



**IFMA**<sup>TM</sup>



# The State of Women in Facility Management (FM)

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# Download Today's Slides & Resources



[simplarfoundation.org/women-in-fm](https://simplarfoundation.org/women-in-fm)

# Simplar Foundation

- ▶ Simplar Foundation's mission is to share and promote research findings that allow organizations to implement best practices & train the work force
- ▶ Encourage collaborative research and fosters cooperation between industry and academia.
- ▶ Immediately applicable to the public and private sectors

# Simpliar Foundation

- ▶ Group of researchers and educators
- ▶ Integrated with all parties (owners & vendors)
- ▶ Developed tools & hands-on support:
  - Organizational Transformation
  - Procurement & Sourcing
  - Risk-based Partnering & Contracting
  - Project & Risk Management
  - Performance Measurements
- ▶ **Become a Client (or Vendor) of Choice**



# Why a Focus on Women in FM?

- ▶ Myriad evidence shows benefits to a gender diverse workforce, yet women have historically been underrepresented in FM
- ▶ Trying to understand if FM gender diversity/equality/inclusion (DEI) has changed over the last decade:
  - What factors are helping to improve DEI in FM?
  - What factors are inhibiting DEI in FM?
- ▶ Develop evidence-based recommendations to support organizations' DEI efforts
- ▶ Identify areas that need further research

# Methodology

- ▶ Reviewed questions from previous salary and demographics reports
- ▶ Input and pilot testing from SMEs
- ▶ Survey was sent to over 12,000 IFMA and non-IFMA members globally
  - 3,557 responses with 2,726 reporting gender (29% response rate)
- ▶ Compensation data provided in local currency was converted to US Dollars

# Respondents by Region

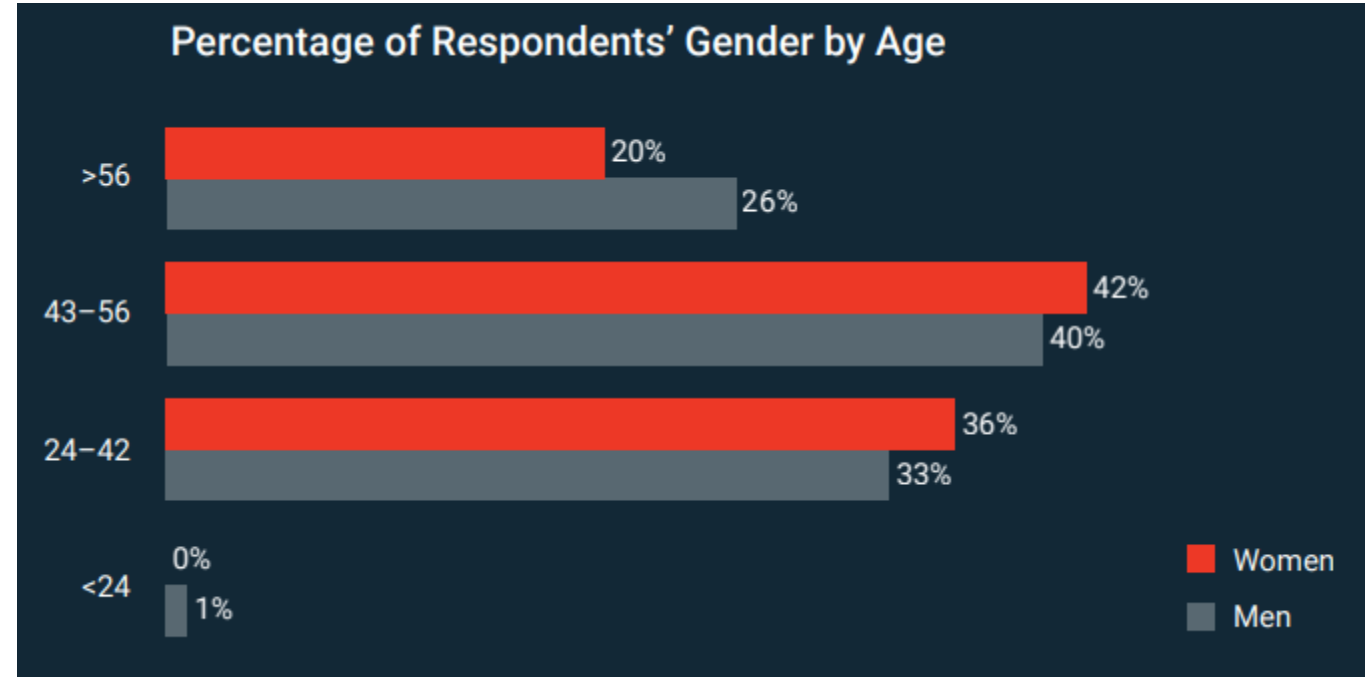
Region	Women	Men
South and Latin America	15	61
North America	510	1513
Middle East	7	145
Europe	29	107
Asia Pacific	40	185
Africa	17	97
<b>Total</b>	<b>618</b>	<b>2108</b>

# Age & Gender Mix



# Age

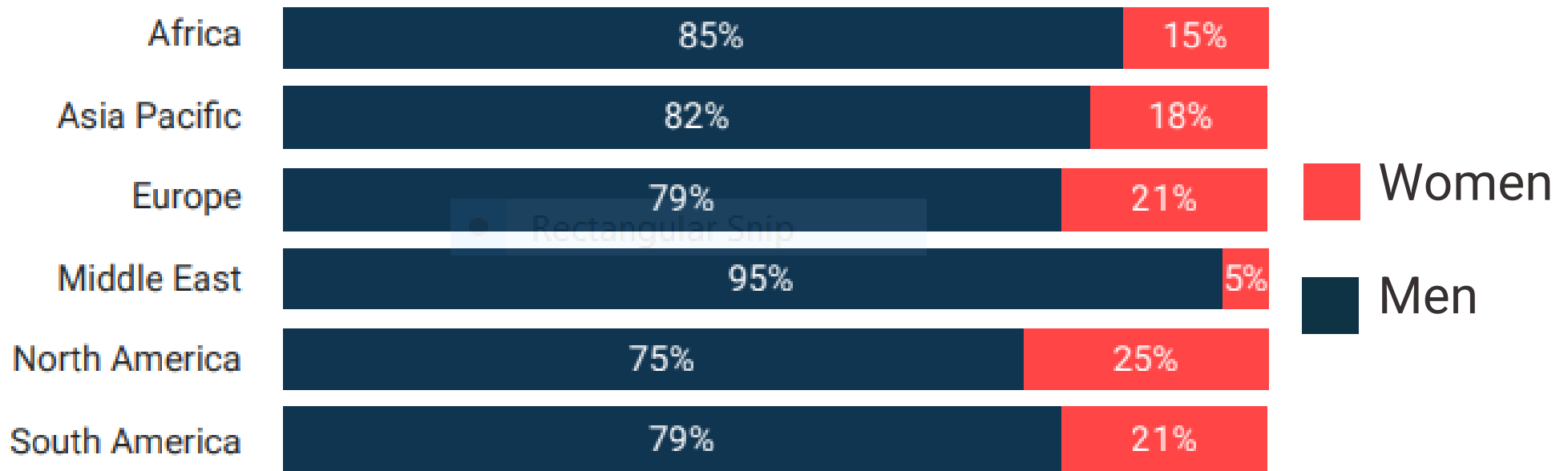
- ▶ Average women in FM is 45 years old
- ▶ Fewer women near retirement age (>56 years old) than men in FM



- ▶ Employers should consider the recruitment of women a strategic advantage in addressing the aging FM workforce and related attrition challenges

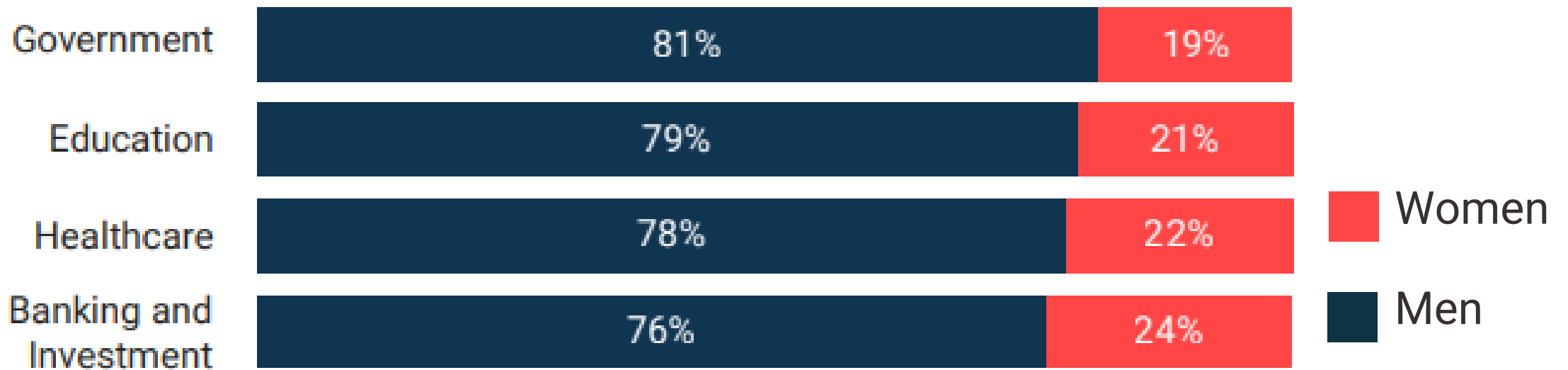
# Gender Mix by Region

- ▶ On average, women constitute 22% of global FM workforce but this gender mix is not equal across regions



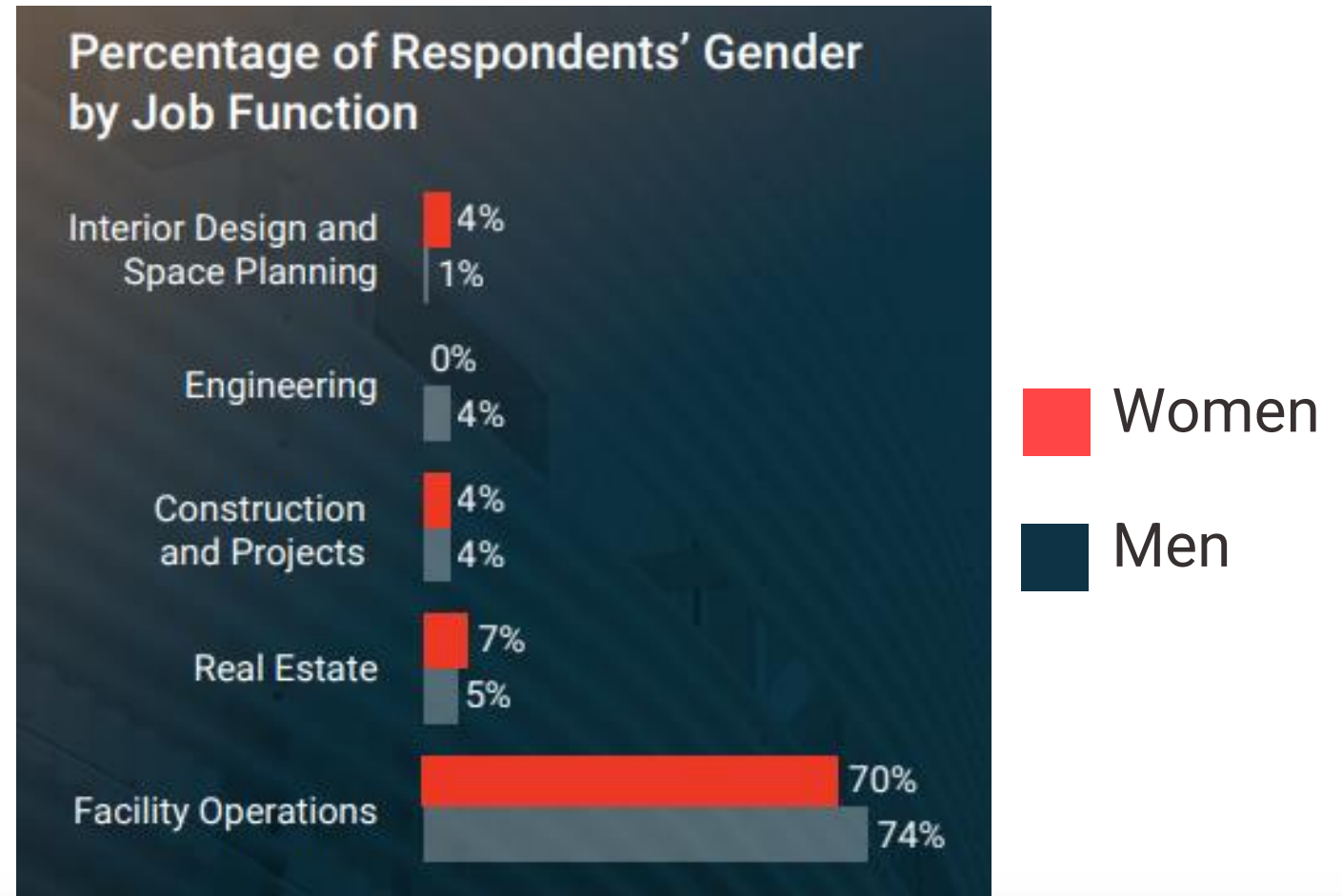
# Gender Mix by Common Industry

- ▶ No significant difference in gender mix by industry



# Gender by Job Function

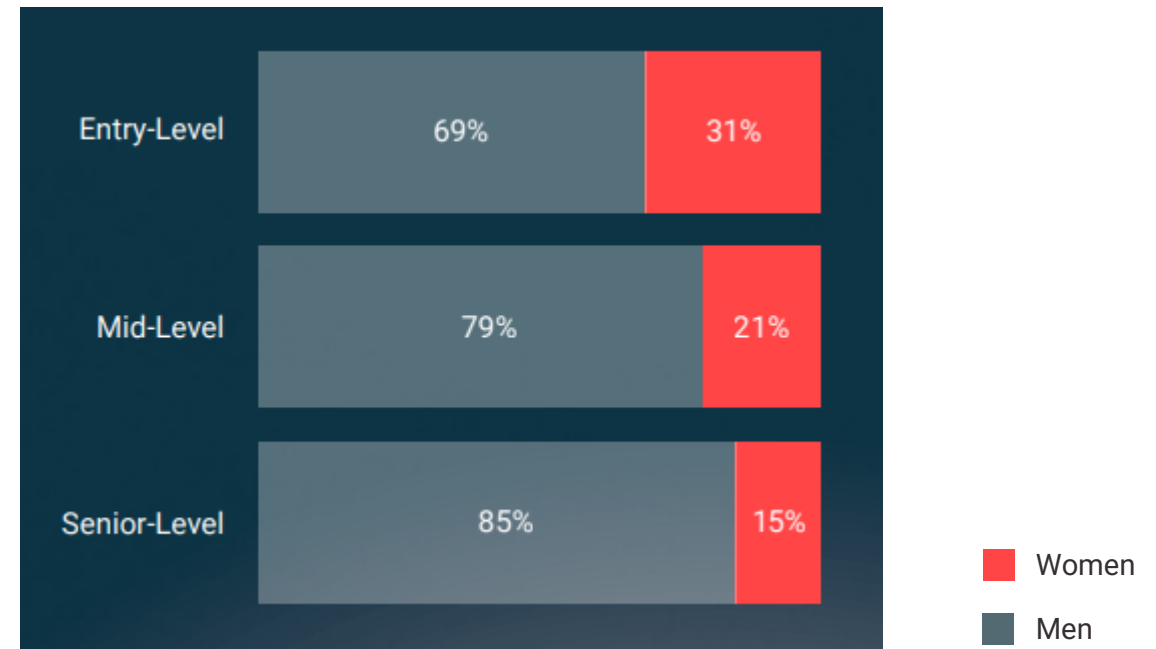
- ▶ Majority of Men and Women in FM work in “Facility Operation” function



# Gender Mix by Job Level

▶ **Women are leaving the FM workforce...Why?**

1. Education gaps?
2. Pay gaps?

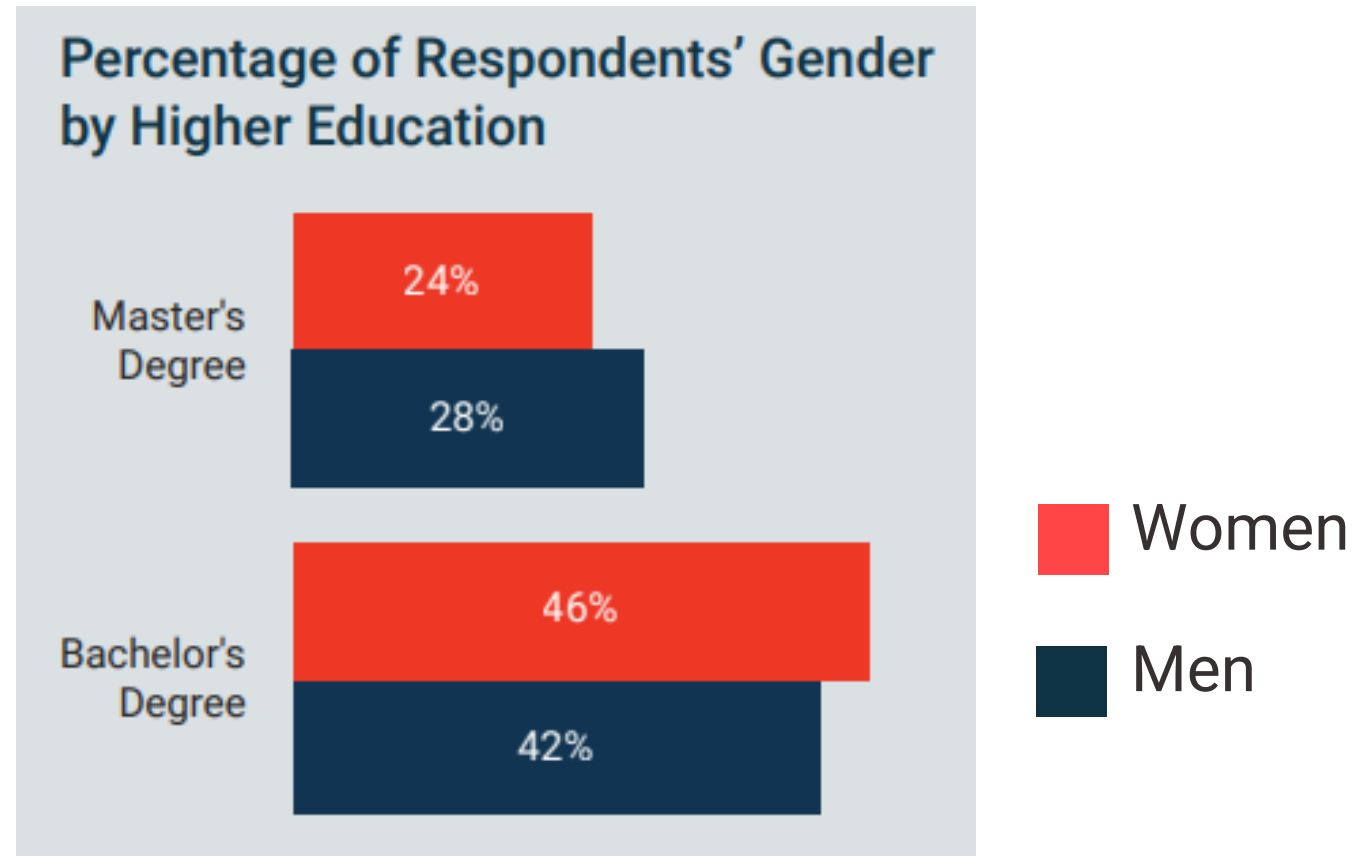


- ▶ Recruitment efforts may have improved, but **greater focus on retention is necessary**

# Education

# Gender by Higher Education

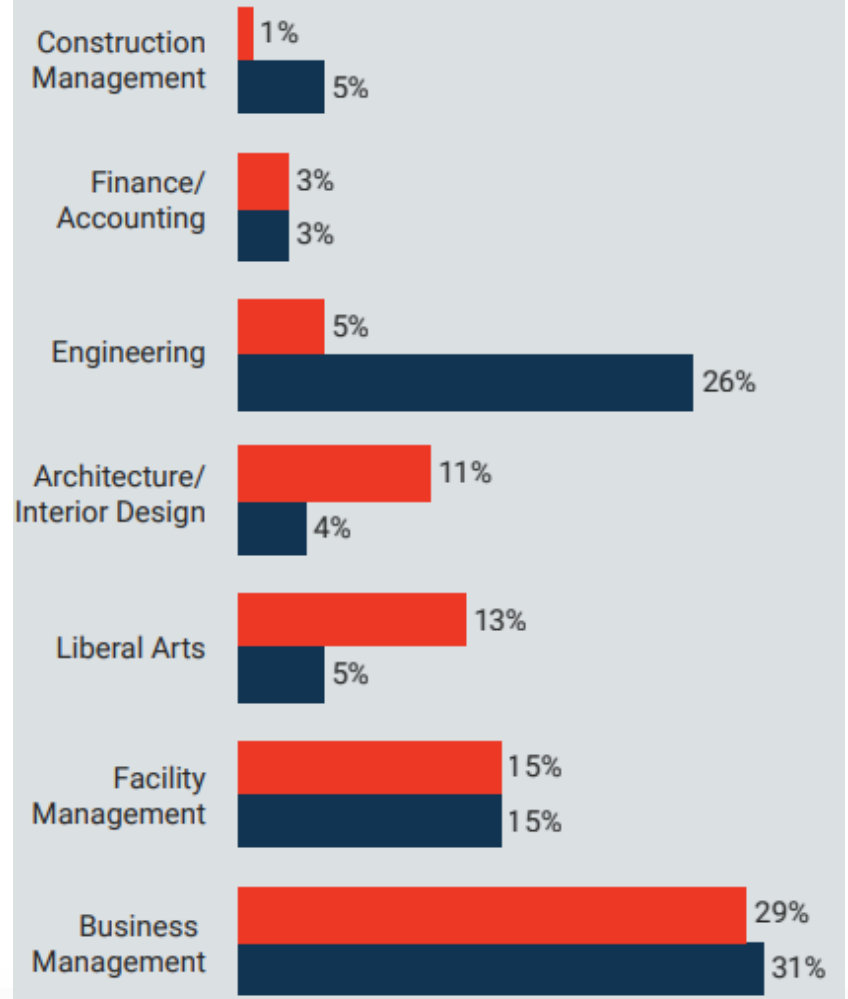
- ▶ No significant difference in education levels between men and women in FM



# Gender by Degree Majors

- ▶ Facility & Business Management most common majors regardless of gender
  - Producing equal mix of men and women graduates
  - FM major has similar starting annual base pay for both men and women graduates
- ▶ The growth of, and recruitment from, FM academic programs is a key to greater gender equality in FM

Percentage of Respondents' Gender by Degree



■ Women  
■ Men

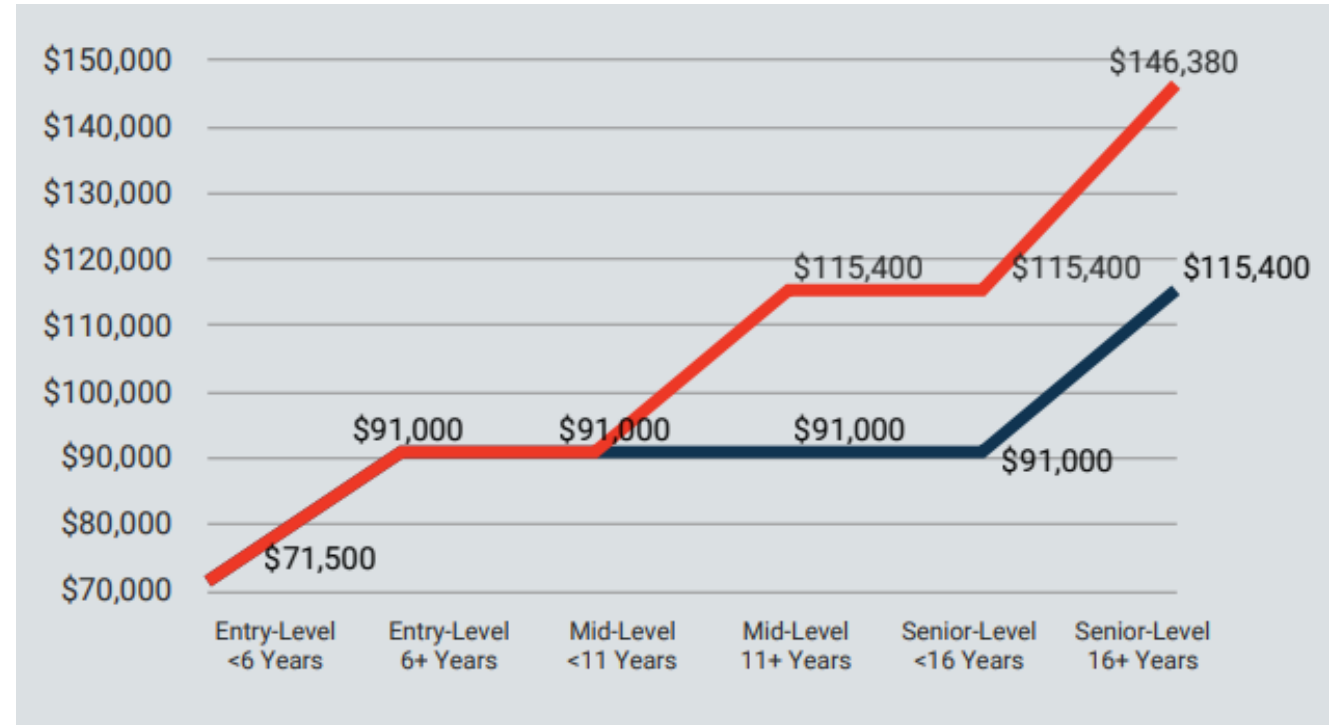


# Pay

# Pay by Gender and Job Level

## Facility Operations

- ▶ Women receive *similar* pay as men for entry-level and early mid-level FM jobs
- ▶ Women receive *significantly higher* pay than men for more senior-level FM jobs
  - Even with similar or less budget/staff responsibility

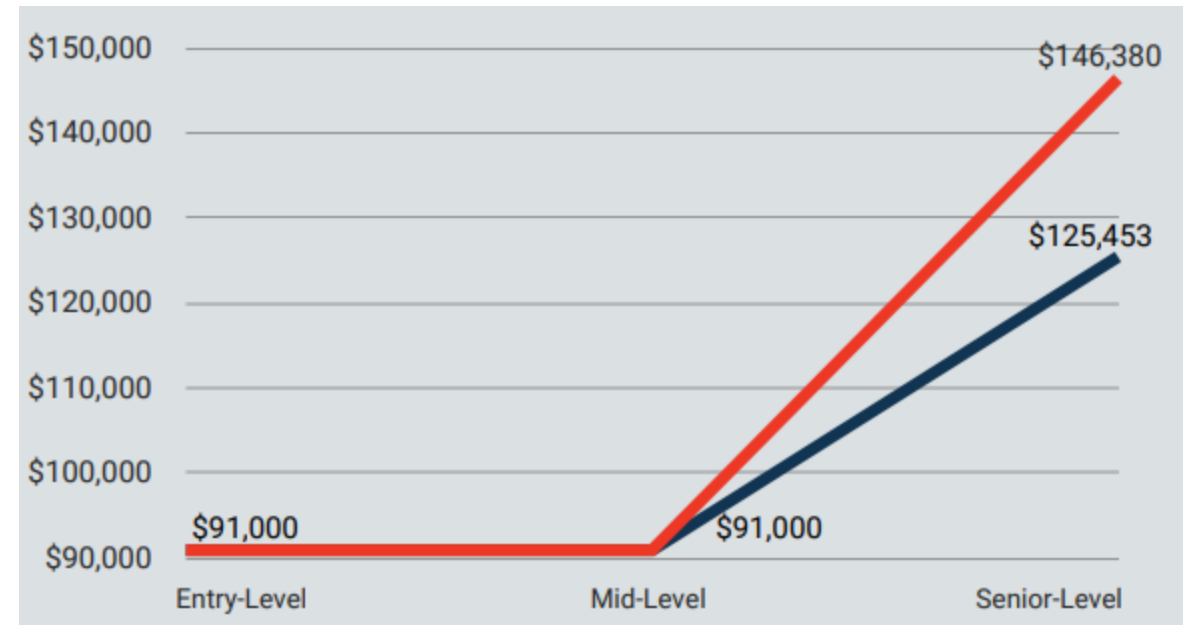


■ Women  
■ Men

# Pay by Gender and Job Level

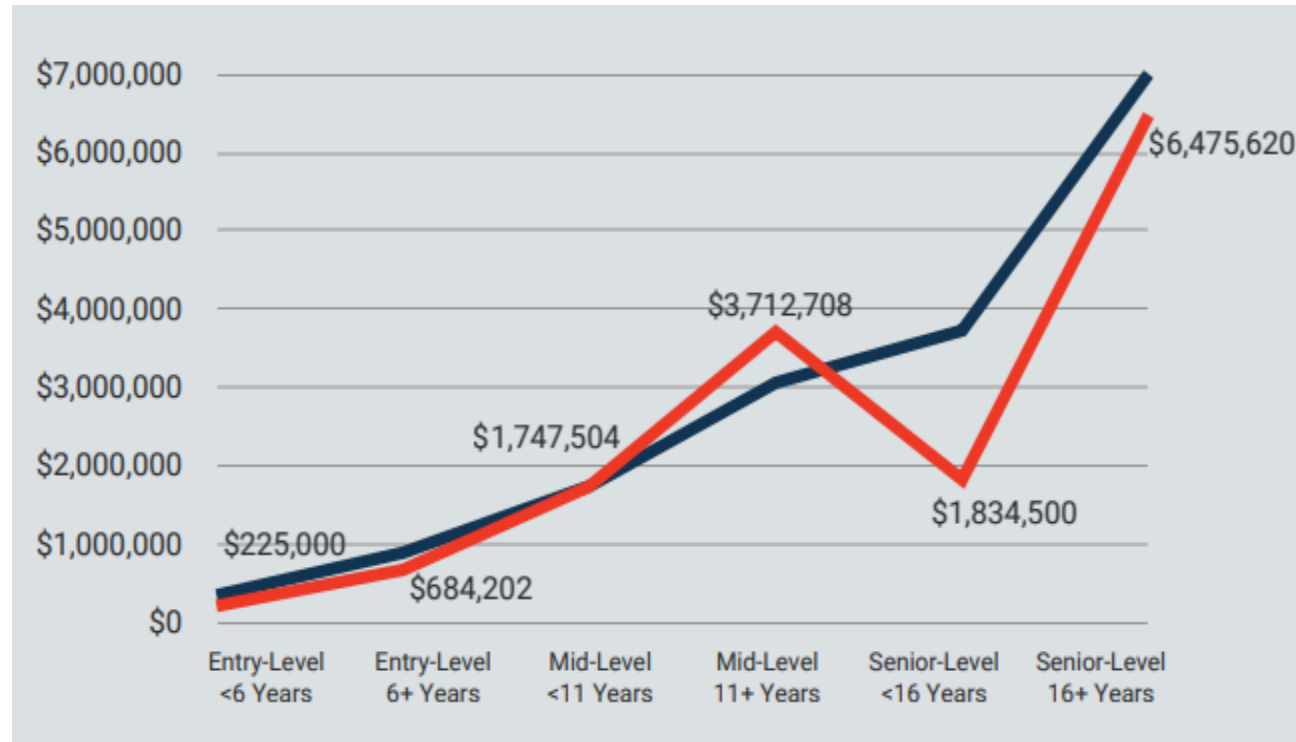
## *Real Estate and Construction Project Management*

- ▶ Women receive *similar* pay as men for entry-level and early mid-level FM jobs
- ▶ Women receive *significantly higher* pay than men for more senior-level FM jobs
  - Even with similar or less budget/staff responsibility



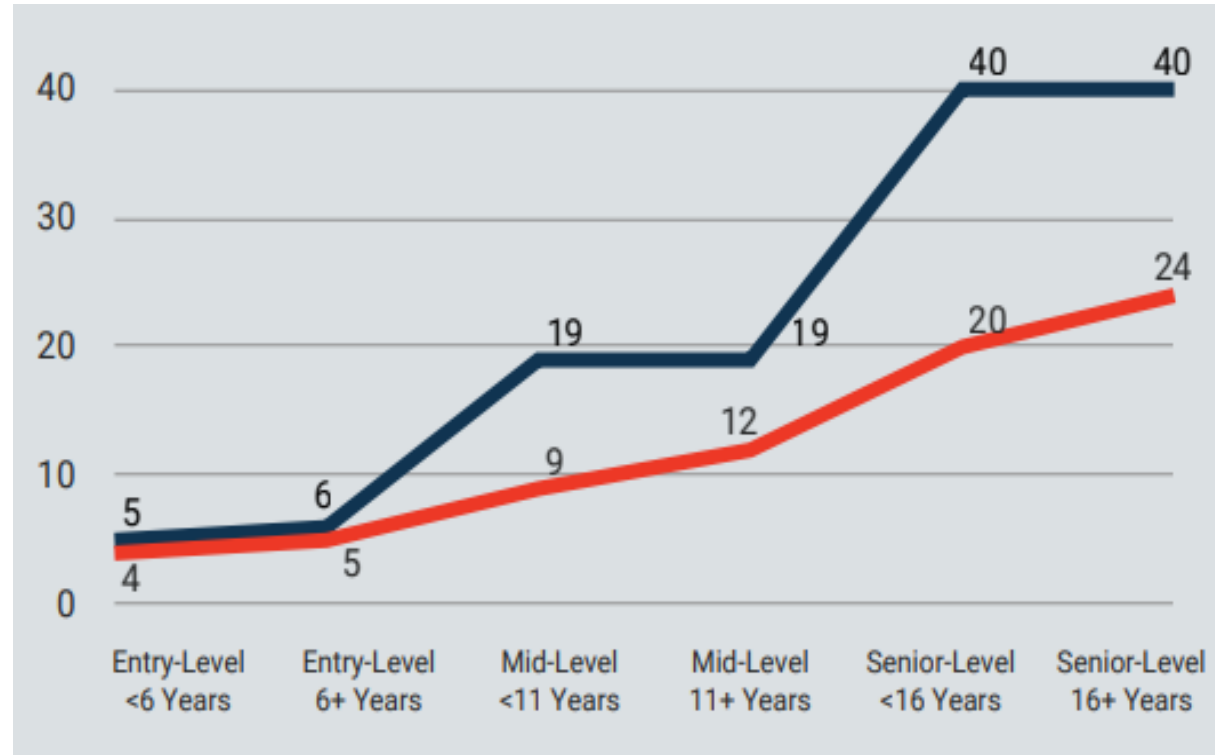
■ Women  
■ Men

# Budget Responsibility



■ Women  
■ Men

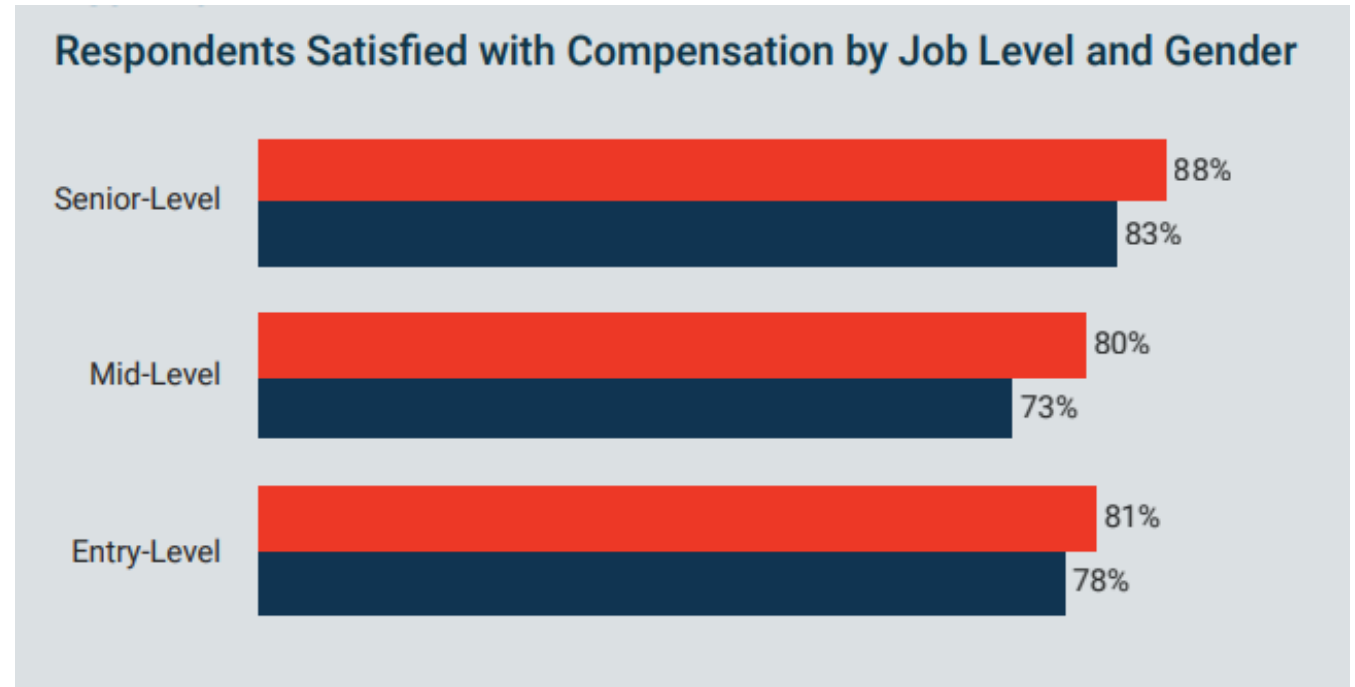
# Staff Responsibility



■ Women  
■ Men

# Pay Satisfaction

- ▶ Women are more satisfied with pay compared to men in FM at every job level

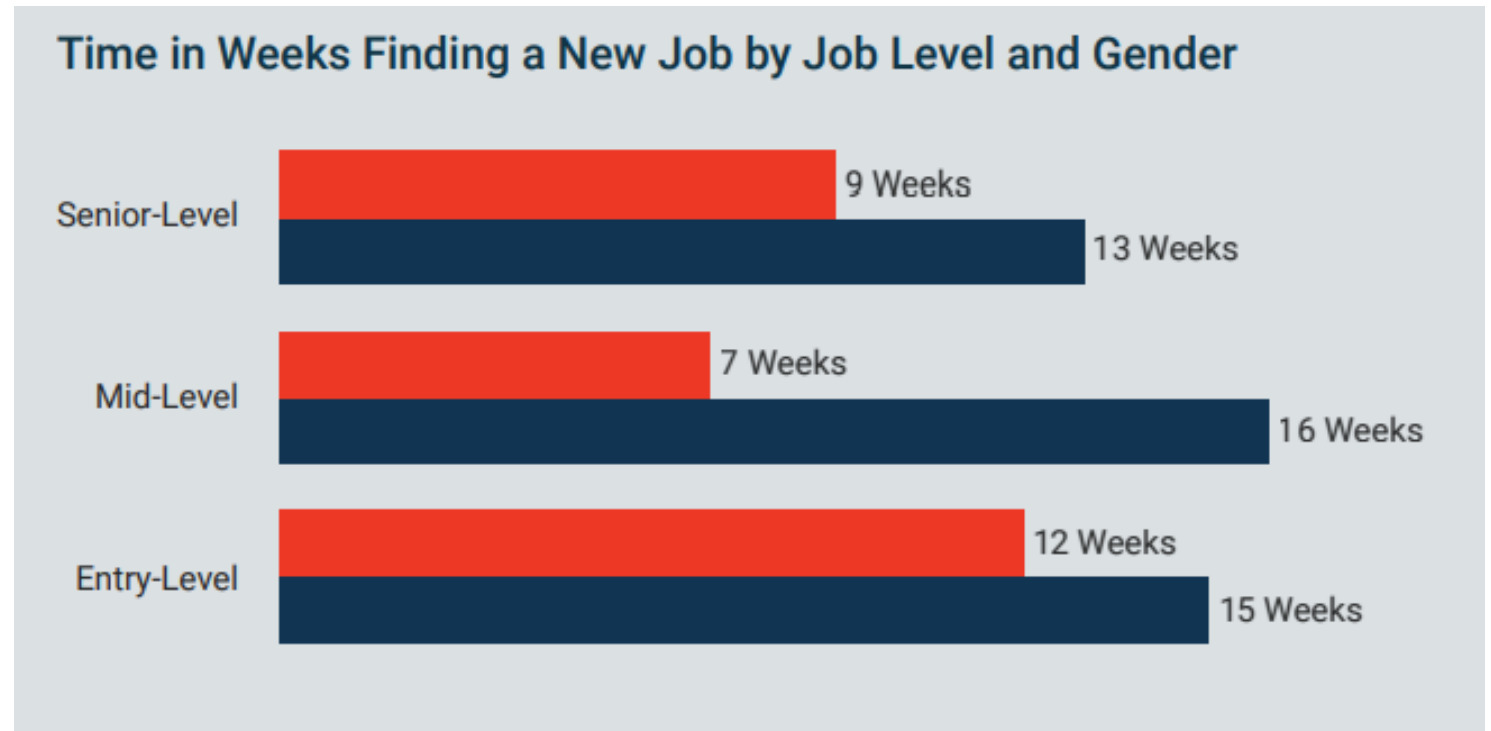


- ▶ Low pay is not a factor in higher levels of female FM attrition

■ Women  
■ Men

# Employment Outlook for Women in FM

- ▶ Women find jobs faster than men at every job level in FM



Women  
Men

# Other Factors to Consider

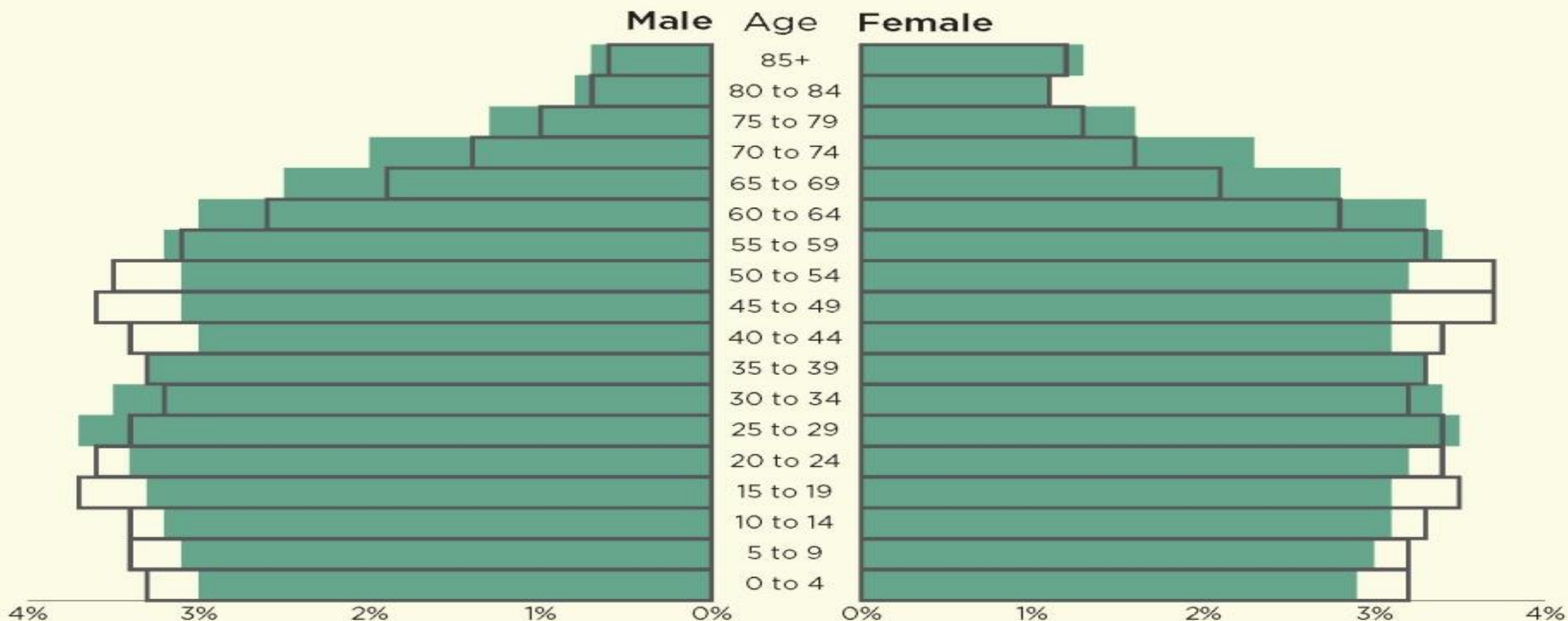
- ▶ Women have longer current job tenures than men in FM

Type	Women	Men
Current tenure	7.9	3.6
Years since last promotion	3.6	4.0
Number of hours worked weekly	43.9	45.9
Number of hours commuting weekly	5.8	8.8
Contracted employment	18%	19%
Part-time employment	1%	1%
Multiple employers	3%	6%
Percentage without professional credentials	43%	34%



# Percent of Total Population in 2010 and 2019

□ 2010    ■ 2019



# Additional Research to Explore Other Possible Factor Contributing to Exodus of Women in FM

- ▶ Workplace cultures and policies that make supporting family-related responsibilities difficult (i.e. inflexible work schedules)
- ▶ Shortage of mentoring and female role models
- ▶ Lack of acknowledgement and inclusiveness
- ▶ Limited career development opportunities
- ▶ Job responsibilities without meaningful human impact
- ▶ Bias toward conventional recruitment sources and career paths.

# Conclusion & Call to Action

# FM Research Updates

Tomorrow, Friday Sept 29

**10:30am – 11:30am**

**Room 205**

## TOPICS:

- Workforce Development & Talent Development
- Space planning
- Return to Office
- Facility Operations & Benchmarking

# Free Webinar Series

**3<sup>rd</sup> Tuesday every month**

**@ 12pm Central US Time (GMT -0600)**

*15-min Teaching Moment*

(learn a new tip, trick, or tool)

*30-min Virtual Peer Group*

(network with professionals)

*Office Hours*

(open Q&A until the questions run out!)



# Previous Recordings Available Online!



**Budgeting for Facility Costs**  
High Inflation, Supply Chain Delays, and Workforce Shortages  
January 17, 2023

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International Facility Management Association

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**Developing an Effective Statement of Work (SOW) for Operations & Service Contracts**  
February 21, 2023

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**What Every FM Needs to Know about ESG!**  
May 16, 2023

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**Facility Condition Assessment Boot Camp: Practical Tools to Get Your Portfolio Squared Away!**  
July 18, 2023

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**Buying the Right FM Technology Solution for your Organization**  
March 21, 2023

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**Return to the Office: Latest Trends, Developments, and Practices**  
April 10, 2023

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**Educational Opportunities and Credentials for the Aspiring Facility Professional**  
August 15, 2023

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**Recommendations for Today's Labor Shortages in Facility Management**  
September 19, 2023

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17

October

← Next Month!



Add to Calendar

### Finding the One: Identifying Future High Performers in FM

We discuss the results of IFMA's newest tool: human dimensions and profiles of facility professionals! We will discuss how facility leaders can improve their ability to identify future top talent early in their careers, and customize talent development based upon each individuals' specific traits, personality, and aptitudes.

21

November



Add to Calendar

### Easy Pickings: Save Time, Money and Gray Hair in Hiring the Right Vendors

Hiring industry partners is one of the most common things that FM's do... but how often do they not meet expectations? Nothing will make you work harder and longer than hiring the "wrong person". We will show you three powerful tools that will make your next contractor selection a refreshing experience.

19

December



Add to Calendar

### Using Drones to Inspect Roofs and Buildings - Don't Break a Leg!

Drones can be used to conduct inspections of roofs or other hazardous areas, survey overall site layouts, and more. We will review the recommended drones specifically for facility managers, costs, training requirements, and applicable laws.

16

January



Add to Calendar

### Quick Start Guide to Using Building Information Modeling (BIM) in Facility Management

Many owners are starting to require BIM models as part of their construction standards, and yet FM's often don't really know where to get started. What are the common software applications out there? How can an FM be a savvy BIM user on the next renovation project? What is a clash detection report anyway? Walk away with practical guidance on how to

20

February



Add to Calendar

### Using AI in Facilities Management

Discover how artificial intelligence can revolutionize the field of facilities management in this interactive online session. You'll learn how AI can streamline maintenance programs, optimize real estate investments, and reshape the way facilities managers operate. Embrace the future of technology and learn to make more efficient, strategic decisions in your role.



# Upcoming Topics!


Register at: [simplarfoundation.org/fm-doctor](https://simplarfoundation.org/fm-doctor)



# Individualized Reports

**Human Dimensions**

Organization: [REDACTED]  
Date: 8/29/2018



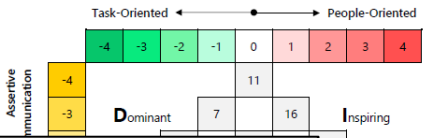
This report presents your personalized results for the following personality diagnostics: *HEXACO Personality Inventory*, *Emotional Intelligence*, *Myers-Briggs Type Indicator*, and *QDISC-101*. Each section contains your assessment score, and an explanation of the score. The appendix explains what is being measured in each assessment and the various possible outcomes.

A high score for a personality trait does not necessarily mean that a person of that personality type can be successful given the right circumstances. This can be used to connect better with colleagues and peers. This can be used to connect better with colleagues and peers. This can be used to connect better with colleagues and peers.

**QDISC-101**

The *QDISC-101* is an advanced version of the DISC commonly known as DISC developed by Dr. Avi Wiesel. It provides information about your workplace priorities and preferences. It is divided into four work orientations (task-oriented vs. people-oriented) and into one of the four quadrants – Dominant, Inspiring, Supportive, and Reserved. Your *QDISC-101* score is highlighted in the diagram.

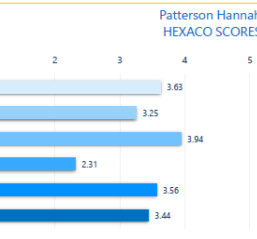
[www.simplar.org](http://www.simplar.org)



**HEXACO Personality Inventory**

The *HEXACO Personality Inventory - Revised* (HEXACO) is a six-dimensional model of human personality that assesses six factors: Honesty-Humility (H), Emotionality (E), Extraversion (X), Agreeableness (A), Conscientiousness (C), and Openness to Experience (O). Each factor is composed of traits with characteristics indicating high and low levels of the factor, and is measured from 1 to 5. A detailed explanation of the factors is available in the [Appendix](#).

The following chart illustrates your scores on the HEXACO personality inventory.



Factor	Score
Honesty-humility	3.63
Emotionality	3.25
Extraversion	3.94
Agreeableness	2.31
Conscientiousness	3.56
Openness to Experience	3.44

**WHAT DOES IT MEAN?**

Your **Honesty/Humility** score is lower than average. It indicates that you tend to flatter others to get what you want, are inclined to break rules for personal profit, are motivated by material gain, and feel a strong sense of self-importance.

Your **Emotionality** score is higher than average. It indicates that you tend to experience fear of physical dangers, experience anxiety in response to life's stresses, feel a need for emotional support from others, and feel empathy and sentimental attachments with others.

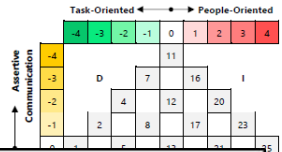
Your **Extraversion** score is higher than average. It indicates that you tend to feel positively about yourself, feel confident when leading or addressing groups of people, enjoy social gatherings and interactions, and experience positive feelings of enthusiasm and energy.

Your **Agreeableness** score is lower than average. It indicates that you tend to hold grudges against those who have harmed you, are rather critical of others' shortcomings, are stubborn in defending your point of view, and feel anger readily in response to mistreatment.

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**COMPARISON TO THE INDUSTRY**

The following figure illustrates the average *QDISC-101* score within the industry along with your score.



Dimension	Your Score	Industry Score
Task-Oriented	19	22
People-Oriented	19	22

Ability of individuals to recognize their own emotions and different feelings and label them appropriately, use emotional behavior, and manage and/or adjust emotions to adapt to situations. It encompasses self-awareness, self-management, social and emotional intelligence overall.

**EMOTIONAL INTELLIGENCE SCORES**

Score	Range	Interpretation
90-100	90-100	A strength to capitalize on
80-89	80-89	A strength to build on
70-79	70-79	With some improvement, this could be a strength
60-69	60-69	Something to work towards
59 or below	59 or below	A goal to address

Your score is 68.0.

Ability to accurately perceive your emotions in the moment and in various situations. Ability to use awareness of your emotions to stay flexible and direct. Ability to accurately pick up on emotions in other people and on with them. Ability to use awareness of your own emotions and those of others successfully. Ability to stay aware of your emotions, and to understand your own and others' motives.


[www.simplar.org](http://www.simplar.org)

Preference for people-oriented work and communication.

Preference for steady pace, security, and don't like sudden change, unpredictable, deliberate, stable, and paced.

Here: [Houston Marston](#)

**COMPARISON TO THE INDUSTRY FOR HEXACO**



Individual scores for HEXACO factors compared to industry averages.

**TOP PERFORMERS FOR HEXACO**

Range	Factor(s)
Significantly above best in class	Openness to Experience
Above best in class	
Near best in class	Honesty-humility, Emotionality, Extraversion
Below best in class	Conscientiousness
Significantly below best in class	Agreeableness

[www.simplar.org](http://www.simplar.org)



# Customized Individual Reports



Individualized reports created for every respondent



Report provides a detailed insight into an individual's personality type



Each assessment illustrates how the individual's personality compares with organization & overall industry.



Information about how the individual compares against the procurement leadership in the industry is provided

# We need YOU

- ✓ Get your own FREE personality profile
- ✓ Have your team get their own FREE profiles
- ✓ 100% confidential

<https://qrco.de/HD-survey>



# Key Learning Points

- ▶ Women in FM remain underrepresented
- ▶ More women being hired into entry-level roles, *but they are not staying in the FM profession*
- ▶ Why are women exiting FM at a higher rate than men?
  - Not due to lack of education
  - Not due to low pay
  - Not due to limited industry demand
- ▶ Additional research necessary to explore other factors impacting high attrition of women in FM

