

THIS IS **PEOPLE-FIRST FM**



PEOPLE-FIRST FM



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“Facilities Management was always about people.”



ISS Colleagues, circa 1973



IT HAS ALWAYS BEEN ABOUT PEOPLE

Long before it was defined as a function or an industry, Facilities Management began with a simple responsibility: keeping buildings safe and protecting the people within them.

That responsibility has taken many forms over time, but its intent has remained the same. As workplaces evolved, so too did the role.

From the earliest environments to today's complex estates, people have continued to prepare spaces, maintain standards and ensure everything is ready for the day ahead. Their work is often unseen, but it is essential. It creates the conditions for others to think, create, care, produce and perform at their best.

Every building exists to serve a purpose. Whether it is an office where decisions are made, a hospital where lives are cared for, or a

manufacturing site where products are brought to life, the value of a place is defined by what happens within it. And what happens within it depends on how well it is supported.

The industry has evolved, shaped by new technologies, higher expectations and increasing complexity. But this fundamental truth has not changed: Facilities Management has always been about people.

And the places that work best are the ones designed, delivered and cared for with that in mind.



A DIFFERENT WAY OF THINKING ABOUT FACILITIES MANAGEMENT

Facilities Management now operates
in a far more demanding environment.



Organisations rely on their workplaces to support productivity, wellbeing and collaboration, while meeting complex requirements around compliance, sustainability and performance. Expectations have risen. Services must be more responsive, more transparent and more consistent across entire estates. In response, much of the industry has shifted its focus towards technology. Platforms, automation and data are often positioned as the primary drivers of improvement.

For many customers, and for the people who rely on these environments every day, that narrative can feel removed from reality.

The experience of a place is not defined by systems alone. It is shaped by the consistency of delivery, the responsiveness of service and the many small interactions that determine whether an environment works as it should.

- A workspace that is ready when it is needed.
- An issue resolved quickly and effectively.
- A service delivered reliably, without disruption.

These outcomes depend on people, and that understanding shapes how we approach Facilities Management at ISS.

We start with the people who deliver services, the people who use the spaces we manage, and the organisations that depend on them. From that starting point, we design services that make work easier, performance more consistent and experiences smoother.

Technology plays an important role, but it is not the story.

It is the support system that enables better outcomes.

Everything we adopt, design and deliver is guided by a simple principle: it must help people and businesses thrive.



WHAT PEOPLE-FIRST FM MEANS TODAY

People-First FM is built on a simple idea: Facilities Management should be designed around people.

For customers

this brings clarity and confidence.

Services are consistent across sites, expectations are aligned and performance is supported by reliable evidence. Instead of managing complexity, customers experience a service that is predictable, transparent and easier to oversee.

For building users

it creates environments that function without friction.

Spaces are clean, safe and welcoming. Services feel intuitive. The overall experience supports wellbeing and productivity throughout the day, often without being noticed.



For frontline teams

it means being properly supported to deliver their best work.

Clear processes, appropriate tools and practical technology make work safer, more efficient and more consistent. The model reduces complexity rather than adding to it, allowing people to focus on delivery.

This combination creates a stronger service experience overall.

- When people are supported, they perform more effectively.
- When they are empowered, they take ownership.
- When they are trusted, they deliver consistently.

This is what defines People-First FM: a model that starts with people, is delivered by people, and is strengthened by technology that remains in service of them.

WHEN PEOPLE ARE SUPPORTED, PLACES PERFORM

Facilities Management begins with people, so performance depends on how well they are supported.

The environments we manage are shaped not only by what is delivered, but by how confidently and consistently it is delivered. That confidence is created through the right combination of capability, clarity and support.

Even experienced teams cannot deliver consistently without the right tools, the right information and the opportunity to develop. In complex environments, small gaps in support quickly become visible in the quality of service.



At ISS, we focus on enablement in two connected ways:

We equip our teams with technology that supports better decisions, clearer processes and more consistent delivery.

At the same time, we create pathways that allow people to develop, progress and build long-term careers.

Together, these form the foundation of People-First FM in practice.



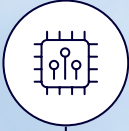
TECHNOLOGY THAT WORKS FOR PEOPLE

Technology plays an essential role in modern facilities management, though its application must be considered carefully.

Across the industry, technology is frequently presented as the solution in itself – a collection of platforms, systems and features that promise transformation. Yet for many of the people who rely on Facilities Management, the benefits of these systems can feel distant from their day-to-day experience.

This means ensuring that the right information is available at the point of need, so that the next action is obvious and timely. It means reducing unnecessary steps, simplifying processes and removing friction from everyday tasks. And it means creating visibility for customers, so that performance can be understood and trusted without constant intervention.





At ISS, we have a clear, focused approach.

We use technology to support and empower people – not to complicate the way they work.

Every system, every tool and every source of data is selected and designed with a clear purpose: to make work easier, decisions clearer and service delivery more consistent.

When technology is applied in this way, its impact is felt not in the system itself, but in the outcome.

Frontline teams are able to work more safely and efficiently, with clearer guidance and fewer avoidable errors.

Customers gain greater confidence through transparent reporting and reliable evidence of delivery.

Building users experience environments that function more smoothly, with fewer disruptions and more consistent standards.

This is the role technology should play. Not as the headline, but as the layer that enables better outcomes for everyone who depends on the places we manage.

UNLOCKING POTENTIAL AT SCALE

Facilities Management is, at its core, a people-powered industry.

The quality of service delivered across any estate is directly shaped by the capability, engagement and stability of the workforce behind it. Yet across many sectors, access to opportunity remains uneven, and the pathways into long-term, skilled careers are not always clear.

At ISS, we see this not as a constraint, but as a responsibility, and an opportunity.

Through our Mission Possible approach, we focus on widening access to opportunity and building the workforce the future requires. This is not positioned as a standalone initiative or a corporate programme, but as a core part of how we think about workforce strategy.

In practice, this means creating structured pathways into employment, investing in training and development, and supporting people to progress over time. Apprenticeships, early-career opportunities and targeted hiring initiatives all play a role in building a more inclusive and capable workforce.

The impact of this approach is tangible.

At any given time, hundreds of apprentices are developing skills across engineering, data and leadership disciplines. Each year, individuals from disadvantaged backgrounds are supported into employment, with strong conversion into long-term roles. Investment in training and development extends beyond our own organisation, contributing to broader workforce resilience.

This is not about short-term interventions or isolated programmes.

It is about building a workforce that is more skilled, more diverse and more representative of the environments we serve – strengthening service delivery in the process.

Because when opportunity is expanded, capability grows.

When capability grows, performance improves. And when performance improves, the quality and consistency of service follow.

This is how People-First FM translates into long-term value, not only in the environments we manage, but in the people who make those environments work.





HOW IT COMES TOGETHER

Designing services around people is only meaningful if it translates into consistent delivery in practice.

In Facilities Management, the difference between intention and outcome is often found in how services are organised, coordinated and delivered on site.

Complexity can quickly emerge when multiple providers, processes and systems operate alongside one another, creating gaps in accountability and variation in standards.

For customers, this can mean additional oversight, unclear responsibility and inconsistent results. For frontline teams, it can introduce unnecessary friction, duplication and barriers to effective delivery.

At ISS, we take an integrated approach.

We bring services together under a single operating model, designed to reduce fragmentation and create greater alignment across every part of delivery.

Rather than managing multiple layers, customers interact with one coordinated team, working to shared standards and common objectives.





This approach **simplifies** how services are delivered, but its impact goes further than simplicity alone.

It creates clearer **accountability**, stronger communication and a more consistent experience across sites – all of which are essential in complex environments where reliability matters.

Because ultimately, the quality of a service is not defined by how it is structured on paper, but by how **effectively** it works in practice.

ONE TEAM. ONE STANDARD. ONE OUTCOME.

**At the heart of People-First FM
is a commitment to self-delivery.**

Where it creates the greatest value, ISS delivers services through its own people, rather than relying on fragmented layers of subcontracting.

This ensures that those responsible for delivery are aligned to the same standards, the same processes and the same expectations – creating a more consistent and accountable service experience.

In practice, this means that multiple service lines – from cleaning and technical services to workplace, food, security and sustainability – are coordinated as part of a single, integrated team.

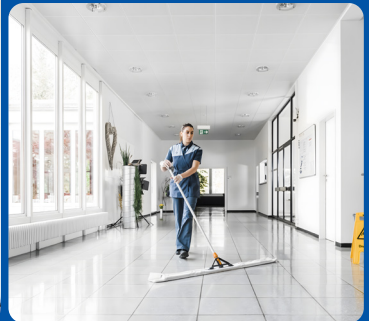
For customers, this removes much of the complexity that can arise when services are delivered through multiple providers. There is a clearer line of responsibility, fewer points of failure and a more direct route to resolving issues when they arise.

For frontline teams, it creates a more coherent working environment. Shared processes and aligned objectives reduce duplication and make day-to-day delivery more efficient, while consistent training and development support higher standards across the board.

Over time, this approach also builds deeper knowledge within each site. Teams develop a stronger understanding of the environment, the users and the expectations associated with it, allowing them to respond more effectively and anticipate issues before they occur.

The result is not simply a more streamlined operating model, but a more dependable one. A model where services are aligned, delivery is consistent, and outcomes are easier to achieve – because everyone involved is working as part of the same team.

"In practice, multiple service lines are coordinated as part of a single, integrated team."



WHAT THIS DELIVERS

Processes, clear expectations and coordinated delivery reduce variation across sites, making performance more predictable and easier to manage.

With clearer accountability comes greater assurance. Fewer interfaces and a more direct line of responsibility reduce risk, strengthen compliance and provide customers with greater confidence in how services are delivered.

Service performance improves as teams become more experienced, more capable and better supported. Issues are resolved more quickly, rework is reduced and productivity increases across the board.

And over time, these factors contribute to a more efficient cost base. Reduced duplication, fewer errors and more effective use of time lead to a lower total cost of service – without compromising quality.

These outcomes are not independent of one another. They are interconnected, each reinforcing the next.

Together, they represent the practical impact of People-First FM.



**Reduced risk and
greater assurance**





**Stronger service
performance**



**Lower total
cost of service**



**Greater consistency
and quality control**



**Happier, supported
and empowered people**

GREAT PEOPLE, MAKING GREAT PLACES

People-First FM is designed to be consistent in its approach, yet flexible in how it is applied.

While the environments we support may differ – from hospitals and offices to manufacturing sites and public sector estates – the underlying principle remains the same: services should be designed around the people who use them and the people who deliver them.

What changes is the context.



In healthcare environments, where reliability and safety are critical, consistency of delivery becomes essential. Services must support clinical activity without disruption, maintaining high standards of hygiene and responsiveness in environments where the stakes are inherently high.



In office and professional environments, the focus shifts towards experience and productivity. Workplaces need to support collaboration, concentration and wellbeing, creating spaces where people can perform at their best throughout the day.



In manufacturing and production settings, the emphasis is on precision, uptime and efficiency. Services must be aligned closely with operational requirements, ensuring that environments remain safe, functional and supportive of continuous output.



Within government and public sector estates, accountability and compliance are central. Services must be delivered transparently, with clear evidence and consistent standards across often complex and distributed portfolios.



And in technology-driven environments, flexibility and user experience become increasingly important, with services needing to adapt quickly to changing patterns of use and evolving workplace expectations.

Across all these settings, the specifics may vary, but the model remains consistent.



SUSTAINABILITY, DELIVERED AS A SERVICE

Sustainability in Facilities Management is often defined by targets and reporting. While these are important, they are only part of the picture.

At its core, sustainability is about how environments are managed over time – how resources are used, how waste is reduced, and how workplaces support both people and the wider communities around them. At ISS, we approach sustainability through three connected areas.



1

The first is the creation of low carbon workplaces, where energy use is managed more efficiently and environments are optimised to reduce their overall impact. This involves not only the use of technology and data, but also the day-to-day decisions made by the people operating and maintaining these spaces.



2

The second is the development of zero waste workplaces, where materials are used more effectively and unnecessary waste is minimised. This requires coordination across services, consistent processes and a clear understanding of how activities on site contribute to overall outcomes.



3

The third is the creation of socially responsible workplaces, where the impact of services extends beyond the building itself. This includes supporting inclusive employment practices, contributing to local communities and ensuring that services are delivered in a way that reflects broader social value.

These areas are interconnected. Reducing energy consumption, minimising waste and creating opportunity all depend on how people are supported, how services are delivered and how consistently standards are applied.

Sustainability, in this sense, is not a separate layer. It is an outcome of a model that is designed to work effectively over time.



**Sustainability
Services**

GUIDED BY
Anthesis

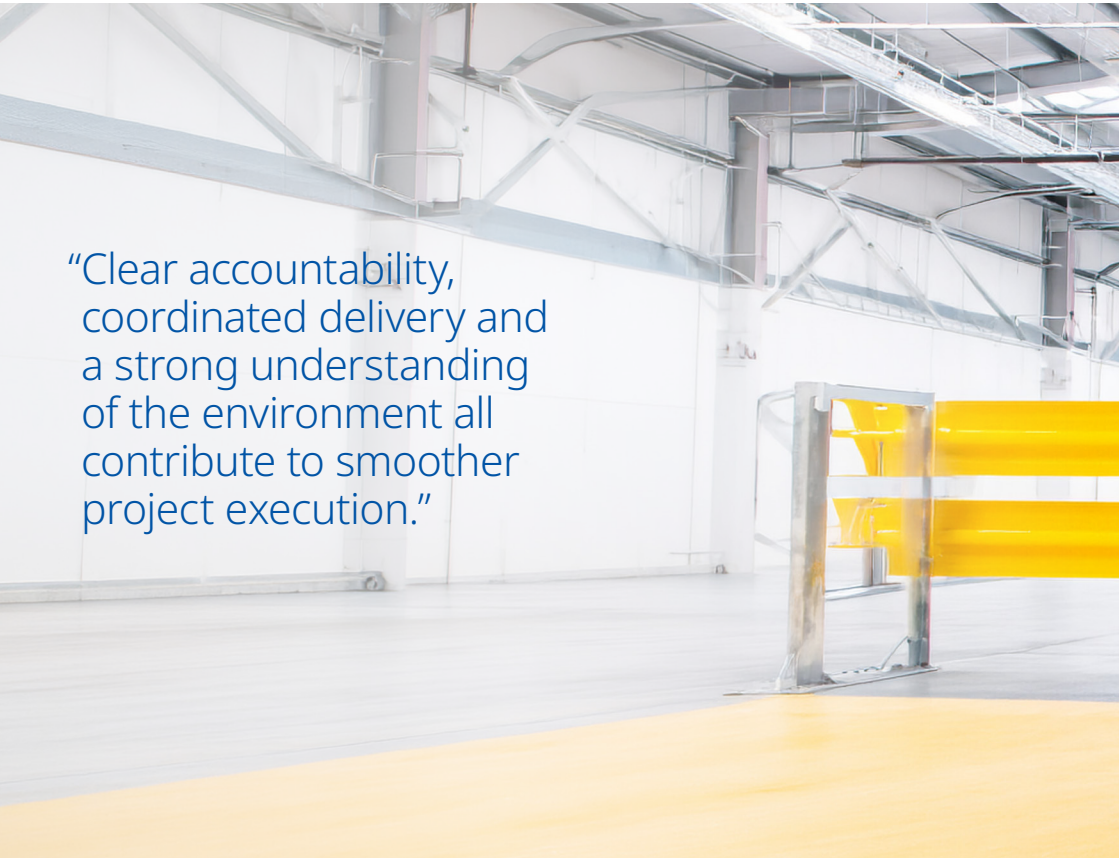
CHANGE MADE SIMPLE

Workplaces are constantly evolving.

Organisations adapt to new ways of working, changes in technology, and shifting expectations from employees and customers. As a result, the environments they operate in must also evolve – whether through refurbishment, reconfiguration or more substantial transformation. Managing this change can be complex.

Projects often involve multiple stakeholders, tight timelines and the need to minimise disruption to ongoing operations. Without careful coordination, this complexity can quickly impact both delivery and day-to-day activity.

Within People-First FM, projects are approached as a natural extension of the service model. Because the same principles apply.



“Clear accountability, coordinated delivery and a strong understanding of the environment all contribute to smoother project execution.”

Clear accountability, coordinated delivery and a strong understanding of the environment all contribute to smoother project execution. By working within an integrated model, projects can be aligned more closely with existing operations, reducing friction and improving continuity.

For customers, this means change can be delivered more simply. Projects are planned and executed with a clear view of how the space is used, how services are delivered and how disruption can be minimised.

Communication is more direct, and responsibility is easier to understand.

For building users, the impact of change is reduced. Environments continue to function effectively throughout the process, allowing organisations to adapt without unnecessary interruption.

In this way, projects become less of a separate activity and more of a continuation of how services are delivered – consistent, coordinated and designed around people.



THE FUTURE OF FM IS HUMAN

Facilities Management will continue to evolve.

Technology will advance, expectations will rise, and the environments organisations rely on will become more complex. New tools, new data and new ways of working will continue to shape how services are delivered.

But the fundamental requirement will remain the same: Places must work for people.

What will define the future of Facilities Management is not the systems themselves, but how effectively they support the people who deliver services, the people who use spaces and the organisations that depend on them.

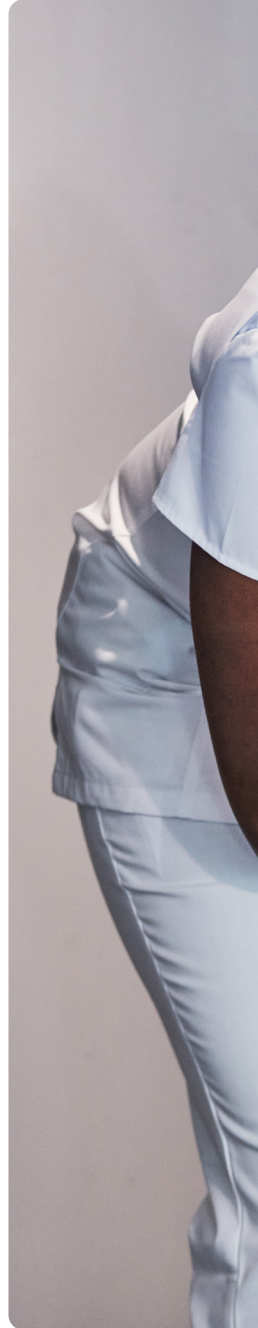
This is not a shift away from technology, but a clearer understanding of its role.

Technology will continue to enable better decisions, greater visibility and more efficient operations. But its value will be measured by the outcomes it creates – safer environments, smoother experiences and more consistent delivery.

In this context, People-First FM represents an evolution rather than a departure. An approach that builds on what has always made Facilities Management effective, while adapting it to meet the demands of today's environments.

Because the most successful workplaces will not be defined by complexity, but by how simply and reliably they work. And that will always depend on people.

“The fundamental requirement will remain the same: Places must work for people.”





ABOUT ISS

ISS is a leading workplace experience and Facilities Management company. With a presence in more than 30 countries worldwide, and with more than 27,000 employees across the UK and Ireland alone, ISS provides innovative workplace solutions that contribute to better business performance aimed at making life easier, more productive, and enjoyable for all – delivered to high standards by people who care.

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PEOPLE-FIRST FM

