

RICS / Sodexo – Global Facilities Management

METHODOLOGY NOTE

ComRes interviewed 105 senior Sodexo and RICS contacts working in facilities management. Interviews were conducted by telephone between 17th September and 28th November 2014. ComRes is a member of the British Polling Council and abides by its rules.

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RICS / Sodexo Global Facilities Management Survey

1. For the purposes of this survey, by facilities management, we mean the multi-disciplinary services within the built environment and the management of their impact upon people and the workplace. This can range from providing hard services such as maintenance, to soft services such as cleaning, to the management of work space and people. With this definition in mind, what is your current geographical strategy for grouping facilities management services?	1
Base: All respondents	
2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years? Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact. Summary table	2
Base: All respondents	
2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years? Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact. Summary table - net high impact	3
Base: All respondents	
2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years? Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact. Improving the workplace environment and employee well-being	4
Base: All respondents	
2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years? Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact. Optimising building utilisation and portfolio management	5
Base: All respondents	
2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years? Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact. Optimising physical assets and capital expenditure (excluding buildings)	6
Base: All respondents	
2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years? Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact. Reducing in- or outsourcing service costs	7
Base: All respondents	
2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years? Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact. Energy management	8
Base: All respondents	
3. Improving the workplace environment can have a positive effect on productivity, but also on other factors. In which of the following areas, if any, do you think improving the workplace environment and services has the greatest positive impact on employees or building occupants?	9
Base: All respondents	
4. I would now like to talk a little bit about outsourcing, and how this relates to facilities management. What is your current strategy for outsourcing? And what is your planned strategy for outsourcing in the future? Summary table	10
Base: All respondents	
4. I would now like to talk a little bit about outsourcing, and how this relates to facilities management. What is your current strategy for outsourcing? And what is your planned strategy for outsourcing in the future? Current	11
Base: All respondents	
4. I would now like to talk a little bit about outsourcing, and how this relates to facilities management. What is your current strategy for outsourcing? And what is your planned strategy for outsourcing in the future? Future	13
Base: All respondents	
5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years? Summary table	15
Base: All who currently outsource services / plan to outsource services in the future	
5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years? Current	17
Base: All who currently outsource services	
5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years? Future	19
Base: All who plan to outsource services in the future	
5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years? Future	21
Base: All who do not currently use the service	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Summary table	23
Base: All who currently outsource each service	

RICS / Sodexo Global Facilities Management Survey

6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Summary table - good value	25
Base: All who currently outsource that service	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Food and consumer services	27
Base: All who currently outsource food and consumer services	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Technical services / maintenance	28
Base: All who currently outsource technical services / maintenance	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Asset management	29
Base: All who currently outsource asset management	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Energy management	30
Base: All who currently outsource energy management	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Project management	31
Base: All who currently outsource project management	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Workplace design / space management	32
Base: All who currently outsource workplace design / space management	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Security	33
Base: All who currently outsource security	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Cleaning	34
Base: All who currently outsource cleaning	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Waste management	35
Base: All who currently outsource waste management	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Real estate - lease administration (e.g. managing or restructuring leases)	36
Base: All who currently outsource real estate - lease administration (e.g. managing or restructuring leases)	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	37
Base: All who currently outsource real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Real estate - transactions (e.g. buying and selling real estate)	38
Base: All who currently outsource real estate - transactions (e.g. buying and selling real estate)	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Business process outsourcing (e.g. payroll, HR, finance)	39
Base: All who currently outsource business process outsourcing (e.g. payroll, HR, finance)	
6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money? Other services	40
Base: All who currently outsource other services	
7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years? Summary table	41
Base: All who currently make use of integrated or bundled outsourcing and outsource at least one service or plan to outsource in the future	
7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years? Current	43
Base: All who currently make use of integrated or bundled outsourcing and outsource at least one service	
7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years? Future	45
Base: All who plan to outsource services in the future	
7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years? Future	47
Base: All who do not currently use the service	
8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision? Summary table	49
Base: All respondents	

RICS / Sodexo Global Facilities Management Survey

8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision? Summary table - net very important	50
Base: All respondents	
8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision? Having a single point of contact and accountability	51
Base: All respondents	
8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision? Consolidated KPIs (key performance indicators) and performance reporting	52
Base: All respondents	
8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision? The extent to which the outsourcing company conducts work itself, rather than subcontracting	53
Base: All respondents	
8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision? Cost efficiencies	54
Base: All respondents	
8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision? Transfer of risk to an outsourcing company	55
Base: All respondents	
8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision? Improvements to the workplace environment or employee well-being	56
Base: All respondents	
8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision? Integration of real estate and facilities management services	57
Base: All respondents	
8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision? Increased flexibility	58
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? Summary table	59
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? Summary table - net very important	60
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? High costs	61
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? Lack of standard processes	62
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? Inadequate KPIs and performance reporting	63
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? Lack of service capability	64
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? Lack of service expertise	65
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? Limited geographical presence	66
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? Lack of innovation	67
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? Lack of experience in your industry	68
Base: All respondents	
9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision? Poor cultural fit with your organisation	69
Base: All respondents	

10. That's very nearly the end of all the questions I wanted to ask you today - thank you so much for your time so far. My final question is about property measurement. An international standard of property measurement would provide a unified standard as to

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how the area of a property is measured, for example, whether lift shafts or corridors are included in the total area. To what extent do you agree or disagree that your business would benefit from this? 70
Base: All respondents

D1. How many people does your organisation employ? 71
Base: All respondents

D2. What is the approximate turnover of your organisation? 72
Base: All respondents

D3. What industry sector do you work in? 73
Base: All respondents

RICS / Sodexo Global Facilities Management Survey

1. For the purposes of this survey, by facilities management, we mean the multi-disciplinary services within the built environment and the management of their impact upon people and the workplace. This can range from providing hard services such as maintenance, to soft services such as cleaning, to the management of work space and people. With this definition in mind, what is your current geographical strategy for grouping facilities management services?

Base: All respondents

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Site-based	28 27%	19 36%	9 17%	5 24%	1 6%	4 33%	26 26%	14 25%	12 25%	28 100%	- -	- -	- -	22 25%	6 35%	5 16%	8 42%	15 28%
National	30 29%	13 25%	17 33%	3 14%	7 41%	- -	30 30%	15 26%	17 35%	- -	30 100%	- -	- -	24 27%	6 35%	10 31%	5 26%	15 28%
Regional	28 27%	16 30%	12 23%	9 43%	5 29%	5 42%	25 25%	16 28%	12 25%	- -	- -	28 100%	- -	24 27%	4 24%	7 22%	5 26%	16 30%
Global	17 16%	4 8%	13 25%	4 19%	4 24%	2 17%	16 16%	10 18%	6 13%	- -	- -	- -	17 100%	16 18%	1 6%	9 28%	1 5%	7 13%
Don't know	2 2%	1 2%	1 2%	- -	- -	1 8%	2 2%	2 4%	1 2%	- -	- -	- -	- -	2 2%	- -	1 3%	- -	1 2%

RICS / Sodexo Global Facilities Management Survey

2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years?
Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact.

Summary table

Base: All respondents

	Total	No impact 1	2	3	4	A great deal of impact 5	Don't know	Nets		Mean score
								Low impact (1 or 2)	High impact (4 or 5)	
Improving the workplace environment and employee well-being	105 100%	2 2%	12 11%	26 25%	34 32%	30 29%	1 1%	14 13%	64 61%	3.75
Optimising building utilisation and portfolio management	105 100%	8 8%	12 11%	18 17%	24 23%	42 40%	1 1%	20 19%	66 63%	3.77
Optimising physical assets and capital expenditure (excluding buildings)	105 100%	5 5%	17 16%	24 23%	34 32%	23 22%	2 2%	22 21%	57 54%	3.51
Reducing in- or outsourcing service costs	105 100%	9 9%	18 17%	37 35%	22 21%	17 16%	2 2%	27 26%	39 37%	3.19
Energy management	105 100%	8 8%	11 10%	28 27%	35 33%	23 22%	- -	19 18%	58 55%	3.51

RICS / Sodexo Global Facilities Management Survey

2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years?
Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact.

Summary table - net high impact

Base: All respondents

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Optimising building utilisation and portfolio management	66 63%	31 58%	35 67%	16 76%	12 71%	8 67%	62 63%	37 65%	27 56%	14 50%	17 57%	19 68%	15 88%	55 63%	11 65%	24 75%	7 37%	35 65%
Improving the workplace environment and employee well-being	64 61%	31 58%	33 63%	13 62%	11 65%	7 58%	60 61%	37 65%	26 54%	15 54%	17 57%	18 64%	13 76%	55 63%	9 53%	23 72%	10 53%	31 57%
Energy management	58 55%	32 60%	26 50%	12 57%	10 59%	5 42%	56 57%	35 61%	22 46%	13 46%	13 43%	17 61%	13 76%	51 58%	7 41%	15 47%	10 53%	33 61%
Optimising physical assets and capital expenditure (excluding buildings)	57 54%	24 45%	33 63%	14 67%	12 71%	7 58%	54 55%	31 54%	25 52%	13 46%	16 53%	15 54%	13 76%	47 53%	10 59%	16 50%	8 42%	33 61%
Reducing in- or outsourcing service costs	39 37%	23 43%	16 31%	7 33%	5 29%	7 58%	36 36%	20 35%	17 35%	11 39%	13 43%	10 36%	5 29%	34 39%	5 29%	10 31%	12 63%	17 31%

RICS / Sodexo Global Facilities Management Survey

2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years?
Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact.

Improving the workplace environment and employee well-being

Base: All respondents

		Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
No impact	(1.0)	2 2%	- 4%	- -	- -	- -	2 2%	1 2%	2 4%	1 4%	- -	1 4%	- -	2 2%	- -	- -	1 5%	1 2%
	(2.0)	12 11%	6 11%	6 12%	1 5%	2 17%	11 11%	6 11%	5 10%	5 18%	3 10%	3 11%	1 6%	10 11%	2 12%	1 3%	3 16%	8 15%
	(3.0)	26 25%	15 28%	11 21%	7 33%	3 25%	25 25%	13 23%	14 29%	7 25%	9 30%	6 21%	3 18%	20 23%	6 35%	8 25%	5 26%	13 24%
	(4.0)	34 32%	19 36%	15 29%	6 29%	7 41%	3 25%	31 31%	19 33%	13 27%	9 32%	9 30%	10 36%	6 35%	28 32%	6 31%	7 37%	17 31%
A great deal of impact	(5.0)	30 29%	12 23%	18 35%	7 33%	4 24%	4 33%	29 29%	18 32%	13 27%	6 21%	8 27%	8 29%	7 41%	27 31%	3 18%	13 41%	14 16%
Don't know		1 1%	1 2%	- -	1 6%	- -	1 1%	- -	1 2%	- -	1 3%	- -	- -	1 1%	- -	- -	- -	1 2%
Nets																		
Low impact (1 or 2)		14 13%	6 11%	8 15%	1 5%	2 12%	2 17%	13 13%	7 12%	7 15%	6 21%	3 10%	4 14%	1 6%	12 14%	2 12%	1 3%	9 17%
High impact (4 or 5)		64 61%	31 58%	33 63%	13 62%	11 65%	7 58%	60 61%	37 65%	26 54%	15 54%	17 57%	18 64%	13 76%	55 63%	9 53%	23 72%	31 57%
Mean Score	3.75	3.71	3.79	3.90	3.81	3.75	3.76	3.82	3.64	3.50	3.76	3.75	4.12	3.78	3.59	4.09	3.42	3.66

RICS / Sodexo Global Facilities Management Survey

2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years?

Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact.

Optimising building utilisation and portfolio management

Base: All respondents

		Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector			
		Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total		105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
No impact	(1.0)	8	4	4	1	-	1	7	3	5	4	2	2	-	7	1	2	2	4
		8%	8%	8%	5%	-	8%	7%	5%	10%	14%	7%	7%	-	8%	6%	6%	11%	7%
	(2.0)	12	8	4	3	-	1	11	8	3	5	2	5	-	8	4	2	4	6
		11%	15%	8%	14%	-	8%	11%	14%	6%	18%	7%	18%	-	9%	24%	6%	21%	11%
	(3.0)	18	9	9	1	4	2	18	9	12	5	8	2	2	17	1	4	6	8
		17%	17%	17%	5%	24%	17%	18%	16%	25%	18%	27%	7%	12%	19%	6%	13%	32%	15%
	(4.0)	24	14	10	5	4	4	22	12	10	8	6	6	3	20	4	6	3	15
		23%	26%	19%	24%	24%	33%	22%	21%	21%	29%	20%	21%	18%	23%	24%	19%	16%	28%
A great deal of impact	(5.0)	42	17	25	11	8	4	40	25	17	6	11	13	12	35	7	18	4	20
		40%	32%	48%	52%	47%	33%	40%	44%	35%	21%	37%	46%	71%	40%	41%	56%	21%	37%
Don't know		1	1	-	-	1	-	1	-	1	-	1	-	-	1	-	-	-	1
		1%	2%	-	-	6%	-	1%	-	2%	-	3%	-	-	1%	-	-	-	2%
Nets																			
Low impact (1 or 2)		20	12	8	4	-	2	18	11	8	9	4	7	-	15	5	4	6	10
		19%	23%	15%	19%	-	17%	18%	19%	17%	32%	13%	25%	-	17%	29%	13%	32%	19%
High impact (4 or 5)		66	31	35	16	12	8	62	37	27	14	17	19	15	55	11	24	7	35
		63%	58%	67%	76%	71%	67%	63%	65%	56%	50%	57%	68%	88%	63%	65%	75%	37%	65%
Mean Score		3.77	3.62	3.92	4.05	4.25	3.75	3.79	3.84	3.66	3.25	3.76	3.82	4.59	3.78	3.71	4.13	3.16	3.77

RICS / Sodexo Global Facilities Management Survey

2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years?

Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact.

Optimising physical assets and capital expenditure (excluding buildings)

Base: All respondents

		Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
No impact	(1.0)	5 5%	4 8%	1 2%	2 10%	- -	5 5%	2 4%	3 6%	4 14%	- -	1 4%	- -	4 5%	1 6%	1 3%	2 11%	2 4%
	(2.0)	17 16%	8 15%	9 17%	2 10%	3 18%	1 8%	17 17%	10 18%	9 21%	4 13%	5 18%	2 12%	14 16%	3 18%	6 19%	5 26%	6 11%
	(3.0)	24 23%	17 32%	7 13%	3 14%	2 12%	4 33%	21 21%	12 21%	10 21%	5 18%	9 30%	6 21%	2 12%	21 24%	3 18%	8 25%	12 22%
	(4.0)	34 32%	13 25%	21 40%	5 24%	8 47%	5 42%	31 31%	20 35%	13 27%	10 36%	9 30%	7 25%	8 47%	28 32%	6 35%	8 25%	19 35%
A great deal of impact	(5.0)	23 22%	11 21%	12 23%	9 43%	4 24%	2 17%	23 23%	11 19%	12 25%	3 11%	7 23%	8 29%	5 29%	19 22%	4 24%	8 25%	14 26%
Don't know		2 2%	- -	2 4%	- -	- -	- -	2 2%	1 2%	- -	1 3%	1 4%	- -	2 2%	- -	1 3%	- -	1 2%
Nets																		
Low impact (1 or 2)		22 21%	12 23%	10 19%	4 19%	3 18%	1 8%	22 22%	12 21%	12 25%	10 36%	4 13%	6 21%	2 12%	18 20%	4 24%	7 22%	8 15%
High impact (4 or 5)		57 54%	24 45%	33 63%	14 67%	12 71%	7 58%	54 55%	31 54%	25 52%	13 46%	16 53%	15 54%	13 76%	47 53%	10 59%	16 50%	33 61%
Mean Score	3.51	3.36	3.68	3.81	3.76	3.67	3.52	3.51	3.47	3.07	3.66	3.59	3.94	3.51	3.53	3.52	3.00	3.70

RICS / Sodexo Global Facilities Management Survey

2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years?

Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact.

Reducing in- or outsourcing service costs

Base: All respondents

		Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
No impact	(1.0)	9 9%	3 6%	6 12%	4 19%	- -	9 9%	3 5%	6 13%	5 18%	1 3%	1 4%	2 12%	7 8%	2 12%	5 16%	2 11%	2 4%
	(2.0)	18 17%	8 15%	10 19%	1 5%	4 33%	16 16%	10 18%	8 17%	4 14%	6 20%	4 14%	2 12%	14 16%	4 24%	5 16%	4 21%	9 17%
	(3.0)	37 35%	18 34%	19 37%	9 43%	7 41%	1 8%	36 36%	23 40%	16 33%	8 29%	8 27%	13 46%	8 47%	31 35%	6 35%	12 38%	24 44%
	(4.0)	22 21%	13 25%	9 17%	3 14%	3 18%	4 33%	20 20%	10 18%	11 23%	2 7%	11 37%	5 18%	4 24%	20 23%	2 12%	6 19%	9 37%
A great deal of impact	(5.0)	17 16%	10 19%	7 13%	4 19%	2 12%	3 25%	16 16%	10 18%	6 13%	9 32%	2 7%	5 18%	1 6%	14 16%	3 18%	4 13%	8 26%
Don't know		2 2%	1 2%	1 2%	- -	1 6%	- -	2 2%	1 2%	1 2%	- -	2 7%	- -	- -	2 2%	- -	- -	2 4%
Nets																		
Low impact (1 or 2)		27 26%	11 21%	16 31%	5 24%	4 24%	4 33%	25 25%	13 23%	14 29%	9 32%	7 23%	5 18%	4 24%	21 24%	6 35%	10 31%	11 20%
High impact (4 or 5)		39 37%	23 43%	16 31%	7 33%	5 29%	7 58%	36 36%	20 35%	17 35%	11 39%	13 43%	10 36%	5 29%	34 39%	5 29%	10 31%	17 31%
Mean Score	3.19	3.37	3.02	3.10	3.19	3.50	3.19	3.25	3.06	3.21	3.25	3.32	3.00	3.23	3.00	2.97	3.47	3.23

RICS / Sodexo Global Facilities Management Survey

2. How much of an impact, if any, do you think each of the following activities will have on your organisation in the next two years?

Please rate on a scale from 1 to 5, where 1 means no impact and 5 means a great deal of impact.

Energy management

Base: All respondents

		Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector			
		Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total		105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
No impact	(1.0)	8	4	4	3	1	-	8	2	7	4	2	1	1	7	1	4	3	1
		8%	8%	8%	14%	6%	-	8%	4%	15%	14%	7%	4%	6%	8%	6%	13%	16%	2%
	(2.0)	11	6	5	1	2	4	9	4	5	2	3	4	2	8	3	5	2	4
		10%	11%	10%	5%	12%	33%	9%	7%	10%	7%	10%	14%	12%	9%	18%	16%	11%	7%
	(3.0)	28	11	17	5	4	3	26	16	14	9	12	6	1	22	6	8	4	16
		27%	21%	33%	24%	24%	25%	26%	28%	29%	32%	40%	21%	6%	25%	35%	25%	21%	30%
	(4.0)	35	20	15	7	4	4	33	18	15	9	9	10	5	31	4	8	7	20
		33%	38%	29%	33%	24%	33%	33%	32%	31%	32%	30%	36%	29%	35%	24%	25%	37%	37%
A great deal of impact	(5.0)	23	12	11	5	6	1	23	17	7	4	4	7	8	20	3	7	3	13
		22%	23%	21%	24%	35%	8%	23%	30%	15%	14%	13%	25%	47%	23%	18%	22%	16%	24%
Don't know		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nets																			
Low impact (1 or 2)		19	10	9	4	3	4	17	6	12	6	5	5	3	15	4	9	5	5
		18%	19%	17%	19%	18%	33%	17%	11%	25%	21%	17%	18%	18%	17%	24%	28%	26%	9%
High impact (4 or 5)		58	32	26	12	10	5	56	35	22	13	13	17	13	51	7	15	10	33
		55%	60%	50%	57%	59%	42%	57%	61%	46%	46%	43%	61%	76%	58%	41%	47%	53%	61%
Mean Score		3.51	3.57	3.46	3.48	3.71	3.17	3.55	3.77	3.21	3.25	3.33	3.64	4.00	3.56	3.29	3.28	3.26	3.74

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3. Improving the workplace environment can have a positive effect on productivity, but also on other factors.

In which of the following areas, if any, do you think improving the workplace environment and services has the greatest positive impact on employees or building occupants?

Base: All respondents

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Social interaction (e.g. areas to meet up and socialise, technology to gain access to social media)	32 30%	14 26%	18 35%	2 10%	8 47%	2 17%	30 30%	20 35%	11 23%	4 14%	14 47%	6 21%	8 47%	27 31%	5 29%	12 38%	5 26%	15 28%
Ease and efficiency of carrying out day to day activities (e.g. concierge, help desk, shuttle services)	23 22%	10 19%	13 25%	4 19%	5 29%	1 8%	22 22%	14 25%	12 25%	8 29%	6 20%	6 21%	3 18%	20 23%	3 18%	5 16%	4 21%	14 26%
Health and wellbeing (e.g. fitness facilities, healthy eating options)	23 22%	12 23%	11 21%	6 29%	2 12%	6 50%	21 21%	12 21%	11 23%	6 21%	4 13%	8 29%	3 18%	18 20%	5 29%	7 22%	4 21%	12 22%
Physical environment (e.g. building décor and comfort)	18 17%	10 19%	8 15%	5 24%	2 12%	2 17%	17 17%	7 12%	9 19%	7 25%	5 17%	5 18%	1 6%	16 18%	2 12%	5 16%	3 16%	10 19%
Recognition (e.g. space, facilities and technology linked to job grade / role)	8 8%	7 13%	1 2%	4 19%	- -	- -	8 8%	4 7%	4 8%	2 7%	1 3%	3 11%	2 12%	6 7%	2 12%	3 9%	2 11%	3 6%
None of the above	1 1%	- -	1 2%	- -	- -	1 8%	1 1%	- -	1 2%	1 4%	- -	- -	- -	1 1%	- -	- -	1 5%	- -

RICS / Sodexo Global Facilities Management Survey

4. I would now like to talk a little bit about outsourcing, and how this relates to facilities management. What is your current strategy for outsourcing? And what is your planned strategy for outsourcing in the future?

Summary table

Base: All respondents

	Current	Future
Total	105 100%	105 100%
All in-house (no outsourcing)	12 11%	6 6%
Single service outsourcing (outsourcing individual services one at a time)	39 37%	26 25%
Bundled outsourcing (outsourcing multiple individual services)	36 34%	29 28%
Integrated services (outsourcing multiple services as one integrated, end-to-end service)	24 23%	31 30%
A managing agent (a single agent that coordinates and manages the activities of all outsourced services and subcontractors)	11 10%	14 13%
None of the above	1 1%	9 9%
Nets		
Any outsourcing	99 94%	101 96%
Integrated or bundled outsourcing	57 54%	59 56%
Non-integrated or bundled outsourcing	48 46%	39 37%

RICS / Sodexo Global Facilities Management Survey

4. I would now like to talk a little bit about outsourcing, and how this relates to facilities management. What is your current strategy for outsourcing? And what is your planned strategy for outsourcing in the future?

Current

Base: All respondents

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
All in-house (no outsourcing)	12 11%	8 15%	4 8%	2 10%	2 12%	12 100%	6 6%	2 4%	5 10%	4 14%	- -	5 18%	2 12%	12 14%	- -	1 3%	1 5%	10 19%
Single service outsourcing (outsourcing individual services one at a time)	39 37%	21 40%	18 35%	10 48%	7 41%	4 33%	39 39%	5 9%	39 81%	9 32%	15 50%	10 36%	4 24%	32 36%	7 41%	12 38%	9 47%	18 33%
Bundled outsourcing (outsourcing multiple individual services)	36 34%	18 34%	18 35%	8 38%	7 41%	1 8%	36 36%	36 63%	4 8%	11 39%	5 17%	13 46%	6 35%	31 35%	5 29%	10 31%	6 32%	20 37%
Integrated services (outsourcing multiple services as one integrated, end-to-end service)	24 23%	10 19%	14 27%	1 5%	3 18%	2 17%	24 24%	24 42%	5 10%	3 11%	10 33%	5 18%	5 29%	20 23%	4 24%	7 22%	4 21%	13 24%
A managing agent (a single agent that coordinates and manages the activities of all outsourced services and subcontractors)	11 10%	5 9%	6 12%	2 10%	2 12%	1 8%	11 11%	4 7%	11 23%	3 11%	2 7%	4 14%	2 12%	10 11%	1 6%	5 16%	1 5%	5 9%
None of the above	1 1%	1 2%	- -	- -	- -	- -	1 1%	- -	- -	- -	1 3%	- -	- -	1 1%	- -	- -	- -	1 2%
Nets																		
Any outsourcing	99 94%	50 94%	49 94%	21 100%	16 94%	6 50%	99 100%	57 100%	48 100%	26 93%	30 100%	25 89%	16 94%	82 93%	17 100%	31 97%	19 100%	49 91%
Integrated or bundled outsourcing	57 54%	26 49%	31 60%	9 43%	9 53%	2 17%	57 58%	57 100%	7 15%	14 50%	15 50%	16 57%	10 59%	48 55%	9 53%	16 50%	10 53%	31 57%

RICS / Sodexo Global Facilities Management Survey

4. I would now like to talk a little bit about outsourcing, and how this relates to facilities management. What is your current strategy for outsourcing? And what is your planned strategy for outsourcing in the future?

Current

Base: All respondents

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Non-integrated or bundled outsourcing	48 46%	25 47%	23 44%	12 57%	9 53%	5 42%	48 48%	7 12%	48 100%	12 43%	17 57%	12 43%	6 35%	40 45%	8 47%	16 50%	10 53%	22 41%

RICS / Sodexo Global Facilities Management Survey

4. I would now like to talk a little bit about outsourcing, and how this relates to facilities management. What is your current strategy for outsourcing? And what is your planned strategy for outsourcing in the future?

Future

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
All in-house (no outsourcing)	6 6%	6 11%	- -	1 5%	- -	5 42%	3 3%	1 2%	3 6%	1 4%	- -	4 14%	1 6%	6 7%	- -	- -	- -	6 11%
Single service outsourcing (outsourcing individual services one at a time)	26 25%	11 21%	15 29%	6 29%	4 24%	1 8%	26 26%	8 14%	21 44%	9 32%	7 23%	7 25%	3 18%	20 23%	6 35%	8 25%	4 21%	14 26%
Bundled outsourcing (outsourcing multiple individual services)	29 28%	15 28%	14 27%	7 33%	7 41%	3 25%	29 29%	21 37%	11 23%	9 32%	7 23%	8 29%	4 24%	27 31%	2 12%	6 19%	6 32%	17 31%
Integrated services (outsourcing multiple services as one integrated, end-to-end service)	31 30%	14 26%	17 33%	5 24%	4 24%	3 25%	29 29%	22 39%	8 17%	5 18%	12 40%	8 29%	6 35%	24 27%	7 41%	13 41%	5 26%	13 24%
A managing agent (a single agent that coordinates and manages the activities of all outsourced services and subcontractors)	14 13%	6 11%	8 15%	3 14%	1 6%	1 8%	14 14%	6 11%	10 21%	4 14%	2 7%	5 18%	3 18%	11 13%	3 18%	7 22%	1 5%	6 11%
None of the above	9 9%	4 8%	5 10%	1 5%	2 12%	2 17%	8 8%	5 9%	5 10%	1 4%	5 17%	2 7%	- -	9 10%	- -	1 3%	3 16%	5 9%
Nets																		
Any outsourcing	101 96%	49 92%	52 100%	21 100%	17 100%	9 75%	98 99%	56 98%	47 98%	28 100%	30 100%	25 89%	16 94%	84 95%	17 100%	32 100%	19 100%	50 93%
Integrated or bundled outsourcing	59 56%	29 55%	30 58%	12 57%	11 65%	6 50%	57 58%	42 74%	18 38%	14 50%	19 63%	15 54%	10 59%	50 57%	9 53%	18 56%	11 58%	30 56%

RICS / Sodexo Global Facilities Management Survey

4. I would now like to talk a little bit about outsourcing, and how this relates to facilities management. What is your current strategy for outsourcing? And what is your planned strategy for outsourcing in the future?

Future

Base: All respondents

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Non-integrated or bundled outsourcing	39 37%	17 32%	22 42%	9 43%	5 29%	2 17%	39 39%	13 23%	30 63%	13 46%	9 30%	11 39%	6 35%	30 34%	9 53%	14 44%	5 26%	20 37%

RICS / Sodexo Global Facilities Management Survey

5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years?

Summary table

Base: All who currently outsource services / plan to outsource services in the future

	Current	Future
Total	99 100%	101 100%
Food and consumer services	79 80%	51 50%
Technical services / maintenance	90 91%	58 57%
Asset management	26 26%	25 25%
Energy management	47 47%	35 35%
Project management	48 48%	31 31%
Workplace design / space management	60 61%	38 38%
Security	88 89%	57 56%
Cleaning	96 97%	60 59%
Waste management	86 87%	51 50%
Real estate - lease administration (e.g. managing or restructuring leases)	34 34%	30 30%
Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	13 13%	14 14%
Real estate - transactions (e.g. buying and selling real estate)	44 44%	29 29%

RICS / Sodexo Global Facilities Management Survey

5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years?

Summary table

Base: All who currently outsource services / plan to outsource services in the future

	Current	Future
Total	99 100%	101 100%
Business process outsourcing (e.g. payroll, HR, finance)	34 34%	23 23%
Other services	32 32%	15 15%
None of the above	- -	25 25%
Nets		
Hard services	95 96%	63 62%
Soft services	98 99%	64 63%
Real estate services	51 52%	34 34%

RICS / Sodexo Global Facilities Management Survey

5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years?

Current

Base: All who currently outsource services

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	99 100%	50 100%	49 100%	21 100%	16 100%	6 100%	99 100%	57 100%	48 100%	26 100%	30 100%	25 100%	16 100%	82 100%	17 100%	31 100%	19 100%	49 100%
Cleaning	96 97%	47 94%	49 100%	19 90%	16 100%	5 83%	96 97%	57 100%	45 94%	25 96%	30 100%	23 92%	16 100%	79 96%	17 100%	31 100%	19 100%	46 94%
Technical services / maintenance	90 91%	45 90%	45 92%	18 86%	16 100%	5 83%	90 91%	55 96%	41 85%	23 88%	27 90%	23 92%	15 94%	76 93%	14 82%	29 94%	18 95%	43 88%
Security	88 89%	41 82%	47 96%	19 90%	14 88%	6 100%	88 89%	55 96%	40 83%	19 73%	29 97%	23 92%	15 94%	73 89%	15 88%	28 90%	19 100%	41 84%
Waste management	86 87%	40 80%	46 94%	16 76%	15 94%	5 83%	86 87%	54 95%	37 77%	19 73%	30 100%	21 84%	14 88%	72 88%	14 82%	28 90%	17 89%	41 84%
Food and consumer services	79 80%	32 64%	47 96%	15 71%	15 94%	3 50%	79 80%	49 86%	35 73%	16 62%	27 90%	18 72%	16 100%	64 78%	15 88%	25 81%	16 84%	38 78%
Workplace design / space management	60 61%	24 48%	36 73%	15 71%	11 69%	2 33%	60 61%	39 68%	24 50%	11 42%	22 73%	13 52%	13 81%	51 62%	9 53%	19 61%	11 58%	30 61%
Project management	48 48%	17 34%	31 63%	8 38%	11 69%	2 33%	48 48%	34 60%	18 38%	7 27%	13 43%	15 60%	13 81%	39 48%	9 53%	18 58%	8 42%	22 45%
Energy management	47 47%	18 36%	29 59%	9 43%	8 50%	2 33%	47 47%	31 54%	19 40%	11 42%	12 40%	12 48%	12 75%	41 50%	6 35%	17 55%	8 42%	22 45%
Real estate - transactions (e.g. buying and selling real estate)	44 44%	17 34%	27 55%	8 38%	12 75%	2 33%	44 44%	29 51%	18 38%	9 35%	13 43%	11 44%	11 69%	37 45%	7 41%	19 61%	7 37%	18 37%
Real estate - lease administration (e.g. managing or restructuring leases)	34 34%	12 24%	22 45%	6 29%	10 63%	1 17%	34 34%	26 46%	10 21%	10 38%	11 37%	6 24%	7 44%	30 37%	4 24%	10 32%	8 42%	16 33%
Business process outsourcing (e.g. payroll, HR, finance)	34 34%	16 32%	18 37%	7 33%	6 38%	1 17%	34 34%	21 37%	15 31%	11 42%	10 33%	6 24%	7 44%	27 33%	7 41%	12 39%	6 32%	16 33%

RICS / Sodexo Global Facilities Management Survey

5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years?

Current

Base: All who currently outsource services

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	99 100%	50 100%	49 100%	21 100%	16 100%	6 100%	99 100%	57 100%	48 100%	26 100%	30 100%	25 100%	16 100%	82 100%	17 100%	31 100%	19 100%	49 100%
Asset management	26 26%	8 16%	18 37%	4 19%	5 31%	- -	26 26%	20 35%	9 19%	6 23%	7 23%	5 20%	8 50%	24 29%	2 12%	12 39%	5 26%	9 18%
Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	13 13%	5 10%	8 16%	4 19%	2 13%	- -	13 13%	9 16%	5 10%	5 19%	2 7%	3 12%	3 19%	11 13%	2 12%	5 16%	4 21%	4 8%
Other services	32 32%	15 30%	17 35%	7 33%	2 13%	1 17%	32 32%	19 33%	15 31%	6 23%	8 27%	10 40%	7 44%	29 35%	3 18%	16 52%	4 21%	12 24%
None of the above	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Nets																		
Hard services	95 96%	46 92%	49 100%	19 90%	16 100%	5 83%	95 96%	57 100%	44 92%	25 96%	29 97%	24 96%	15 94%	78 95%	17 100%	30 97%	19 100%	46 94%
Soft services	98 99%	49 98%	49 100%	20 95%	16 100%	6 100%	98 99%	57 100%	47 98%	26 100%	30 100%	24 96%	16 100%	81 99%	17 100%	31 100%	19 100%	48 98%
Real estate services	51 52%	19 38%	32 65%	9 43%	13 81%	2 33%	51 52%	34 60%	21 44%	12 46%	15 50%	12 48%	12 75%	43 52%	8 47%	20 65%	9 47%	22 45%

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5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years?

Future

Base: All who plan to outsource services in the future

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	101 100%	49 100%	52 100%	21 100%	17 100%	9 100%	98 100%	56 100%	47 100%	28 100%	30 100%	25 100%	16 100%	84 100%	17 100%	32 100%	19 100%	50 100%
Cleaning	60 59%	29 59%	31 60%	16 76%	17 100%	6 67%	57 58%	34 61%	26 55%	19 68%	17 57%	15 60%	9 56%	46 55%	14 82%	13 41%	13 68%	34 68%
Technical services / maintenance	58 57%	29 59%	29 56%	16 76%	16 94%	5 56%	56 57%	32 57%	27 57%	16 57%	17 57%	16 64%	9 56%	48 57%	10 59%	15 47%	11 58%	32 64%
Security	57 56%	28 57%	29 56%	17 81%	15 88%	7 78%	54 55%	33 59%	24 51%	15 54%	18 60%	16 64%	8 50%	45 54%	12 71%	12 38%	13 68%	32 64%
Food and consumer services	51 50%	24 49%	27 52%	13 62%	16 94%	4 44%	49 50%	30 54%	22 47%	14 50%	16 53%	13 52%	8 50%	38 45%	13 76%	12 38%	10 53%	29 58%
Waste management	51 50%	22 45%	29 56%	13 62%	17 100%	6 67%	48 49%	31 55%	20 43%	12 43%	17 57%	15 60%	7 44%	40 48%	11 65%	11 34%	11 58%	29 58%
Workplace design / space management	38 38%	18 37%	20 38%	10 48%	11 65%	2 22%	37 38%	24 43%	15 32%	8 29%	14 47%	8 32%	8 50%	30 36%	8 47%	10 31%	6 32%	22 44%
Energy management	35 35%	17 35%	18 35%	9 43%	10 59%	3 33%	34 35%	25 45%	12 26%	8 29%	11 37%	11 44%	5 31%	27 32%	8 47%	6 19%	6 32%	23 46%
Project management	31 31%	15 31%	16 31%	5 24%	11 65%	3 33%	30 31%	23 41%	9 19%	6 21%	11 37%	10 40%	4 25%	22 26%	9 53%	7 22%	5 26%	19 38%
Real estate - lease administration (e.g. managing or restructuring leases)	30 30%	12 24%	18 35%	7 33%	13 76%	5 56%	27 28%	20 36%	9 19%	10 36%	9 30%	6 24%	5 31%	25 30%	5 29%	6 19%	7 37%	17 34%
Real estate - transactions (e.g. buying and selling real estate)	29 29%	12 24%	17 33%	6 29%	14 82%	4 44%	26 27%	19 34%	9 19%	9 32%	8 27%	7 28%	5 31%	24 29%	5 29%	8 25%	6 32%	15 30%
Asset management	25 25%	11 22%	14 27%	7 33%	10 59%	3 33%	23 23%	18 32%	7 15%	7 25%	6 20%	6 24%	6 38%	20 24%	5 29%	6 19%	6 32%	13 26%

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5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years?

Future

Base: All who plan to outsource services in the future

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	101 100%	49 100%	52 100%	21 100%	17 100%	9 100%	98 100%	56 100%	47 100%	28 100%	30 100%	25 100%	16 100%	84 100%	17 100%	32 100%	19 100%	50 100%
Business process outsourcing (e.g. payroll, HR, finance)	23 23%	12 24%	11 21%	6 29%	5 29%	5 56%	21 21%	16 29%	6 13%	8 29%	6 20%	4 16%	5 31%	20 24%	3 18%	1 3%	7 37%	15 30%
Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	14 14%	8 16%	6 12%	4 19%	5 29%	3 33%	12 12%	10 18%	2 4%	7 25%	3 10%	3 12%	1 6%	11 13%	3 18%	3 9%	4 21%	7 14%
Other services	15 15%	8 16%	7 13%	3 14%	2 12%	1 11%	15 15%	6 11%	10 21%	4 14%	5 17%	5 20%	1 6%	13 15%	2 12%	6 19%	3 16%	6 12%
None of the above	25 25%	9 18%	16 31%	2 10%	- -	2 22%	25 26%	16 29%	10 21%	7 25%	5 17%	6 24%	5 31%	24 29%	1 6%	12 38%	4 21%	9 18%
Nets																		
Hard services	63 62%	31 63%	32 62%	16 76%	16 94%	5 56%	61 62%	36 64%	28 60%	18 64%	19 63%	16 64%	10 63%	50 60%	13 76%	18 56%	12 63%	33 66%
Soft services	64 63%	33 67%	31 60%	18 86%	17 100%	7 78%	61 62%	35 63%	29 62%	20 71%	18 60%	17 68%	9 56%	50 60%	14 82%	14 44%	14 74%	36 72%
Real estate services	34 34%	14 29%	20 38%	8 38%	14 82%	5 56%	31 32%	22 39%	11 23%	11 39%	10 33%	8 32%	5 31%	28 33%	6 35%	8 25%	8 42%	18 36%

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5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years?

Future

Base: All who do not currently use each service

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	101 100%	49 100%	52 100%	21 100%	17 100%	9 100%	98 100%	56 100%	47 100%	28 100%	30 100%	25 100%	16 100%	84 100%	17 100%	32 100%	19 100%	50 100%
Food and consumer services	46 58%	21 66%	25 53%	12 80%	14 93%	2 67%	46 58%	29 59%	20 57%	12 75%	15 56%	11 61%	8 50%	34 53%	12 80%	8 32%	10 63%	28 74%
Technical services / maintenance	54 61%	27 61%	27 60%	16 89%	15 94%	3 60%	54 61%	32 59%	25 63%	14 61%	16 59%	15 68%	9 60%	44 59%	10 71%	13 45%	11 61%	30 71%
Asset management	14 54%	5 63%	9 50%	3 75%	5 100%	- -	14 54%	11 55%	4 44%	5 83%	3 43%	3 60%	3 38%	12 50%	2 100%	4 33%	4 80%	6 67%
Energy management	25 53%	12 67%	13 45%	8 89%	7 88%	2 100%	25 53%	18 58%	9 47%	6 55%	7 58%	8 67%	4 33%	20 49%	5 83%	4 24%	4 50%	17 77%
Project management	26 55%	11 69%	15 48%	5 63%	10 91%	2 100%	26 55%	20 61%	8 47%	5 71%	9 69%	8 57%	4 31%	20 53%	6 67%	6 33%	3 38%	17 81%
Workplace design / space management	31 52%	13 54%	18 50%	9 60%	10 91%	1 50%	31 52%	21 54%	12 50%	7 64%	11 50%	6 46%	7 54%	25 49%	6 67%	7 37%	5 45%	19 63%
Security	54 62%	28 70%	26 55%	17 89%	14 100%	4 67%	54 62%	33 61%	24 62%	13 68%	18 62%	15 68%	8 53%	42 58%	12 80%	11 39%	13 68%	30 75%
Cleaning	56 59%	28 61%	28 57%	16 84%	16 100%	3 60%	56 59%	34 61%	25 57%	16 64%	17 57%	14 64%	9 56%	42 54%	14 82%	12 39%	13 68%	31 69%
Waste management	47 55%	21 53%	26 57%	13 81%	15 100%	3 60%	47 55%	30 56%	20 54%	10 53%	17 57%	13 62%	7 50%	37 51%	10 71%	9 32%	11 65%	27 66%
Real estate - lease administration (e.g. managing or restructuring leases)	21 62%	8 67%	13 59%	6 100%	9 90%	- -	21 62%	18 69%	5 50%	6 60%	8 73%	4 67%	3 43%	17 57%	4 100%	4 40%	5 63%	12 75%
Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	6 46%	2 40%	4 50%	3 75%	2 100%	- -	6 46%	5 56%	1 20%	4 80%	1 50%	1 33%	- -	5 45%	1 50%	1 20%	2 50%	3 75%

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5. Which of the following services, if any, do you currently outsource? And which of these services are you considering outsourcing in the next two years?

Future

Base: All who do not currently use the service

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	101 100%	49 100%	52 100%	21 100%	17 100%	9 100%	98 100%	56 100%	47 100%	28 100%	30 100%	25 100%	16 100%	84 100%	17 100%	32 100%	19 100%	50 100%
Real estate - transactions (e.g. buying and selling real estate)	22 50%	9 53%	13 48%	6 75%	11 92%	1 50%	22 50%	17 59%	7 39%	6 67%	6 46%	6 55%	4 36%	18 49%	4 57%	6 32%	4 57%	12 67%
Business process outsourcing (e.g. payroll, HR, finance)	17 50%	9 56%	8 44%	5 71%	4 67%	1 100%	17 50%	14 67%	4 27%	4 36%	5 50%	4 67%	4 57%	14 52%	3 43%	1 8%	4 67%	12 75%
Other services	13 42%	8 57%	5 29%	3 43%	2 100%	- -	13 42%	5 28%	8 57%	3 50%	4 50%	5 56%	1 14%	11 39%	2 67%	6 38%	2 50%	5 45%
None of the above	25 25%	9 18%	16 31%	2 10%	- -	2 22%	25 26%	16 29%	10 21%	7 25%	5 17%	6 24%	5 31%	24 29%	1 6%	12 38%	4 21%	9 18%

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6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Summary table

Base: All who currently outsource each service

	Total	Good value for money	Average value for money	Poor value for money	Don't know
Food and consumer services	79 100%	38 48%	28 35%	9 11%	4 5%
Technical services / maintenance	90 100%	55 61%	26 29%	5 6%	4 4%
Asset management	26 100%	14 54%	7 27%	2 8%	3 12%
Energy management	47 100%	28 60%	12 26%	5 11%	2 4%
Project management	48 100%	25 52%	17 35%	3 6%	3 6%
Workplace design / space management	60 100%	37 62%	19 32%	3 5%	1 2%
Security	88 100%	51 58%	25 28%	8 9%	4 5%
Cleaning	96 100%	56 58%	27 28%	10 10%	3 3%
Waste management	86 100%	52 60%	24 28%	3 3%	7 8%
Real estate - lease administration (e.g. managing or restructuring leases)	34 100%	22 65%	9 26%	1 3%	2 6%
Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	13 100%	10 77%	3 23%	- -	- -
Real estate - transactions (e.g. buying and selling real estate)	44 100%	28 64%	12 27%	- -	4 9%

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6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Summary table

Base: All who currently outsource each service

	Total	Good value for money	Average value for money	Poor value for money	Don't know
Business process outsourcing (e.g. payroll, HR, finance)	34 100%	20 59%	6 18%	2 6%	6 18%
Other services	32 100%	18 56%	8 25%	3 9%	3 9%

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6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Summary table - good value

Base: All who currently outsource that service

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Food and consumer services	38 48%	18 56%	20 43%	5 33%	8 53%	3 100%	38 48%	24 49%	18 51%	9 56%	11 41%	9 50%	7 44%	31 48%	7 47%	12 48%	8 50%	18 47%
Technical services / maintenance	55 61%	28 62%	27 60%	9 50%	10 63%	4 80%	55 61%	34 62%	27 66%	15 65%	16 59%	12 52%	10 67%	45 59%	10 71%	19 66%	8 44%	28 65%
Asset management	14 54%	4 50%	10 56%	2 50%	3 60%	- -	14 54%	10 50%	6 67%	2 33%	3 43%	4 80%	5 63%	13 54%	1 50%	7 58%	2 40%	5 56%
Energy management	28 60%	14 78%	14 48%	6 67%	4 50%	1 50%	28 60%	19 61%	10 53%	7 64%	7 58%	8 67%	6 50%	24 59%	4 67%	9 53%	4 50%	15 68%
Project management	25 52%	10 59%	15 48%	2 25%	8 73%	1 50%	25 52%	19 56%	9 50%	4 57%	5 38%	8 53%	8 62%	22 56%	3 33%	6 33%	5 63%	14 64%
Workplace design / space management	37 62%	14 58%	23 64%	7 47%	9 82%	1 50%	37 62%	26 67%	13 54%	6 55%	13 59%	8 62%	9 69%	32 63%	5 56%	11 58%	7 64%	19 63%
Security	51 58%	22 54%	29 62%	8 42%	8 57%	3 50%	51 58%	35 64%	21 53%	14 74%	14 48%	10 43%	11 73%	44 60%	7 47%	14 50%	11 58%	26 63%
Cleaning	56 58%	26 55%	30 61%	10 53%	10 63%	4 80%	56 58%	34 60%	27 60%	19 76%	12 40%	12 52%	11 69%	46 58%	10 59%	20 65%	9 47%	27 59%
Waste management	52 60%	24 60%	28 61%	8 50%	10 67%	4 80%	52 60%	32 59%	24 65%	12 63%	18 60%	10 48%	10 71%	46 64%	6 43%	16 57%	8 47%	28 68%
Real estate - lease administration (e.g. managing or restructuring leases)	22 65%	8 67%	14 64%	3 50%	8 80%	1 100%	22 65%	16 62%	8 80%	8 80%	4 36%	5 83%	5 71%	18 60%	4 100%	6 60%	7 88%	9 56%
Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	10 77%	5 100%	5 63%	2 50%	2 100%	- -	10 77%	6 67%	5 100%	4 80%	1 50%	3 100%	2 67%	8 73%	2 100%	4 80%	3 75%	3 75%

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6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Summary table - good value

Base: All who currently outsource that service

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Real estate - transactions (e.g. buying and selling real estate)	28 64%	11 65%	17 63%	4 50%	10 83%	1 50%	28 64%	18 62%	12 67%	5 56%	7 54%	8 73%	8 73%	22 59%	6 86%	11 58%	6 86%	11 61%
Business process outsourcing (e.g. payroll, HR, finance)	20 59%	8 50%	12 67%	4 57%	5 83%	1 100%	20 59%	11 52%	10 67%	6 55%	5 50%	4 67%	5 71%	18 67%	2 29%	8 67%	2 33%	10 63%
Other services	18 56%	8 53%	10 59%	3 43%	2 100%	- -	18 56%	12 63%	8 53%	4 67%	3 38%	5 50%	5 71%	16 55%	2 67%	11 69%	1 25%	6 50%

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6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Food and consumer services

Base: All who currently outsource food and consumer services

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	79 100%	32 100%	47 100%	15 100%	15 100%	3 100%	79 100%	49 100%	35 100%	16 100%	27 100%	18 100%	16 100%	64 100%	15 100%	25 100%	16 100%	38 100%
Good value for money	38 48%	18 56%	20 43%	5 33%	8 53%	3 100%	38 48%	24 49%	18 51%	9 56%	11 41%	9 50%	7 44%	31 48%	7 47%	12 48%	8 50%	18 47%
Average value for money	28 35%	9 28%	19 40%	7 47%	4 27%	- -	28 35%	18 37%	12 34%	6 38%	13 48%	7 39%	2 13%	22 34%	6 40%	7 28%	5 31%	16 42%
Poor value for money	9 11%	3 9%	6 13%	2 13%	3 20%	- -	9 11%	4 8%	5 14%	1 6%	1 4%	1 6%	6 38%	7 11%	2 13%	5 20%	2 13%	2 5%
Don't know	4 5%	2 6%	2 4%	1 7%	- -	- -	4 5%	3 6%	- -	- -	2 7%	1 6%	1 6%	4 6%	- -	1 4%	1 6%	2 5%

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6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Technical services / maintenance

Base: All who currently outsource technical services / maintenance

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	90 100%	45 100%	45 100%	18 100%	16 100%	5 100%	90 100%	55 100%	41 100%	23 100%	27 100%	23 100%	15 100%	76 100%	14 100%	29 100%	18 100%	43 100%
Good value for money	55 61%	28 62%	27 60%	9 50%	10 63%	4 80%	55 61%	34 62%	27 66%	15 65%	16 59%	12 52%	10 67%	45 59%	10 71%	19 66%	8 44%	28 65%
Average value for money	26 29%	12 27%	14 31%	8 44%	5 31%	1 20%	26 29%	15 27%	11 27%	6 26%	8 30%	9 39%	3 20%	23 30%	3 21%	6 21%	6 33%	14 33%
Poor value for money	5 6%	3 7%	2 4%	- -	1 6%	- -	5 6%	3 5%	2 5%	2 9%	1 4%	1 4%	1 7%	4 5%	1 7%	3 10%	2 11%	- -
Don't know	4 4%	2 4%	2 4%	1 6%	- -	- -	4 4%	3 5%	1 2%	- -	2 7%	1 4%	1 7%	4 5%	- -	1 3%	2 11%	1 2%

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6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Asset management

Base: All who currently outsource asset management

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	26 100%	8 100%	18 100%	4 100%	5 100%	-	26	20	9	6	7	5	8	24	2	12	5	9
Good value for money	14 54%	4 50%	10 56%	2 50%	3 60%	-	14	10	6	2	3	4	5	13	1	7	2	5
Average value for money	7 27%	1 13%	6 33%	2 50%	2 40%	-	7	5	3	2	2	1	2	6	1	3	1	3
Poor value for money	2 8%	2 25%	-	-	-	-	2	2	-	2	-	-	-	2	-	1	1	-
Don't know	3 12%	1 13%	2 11%	-	-	-	3	3	-	-	2	-	1	3	-	1	1	1
							12%	15%	-		29%	-	13%			8%	20%	11%

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6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Energy management

Base: All who currently outsource energy management

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	47 100%	18 100%	29 100%	9 100%	8 100%	2 100%	47 100%	31 100%	19 100%	11 100%	12 100%	12 100%	12 100%	41 100%	6 100%	17 100%	8 100%	22 100%
Good value for money	28 60%	14 78%	14 48%	6 67%	4 50%	1 50%	28 60%	19 61%	10 53%	7 64%	7 58%	8 67%	6 50%	24 59%	4 67%	9 53%	4 50%	15 68%
Average value for money	12 26%	2 11%	10 34%	1 11%	3 38%	1 50%	12 26%	6 19%	8 42%	3 27%	3 25%	3 25%	3 25%	10 24%	2 33%	5 29%	3 38%	4 18%
Poor value for money	5 11%	2 11%	3 10%	2 22%	1 13%	- -	5 11%	4 13%	1 5%	1 9%	1 8%	1 8%	2 17%	5 12%	- -	2 12%	- -	3 14%
Don't know	2 4%	- -	2 7%	- -	- -	- -	2 4%	2 6%	- -	- -	1 8%	- -	1 8%	2 5%	- -	1 6%	1 13%	- -

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6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Project management

Base: All who currently outsource project management

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	48 100%	17 100%	31 100%	8 100%	11 100%	2 100%	48 100%	34 100%	18 100%	7 100%	13 100%	15 100%	13 100%	39 100%	9 100%	18 100%	8 100%	22 100%
Good value for money	25 52%	10 59%	15 48%	2 25%	8 73%	1 50%	25 52%	19 56%	9 50%	4 57%	5 38%	8 53%	8 62%	22 56%	3 33%	6 33%	5 63%	14 64%
Average value for money	17 35%	5 29%	12 39%	4 50%	3 27%	1 50%	17 35%	10 29%	8 44%	2 29%	7 54%	6 40%	2 15%	11 28%	6 67%	8 44%	2 25%	7 32%
Poor value for money	3 6%	1 6%	2 6%	1 13%	- -	- -	3 6%	2 6%	1 6%	1 14%	- -	- -	2 15%	3 8%	- -	3 17%	- -	- -
Don't know	3 6%	1 6%	2 6%	1 13%	- -	- -	3 6%	3 9%	- -	- -	1 8%	1 7%	1 8%	3 8%	- -	1 6%	1 13%	1 5%

RICS / Sodexo Global Facilities Management Survey

6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Workplace design / space management

Base: All who currently outsource workplace design / space management

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	60 100%	24 100%	36 100%	15 100%	11 100%	2 100%	60 100%	39 100%	24 100%	11 100%	22 100%	13 100%	13 100%	51 100%	9 100%	19 100%	11 100%	30 100%
Good value for money	37 62%	14 58%	23 64%	7 47%	9 82%	1 50%	37 62%	26 67%	13 54%	6 55%	13 59%	8 62%	9 69%	32 63%	5 56%	11 58%	7 64%	19 63%
Average value for money	19 32%	7 29%	12 33%	7 47%	2 18%	1 50%	19 32%	10 26%	10 42%	3 27%	8 36%	4 31%	4 31%	15 29%	4 44%	6 32%	4 36%	9 30%
Poor value for money	3 5%	3 13%	- -	1 7%	- -	- -	3 5%	2 5%	1 4%	2 18%	- -	1 8%	- -	3 6%	- -	1 5%	- -	2 7%
Don't know	1 2%	- -	1 3%	- -	- -	- -	1 2%	1 3%	- -	- -	1 5%	- -	- -	1 2%	- -	1 5%	- -	- -

RICS / Sodexo Global Facilities Management Survey

6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Security

Base: All who currently outsource security

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	88 100%	41 100%	47 100%	19 100%	14 100%	6 100%	88 100%	55 100%	40 100%	19 100%	29 100%	23 100%	15 100%	73 100%	15 100%	28 100%	19 100%	41 100%
Good value for money	51 58%	22 54%	29 62%	8 42%	8 57%	3 50%	51 58%	35 64%	21 53%	14 74%	14 48%	10 43%	11 73%	44 60%	7 47%	14 50%	11 58%	26 63%
Average value for money	25 28%	13 32%	12 26%	7 37%	6 43%	2 33%	25 28%	14 25%	12 30%	3 16%	12 41%	8 35%	2 13%	20 27%	5 33%	7 25%	7 37%	11 27%
Poor value for money	8 9%	5 12%	3 6%	3 16%	- -	1 17%	8 9%	2 4%	6 15%	2 11%	2 7%	3 13%	1 7%	5 7%	3 20%	5 18%	- -	3 7%
Don't know	4 5%	1 2%	3 6%	1 5%	- -	- -	4 5%	4 7%	1 3%	- -	1 3%	2 9%	1 7%	4 5%	- -	2 7%	1 5%	1 2%

RICS / Sodexo Global Facilities Management Survey

6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Cleaning

Base: All who currently outsource cleaning

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	96 100%	47 100%	49 100%	19 100%	16 100%	5 100%	96 100%	57 100%	45 100%	25 100%	30 100%	23 100%	16 100%	79 100%	17 100%	31 100%	19 100%	46 100%
Good value for money	56 58%	26 55%	30 61%	10 53%	10 63%	4 80%	56 58%	34 60%	27 60%	19 76%	12 40%	12 52%	11 69%	46 58%	10 59%	20 65%	9 47%	27 59%
Average value for money	27 28%	14 30%	13 27%	7 37%	4 25%	- -	27 28%	15 26%	12 27%	5 20%	12 40%	8 35%	2 13%	22 28%	5 29%	5 16%	7 37%	15 33%
Poor value for money	10 10%	6 13%	4 8%	1 5%	2 13%	1 20%	10 10%	5 9%	6 13%	1 4%	5 17%	2 9%	2 13%	8 10%	2 12%	5 16%	2 11%	3 7%
Don't know	3 3%	1 2%	2 4%	1 5%	- -	- -	3 3%	3 5%	- -	- -	1 3%	1 4%	1 6%	3 4%	- -	1 3%	1 5%	1 2%

RICS / Sodexo Global Facilities Management Survey

6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Waste management

Base: All who currently outsource waste management

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	86 100%	40 100%	46 100%	16 100%	15 100%	5 100%	86 100%	54 100%	37 100%	19 100%	30 100%	21 100%	14 100%	72 100%	14 100%	28 100%	17 100%	41 100%
Good value for money	52 60%	24 60%	28 61%	8 50%	10 67%	4 80%	52 60%	32 59%	24 65%	12 63%	18 60%	10 48%	10 71%	46 64%	6 43%	16 57%	8 47%	28 68%
Average value for money	24 28%	13 33%	11 24%	6 38%	5 33%	1 20%	24 28%	14 26%	12 32%	6 32%	9 30%	6 29%	3 21%	17 24%	7 50%	8 29%	6 35%	10 24%
Poor value for money	3 3%	1 3%	2 4%	1 6%	- -	- -	3 3%	2 4%	1 3%	1 5%	- -	2 10%	- -	2 3%	1 7%	2 7%	- -	1 2%
Don't know	7 8%	2 5%	5 11%	1 6%	- -	- -	7 8%	6 11%	- -	- -	3 10%	3 14%	1 7%	7 10%	- -	2 7%	3 18%	2 5%

RICS / Sodexo Global Facilities Management Survey

6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Real estate - lease administration (e.g. managing or restructuring leases)

Base: All who currently outsource real estate - lease administration (e.g. managing or restructuring leases)

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	34	12	22	6	10	1	34	26	10	10	11	6	7	30	4	10	8	16
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Good value for money	22	8	14	3	8	1	22	16	8	8	4	5	5	18	4	6	7	9
	65%	67%	64%	50%	80%	100%	65%	62%	80%	80%	36%	83%	71%	60%	100%	60%	88%	56%
Average value for money	9	2	7	2	2	-	9	8	2	2	5	-	2	9	-	3	1	5
	26%	17%	32%	33%	20%	-	26%	31%	20%	20%	45%	-	29%	30%	-	30%	13%	31%
Poor value for money	1	1	-	-	-	-	1	-	-	-	1	-	-	1	-	-	-	1
	3%	8%	-	-	-	-	3%	-	-	-	9%	-	-	3%	-	-	-	6%
Don't know	2	1	1	1	-	-	2	2	-	-	1	1	-	2	-	1	-	1
	6%	8%	5%	17%	-	-	6%	8%	-	-	9%	17%	-	7%	-	10%	-	6%

RICS / Sodexo Global Facilities Management Survey

6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)

Base: All who currently outsource real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	13 100%	5 100%	8 100%	4 100%	2 100%	-	13 100%	9 100%	5 100%	5 100%	2 100%	3 100%	3 100%	11 100%	2 100%	5 100%	4 100%	4 100%
Good value for money	10 77%	5 100%	5 63%	2 50%	2 100%	-	10 77%	6 67%	5 100%	4 80%	1 50%	3 100%	2 67%	8 73%	2 100%	4 80%	3 75%	3 75%
Average value for money	3 23%	-	3 38%	2 50%	-	-	3 23%	3 33%	-	1 20%	1 50%	-	1 33%	3 27%	-	1 20%	1 25%	1 25%
Poor value for money	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

RICS / Sodexo Global Facilities Management Survey

6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Real estate - transactions (e.g. buying and selling real estate)

Base: All who currently outsource real estate - transactions (e.g. buying and selling real estate)

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	44 100%	17 100%	27 100%	8 100%	12 100%	2 100%	44 100%	29 100%	18 100%	9 100%	13 100%	11 100%	11 100%	37 100%	7 100%	19 100%	7 100%	18 100%
Good value for money	28 64%	11 65%	17 63%	4 50%	10 83%	1 50%	28 64%	18 62%	12 67%	5 56%	7 54%	8 73%	8 73%	22 59%	6 86%	11 58%	6 86%	11 61%
Average value for money	12 27%	4 24%	8 30%	3 38%	2 17%	- -	12 27%	8 28%	4 22%	3 33%	5 38%	1 9%	3 27%	11 30%	1 14%	6 32%	1 14%	5 28%
Poor value for money	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Don't know	4 9%	2 12%	2 7%	1 13%	- -	1 50%	4 9%	3 10%	2 11%	1 11%	1 8%	2 18%	- -	4 11%	- -	2 11%	- -	2 11%

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6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Business process outsourcing (e.g. payroll, HR, finance)

Base: All who currently outsource business process outsourcing (e.g. payroll, HR, finance)

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	34 100%	16 100%	18 100%	7 100%	6 100%	1 100%	34 100%	21 100%	15 100%	11 100%	10 100%	6 100%	7 100%	27 100%	7 100%	12 100%	6 100%	16 100%
Good value for money	20 59%	8 50%	12 67%	4 57%	5 83%	1 100%	20 59%	11 52%	10 67%	6 55%	5 50%	4 67%	5 71%	18 67%	2 29%	8 67%	2 33%	10 63%
Average value for money	6 18%	3 19%	3 17%	2 29%	- -	- -	6 18%	5 24%	2 13%	2 18%	2 20%	1 17%	1 14%	2 7%	4 57%	2 17%	2 33%	2 13%
Poor value for money	2 6%	1 6%	1 6%	- -	1 17%	- -	2 6%	1 5%	1 7%	- -	2 20%	- -	- -	2 7%	- -	- -	1 17%	1 6%
Don't know	6 18%	4 25%	2 11%	1 14%	- -	- -	6 18%	4 19%	2 13%	3 27%	1 10%	1 17%	1 14%	5 19%	1 14%	2 17%	1 17%	3 19%

RICS / Sodexo Global Facilities Management Survey

6. Of the services that you outsource, do you consider each of these to offer good value for money, average value for money or poor value for money?

Other services

Base: All who currently outsource other services

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	32 100%	15 100%	17 100%	7 100%	2 100%	1 100%	32 100%	19 100%	15 100%	6 100%	8 100%	10 100%	7 100%	29 100%	3 100%	16 100%	4 100%	12 100%
Good value for money	18 56%	8 53%	10 59%	3 43%	2 100%	- -	18 56%	12 63%	8 53%	4 67%	3 38%	5 50%	5 71%	16 55%	2 67%	11 69%	1 25%	6 50%
Average value for money	8 25%	5 33%	3 18%	3 43%	- -	1 100%	8 25%	4 21%	4 27%	1 17%	2 25%	5 50%	- -	7 24%	1 33%	1 6%	2 50%	5 42%
Poor value for money	3 9%	1 7%	2 12%	1 14%	- -	- -	3 9%	1 5%	2 13%	1 17%	1 13%	- -	1 14%	3 10%	- -	2 13%	- -	1 8%
Don't know	3 9%	1 7%	2 12%	- -	- -	- -	3 9%	2 11%	1 7%	- -	2 25%	- -	1 14%	3 10%	- -	2 13%	1 25%	- -

RICS / Sodexo Global Facilities Management Survey

7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years?

Summary table

Base: All who currently make use of integrated or bundled outsourcing and outsource at least one service or plan to outsource in the future

	Current	Future
Total	57 100%	101 100%
Food and consumer services	33 58%	44 44%
Technical services / maintenance	38 67%	50 50%
Asset management	10 18%	23 23%
Energy management	15 26%	32 32%
Project management	19 33%	26 26%
Workplace design / space management	18 32%	24 24%
Security	32 56%	46 46%
Cleaning	40 70%	52 51%
Waste management	29 51%	43 43%
Real estate - lease administration (e.g. managing or restructuring leases)	10 18%	18 18%
Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	2 4%	17 17%
Real estate - transactions (e.g. buying and selling real estate)	11 19%	20 20%

RICS / Sodexo Global Facilities Management Survey

7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years?

Summary table

Base: All who currently make use of integrated or bundled outsourcing and outsource at least one service or plan to outsource in the future

	Current	Future
Total	57 100%	101 100%
Business process outsourcing (e.g. payroll, HR, finance)	9 16%	20 20%
Other services	6 11%	10 10%
None of the above	10 18%	32 32%
Not Stated	- -	2 2%
Nets		
Hard services	41 72%	55 54%
Soft services	42 74%	56 55%
Real estate services	12 21%	23 23%

RICS / Sodexo Global Facilities Management Survey

7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years?

Current

Base: All who currently make use of integrated or bundled outsourcing and outsource at least one service

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	57 100%	26 100%	31 100%	9 100%	9 100%	2 100%	57 100%	57 100%	7 100%	14 100%	15 100%	16 100%	10 100%	48 100%	9 100%	16 100%	10 100%	31 100%
Cleaning	40 70%	14 54%	26 84%	7 78%	7 78%	1 50%	40 70%	40 70%	5 71%	11 79%	12 80%	9 56%	7 70%	35 73%	5 56%	11 69%	7 70%	22 71%
Technical services / maintenance	38 67%	15 58%	23 74%	7 78%	7 78%	1 50%	38 67%	38 67%	4 57%	9 64%	13 87%	8 50%	7 70%	33 69%	5 56%	10 63%	8 80%	20 65%
Food and consumer services	33 58%	10 38%	23 74%	6 67%	4 44%	1 50%	33 58%	33 58%	4 57%	8 57%	8 53%	9 56%	7 70%	28 58%	5 56%	11 69%	6 60%	16 52%
Security	32 56%	11 42%	21 68%	6 67%	7 78%	- -	32 56%	32 56%	3 43%	8 57%	12 80%	8 50%	4 40%	27 56%	5 56%	6 38%	7 70%	19 61%
Waste management	29 51%	9 35%	20 65%	6 67%	5 56%	- -	29 51%	29 51%	2 29%	7 50%	9 60%	8 50%	5 50%	26 54%	3 33%	7 44%	5 50%	17 55%
Project management	19 33%	4 15%	15 48%	1 11%	4 44%	- -	19 33%	19 33%	- -	4 29%	5 33%	4 25%	6 60%	17 35%	2 22%	6 38%	4 40%	9 29%
Workplace design / space management	18 32%	6 23%	12 39%	2 22%	5 56%	- -	18 32%	18 32%	- -	6 43%	6 40%	2 13%	4 40%	17 35%	1 11%	3 19%	4 40%	11 35%
Energy management	15 26%	5 19%	10 32%	2 22%	3 33%	- -	15 26%	15 26%	- -	6 43%	4 27%	2 13%	3 30%	12 25%	3 33%	5 31%	3 30%	7 23%
Real estate - transactions (e.g. buying and selling real estate)	11 19%	3 12%	8 26%	2 22%	5 56%	- -	11 19%	11 19%	1 14%	2 14%	4 27%	2 13%	3 30%	10 21%	1 11%	1 6%	3 30%	7 23%
Asset management	10 18%	4 15%	6 19%	1 11%	2 22%	- -	10 18%	10 18%	- -	4 29%	2 13%	1 6%	3 30%	9 19%	1 11%	3 19%	3 30%	4 13%
Real estate - lease administration (e.g. managing or restructuring leases)	10 18%	2 8%	8 26%	1 11%	5 56%	- -	10 18%	10 18%	1 14%	2 14%	5 33%	1 6%	2 20%	9 19%	1 11%	1 6%	2 20%	7 23%

RICS / Sodexo Global Facilities Management Survey

7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years?

Current

Base: All who currently make use of integrated or bundled outsourcing and outsource at least one service

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	57 100%	26 100%	31 100%	9 100%	9 100%	2 100%	57 100%	57 100%	7 100%	14 100%	15 100%	16 100%	10 100%	48 100%	9 100%	16 100%	10 100%	31 100%
Business process outsourcing (e.g. payroll, HR, finance)	9 16%	4 15%	5 16%	2 22%	2 22%	- -	9 16%	9 16%	- -	2 14%	4 27%	1 6%	2 20%	7 15%	2 22%	4 25%	- -	5 16%
Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	2 4%	1 4%	1 3%	1 11%	1 11%	- -	2 4%	2 4%	- -	2 14%	- -	- -	- -	1 2%	1 11%	- -	1 10%	1 3%
Other services	6 11%	2 8%	4 13%	1 11%	- -	- -	6 11%	6 11%	- -	- -	1 7%	2 13%	3 30%	5 10%	1 11%	5 31%	- -	1 3%
None of the above	10 18%	7 27%	3 10%	- -	1 11%	1 50%	10 18%	10 18%	2 29%	3 21%	1 7%	4 25%	1 10%	8 17%	2 22%	3 19%	2 20%	5 16%
Nets																		
Hard services	41 72%	15 58%	26 84%	7 78%	8 89%	1 50%	41 72%	41 72%	4 57%	10 71%	13 87%	9 56%	8 80%	35 73%	6 67%	10 63%	8 80%	23 74%
Soft services	42 74%	16 62%	26 84%	8 89%	7 78%	1 50%	42 74%	42 74%	5 71%	11 79%	12 80%	11 69%	7 70%	36 75%	6 67%	11 69%	8 80%	23 74%
Real estate services	12 21%	3 12%	9 29%	2 22%	5 56%	- -	12 21%	12 21%	1 14%	2 14%	5 33%	2 13%	3 30%	11 23%	1 11%	1 6%	3 30%	8 26%

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7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years?

Future

Base: All who plan to outsource services in the future

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	101 100%	49 100%	52 100%	21 100%	17 100%	9 100%	98 100%	56 100%	47 100%	28 100%	30 100%	25 100%	16 100%	84 100%	17 100%	32 100%	19 100%	50 100%
Cleaning	52 51%	25 51%	27 52%	12 57%	13 76%	4 44%	50 51%	32 57%	20 43%	14 50%	16 53%	15 60%	7 44%	40 48%	12 71%	11 34%	15 79%	26 52%
Technical services / maintenance	50 50%	24 49%	26 50%	13 62%	13 76%	4 44%	48 49%	32 57%	18 38%	13 46%	14 47%	16 64%	7 44%	39 46%	11 65%	11 34%	13 68%	26 52%
Security	46 46%	22 45%	24 46%	11 52%	11 65%	4 44%	44 45%	31 55%	16 34%	11 39%	14 47%	15 60%	6 38%	36 43%	10 59%	9 28%	15 79%	22 44%
Food and consumer services	44 44%	18 37%	26 50%	11 52%	11 65%	4 44%	42 43%	28 50%	15 32%	9 32%	12 40%	16 64%	7 44%	35 42%	9 53%	13 41%	12 63%	19 38%
Waste management	43 43%	20 41%	23 44%	10 48%	13 76%	3 33%	41 42%	29 52%	14 30%	9 32%	15 50%	14 56%	5 31%	33 39%	10 59%	9 28%	10 53%	24 48%
Energy management	32 32%	16 33%	16 31%	8 38%	10 59%	3 33%	30 31%	23 41%	8 17%	7 25%	10 33%	11 44%	4 25%	24 29%	8 47%	8 25%	6 32%	18 36%
Project management	26 26%	10 20%	16 31%	4 19%	8 47%	2 22%	25 26%	18 32%	8 17%	4 14%	9 30%	9 36%	4 25%	16 19%	10 59%	6 19%	6 32%	14 28%
Workplace design / space management	24 24%	11 22%	13 25%	8 38%	7 41%	2 22%	23 23%	15 27%	8 17%	4 14%	7 23%	10 40%	3 19%	17 20%	7 41%	5 16%	5 26%	14 28%
Asset management	23 23%	11 22%	12 23%	5 24%	9 53%	3 33%	22 22%	17 30%	6 13%	5 18%	6 20%	6 24%	6 38%	17 20%	6 35%	5 16%	6 32%	12 24%
Real estate - transactions (e.g. buying and selling real estate)	20 20%	8 16%	12 23%	5 24%	10 59%	4 44%	18 18%	13 23%	6 13%	3 11%	5 17%	7 28%	5 31%	15 18%	5 29%	5 16%	4 21%	11 22%
Business process outsourcing (e.g. payroll, HR, finance)	20 20%	9 18%	11 21%	6 29%	9 53%	4 44%	18 18%	14 25%	5 11%	4 14%	5 17%	7 28%	4 25%	16 19%	4 24%	5 16%	3 16%	12 24%

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7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years?

Future

Base: All who plan to outsource services in the future

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	101 100%	49 100%	52 100%	21 100%	17 100%	9 100%	98 100%	56 100%	47 100%	28 100%	30 100%	25 100%	16 100%	84 100%	17 100%	32 100%	19 100%	50 100%
Real estate - lease administration (e.g. managing or restructuring leases)	18 18%	7 14%	11 21%	4 19%	9 53%	3 33%	16 16%	12 21%	5 11%	4 14%	6 20%	6 24%	2 13%	14 17%	4 24%	3 9%	4 21%	11 22%
Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	17 17%	8 16%	9 17%	5 24%	8 47%	5 56%	14 14%	10 18%	4 9%	5 18%	2 7%	5 20%	5 31%	13 15%	4 24%	2 6%	5 26%	10 20%
Other services	10 10%	4 8%	6 12%	2 10%	- -	- -	10 10%	5 9%	6 13%	1 4%	3 10%	4 16%	2 13%	8 10%	2 12%	4 13%	2 11%	4 8%
None of the above	32 32%	16 33%	16 31%	5 24%	3 18%	1 11%	32 33%	16 29%	18 38%	11 39%	8 27%	6 24%	5 31%	30 36%	2 12%	13 41%	4 21%	15 30%
Not Stated	2 2%	2 4%	- -	1 5%	- -	2 22%	2 2%	- -	2 4%	1 4%	- -	1 4%	- -	2 2%	- -	- -	- -	2 4%
Nets																		
Hard services	55 54%	27 55%	28 54%	14 67%	14 82%	5 56%	53 54%	35 63%	20 43%	13 46%	16 53%	17 68%	9 56%	42 50%	13 76%	14 44%	13 68%	28 56%
Soft services	56 55%	27 55%	29 56%	13 62%	13 76%	4 44%	54 55%	35 63%	22 47%	15 54%	17 57%	16 64%	8 50%	43 51%	13 76%	12 38%	15 79%	29 58%
Real estate services	23 23%	9 18%	14 27%	5 24%	10 59%	5 56%	20 20%	15 27%	6 13%	5 18%	6 20%	7 28%	5 31%	17 20%	6 35%	5 16%	5 26%	13 26%

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7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years?

Future

Base: All who plan to outsource in the future but do not currently incorporate each service into integrated / bundled outsourcing

		Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	101 100%	49 100%	52 100%	21 100%	17 100%	9 100%	98 100%	56 100%	47 100%	28 100%	30 100%	25 100%	16 100%	84 100%	17 100%	32 100%	19 100%	50 100%
Food and consumer services	23 34%	11 28%	12 41%	6 40%	7 54%	4 50%	21 32%	7 30%	14 33%	4 20%	6 27%	10 63%	3 33%	18 32%	5 42%	6 29%	7 54%	10 29%
Technical services / maintenance	23 37%	12 35%	11 38%	7 50%	6 60%	4 50%	21 35%	5 28%	16 37%	6 32%	4 24%	9 53%	4 44%	17 33%	6 50%	5 23%	7 64%	11 37%
Asset management	17 19%	9 20%	8 17%	4 20%	7 47%	3 33%	16 18%	11 24%	6 13%	3 13%	4 14%	5 21%	5 38%	12 16%	5 31%	4 14%	4 25%	9 20%
Energy management	21 24%	12 27%	9 21%	6 32%	7 50%	3 33%	19 23%	12 29%	8 17%	3 14%	6 23%	9 39%	3 23%	15 21%	6 43%	6 22%	3 19%	12 28%
Project management	15 18%	7 16%	8 22%	3 15%	4 31%	2 22%	14 18%	7 19%	8 17%	1 4%	5 20%	7 33%	2 20%	7 10%	8 53%	5 19%	3 20%	7 17%
Workplace design / space management	14 17%	9 21%	5 13%	6 32%	2 17%	2 22%	13 16%	5 13%	8 17%	1 5%	3 13%	9 39%	1 8%	8 12%	6 38%	4 14%	2 13%	8 21%
Security	24 35%	13 34%	11 35%	6 40%	4 40%	4 44%	22 33%	9 38%	14 32%	6 30%	6 33%	9 53%	3 25%	18 32%	6 50%	4 15%	9 75%	11 35%
Cleaning	28 46%	16 46%	12 46%	7 50%	6 60%	4 50%	26 45%	8 50%	18 43%	7 41%	7 39%	10 63%	4 44%	20 41%	8 67%	5 24%	10 83%	13 46%
Waste management	24 33%	13 33%	11 34%	6 40%	8 67%	3 33%	22 32%	10 37%	13 29%	3 14%	8 38%	10 59%	3 27%	17 29%	7 50%	6 24%	6 43%	12 36%
Real estate - lease administration (e.g. managing or restructuring leases)	9 10%	5 11%	4 9%	3 15%	4 33%	3 33%	7 8%	3 7%	4 9%	2 8%	1 4%	5 21%	1 7%	6 8%	3 19%	2 6%	2 12%	5 12%
Real estate - portfolio strategy (e.g. optimising the use and numbers of buildings)	15 15%	7 15%	8 16%	4 20%	7 44%	5 56%	12 13%	8 15%	4 9%	3 12%	2 7%	5 20%	5 31%	12 14%	3 19%	2 6%	4 22%	9 18%

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7. Which of the following services, if any, do you currently incorporate into integrated or bundled outsourcing? And which would you consider incorporating into integrated or bundled outsourcing in the next two years?

Future

Base: All who do not currently use the service

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	101 100%	49 100%	52 100%	21 100%	17 100%	9 100%	98 100%	56 100%	47 100%	28 100%	30 100%	25 100%	16 100%	84 100%	17 100%	32 100%	19 100%	50 100%
Real estate - transactions (e.g. buying and selling real estate)	10 11%	5 11%	5 11%	3 16%	5 42%	4 44%	8 9%	3 7%	5 11%	1 4%	1 4%	5 22%	3 23%	6 8%	4 25%	4 13%	1 6%	5 12%
Business process outsourcing (e.g. payroll, HR, finance)	14 15%	6 13%	8 17%	4 21%	7 47%	4 44%	12 13%	8 17%	5 11%	2 8%	2 8%	6 25%	4 29%	11 14%	3 20%	4 14%	3 16%	7 16%
Other services	8 8%	4 9%	4 8%	2 10%	- -	- -	8 9%	3 6%	6 13%	1 4%	3 10%	4 17%	- -	6 8%	2 13%	2 7%	2 11%	4 8%
None of the above	32 32%	16 33%	16 31%	5 24%	3 18%	1 11%	32 33%	16 29%	18 38%	11 39%	8 27%	6 24%	5 31%	30 36%	2 12%	13 41%	4 21%	15 30%

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8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision?

Summary table

Base: All respondents

	Total	Very important	Fairly important	Not very important	Not at all important	Don't know	Nets	
							Important	Not important
Having a single point of contact and accountability	105	71	30	3	1	-	101	4
	100%	68%	29%	3%	1%	-	96%	4%
Consolidated KPIs (key performance indicators) and performance reporting	105	57	35	11	2	-	92	13
	100%	54%	33%	10%	2%	-	88%	12%
The extent to which the outsourcing company conducts work itself, rather than subcontracting	105	43	39	19	3	1	82	22
	100%	41%	37%	18%	3%	1%	78%	21%
Cost efficiencies	105	79	22	1	3	-	101	4
	100%	75%	21%	1%	3%	-	96%	4%
Transfer of risk to an outsourcing company	105	36	49	13	3	4	85	16
	100%	34%	47%	12%	3%	4%	81%	15%
Improvements to the workplace environment or employee well-being	105	54	38	9	4	-	92	13
	100%	51%	36%	9%	4%	-	88%	12%
Integration of real estate and facilities management services	105	25	41	22	14	3	66	36
	100%	24%	39%	21%	13%	3%	63%	34%
Increased flexibility	105	50	42	8	5	-	92	13
	100%	48%	40%	8%	5%	-	88%	12%

RICS / Sodexo Global Facilities Management Survey

8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision?

Summary table - net very important

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Cost efficiencies	79 75%	41 77%	38 73%	16 76%	14 82%	10 83%	75 76%	43 75%	36 75%	23 82%	23 77%	19 68%	12 71%	65 74%	14 82%	24 75%	15 79%	40 74%
Having a single point of contact and accountability	71 68%	36 68%	35 67%	12 57%	12 71%	7 58%	69 70%	40 70%	35 73%	18 64%	20 67%	21 75%	11 65%	59 67%	12 71%	21 66%	17 89%	33 61%
Consolidated KPIs (key performance indicators) and performance reporting	57 54%	26 49%	31 60%	8 38%	12 71%	4 33%	56 57%	33 58%	29 60%	14 50%	18 60%	14 50%	10 59%	48 55%	9 53%	18 56%	12 63%	27 50%
Improvements to the workplace environment or employee well-being	54 51%	21 40%	33 63%	8 38%	11 65%	5 42%	54 55%	34 60%	25 52%	13 46%	16 53%	11 39%	12 71%	43 49%	11 65%	17 53%	12 63%	25 46%
Increased flexibility	50 48%	27 51%	23 44%	9 43%	8 47%	7 58%	47 47%	24 42%	27 56%	14 50%	17 57%	11 39%	7 41%	43 49%	7 41%	17 53%	11 58%	22 41%
The extent to which the outsourcing company conducts work itself, rather than subcontracting	43 41%	24 45%	19 37%	8 38%	8 47%	6 50%	41 41%	22 39%	22 46%	10 36%	9 30%	14 50%	9 53%	37 42%	6 35%	13 41%	11 58%	19 35%
Transfer of risk to an outsourcing company	36 34%	18 34%	18 35%	8 38%	5 29%	4 33%	35 35%	19 33%	19 40%	7 25%	11 37%	11 39%	7 41%	29 33%	7 41%	17 53%	10 53%	9 17%
Integration of real estate and facilities management services	25 24%	15 28%	10 19%	6 29%	3 18%	4 33%	24 24%	15 26%	10 21%	6 21%	3 10%	9 32%	7 41%	23 26%	2 12%	10 31%	4 21%	11 20%

RICS / Sodexo Global Facilities Management Survey

8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision?

Having a single point of contact and accountability

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	71	36	35	12	12	7	69	40	35	18	20	21	11	59	12	21	17	33
	68%	68%	67%	57%	71%	58%	70%	70%	73%	64%	67%	75%	65%	67%	71%	66%	89%	61%
Fairly important	30	15	15	8	5	4	27	15	12	9	10	6	4	26	4	8	2	20
	29%	28%	29%	38%	29%	33%	27%	26%	25%	32%	33%	21%	24%	30%	24%	25%	11%	37%
Not very important	3	1	2	-	-	1	2	2	-	-	-	1	2	2	1	2	-	1
	3%	2%	4%	-	-	8%	2%	4%	-	-	-	4%	12%	2%	6%	6%	-	2%
Not at all important	1	1	-	1	-	-	1	-	1	1	-	-	-	1	-	1	-	-
	1%	2%	-	5%	-	-	1%	-	2%	4%	-	-	-	1%	-	3%	-	-
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nets																		
Important	101	51	50	20	17	11	96	55	47	27	30	27	15	85	16	29	19	53
	96%	96%	96%	95%	100%	92%	97%	96%	98%	96%	100%	96%	88%	97%	94%	91%	100%	98%
Not important	4	2	2	1	-	1	3	2	1	1	-	1	2	3	1	3	-	1
	4%	4%	4%	5%	-	8%	3%	4%	2%	4%	-	4%	12%	3%	6%	9%	-	2%

RICS / Sodexo Global Facilities Management Survey

8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision?

Consolidated KPIs (key performance indicators) and performance reporting

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	57	26	31	8	12	4	56	33	29	14	18	14	10	48	9	18	12	27
	54%	49%	60%	38%	71%	33%	57%	58%	60%	50%	60%	50%	59%	55%	53%	56%	63%	50%
Fairly important	35	17	18	6	5	4	32	19	13	9	12	10	3	27	8	11	6	18
	33%	32%	35%	29%	29%	33%	32%	33%	27%	32%	40%	36%	18%	31%	47%	34%	32%	33%
Not very important	11	8	3	5	-	4	9	5	4	3	-	4	4	11	-	1	1	9
	10%	15%	6%	24%	-	33%	9%	9%	8%	11%	-	14%	24%	13%	-	3%	5%	17%
Not at all important	2	2	-	2	-	-	2	-	2	2	-	-	-	2	-	2	-	-
	2%	4%	-	10%	-	-	2%	-	4%	7%	-	-	-	2%	-	6%	-	-
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nets																		
Important	92	43	49	14	17	8	88	52	42	23	30	24	13	75	17	29	18	45
	88%	81%	94%	67%	100%	67%	89%	91%	88%	82%	100%	86%	76%	85%	100%	91%	95%	83%
Not important	13	10	3	7	-	4	11	5	6	5	-	4	4	13	-	3	1	9
	12%	19%	6%	33%	-	33%	11%	9%	13%	18%	-	14%	24%	15%	-	9%	5%	17%

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8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision?

The extent to which the outsourcing company conducts work itself, rather than subcontracting

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Very important	43 41%	24 45%	19 37%	8 38%	8 47%	6 50%	41 41%	22 39%	22 46%	10 36%	9 30%	14 50%	9 53%	37 42%	6 35%	13 41%	11 58%	19 35%
Fairly important	39 37%	20 38%	19 37%	7 33%	7 41%	4 33%	37 37%	26 46%	13 27%	10 36%	16 53%	9 32%	3 18%	31 35%	8 47%	10 31%	5 26%	24 44%
Not very important	19 18%	6 11%	13 25%	5 24%	2 12%	1 8%	18 18%	8 14%	11 23%	6 21%	5 17%	5 18%	3 18%	16 18%	3 18%	7 22%	3 16%	9 17%
Not at all important	3 3%	2 4%	1 2%	1 5%	- -	1 8%	2 2%	1 2%	1 2%	1 4%	- -	- -	2 12%	3 3%	- -	2 6%	- -	1 2%
Don't know	1 1%	1 2%	- -	- -	- -	- -	1 1%	- -	1 2%	1 4%	- -	- -	- -	1 1%	- -	- -	- -	1 2%
Nets																		
Important	82 78%	44 83%	38 73%	15 71%	15 88%	10 83%	78 79%	48 84%	35 73%	20 71%	25 83%	23 82%	12 71%	68 77%	14 82%	23 72%	16 84%	43 80%
Not important	22 21%	8 15%	14 27%	6 29%	2 12%	2 17%	20 20%	9 16%	12 25%	7 25%	5 17%	5 18%	5 29%	19 22%	3 18%	9 28%	3 16%	10 19%

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8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision?

Cost efficiencies

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Very important	79 75%	41 77%	38 73%	16 76%	14 82%	10 83%	75 76%	43 75%	36 75%	23 82%	23 77%	19 68%	12 71%	65 74%	14 82%	24 75%	15 79%	40 74%
Fairly important	22 21%	9 17%	13 25%	3 14%	3 18%	2 17%	20 20%	12 21%	10 21%	4 14%	5 17%	8 29%	5 29%	19 22%	3 18%	6 19%	4 21%	12 22%
Not very important	1 1%	1 2%	-	-	-	-	1 1%	1 2%	-	-	1 3%	-	-	1 1%	-	-	-	1 2%
Not at all important	3 3%	2 4%	1 2%	2 10%	-	-	3 3%	1 2%	2 4%	1 4%	1 3%	1 4%	-	3 3%	-	2 6%	-	1 2%
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nets																		
Important	101 96%	50 94%	51 98%	19 90%	17 100%	12 100%	95 96%	55 96%	46 96%	27 96%	28 93%	27 96%	17 100%	84 95%	17 100%	30 94%	19 100%	52 96%
Not important	4 4%	3 6%	1 2%	2 10%	-	-	4 4%	2 4%	2 4%	1 4%	2 7%	1 4%	-	4 5%	-	2 6%	-	2 4%

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8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision?

Transfer of risk to an outsourcing company

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Very important	36 34%	18 34%	18 35%	8 38%	5 29%	4 33%	35 35%	19 33%	19 40%	7 25%	11 37%	11 39%	7 41%	29 33%	7 41%	17 53%	10 53%	9 17%
Fairly important	49 47%	23 43%	26 50%	9 43%	12 71%	7 58%	45 45%	30 53%	18 38%	13 46%	14 47%	12 43%	8 47%	40 45%	9 53%	11 34%	7 37%	31 57%
Not very important	13 12%	7 13%	6 12%	3 14%	- -	1 8%	12 12%	5 9%	7 15%	4 14%	4 13%	4 14%	1 6%	13 15%	- -	2 6%	1 5%	10 19%
Not at all important	3 3%	2 4%	1 2%	1 5%	- -	- -	3 3%	1 2%	2 4%	2 7%	- -	- -	1 6%	2 2%	1 6%	1 3%	1 5%	1 2%
Don't know	4 4%	3 6%	1 2%	- -	- -	- -	4 4%	2 4%	2 4%	2 7%	1 3%	1 4%	- -	4 5%	- -	1 3%	- -	3 6%
Nets																		
Important	85 81%	41 77%	44 85%	17 81%	17 100%	11 92%	80 81%	49 86%	37 77%	20 71%	25 83%	23 82%	15 88%	69 78%	16 94%	28 88%	17 89%	40 74%
Not important	16 15%	9 17%	7 13%	4 19%	- -	1 8%	15 15%	6 11%	9 19%	6 21%	4 13%	4 14%	2 12%	15 17%	1 6%	3 9%	2 11%	11 20%

RICS / Sodexo Global Facilities Management Survey

8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision?

Improvements to the workplace environment or employee well-being

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Very important	54 51%	21 40%	33 63%	8 38%	11 65%	5 42%	54 55%	34 60%	25 52%	13 46%	16 53%	11 39%	12 71%	43 49%	11 65%	17 53%	12 63%	25 46%
Fairly important	38 36%	24 45%	14 27%	8 38%	5 29%	5 42%	33 33%	19 33%	15 31%	11 39%	10 33%	14 50%	3 18%	32 36%	6 35%	9 28%	7 37%	22 41%
Not very important	9 9%	6 11%	3 6%	4 19%	1 6%	2 17%	8 8%	4 7%	4 8%	2 7%	2 7%	3 11%	2 12%	9 10%	- -	4 13%	- -	5 9%
Not at all important	4 4%	2 4%	2 4%	1 5%	- -	- -	4 4%	- -	4 8%	2 7%	2 7%	- -	- -	4 5%	- -	2 6%	- -	2 4%
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Nets																		
Important	92 88%	45 85%	47 90%	16 76%	16 94%	10 83%	87 88%	53 93%	40 83%	24 86%	26 87%	25 89%	15 88%	75 85%	17 100%	26 81%	19 100%	47 87%
Not important	13 12%	8 15%	5 10%	5 24%	1 6%	2 17%	12 12%	4 7%	8 17%	4 14%	4 13%	3 11%	2 12%	13 15%	- -	6 19%	- -	7 13%

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8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision?

Integration of real estate and facilities management services

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Very important	25 24%	15 28%	10 19%	6 29%	3 18%	4 33%	24 24%	15 26%	10 21%	6 21%	3 10%	9 32%	7 41%	23 26%	2 12%	10 31%	4 21%	11 20%
Fairly important	41 39%	21 40%	20 38%	7 33%	8 47%	6 50%	36 36%	21 37%	20 42%	10 36%	13 43%	9 32%	7 41%	34 39%	7 41%	11 34%	3 16%	27 50%
Not very important	22 21%	11 21%	11 21%	6 29%	4 24%	2 17%	22 22%	14 25%	8 17%	7 25%	5 17%	8 29%	2 12%	18 20%	4 24%	6 19%	6 32%	10 19%
Not at all important	14 13%	5 9%	9 17%	2 10%	2 12%	- -	14 14%	5 9%	8 17%	5 18%	7 23%	1 4%	1 6%	11 13%	3 18%	2 6%	6 32%	6 11%
Don't know	3 3%	1 2%	2 4%	- -	- -	- -	3 3%	2 4%	2 4%	- -	2 7%	1 4%	- -	2 2%	1 6%	3 9%	- -	- -
Nets																		
Important	66 63%	36 68%	30 58%	13 62%	11 65%	10 83%	60 61%	36 63%	30 63%	16 57%	16 53%	18 64%	14 82%	57 65%	9 53%	21 66%	7 37%	38 70%
Not important	36 34%	16 30%	20 38%	8 38%	6 35%	2 17%	36 36%	19 33%	16 33%	12 43%	12 40%	9 32%	3 18%	29 33%	7 41%	8 25%	12 63%	16 30%

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8. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following advantages in influencing your decision?

Increased flexibility

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Very important	50 48%	27 51%	23 44%	9 43%	8 47%	7 58%	47 47%	24 42%	27 56%	14 50%	17 57%	11 39%	7 41%	43 49%	7 41%	17 53%	11 58%	22 41%
Fairly important	42 40%	20 38%	22 42%	7 33%	7 41%	3 25%	41 41%	28 49%	15 31%	11 39%	11 37%	13 46%	7 41%	32 36%	10 59%	9 28%	6 32%	27 50%
Not very important	8 8%	3 6%	5 10%	3 14%	1 6%	2 17%	6 6%	3 5%	3 6%	2 7%	- -	3 11%	2 12%	8 9%	- -	3 9%	2 11%	3 6%
Not at all important	5 5%	3 6%	2 4%	2 10%	1 6%	- -	5 5%	2 4%	3 6%	1 4%	2 7%	1 4%	1 6%	5 6%	- -	3 9%	- -	2 4%
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Nets																		
Important	92 88%	47 89%	45 87%	16 76%	15 88%	10 83%	88 89%	52 91%	42 88%	25 89%	28 93%	24 86%	14 82%	75 85%	17 100%	26 81%	17 89%	49 91%
Not important	13 12%	6 11%	7 13%	5 24%	2 12%	2 17%	11 11%	5 9%	6 13%	3 11%	2 7%	4 14%	3 18%	13 15%	- -	6 19%	2 11%	5 9%

RICS / Sodexo Global Facilities Management Survey

9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

Summary table

Base: All respondents

	Total	Very important	Fairly important	Not very important	Not at all important	Don't know	Nets	
							Important	Not important
High costs	105	77	27	-	1	-	104	1
	100%	73%	26%	-	1%	-	99%	1%
Lack of standard processes	105	57	34	10	2	2	91	12
	100%	54%	32%	10%	2%	2%	87%	11%
Inadequate KPIs and performance reporting	105	61	32	10	2	-	93	12
	100%	58%	30%	10%	2%	-	89%	11%
Lack of service capability	105	85	15	4	1	-	100	5
	100%	81%	14%	4%	1%	-	95%	5%
Lack of service expertise	105	83	15	5	2	-	98	7
	100%	79%	14%	5%	2%	-	93%	7%
Limited geographical presence	105	44	30	24	5	2	74	29
	100%	42%	29%	23%	5%	2%	70%	28%
Lack of innovation	105	56	38	7	4	-	94	11
	100%	53%	36%	7%	4%	-	90%	10%
Lack of experience in your industry	105	58	26	17	3	1	84	20
	100%	55%	25%	16%	3%	1%	80%	19%
Poor cultural fit with your organisation	105	70	26	7	2	-	96	9
	100%	67%	25%	7%	2%	-	91%	9%

RICS / Sodexo Global Facilities Management Survey

9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

Summary table - net very important

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Lack of service capability	85 81%	43 81%	42 81%	14 67%	15 88%	10 83%	81 82%	48 84%	38 79%	23 82%	23 77%	24 86%	13 76%	70 80%	15 88%	25 78%	17 89%	43 80%
Lack of service expertise	83 79%	41 77%	42 81%	15 71%	16 94%	9 75%	80 81%	49 86%	37 77%	21 75%	23 77%	22 79%	15 88%	70 80%	13 76%	23 72%	16 84%	44 81%
High costs	77 73%	41 77%	36 69%	17 81%	16 94%	11 92%	72 73%	43 75%	33 69%	19 68%	22 73%	21 75%	14 82%	67 76%	10 59%	18 56%	17 89%	42 78%
Poor cultural fit with your organisation	70 67%	28 53%	42 81%	11 52%	14 82%	10 83%	65 66%	38 67%	34 71%	19 68%	19 63%	20 71%	10 59%	57 65%	13 76%	22 69%	11 58%	37 69%
Inadequate KPIs and performance reporting	61 58%	28 53%	33 63%	7 33%	13 76%	4 33%	60 61%	35 61%	30 63%	16 57%	19 63%	14 50%	10 59%	51 58%	10 59%	18 56%	14 74%	29 54%
Lack of experience in your industry	58 55%	26 49%	32 62%	14 67%	12 71%	7 58%	56 57%	32 56%	30 63%	17 61%	14 47%	18 64%	7 41%	50 57%	8 47%	14 44%	9 47%	35 65%
Lack of standard processes	57 54%	26 49%	31 60%	10 48%	9 53%	3 25%	56 57%	34 60%	25 52%	14 50%	18 60%	12 43%	12 71%	46 52%	11 65%	18 56%	12 63%	27 50%
Lack of innovation	56 53%	29 55%	27 52%	10 48%	12 71%	3 25%	56 57%	34 60%	28 58%	15 54%	16 53%	13 46%	11 65%	46 52%	10 59%	17 53%	11 58%	28 52%
Limited geographical presence	44 42%	20 38%	24 46%	5 24%	10 59%	6 50%	42 42%	23 40%	24 50%	9 32%	12 40%	11 39%	11 65%	39 44%	5 29%	10 31%	10 53%	24 44%

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9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

High costs

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	77	41	36	17	16	11	72	43	33	19	22	21	14	67	10	18	17	42
	73%	77%	69%	81%	94%	92%	73%	75%	69%	68%	73%	75%	82%	76%	59%	56%	89%	78%
Fairly important	27	12	15	4	1	1	26	14	14	9	7	7	3	20	7	13	2	12
	26%	23%	29%	19%	6%	8%	26%	25%	29%	32%	23%	25%	18%	23%	41%	41%	11%	22%
Not very important	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Not at all important	1	-	1	-	-	-	1	-	1	-	1	-	-	1	-	1	-	-
	1%	-	2%	-	-	-	1%	-	2%	-	3%	-	-	1%	-	3%	-	-
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nets																		
Important	104	53	51	21	17	12	98	57	47	28	29	28	17	87	17	31	19	54
	99%	100%	98%	100%	100%	100%	99%	100%	98%	100%	97%	100%	100%	99%	100%	97%	100%	100%
Not important	1	-	1	-	-	-	1	-	1	-	1	-	-	1	-	1	-	-
	1%	-	2%	-	-	-	1%	-	2%	-	3%	-	-	1%	-	3%	-	-

RICS / Sodexo Global Facilities Management Survey

9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

Lack of standard processes

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	57	26	31	10	9	3	56	34	25	14	18	12	12	46	11	18	12	27
	54%	49%	60%	48%	53%	25%	57%	60%	52%	50%	60%	43%	71%	52%	65%	56%	63%	50%
Fairly important	34	19	15	4	8	8	29	17	13	10	8	11	4	28	6	7	6	21
	32%	36%	29%	19%	47%	67%	29%	30%	27%	36%	27%	39%	24%	32%	35%	22%	32%	39%
Not very important	10	7	3	6	-	1	10	3	8	4	2	3	1	10	-	3	1	6
	10%	13%	6%	29%	-	8%	10%	5%	17%	14%	7%	11%	6%	11%	-	9%	5%	11%
Not at all important	2	1	1	1	-	-	2	1	1	-	1	1	-	2	-	2	-	-
	2%	2%	2%	5%	-	-	2%	2%	2%	-	3%	4%	-	2%	-	6%	-	-
Don't know	2	-	2	-	-	-	2	2	1	-	1	1	-	2	-	2	-	-
	2%	-	4%	-	-	-	2%	4%	2%	-	3%	4%	-	2%	-	6%	-	-
Nets																		
Important	91	45	46	14	17	11	85	51	38	24	26	23	16	74	17	25	18	48
	87%	85%	88%	67%	100%	92%	86%	89%	79%	86%	87%	82%	94%	84%	100%	78%	95%	89%
Not important	12	8	4	7	-	1	12	4	9	4	3	4	1	12	-	5	1	6
	11%	15%	8%	33%	-	8%	12%	7%	19%	14%	10%	14%	6%	14%	-	16%	5%	11%

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9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

Inadequate KPIs and performance reporting

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Very important	61 58%	28 53%	33 63%	7 33%	13 76%	4 33%	60 61%	35 61%	30 63%	16 57%	19 63%	14 50%	10 59%	51 58%	10 59%	18 56%	14 74%	29 54%
Fairly important	32 30%	16 30%	16 31%	9 43%	4 24%	5 42%	29 29%	16 28%	14 29%	7 25%	9 30%	12 43%	4 24%	25 28%	7 41%	10 31%	4 21%	18 33%
Not very important	10 10%	9 17%	1 2%	5 24%	- -	3 25%	8 8%	4 7%	4 8%	5 18%	1 3%	2 7%	2 12%	10 11%	- -	2 6%	1 5%	7 13%
Not at all important	2 2%	- -	2 4%	- -	- -	- -	2 2%	2 4%	- -	- -	1 3%	- -	1 6%	2 2%	- -	2 6%	- -	- -
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Nets																		
Important	93 89%	44 83%	49 94%	16 76%	17 100%	9 75%	89 90%	51 89%	44 92%	23 82%	28 93%	26 93%	14 82%	76 86%	17 100%	28 88%	18 95%	47 87%
Not important	12 11%	9 17%	3 6%	5 24%	- -	3 25%	10 10%	6 11%	4 8%	5 18%	2 7%	2 7%	3 18%	12 14%	- -	4 13%	1 5%	7 13%

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9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

Lack of service capability

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	85	43	42	14	15	10	81	48	38	23	23	24	13	70	15	25	17	43
	81%	81%	81%	67%	88%	83%	82%	84%	79%	82%	77%	86%	76%	80%	88%	78%	89%	80%
Fairly important	15	8	7	4	2	2	13	7	7	4	4	4	3	13	2	4	2	9
	14%	15%	13%	19%	12%	17%	13%	12%	15%	14%	13%	14%	18%	15%	12%	13%	11%	17%
Not very important	4	2	2	3	-	-	4	1	3	1	2	-	1	4	-	2	-	2
	4%	4%	4%	14%	-	-	4%	2%	6%	4%	7%	-	6%	5%	-	6%	-	4%
Not at all important	1	-	1	-	-	-	1	1	-	-	1	-	-	1	-	1	-	-
	1%	-	2%	-	-	-	1%	2%	-	-	3%	-	-	1%	-	3%	-	-
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nets																		
Important	100	51	49	18	17	12	94	55	45	27	27	28	16	83	17	29	19	52
	95%	96%	94%	86%	100%	100%	95%	96%	94%	96%	90%	100%	94%	94%	100%	91%	100%	96%
Not important	5	2	3	3	-	-	5	2	3	1	3	-	1	5	-	3	-	2
	5%	4%	6%	14%	-	-	5%	4%	6%	4%	10%	-	6%	6%	-	9%	-	4%

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9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

Lack of service expertise

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	83	41	42	15	16	9	80	49	37	21	23	22	15	70	13	23	16	44
	79%	77%	81%	71%	94%	75%	81%	86%	77%	75%	77%	79%	88%	80%	76%	72%	84%	81%
Fairly important	15	9	6	3	1	2	13	5	8	6	3	4	2	11	4	5	3	7
	14%	17%	12%	14%	6%	17%	13%	9%	17%	21%	10%	14%	12%	13%	24%	16%	16%	13%
Not very important	5	3	2	3	-	1	4	1	3	1	2	2	-	5	-	2	-	3
	5%	6%	4%	14%	-	8%	4%	2%	6%	4%	7%	7%	-	6%	-	6%	-	6%
Not at all important	2	-	2	-	-	-	2	2	-	-	2	-	-	2	-	2	-	-
	2%	-	4%	-	-	-	2%	4%	-	-	7%	-	-	2%	-	6%	-	-
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nets																		
Important	98	50	48	18	17	11	93	54	45	27	26	26	17	81	17	28	19	51
	93%	94%	92%	86%	100%	92%	94%	95%	94%	96%	87%	93%	100%	92%	100%	88%	100%	94%
Not important	7	3	4	3	-	1	6	3	3	1	4	2	-	7	-	4	-	3
	7%	6%	8%	14%	-	8%	6%	5%	6%	4%	13%	7%	-	8%	-	13%	-	6%

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9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

Limited geographical presence

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	44	20	24	5	10	6	42	23	24	9	12	11	11	39	5	10	10	24
	42%	38%	46%	24%	59%	50%	42%	40%	50%	32%	40%	39%	65%	44%	29%	31%	53%	44%
Fairly important	30	17	13	7	4	3	28	19	8	9	10	8	3	22	8	10	4	16
	29%	32%	25%	33%	24%	25%	28%	33%	17%	32%	33%	29%	18%	25%	47%	31%	21%	30%
Not very important	24	15	9	8	3	3	22	10	12	10	5	5	3	21	3	9	3	12
	23%	28%	17%	38%	18%	25%	22%	18%	25%	36%	17%	18%	18%	24%	18%	28%	16%	22%
Not at all important	5	1	4	1	-	-	5	3	2	-	3	2	-	4	1	2	2	1
	5%	2%	8%	5%	-	-	5%	5%	4%	-	10%	7%	-	5%	6%	6%	11%	2%
Don't know	2	-	2	-	-	-	2	2	2	-	-	2	-	2	-	1	-	1
	2%	-	4%	-	-	-	2%	4%	4%	-	-	7%	-	2%	-	3%	-	2%
Nets																		
Important	74	37	37	12	14	9	70	42	32	18	22	19	14	61	13	20	14	40
	70%	70%	71%	57%	82%	75%	71%	74%	67%	64%	73%	68%	82%	69%	76%	63%	74%	74%
Not important	29	16	13	9	3	3	27	13	14	10	8	7	3	25	4	11	5	13
	28%	30%	25%	43%	18%	25%	27%	23%	29%	36%	27%	25%	18%	28%	24%	34%	26%	24%

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9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

Lack of innovation

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	56	29	27	10	12	3	56	34	28	15	16	13	11	46	10	17	11	28
	53%	55%	52%	48%	71%	25%	57%	60%	58%	54%	53%	46%	65%	52%	59%	53%	58%	52%
Fairly important	38	19	19	7	5	8	33	15	18	10	9	13	5	32	6	11	7	20
	36%	36%	37%	33%	29%	67%	33%	26%	38%	36%	30%	46%	29%	36%	35%	34%	37%	37%
Not very important	7	5	2	3	-	1	6	5	1	3	2	2	-	6	1	1	1	5
	7%	9%	4%	14%	-	8%	6%	9%	2%	11%	7%	7%	-	7%	6%	3%	5%	9%
Not at all important	4	-	4	1	-	-	4	3	1	-	3	-	1	4	-	3	-	1
	4%	-	8%	5%	-	-	4%	5%	2%	-	10%	-	6%	5%	-	9%	-	2%
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nets																		
Important	94	48	46	17	17	11	89	49	46	25	25	26	16	78	16	28	18	48
	90%	91%	88%	81%	100%	92%	90%	86%	96%	89%	83%	93%	94%	89%	94%	88%	95%	89%
Not important	11	5	6	4	-	1	10	8	2	3	5	2	1	10	1	4	1	6
	10%	9%	12%	19%	-	8%	10%	14%	4%	11%	17%	7%	6%	11%	6%	13%	5%	11%

RICS / Sodexo Global Facilities Management Survey

9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

Lack of experience in your industry

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Very important	58 55%	26 49%	32 62%	14 67%	12 71%	7 58%	56 57%	32 56%	30 63%	17 61%	14 47%	18 64%	7 41%	50 57%	8 47%	14 44%	9 47%	35 65%
Fairly important	26 25%	13 25%	13 25%	2 10%	2 12%	2 17%	24 24%	15 26%	9 19%	6 21%	6 20%	7 25%	7 41%	19 22%	7 41%	10 31%	5 26%	11 20%
Not very important	17 16%	13 25%	4 8%	5 24%	2 12%	3 25%	15 15%	7 12%	8 17%	4 14%	8 27%	3 11%	2 12%	15 17%	2 12%	5 16%	5 26%	7 13%
Not at all important	3 3%	- -	3 6%	- -	1 6%	- -	3 3%	2 4%	1 2%	- -	2 7%	- -	1 6%	3 3%	- -	3 9%	- -	- -
Don't know	1 1%	1 2%	- -	- -	- -	- -	1 1%	1 2%	- -	1 4%	- -	- -	- -	1 1%	- -	- -	- -	1 2%
Nets																		
Important	84 80%	39 74%	45 87%	16 76%	14 82%	9 75%	80 81%	47 82%	39 81%	23 82%	20 67%	25 89%	14 82%	69 78%	15 88%	24 75%	14 74%	46 85%
Not important	20 19%	13 25%	7 13%	5 24%	3 18%	3 25%	18 18%	9 16%	9 19%	4 14%	10 33%	3 11%	3 18%	18 20%	2 12%	8 25%	5 26%	7 13%

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9. When (if you were) considering integrated or bundled outsourcing, how important, if at all, are each of the following disadvantages in influencing your decision?

Poor cultural fit with your organisation

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105	53	52	21	17	12	99	57	48	28	30	28	17	88	17	32	19	54
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Very important	70	28	42	11	14	10	65	38	34	19	19	20	10	57	13	22	11	37
	67%	53%	81%	52%	82%	83%	66%	67%	71%	68%	63%	71%	59%	65%	76%	69%	58%	69%
Fairly important	26	21	5	8	2	2	25	15	9	8	5	7	6	22	4	7	6	13
	25%	40%	10%	38%	12%	17%	25%	26%	19%	29%	17%	25%	35%	25%	24%	22%	32%	24%
Not very important	7	4	3	2	1	-	7	3	4	1	4	1	1	7	-	1	2	4
	7%	8%	6%	10%	6%	-	7%	5%	8%	4%	13%	4%	6%	8%	-	3%	11%	7%
Not at all important	2	-	2	-	-	-	2	1	1	-	2	-	-	2	-	2	-	-
	2%	-	4%	-	-	-	2%	2%	2%	-	7%	-	-	2%	-	6%	-	-
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nets																		
Important	96	49	47	19	16	12	90	53	43	27	24	27	16	79	17	29	17	50
	91%	92%	90%	90%	94%	100%	91%	93%	90%	96%	80%	96%	94%	90%	100%	91%	89%	93%
Not important	9	4	5	2	1	-	9	4	5	1	6	1	1	9	-	3	2	4
	9%	8%	10%	10%	6%	-	9%	7%	10%	4%	20%	4%	6%	10%	-	9%	11%	7%

RICS / Sodexo Global Facilities Management Survey

10. That's very nearly the end of all the questions I wanted to ask you today - thank you so much for your time so far. My final question is about property measurement.

An international standard of property measurement would provide a unified standard as to how the area of a property is measured, for example, whether lift shafts or corridors are included in the total area. To what extent do you agree or disagree that your business would benefit from this?

Base: All respondents

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Strongly agree	43 41%	19 36%	24 46%	8 38%	6 35%	5 42%	40 40%	25 44%	15 31%	10 36%	13 43%	11 39%	8 47%	38 43%	5 29%	16 50%	6 32%	21 39%
Tend to agree	50 48%	27 51%	23 44%	11 52%	7 41%	7 58%	47 47%	25 44%	27 56%	14 50%	13 43%	15 54%	7 41%	42 48%	8 47%	14 44%	10 53%	26 48%
Tend to disagree	9 9%	4 8%	5 10%	2 10%	2 12%	- -	9 9%	6 11%	4 8%	3 11%	2 7%	2 7%	2 12%	6 7%	3 18%	2 6%	1 5%	6 11%
Strongly disagree	3 3%	3 6%	- -	- -	2 12%	- -	3 3%	1 2%	2 4%	1 4%	2 7%	- -	- -	2 2%	1 6%	- -	2 11%	1 2%
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Nets																		
Agree	93 89%	46 87%	47 90%	19 90%	13 76%	12 100%	87 88%	50 88%	42 88%	24 86%	26 87%	26 93%	15 88%	80 91%	13 76%	30 94%	16 84%	47 87%
Disagree	12 11%	7 13%	5 10%	2 10%	4 24%	- -	12 12%	7 12%	6 13%	4 14%	4 13%	2 7%	2 12%	8 9%	4 24%	2 6%	3 16%	7 13%

RICS / Sodexo Global Facilities Management Survey

D1. How many people does your organisation employ?

Base: All respondents

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
0-49	11 10%	11 21%	- -	4 19%	- -	2 17%	10 10%	3 5%	7 15%	5 18%	2 7%	4 14%	- -	10 11%	1 6%	4 13%	1 5%	6 11%
50-249	10 10%	10 19%	- -	4 19%	- -	2 17%	8 8%	5 9%	3 6%	3 11%	3 10%	3 11%	1 6%	9 10%	1 6%	1 3%	1 5%	8 15%
250-999	12 11%	12 23%	- -	4 19%	1 6%	2 17%	12 12%	7 12%	6 13%	5 18%	2 7%	3 11%	1 6%	10 11%	2 12%	2 6%	2 11%	8 15%
1000-4999	20 19%	20 38%	- -	3 14%	3 18%	2 17%	20 20%	11 19%	9 19%	6 21%	6 20%	6 21%	2 12%	15 17%	5 29%	5 16%	4 21%	11 20%
5000 or more	52 50%	- -	52 100%	6 29%	13 76%	4 33%	49 49%	31 54%	23 48%	9 32%	17 57%	12 43%	13 76%	44 50%	8 47%	20 63%	11 58%	21 39%
Net: Under 5000	53 50%	53 100%	- -	15 71%	4 24%	8 67%	50 51%	26 46%	25 52%	19 68%	13 43%	16 57%	4 24%	44 50%	9 53%	12 38%	8 42%	33 61%

RICS / Sodexo Global Facilities Management Survey

D2. What is the approximate turnover of your organisation?

Base: All respondents

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Under £100m	11 10%	9 17%	2 4%	11 52%	- -	1 8%	11 11%	4 7%	7 15%	4 14%	2 7%	4 14%	1 6%	9 10%	2 12%	3 9%	1 5%	7 13%
£100 - 999m	10 10%	6 11%	4 8%	10 48%	- -	1 8%	10 10%	5 9%	5 10%	1 4%	1 3%	5 18%	3 18%	10 11%	- -	3 9%	1 5%	6 11%
£1000 - 9999m	10 10%	4 8%	6 12%	- -	10 59%	2 17%	9 9%	7 12%	4 8%	1 4%	5 17%	2 7%	2 12%	7 8%	3 18%	2 6%	2 11%	6 11%
£10,000m+	7 7%	- -	7 13%	- -	7 41%	- -	7 7%	2 4%	5 10%	- -	2 7%	3 11%	2 12%	6 7%	1 6%	3 9%	2 11%	2 4%
Not Stated	67 64%	34 64%	33 63%	- -	- -	8 67%	62 63%	39 68%	27 56%	22 79%	20 67%	14 50%	9 53%	56 64%	11 65%	21 66%	13 68%	33 61%
Nets																		
Under £1000m	21 20%	15 28%	6 12%	21 100%	- -	2 17%	21 21%	9 16%	12 25%	5 18%	3 10%	9 32%	4 24%	19 22%	2 12%	6 19%	2 11%	13 24%
£1,000m+	17 16%	4 8%	13 25%	- -	17 100%	2 17%	16 16%	9 16%	9 19%	1 4%	7 23%	5 18%	4 24%	13 15%	4 24%	5 16%	4 21%	8 15%
Mean Score	19124	570.4	37678	178.50	42528.0	939.5	19606	3940	31882	786.9	26137	30110	4886	10410	65600	56593	7255	2889

RICS / Sodexo Global Facilities Management Survey

D3. What industry sector do you work in?

Base: All respondents

	Size			Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
	Total	Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integ rated / bundled	Non-integ rated / bundled	Site-based	Nat ional	Reg ional	Glo bal	Eur ope	Rest of world	Corp orate	Indus trial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Corporate (including finance, IT, professional services)	32 30%	12 23%	20 38%	6 29%	5 29%	1 8%	31 31%	16 28%	16 33%	5 18%	10 33%	7 25%	9 53%	25 28%	7 41%	32 100%	- -	- -
Manufacturing	6 6%	2 4%	4 8%	1 5%	- -	1 8%	6 6%	3 5%	3 6%	4 14%	- -	1 4%	1 6%	4 5%	2 12%	- -	6 32%	- -
Defence	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Healthcare (including social work)	8 8%	3 6%	5 10%	3 14%	1 6%	1 8%	8 8%	5 9%	3 6%	3 11%	1 3%	4 14%	- -	5 6%	3 18%	- -	- -	8 15%
Justice services	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Education	6 6%	6 11%	- -	- -	- -	1 8%	5 5%	2 4%	3 6%	3 11%	- -	3 11%	- -	6 7%	- -	- -	- -	6 11%
Sports and leisure (including arts, entertainment and recreation)	3 3%	2 4%	1 2%	- -	1 6%	2 17%	2 2%	1 2%	1 2%	2 7%	- -	- -	1 6%	3 3%	- -	- -	- -	3 6%
Remote sites (oil and gas, mining)	5 5%	3 6%	2 4%	1 5%	- -	- -	5 5%	3 5%	2 4%	4 14%	- -	1 4%	- -	4 5%	1 6%	- -	5 26%	- -
Real estate	10 10%	9 17%	1 2%	4 19%	1 6%	2 17%	10 10%	4 7%	7 15%	3 11%	4 13%	3 11%	- -	9 10%	1 6%	- -	- -	10 19%
Utilities (including electricity, gas, steam and air conditioning supply)	4 4%	2 4%	2 4%	- -	2 12%	- -	4 4%	2 4%	2 4%	- -	2 7%	2 7%	- -	3 3%	1 6%	- -	4 21%	- -
Wholesale and retail (including repair)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Transport and logistics (including storage)	4 4%	1 2%	3 6%	- -	2 12%	- -	4 4%	2 4%	3 6%	- -	3 10%	1 4%	- -	4 5%	- -	- -	4 21%	- -

RICS / Sodexo Global Facilities Management Survey

D3. What industry sector do you work in?

Base: All respondents

	Total	Size		Turnover		Current outsourcing strategy				Current FM grouping strategy				Country		Sector		
		Under 5000	5000 or more	Under £1000m	£1,000m+	All in-house	Out-sourcing	Integrated / bundled	Non-integrated / bundled	Site-based	National	Regional	Global	Europe	Rest of world	Corporate	Industrial	Other
Total	105 100%	53 100%	52 100%	21 100%	17 100%	12 100%	99 100%	57 100%	48 100%	28 100%	30 100%	28 100%	17 100%	88 100%	17 100%	32 100%	19 100%	54 100%
Other	27 26%	13 25%	14 27%	6 29%	5 29%	4 33%	24 24%	19 33%	8 17%	4 14%	10 33%	6 21%	6 35%	25 28%	2 12%	- -	- -	27 50%
Nets																		
Corporate	32 30%	12 23%	20 38%	6 29%	5 29%	1 8%	31 31%	16 28%	16 33%	5 18%	10 33%	7 25%	9 53%	25 28%	7 41%	32 100%	- -	- -
Industrial	19 18%	8 15%	11 21%	2 10%	4 24%	1 8%	19 19%	10 18%	10 21%	8 29%	5 17%	5 18%	1 6%	15 17%	4 24%	- -	19 100%	- -
Other	54 51%	33 62%	21 40%	13 62%	8 47%	10 83%	49 49%	31 54%	22 46%	15 54%	15 50%	16 57%	7 41%	48 55%	6 35%	- -	- -	54 100%