplace Post-COVID-19* study.

SIGNIFICANT INCREASE OF REMOTE WORKING POST-COVID-19



DEMAND FOR REAL ESTATE SHIFTS

- ▶ The number of buildings urban areas have will not change for the foreseeable future. How these buildings are used will shift dramatically.
- ▶ Demand for facilities will shift in the return to a new normal. New types of offices, including satellite offices, will emerge outside of urban areas.
- ▶ Within real-estate categories, organizations' demand for corporate real estate will divert from Class B* and C* buildings to Class A*, co-working locations, and emergent office categories. Individual companies will demand less real estate (sqf/sqm), but the reduction in individual foot-prints could allow more organizations to upgrade and gain access to better amenities in class A locations.
- ▶ The impact on urban areas and multi-tenant buildings will be mixed. Individual companies' existing real estate footprints in large cities and surrounding metropolitan areas will shrink, impacting supporting businesses in office-dense neighborhoods.
- ▶ The long-lasting effects of the pandemic shock are dependent upon where talents move. If talent move out of the cities for suburbs, then satellites and co-working locations will take hold.

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*Class A: The newest and highest quality buildings in a market. They have best locations and professional management. They attract the best tenants and highest rents.

*Class B: Second tier, older buildings that are well-managed and could be upgraded to Class A.

*Class C: The lowest classification of office building and space.

PREPARED BY:



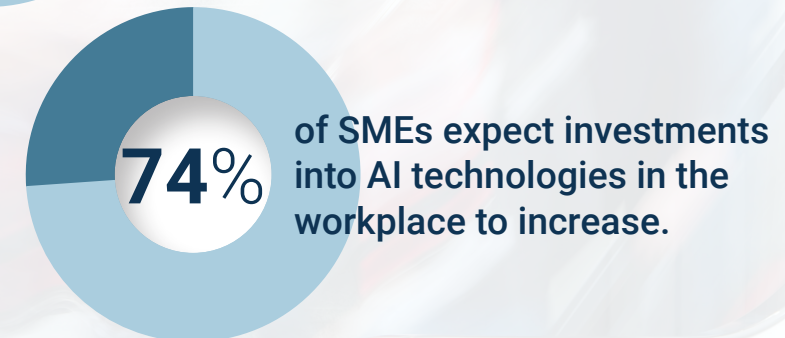
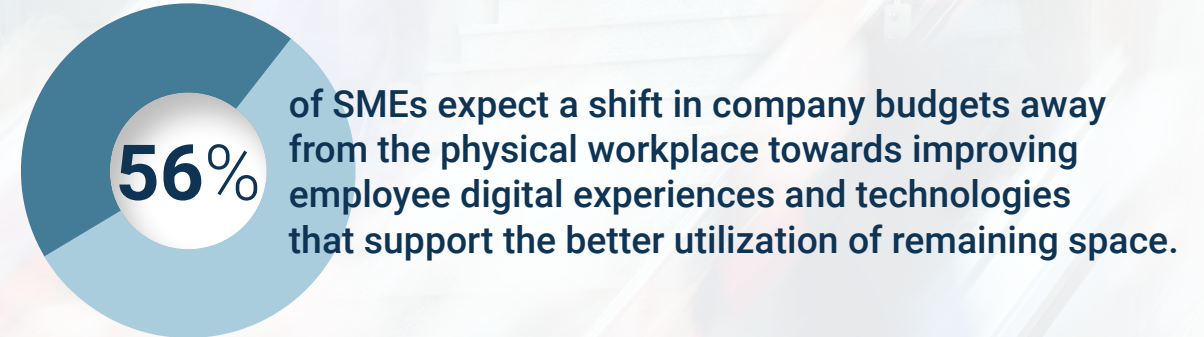
WORKPLACE STRATEGY COMES TO THE FOREFRONT

- ▶ Workplace strategy is “the intentional, strategic alignment of the workplace to the business goals, vision, and culture of an organization.” It requires an integrated, multi-disciplined approach.
- ▶ HR is the “human-centric” oriented entity that should set the workplace strategy with the intimate support from other functions FM, CRE, FM, IT, sustainability, etc.
- ▶ Business drivers for FM will be able to assist companies with ensuring healthy and safe workplaces, while increasing organizational agility, improving performance, and reducing costs simultaneously.
- ▶ The FM role, along with other support functions, will be redefined as the ways we work change. Prepare for the emergence of the workplace management function that could subsume several support functions into integrated teams.
- ▶ FM’ers could be responsible for employees’ total work experiences. However, greater alignment among the various support functions to ensure a safe and consistent workplace experiences across locations will be needed.
- ▶ Office environments will continue to support multiple work modes: focus, collaborate, socialize, refresh, and learn, but it would be a place for more collaborative work.
- ▶ Return to the office is supported by the need for social interactions, by an inability to work from home due to the need for specialist equipment and the need to work on complex tasks.

ORGANIZATION & PRODUCTIVITY IN THE WORKPLACE — TRUST IS KEY

- ▶ Managing an increasingly distributed workforce requires new skillsets and competencies in organizations. Management by results (not time), developing trust, grooming constructive team norms, and adopting and training workers to use new platforms are some of the critical factors necessary for enabling productive and content teams.
- ▶ The issue of TRUST is a key tension that organizations need to manage. Trust is essential for distributed teams to function optimally. The misapplication of workplace productivity (aka. “bossware”) and health monitoring technologies could substantially undermine trust within organizations.
- ▶ Experts reject systems that fully automate the monitoring, assessment, and disciplining processes.
- ▶ The increased use of remote work will improve organizations’ diversity and inclusion efforts — especially as it concerns disabled and neurodivergent workers.
- ▶ Organizations should be aware of the impact that the shift to more remote work has had and will have on minority workers. Many workers from these communities lack the infrastructure, tools, space, etc. to participate in remote work. These new barriers could negatively bar their inclusion in hybrid work practices.

TECHNOLOGY DEVELOPMENT AND THE WORKPLACE



- ▶ Creating integrated workplace experiences for employees across work settings is one of the key FM challenges in the coming years. Overcoming organizational barriers, varying levels of technological maturity among departments, differing investment priorities, and fragmented data initiatives are some of the biggest hurdles that must be overcome.

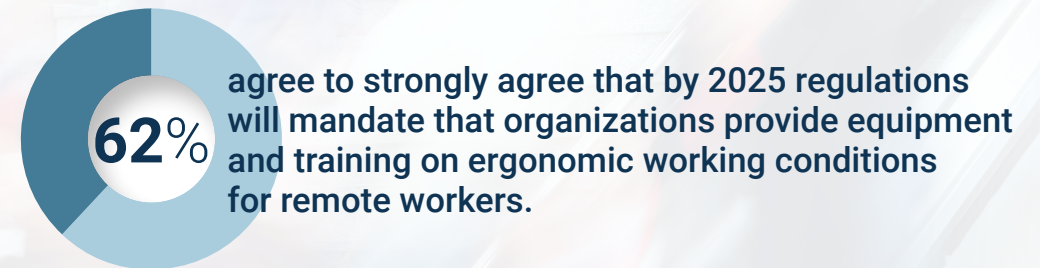
- ▶ Concerns around individual privacy and challenges around protecting health data were the main points of contention in the use of remote health and employee monitoring technologies.



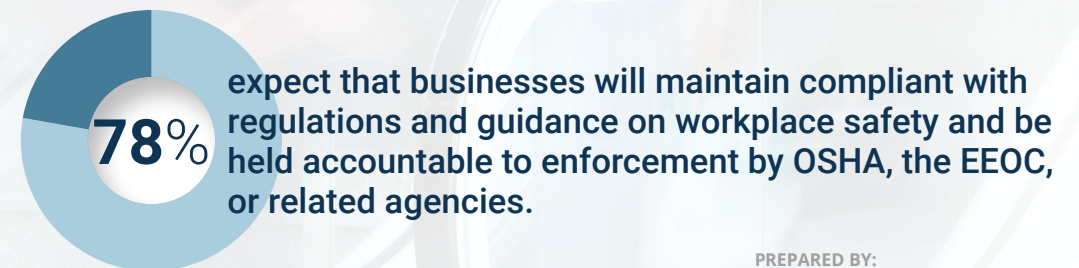
- ▶ Development in video conference technologies will continue to have the most dramatic effect on workers' experiences.
- ▶ After video conferences, infrastructure technologies like cloud computing, sensor technology, internet of things, etc., together will have the greatest impact as they will enable the more efficient and effective delivery of new workplace experiences for all workers.
- ▶ Technologies like smart interactive audio systems, augmented reality, virtual reality, etc., were considered more "niche", impacting only those workers who need them to fulfill specific functions.

HEALTH & WELLBEING — FOCUS SHIFTS TO REMOTE WORKERS

- ▶ The shift to a greater reliance on working from home and remote solutions could shift the responsibility for who pays for workplace amenities from employers to employees. The amenities offered to remote workers would depend on the local regulations and the type of contracts.



- ▶ The most significant health and well-being challenges facing workers following the COVID-19 are the increasing stress and mental health issues caused by increased economic insecurity and concerns over infectious disease. These results, combined with increased risk of social isolation due to more remote work, have shifted the well-being challenges that workplace specialists will face.



SUSTAINABLE DEVELOPMENT GOALS & THE WORKPLACE

65%

expect that the pandemic has increased organizations' and workers' awareness of sustainability challenges, and this awareness will lead to more sustainable practices following the COVID-19 pandemic.

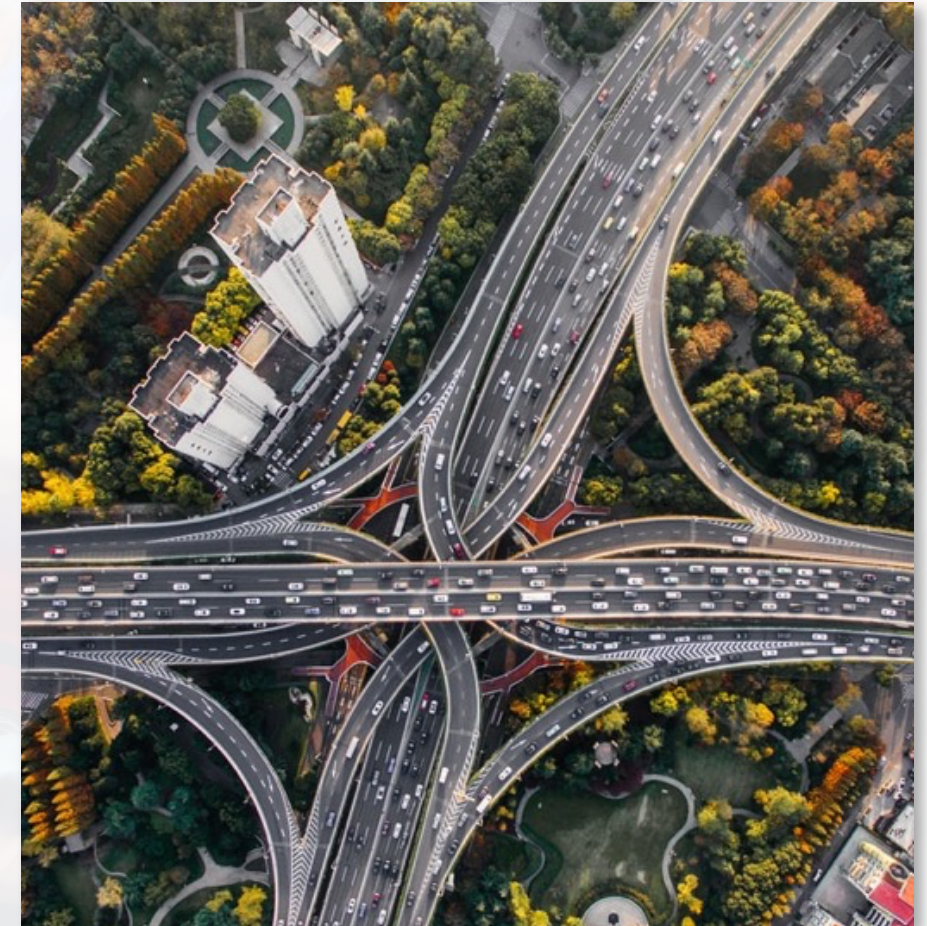
54%

expect that budgets for investments in efficiency improvements will increase over the coming years. Although real estate footprints will shrink, remaining buildings will benefit from upgrades and more efficient utilization.

67%

expect that the pandemic will change organizations' and workers' practices, leading to a more environmentally sustainable economic development.

► Analysis of SME comments shows that expressions of “hope” versus an expectation for action influence many SME’s answers.



“Feelings of being isolated and being lonely have increased as the pandemic continues to loom on...[Businesses need] to creatively invent ways to keep employees connected to one another and the workplace community.”

Subject Matter Expert — “The Expert Assessment”.



What Matters Most

WHAT MATTERS MOST

The ranking of office categories that will benefit from the transition towards greater use of remote working towards 2025:	<ol style="list-style-type: none"> 1. New hybrid spaces 2. Co-working locations 3. Class A Offices 4. Class B Offices 5. Class C Offices 	Top 4 priorities for people back to the office post-COVID-19 pandemic:	<ol style="list-style-type: none"> 1. Need for social interactions 2. Need to address complex interactions 3. Cannot work from home 4. Need to access unique facilities
Who is responsible for developing workplace strategy?	<ol style="list-style-type: none"> 1. HR 2. CEO Office / Business 3. Workplace management 4. Facility Management 	Top 5 areas of technology advancement with the greatest impact on workers' experiences in the workplaces over the next five years:	<ol style="list-style-type: none"> 1. Video conference 2. Cloud computing 3. Sensor technology 4. Internet of things (IOT) 5. Smart space scheduling
Top 4 business drivers impacting Facility Management post-COVID-19:	<ol style="list-style-type: none"> 1. Ensure healthy & safe workplaces 2. Increase organizational agility & flexibility 3. Improve work performance & productivity 4. Reduce real estate and facilities costs 	Top 4 health and well-being challenges facing remote workers:	<ol style="list-style-type: none"> 1. Stress and mental health issues 2. Social and professional isolation 3. Concerns over infectious disease 4. Insecurity (economic, food housing)
Top 4 Facility Manager responsibilities post-COVID-19:	<ol style="list-style-type: none"> 1. Deeper alignment with HR, IT,... 2. More focus on driving a healthy building 3. Owning the workplace experience 4. Deployment of a workplace strategy 	Top 4 most critical factors in developing a distributed work culture:	<ol style="list-style-type: none"> 1. Management by results, not time 2. Trust 3. Team norms (e.g., how we work together) 4. Adoption of new technology platforms & training
Top 4 challenges impeding the alignment of digital and physical workplace experiences:	<ol style="list-style-type: none"> 1. Organizational barriers (e.g., silo mentality) 2. Varying levels of technological maturity among departments 3. Fragmented data initiatives and ownership 4. Differences in investment priorities 	Top 5 amenities to support remote workers that companies will be responsible for providing:	<ol style="list-style-type: none"> 1. Computer 2. Conference audio devices 3. Monitors 4. Headsets 5. Keyboards

A man with a beard is shown in profile, sitting at a wooden table in a cafe. He is holding a smartphone in his hands, looking at the screen. A laptop is open on the table next to him, with its screen blank. A coffee cup is also on the table. The background is blurred, showing other people and cafe lights. A semi-transparent grey box with rounded corners is overlaid on the image, containing the text "The Big Themes" in white.

The Big Themes

The following are some of the cross-cutting themes that emerged again and again in SME responses from the *The Experts' Assessment: The Workplace Post-COVID-19* study. They represent issues for which IFMA members should discuss and prepare.

Work From Home — responsibility, ownership, actions:

- ▶ Currently, 42% of workers in the United States are working remotely, according to a study by Stanford University.¹ Who will be responsible for providing suitable work environments for remote workers post-COVID-19? How will organizations ensure that remote workers are doing well, working from ergonomically settings? Who sets the policies and who will ensure that they are delivered upon?
- ▶ SMEs expect that regulations will require (if they do not already) that companies support remote workers, and many note that the best companies already do so. However, it is easy to imagine a situation where remote workers — especially if remote workers' contracts shift from fixed to freelance — are required to provide for their own devices and work settings.

¹ Stanford, 2020

Budgets — workplace, tech, sustainability:

- ▶ SMEs point toward shifting budget priorities away from the physical toward supporting digital and remote work. Will there be sufficient budgets for the rightsizing of workplaces to the new work realities, including time and funding for ongoing evaluation of remote and onsite employee satisfaction? At the same time, sustainability goals for buildings still must be addressed. Establishing viable business cases for these efforts will pose continued challenges for organizations.

New role for FM:

- ▶ Increased reliance on remote work and hybrid work strategies will transform the FM, and other support functions', roles; blended virtual and physical work cannot be managed through traditional silos.
- ▶ To take a leading role, FM as an industry will have to be proactive, communicate a vision, and execute it. This shift would require shifting from a facilities focus to a more human-centric one and developing data-driven decision making and agility.
- ▶ If FM responsibilities expand to include home, satellites and hubs, facility managers will have to address the work environment and the experiences staff have in each. The responsibilities of facility managers will shift to community curation and experience. This will require greater integration and reliance on infrastructure technologies (e.g. Internet of Things and Building Management Systems).

The place of tech in the future landscape of FM:

- ▶ As the role for FM transforms, FM will develop greater reliance on a variety of integrated technology platforms and systems.
- ▶ Several SME doubted FM's ability to adapt quickly. One stated, *"Traditionally workplace consultants, architects, project managers and IT have outmaneuvered FMs in ownership of highly visible workplace strategy decisions."*
- ▶ Another opined, *"There will be an increase in technology to augment facility management functions. However, the industry is behind the times in its ability to apply such technologies."*

The health and well-being challenge:

- ▶ Stress, social isolation, concerns over infectious disease, economic insecurity, and ergonomics are key challenges that will impact workers for several years post-COVID-19.
- ▶ The mental consequences of remote work are becoming increasingly apparent for organizations. Ergonomic challenges will likely become more evident as remote work continues. Remote workers are prone to sedentary behaviors and more likely to have less-than-ideal setups. Research shows that they are working longer hours than workers who must commute to the office. All these things can put employees at greater risk of stress, ergonomic injury, and illness.

The new urban landscape: urban vs suburban model:

- ▶ Urban markets will transform as company office holdings decline and organizations make greater use of co-working sites, satellite offices, and new, hybrid sites. Many of the supporting businesses around office-dense urban areas (retail shops, restaurants and cafés) will disappear.
- ▶ Suburban areas will benefit from the introduction of satellite offices and other facilities. The space per organization will decrease requiring offices and office buildings be repurposed. This transition is occurring at the same time retail spaces are also coming on to the market due to the economic downturn and explosion in online sales.
- ▶ This transition will be a long on-going process that will take a decade or more to sort itself out.



The Big Challenges

THE BIG CHALLENGES



This section presents the cross-cutting challenges that shaped SME responses and issues for which IFMA members should prepare.

Worker protection and privacy:

- ▶ Technologies to monitor employees' health and productivity were controversial topics. Those who were proponents for employee health and productivity monitoring believed that the privacy and data protection issues would be solved in the next few years, while those who disagreed did not think so.
- ▶ The accelerated use of "bossware" and health monitoring during the pandemic means that this issue will continue to be at the forefront of hybrid workplace strategies for the next several years.

Data ownership:

- ▶ Fragmented data ownership remains a critical challenge as FMs attempt to provide integrated solutions. The complex and numerous stakeholders in value networks increases difficulty over who can claim ownership "because they create or generate data, or because they use, compile, select, structure, reformat, enrich, analyze purchase of, take a license on, or add value to the data."¹ The FM providers that can develop solutions to these challenges will be successful.

Asynchronous work patterns:

- ▶ If you can do your work from home, can this lead to greater offshoring of knowledge work? According to University of Chicago professor Jonathan Dingel, a shift towards asynchronous working between colleagues would make it possible to distribute work across a much larger geographical scope and allow for more international offshoring. This could put increased competitive pressures on remote workers in high-income countries and lead to the disappearance of some job functions.

The digital divide:

- ▶ Although digital access is improving, the digital divide remains an issue that will impact people's abilities to work remotely in many countries around the world. For example, six percent (21 million people) of the US population do not have high speed access. Thirteen percent of Australians and 22 percent of Europeans lack broadband access.² Consistent access to broadband also remains a challenge as 157 million American do not access the internet at broadband speeds according to research conducted by Microsoft.³ Access to broadband connections typically affect minority communities which will hurt their ability to participate in a work from home economy.

¹ Bird and Bird, 2019

² WEF and EU, 2020

³ Microsoft, 2020



The Big Questions

THE BIG QUESTIONS



While the *The Experts' Assessment: The Workplace Post-COVID-19* SME panel provided many useful answers and insights, their responses raised many important questions that will have to be addressed by the industry. There are no right or wrong answers to these questions.

Who should lead the “great transformation” to more dynamic and hybrid ways of working?

- ▶ While the SME panel thinks that HR should guide the development of workplace strategy, this does not mean that HR has the competencies or interest.
- ▶ Also, HR is not the “golden solution” and the only option for leading this effort. HR, IT, and FM all can take the leading role in the development. The entities that take a foremost role need to be collaborative, have good communication skills, have a good understanding of technology and worker needs and the means to support them.

These questions point to organizational discussions and defining the new balance between FM and HR and other support functions.

- ▶ Some organizations such as Quora and Gitlab have hired “heads of remote work,” potentially adding a new organizational silo to the list. Others like Hewlett Packard Enterprise have appointed cross-cutting

teams, including HR, IT, and FM, led by their Vice President Corporate Real Estate, to take charge of total workplace experiences for remote and onsite workers.¹

How to define the new hybrid model emerging?

- ▶ Currently, several potential models are emerging that will require a great deal of analysis. Organizations will have to analyze:
 - What types of work are best done in the workplace or remotely?
 - What types of worker personalities will be able to work virtually versus in the workplace?
- ▶ The answers to these questions impact the support provided to remote workers and the layout, furnishings, and equipment, meeting space, and support space provided to onsite workers.
- ▶ Many new typologies will emerge that will have to be adjusted to each organization's needs and the buildings it occupies or expects to occupy.
- ▶ As all this is new, time and budgets need to be allocated for ongoing evaluations at regularly scheduled intervals for both onsite and remote workers and locations. Will time and resources be available?

¹ McGregor, 2020

THE BIG QUESTIONS



What is the emerging role of Facility Management?

- ▶ What is the new role for FM? This question is an existential one. As one SME identified, "[We] need clarification of facility management versus workplace management. Facility management implies a facility. WFH programs are broader than that. Maybe a rebrand is required?"
- ▶ However, the skills and competency differences in running facilities versus running workplace experiences should not be ignored. Specialist skills are required to keep "facilities running in office and industrial buildings. These are vastly different than those needed to help employees navigate the challenges of working remotely. There are some crossovers, but responsibilities should remain separate."

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The Big Pushback

People tend to respond to change in three ways. They can ignore it; they can be positive and proactive, or they can pushback. The pandemic's substantial impacts on people's working lives and organizations' ambitions and strategies will inevitably lead to workers' and organizations' pushback. We should expect significant pushbacks over the following issues.

Limitations of the use of tech, remit, and boundaries

- ▶ The rollout of the Internet of Things, ubiquitous sensor technologies, image recognition, "bossware", among others, will lead to pushbacks.
- ▶ Some companies that misapply these technologies could damage their users' trust in their leaders and their organizations.
- ▶ There are several issues concerning data ownership. Studies of "bossware" suppliers show that software providers can collect workers' data more aggressively than organizations expect (screenshots, voice and video capture, etc.), exposing companies to significant liability issues. These issues will cause companies to ask if it is worth the risk of pushing the last bit of productivity out of workers.

The power of employees to influence the new models

- ▶ Autonomy and the ability to shape one's working life are crucial to employee satisfaction. As a result, individual preferences matter. Some people prefer to work from home; others prefer to have clear delineations between their work-lives and private lives.
- ▶ There will continue to be pushbacks over how employees can influence how they work; organizations should be cognizant of this fact. Some organizations have already experienced this during the return to work. Organizations like Dyson and Dish Networks experienced pushbacks when they tried to bring employees back to the office before employees were ready to do so.

The experience of HR in leading FM

- ▶ There will be transitional challenges as support functions shift reporting lines. Many FM organizations will change reporting lines from real estate and CFO offices to HR.
- ▶ This shift could lead to new challenges like inadequate resources, poorly communicated strategy, unclear priorities, poorly defined accountability, aligning cultures, etc.



Interested in More?

ORDER THE IN-DEPTH STUDY



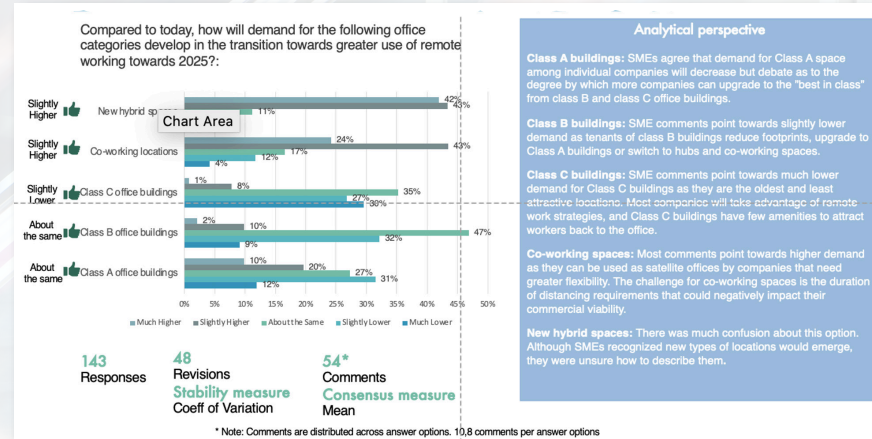
If you are interested in a more in-depth analysis of how SME assessed key developments in New Ways of Working Post-COVID-19, order your copy of the *The Experts' Assessment: The workplace post-COVID-19*.

The study presents statistics of 24 questions and analyses 2,500 comments from subject matter experts. The images on the right presents an overview of what you will receive. You will see detailed statistics, analytical insights, as to representative quotes from SMEs.

There is a wealth of insight to be explored!
Get your copy here.

www.ifma.org/marketplace/bookstore

DEMAND FOR OFFICES



DEMAND FOR OFFICES: SME INSIGHTS

1 CLASS A OFFICE BUILDINGS

"Having a class A office space has been the goal of most companies since forever, but I think more companies will begin to see it as a needless expense and opt for alternatives."

"My logic is, if quantity goes down, corporations will go for quality - with Class A buildings in general, it'll be easier to attract employees to come into the office, even if occasionally only."

2 CLASS B OFFICE BUILDINGS

"These will be lower - however, if investments are made to make them healthier and more energy efficient, then they could actually be slightly higher."

"Class B buildings are generally a little older, but still have good quality management and tenants. Oftentimes, value-added investors target these buildings as investments since well-located Class B buildings can be returned to their Class A."

3 CLASS C OFFICE BUILDINGS

"What's the added value compared to working from a remote location?"

"Class C space has always served a certain purpose, especially for smaller businesses, but I think some of these will become remote work sites where some will more easily move to work from home strategies."

4 CO-WORKING SPACES

"These were already having issues but post COVID I think there will be more suspicion and discomfort."

"With more remote work comes the need for more third places to work out of, besides the home. Coworking spaces can also be used as satellite offices for companies."

5 NEW HYBRID SPACES

"I think we haven't yet seen all the hybrid possibilities."

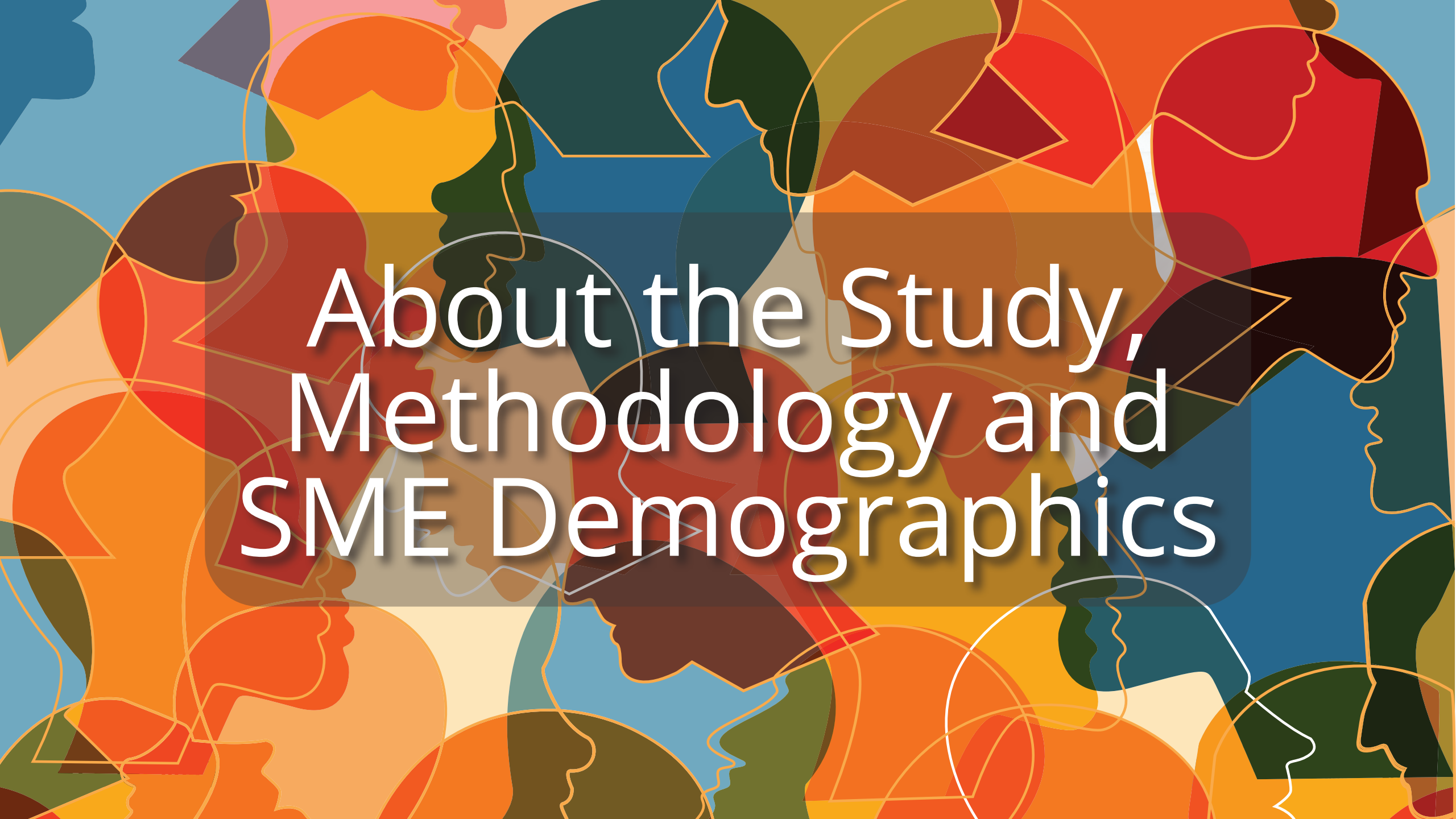
"Best hope is to take existing office buildings and turn upper floors into much needed housing. The bottom couple floors could be a type of coworking space - a community/neighborhood working space - similar to the neighborhood bar concept, but these are neighborhood working concept - not 100% a coffee shop and not 100% a coworking space - a hybrid - with childcare and other amenities that make living in a community a great experience. It is not work-life balance. It is LIFE and work is a part of it, as is grocery shopping, doing laundry, taking care of kids, visiting with friends, going to the library."

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About the Study, Methodology and SME Demographics

ABOUT THE METHODOLOGY



- ▶ *The Experts' Assessment: the Workplace Post-COVID-19* study is based on the real-time Delphi methodology. The real-time Delphi is a method designed to help leaders and organizations deal with complex and uncertain topics concerning the future when quantitative forecasting methods fail.
- ▶ Using the real-time Delphi methodology and an online digital platform to facilitate an asynchronous debate among geographically and professionally diverse SMEs, decision-makers can explore experts':
 - Consensus views
 - Divergent opinions
- ▶ Consensus views are ones where the SMEs reach a general agreement on a development. Consensus thresholds are measured using a threshold of 55%. If an answer option reaches more than 55%, a consensus has been reached**
- ▶ A vital element of the real-time Delphi is the makeup and the collaboration of the SME panel. This section outlines the demographic composition of the SME panel. IFMA invited 660 SMEs to participate in the study. Participation was high; 248 (38%) of invited SMEs participated in the survey.
- ▶ SMEs were active on the platform (see table right) . SMEs returned to the study to check their answers three times on average; they actively commented on each question. The SMEs provided 2,494 comments across the survey and revised their answers 1,486 times based on the comments, feedback, and the emerging consensus.

SME Participation Statistics		
	Total	Average
Visits & Revisits	837	3 Per SME
Comments	2,494	100* Per question
Revisions	1,486	62* Per question

* Note: Average of comments based on average of 25 questions and revision based on average of 24 questions. Figures have been rounded to whole numbers. The difference is due to types of questions asked.

** If the question is non-Likert, this is a majority selection. If it is a Likert-based question, the calculation is based on the arithmetic mean from responses.

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PARTICIPANT DEMOGRAPHICS

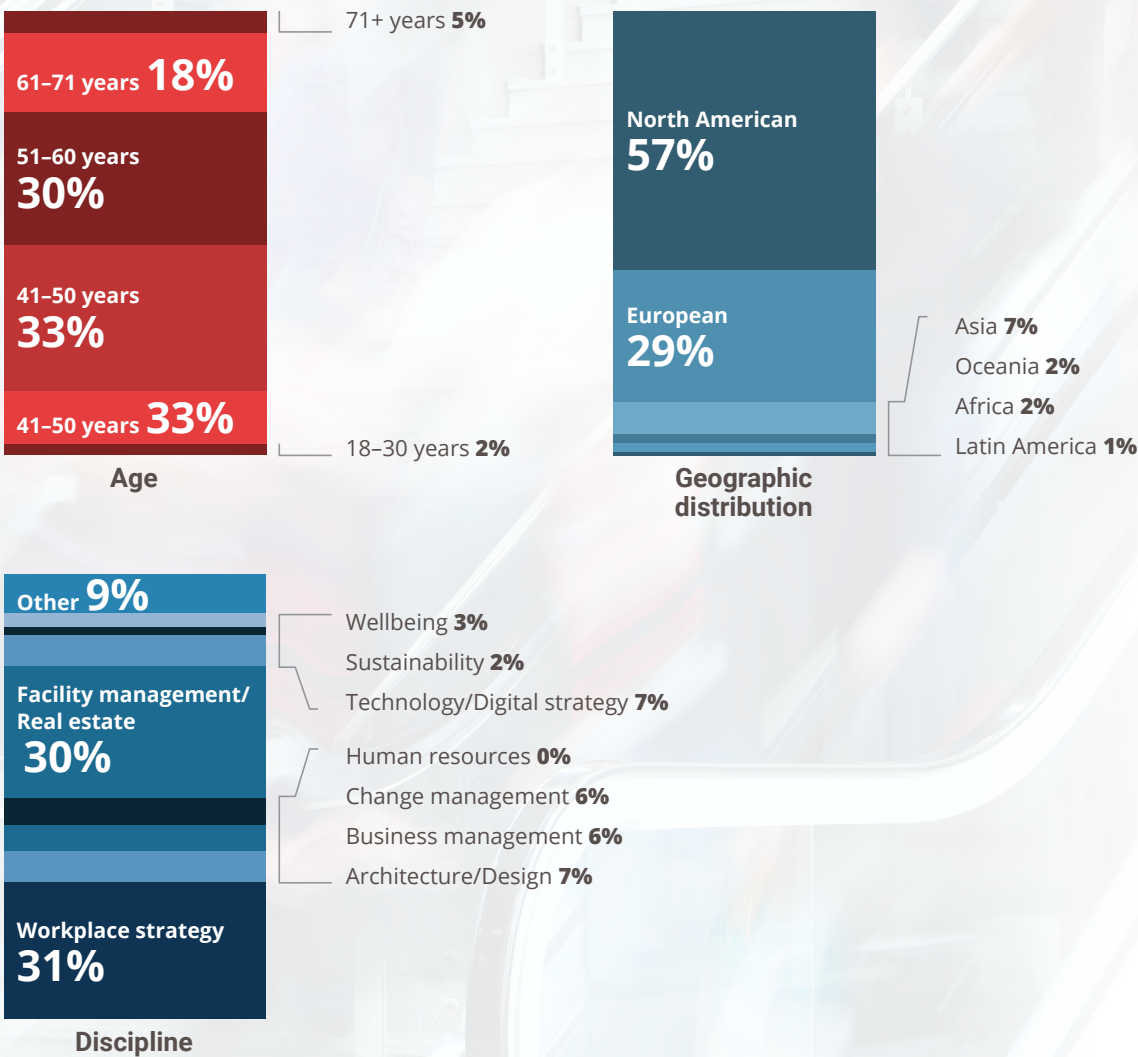


IFMA's Communities of Practices attempted to create an SME panel with diverse professional experiences consisting of academics, advisors, internal support functions, and external support functions (e.g., service providers). While there were representatives from all the aforementioned professional backgrounds, consultants provided the majority of the SME panel, followed by persons working in internal functions.

IFMA's Communities of Practices invited participants from diverse fields of practice (*figure bottom*), including Workplace Strategy, Architecture, Design, Business Management, Change Management, Human Resources, Facility Management, Corporate Real Estate, Technology, Sustainability, Wellbeing, etc. Thirty-one percent of the SME panel work in workplace strategy followed by 30% that worked within the Facility Management and Corporate Real Estate space.

Given the focus on SME's, the survey methodology focuses on participants with 10+ years of work experience. As a result, 33% of respondents are 41-50 years old, and 30% are 51-60 years old (*figure upper left*). The SME panel skews male (56%) over female (43%). The remaining 1% preferred not to say.

The SME panel is predominately North American (57%) and European (29%), though panelists from Asia (7%), Oceania (2%), Africa (2%), and Latin America (1%) are also represented (*figure upper right*).



Two red, glittery hearts are positioned on a dark blue, textured surface. One heart is in the foreground, slightly to the left, and the other is slightly behind and to the right of it. A semi-transparent dark blue rounded rectangle is overlaid on the image, containing the word "Acknowledgements" in white text.

Acknowledgements

THANK YOU!



Thank you to our sponsors EPOS Audio and JLL.

A special thank you goes to IFMA's Communities of Practice for their assistance in developing the real-time Delphi questionnaire and for identifying potential SME participants. IFMA's Communities of Practice are:



BUSINESS COMMUNITY

Abraham Thangapandy,
Community Chair



ENVIRONMENTAL STEWARDSHIP & SUSTAINABILITY COMMUNITY

Dean Stanberry, CFM, LEED AP
Community Chair



INFORMATION TECHNOLOGY COMMUNITY

Ted Ritter
Community Chair



OPERATIONS & MAINTENANCE HEALTH & SAFETY COMMUNITY

Patrick Okamura, CFM, SFP, FMP, CSS
Community Chair



REAL ESTATE ADVISORY AND LEADERSHIP COMMUNITY

Susan Au
Community Chair



WORKPLACE EVOLUTIONARIES COMMUNITY

Kate North
Community Chair

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An aerial photograph of a large, open plaza paved with light-colored square tiles. Numerous people are scattered across the plaza, some standing in small groups, others walking. Their shadows are cast onto the pavement, indicating a bright, sunny day. In the center of the image, the word "Sources" is written in a large, white, sans-serif font. The text is positioned over a semi-transparent, rounded rectangular area that blends into the background.

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