





FM 2030 & Beyond

An FMA 2026 masterclass, 5 August 2026

Stephen Ballesty
FRICS (QS & FM), IFMA Fellow, CFM, FAIQS, CQS, ICECA
FMA Australia Life Member & Past Chair

[In-Touch Advisory](#)



In-Touch
Advisory



Providing Leadership, Creating Leaders

www.FMConnect.com.au
www.FMA.com.au
#FMConnect26



Life Member
FMA
Australia

LinkedIn [Facility Management Association of Australia](#)





FM 2030 & Beyond

Information for attendees of Masterclass Two

This document has been prepared for the FMA Australia's FM Connect 2026 event on 5 August 2026 in Brisbane.

It should be noted that this document represents a summary of the issues addressed and does not constitute advice. The author makes no representation as to its accuracy or completeness and the information should not be relied upon as such. Although care has been exercised in its preparation, the author accepts no legal responsibility for any loss or damage suffered as a result of any inadvertent inaccuracy.

This document reflects the author's current and personal views only.

This document should not be copied, reproduced, distributed, or relied upon without seeking, professional advice and obtaining the full version of the publications and sources referred to herein.

Masterclass output: FMA Australia have requested the facilitation of member engagement, a strategic focus and an article for Facility Perspectives summarising this Masterclass acknowledging the participants (as post session activity by author).

Acknowledgements: AIQS, IFMA, RICS, Standards Australia, ISO and the UN in making today's content possible. Thank you also to FMA Australia for requesting this session.



© Stephen.Ballesty@in-touchadvisory.com





FM 2030 & Beyond

Stephen Ballesty FRICS, FAIQS, IFMA Fellow, CFM, CQS, ICECA



- Stephen's Sydney based consulting firm **In-Touch Advisory** connects stakeholders with solutions for the Built Environment across the property–construction–facilities life cycle.
- My current industry roles:
 - **FMAA's** Sustainability & Resilience SIG (special interest group)
 - **RICS** Governing Council member, Asia Pacific geographic seat
 - **IFMA's** FM Consultant Council, Regional Director – Asia Pacific
 - **EuroFM** Ambassador to Australia
 - **AIQS'** representative to Standards Australia's MB-022 Committee for FM standards, and an Australian delegate to ISO/TC-267 (ISO 41000 facility management since 2012), ISO/TC-267's global liaison to ISO/TC-251 (ISO 55000 asset management since 2013) and ISO/PC 343 (MSS for UN's SDGs since 2023)
 - **UNSW** Casual Academic, School of the Built Environment



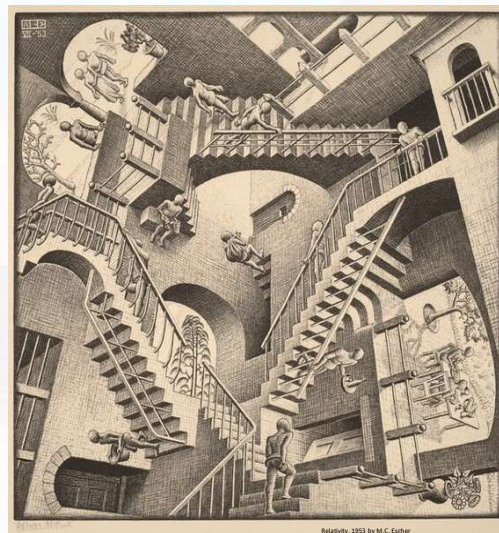
© Stephen.Ballesty@in-touchadvisory.com



FM 2030 & Beyond

Today's agenda

- ❑ Why are we here today?
- ❑ Objectives, Context and Challenges
- ❑ Sustainable Development
- ❑ Standards and Frameworks
- ❑ Emerging Topics and Global Trends
- ❑ Let's try to workshop the issues!!
- ❑ Discussion, Conclusions and Deliverables
- ❑ Close



© Stephen.Ballesty@in-touchadvisory.com



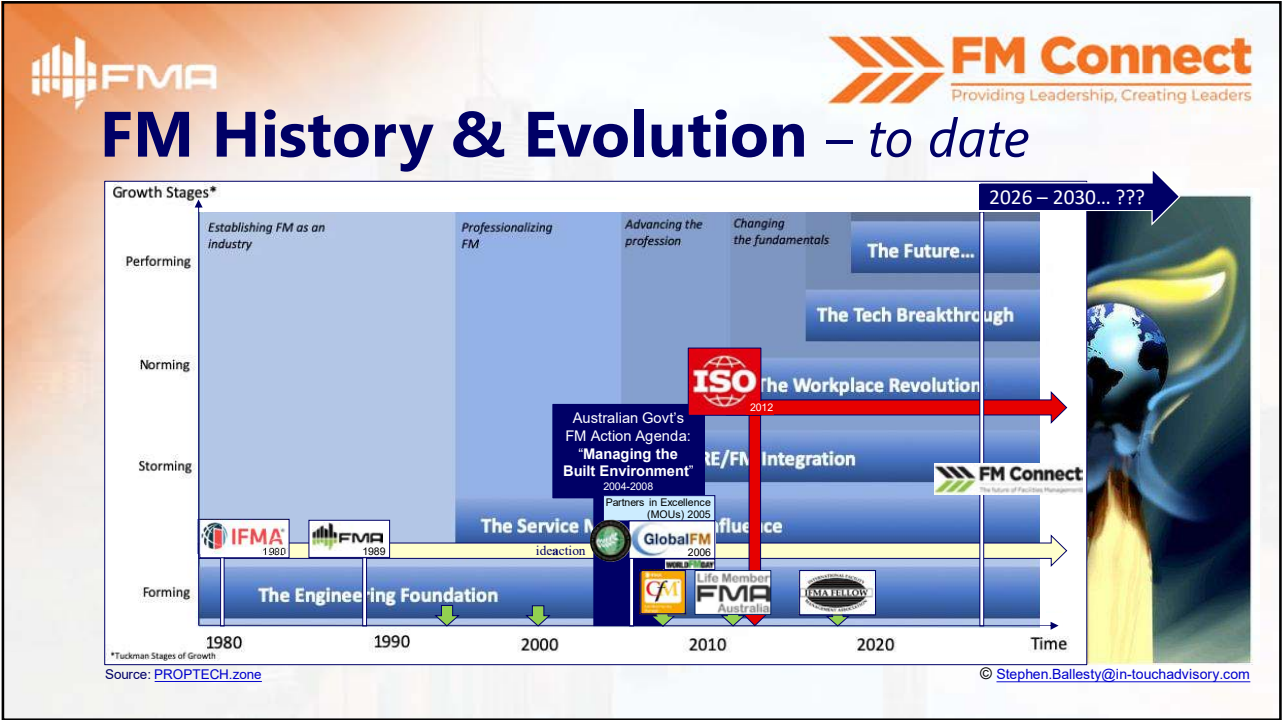
Future of FM?:
No one answer,
no single future ...

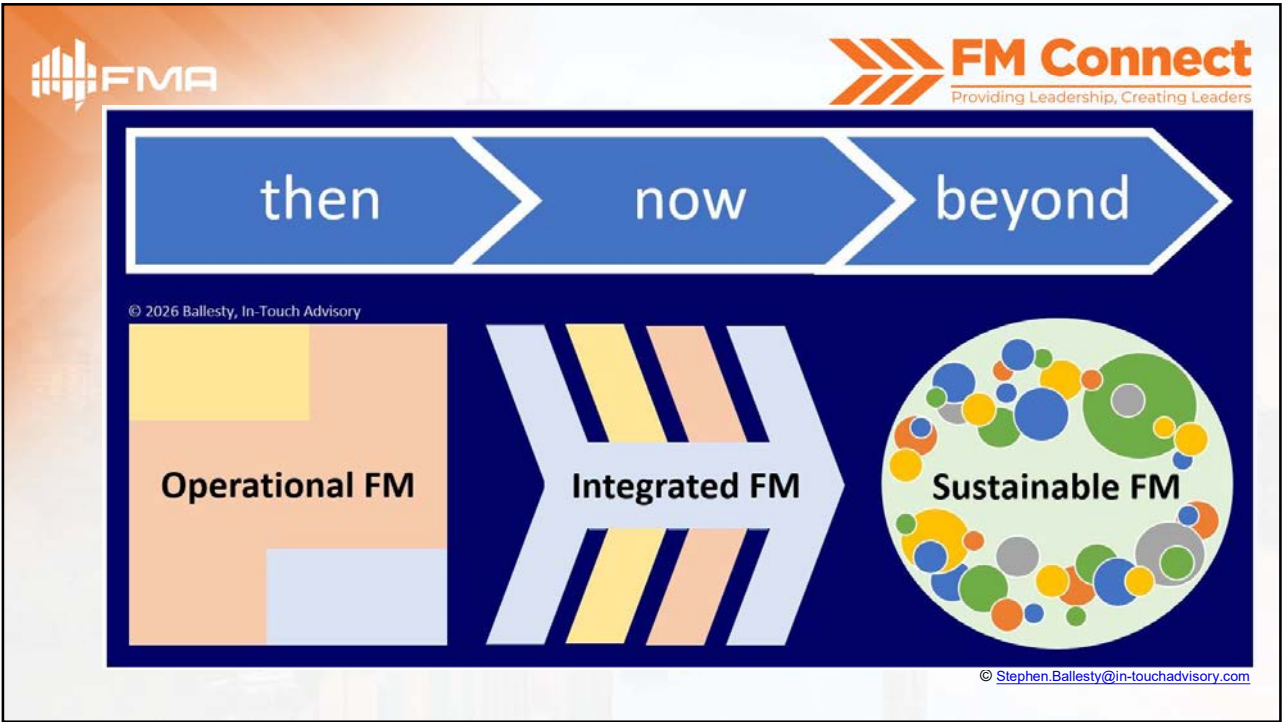
"We cannot discover new oceans unless we have the courage to lose sight of the shore"

André Gide, 1869-1951
French writer celebrated for his psychological insight, moral boldness, and exploration of personal freedom; receiving the Nobel Prize in Literature in 1947.

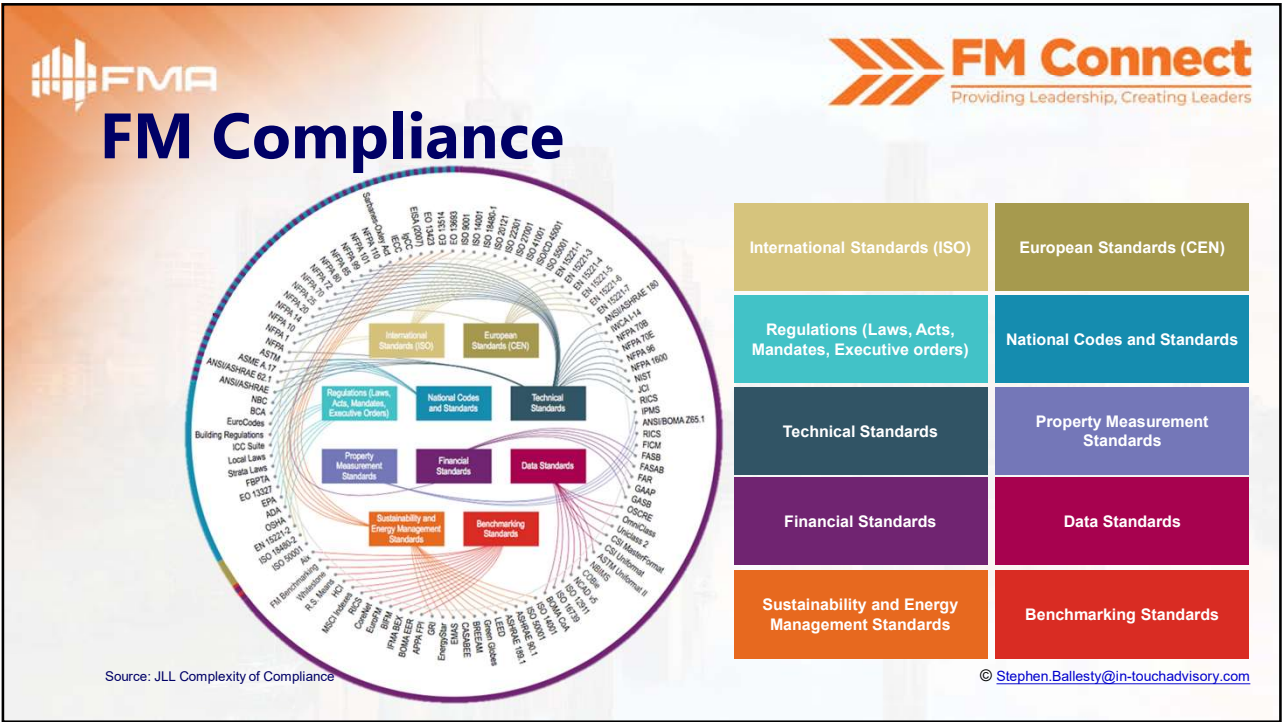
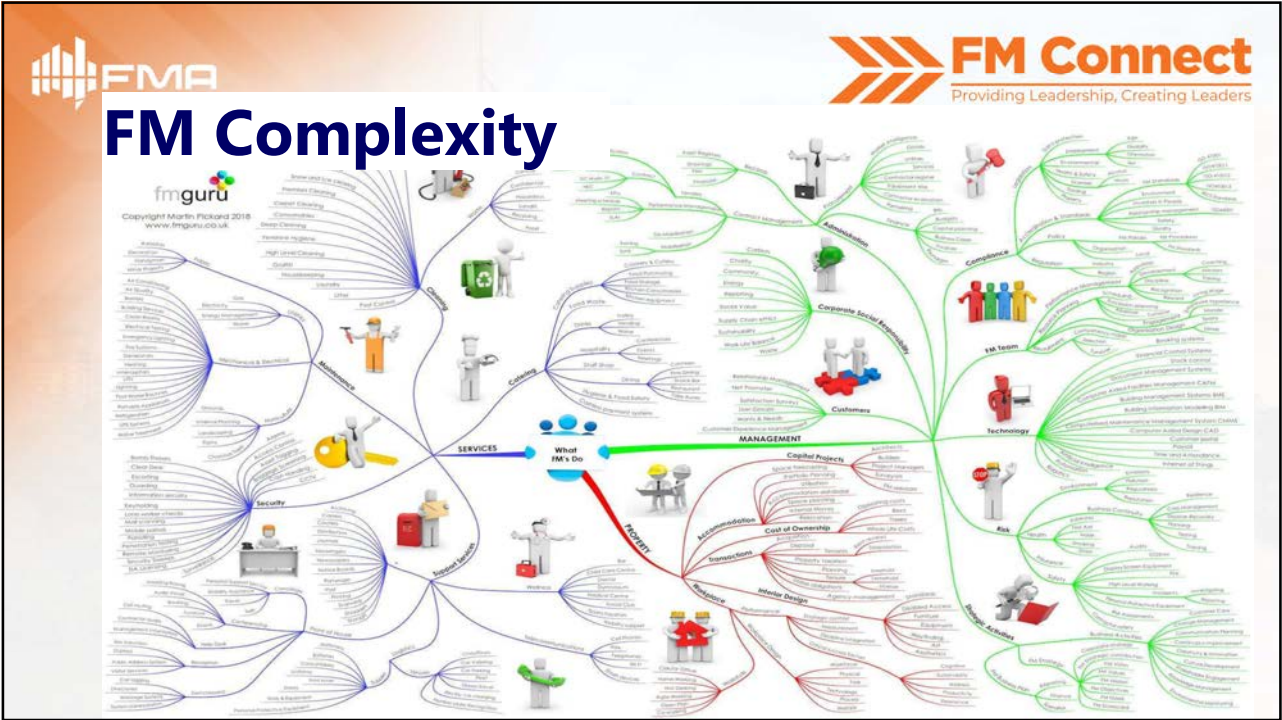
Resilience: "adaptive capacity in a complex and changing environment"

Source: ISO/TR 41019:2024 "FMs role in sustainability, resilience and adaptability" and ISO 41011:2024, 3.7.17











FM 2030 & Beyond

Uncertainty seems a common feature across multiple global challenges.

Uncertainty across mega issues:

- geopolitical instability;
- climate change;
- economic divergence;
- housing affordability;
- regulatory reforms;
- cybersecurity; and
- the accelerating impact of technological advances.



"There are **known knowns**. These are things we know that we know.

"There are **known unknowns**. That is to say, there are things that we know we don't know.

"But there are also **unknown unknowns**. There are things we don't know we don't know."

Donald Rumsfeld (1932-2021)
United States Secretary of Defense, 2001-2006



Providing Leadership, Creating Leaders

© Stephen.Ballesty@in-touchadvisory.com



2026 FM Reality Check – *doing more!*



Providing Leadership, Creating Leaders

➤ Carbon emissions, etc. etc.

➤ Climate change resilience

➤ Cost escalation / inflation

➤ Digital disruption

➤ Economic / investor metrics

➤ Mandatory disclosure rules

➤ Occupant / user expectations

➤ Population densities

➤ Risk-averse market behaviour

➤ Sectorial / market differences

➤ Sustainable development

➤ ... *covering more!*



AI ??

\$\$!!

© Stephen.Ballesty@in-touchadvisory.com

Stephen.Ballesty@in-touchadvisory.com

8





Sustainable Development

"Sustainable development" meets the needs of the present without compromising the ability of future generations to meet their own needs"

Gro Harlem Brundtland, Chair / Author, the UN's Our Common Future, also known as the **Brundtland Report**, October 1987







Agenda 2030
UN's 2015 report:
Transforming our world: the 2030 Agenda for Sustainable Development.

Source: [United Nations, Dept. of Economic and Social Affairs \(un.org\)](https://un.org)

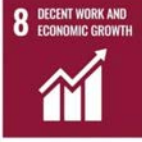
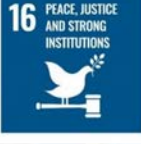


© Stephen.Ballesty@in-touchadvisory.com





Sustainable Development Goals (SDGs)

Agenda 2030 Sustainable Development Goals (SDGs)
Consensus across:

- 17 SDGs
- 169 targets
- 248 indicators

Source: [United Nations https://sdgs.un.org/goals](https://sdgs.un.org/goals)

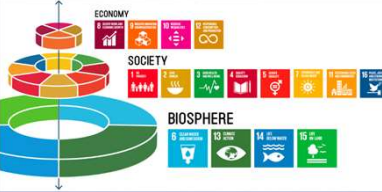


© Stephen.Ballesty@in-touchadvisory.com





Sustainable Development Goals (SDGs)



Agenda 2030 Sustainable Development Goals (SDGs)

Consensus across:

- 17 SDGs
- 169 targets
- 248 indicators

Source: United Nations <https://sdgs.un.org/goals>



Source: [SDGs through the lens of ESG \(2025\)](#)

Source: [Sustainable Built Environment \(2026\)](#)

© Stephen.Ballesty@in-touchadvisory.com





Sustainable Development Goals (SDGs)





Agenda 2030 Sustainable Development Goals (SDGs)

Consensus across:

- 17 SDGs
- 169 targets
- 248 indicators

Source: United Nations <https://sdgs.un.org/goals>



[ISO/UNDP PAS 53002:2024](#)
Guidelines for contributing to the United Nations Sustainable Development Goals (SDGs)

Other resources: [Sustainable Development Goals Report 2023: Special Edition | UN DESA](#)

© Stephen.Ballesty@in-touchadvisory.com





SDGs for FM (per the '5 Ps')

1. People

2. Place

3. Process

4. Planet

5. Productivity

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

17 PARTNERSHIPS FOR THE GOALS

3 GOOD HEALTH AND WELL-BEING

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

11 SUSTAINABLE CITIES AND COMMUNITIES

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS

Note: Organisations increasingly need to comply with global ESG reporting frameworks such as the GRI, SASB, IFRS Sustainability Disclosure Standards, and region-specific regulations such as the EU's Sustainable Finance Disclosure Regulation (SFDR).

5Ps not per AS TR ISO 41019:2025, prepared for illustration purposes only with SDGs 3 and 17 each used twice #.

© 2020 Ballesty, In-Touch Advisory

Agenda 2030 Sustainable Development Goals (SDGs)

Consensus across:

- 17 SDGs
- 169 targets
- 248 indicators

Source: United Nations <https://sdgs.un.org/goals>



© Stephen.Ballesty@in-touchadvisory.com







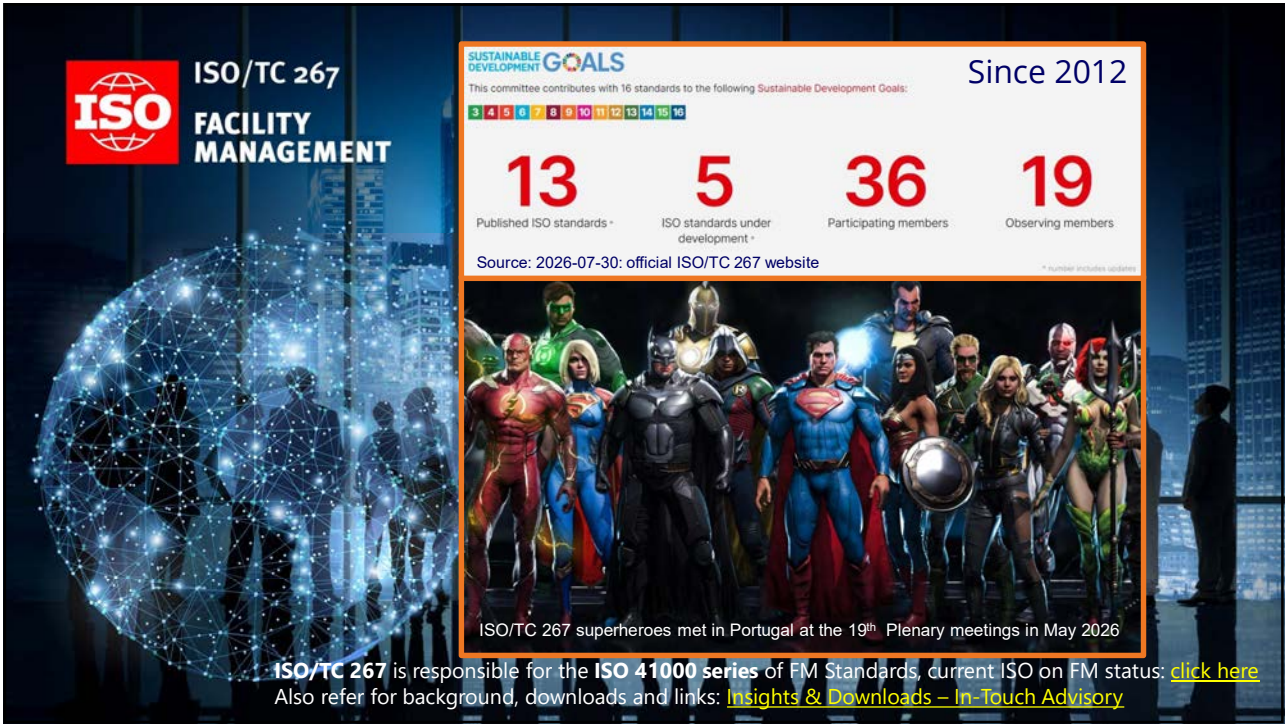
FM = Managing the Built Environment, and influencing the communities' Quality of Life ☺

Stephen.Ballesty@in-touchadvisory.com

11



ISO/TC 267
FACILITY
MANAGEMENT



SUSTAINABLE
DEVELOPMENT

GOALS

This committee contributes with 16 standards to the following Sustainable Development Goals:

3

4

5

6

7

8

9

10

11

12

13

14

15

16

Since 2012

13

5

36

19

Published ISO standards *

ISO standards under
development *

Participating members

Observing members

Source: 2026-07-30: official ISO/TC 267 website

* number includes candidates

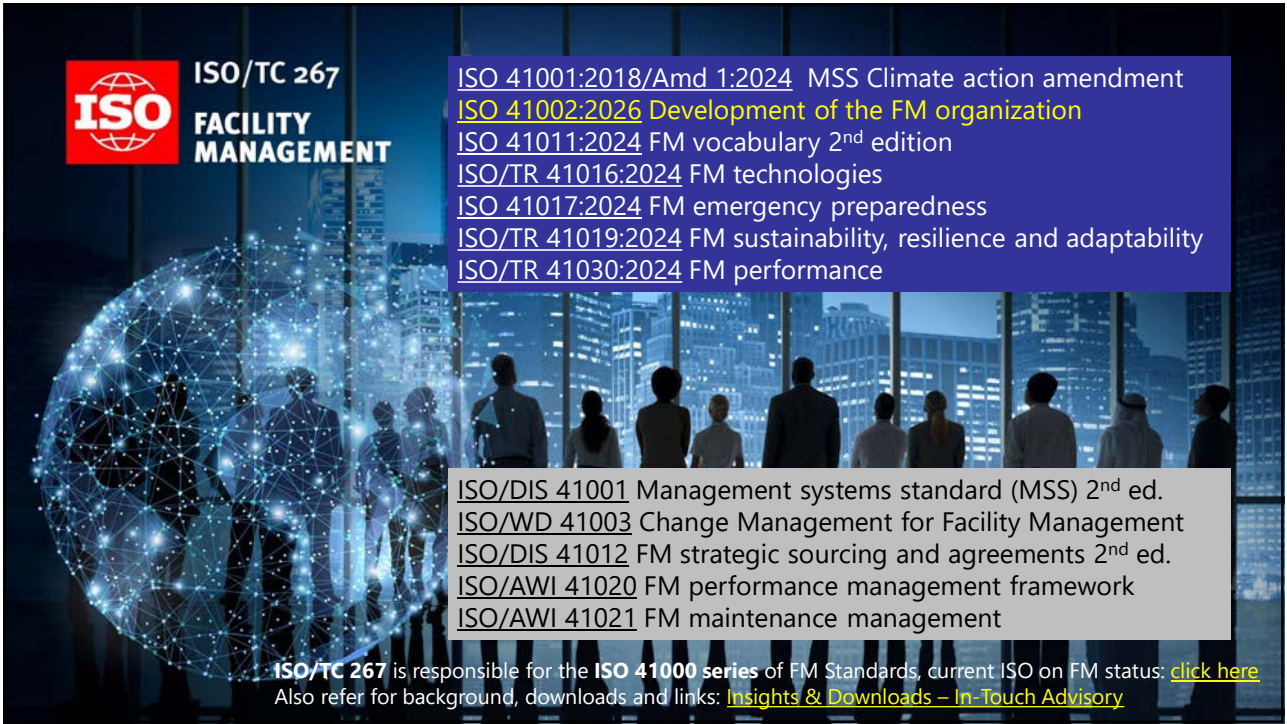


ISO/TC 267 superheroes met in Portugal at the 19th Plenary meetings in May 2026

ISO/TC 267 is responsible for the ISO 41000 series of FM Standards, current ISO on FM status: [click here](#)
Also refer for background, downloads and links: [Insights & Downloads – In-Touch Advisory](#)



ISO/TC 267
FACILITY
MANAGEMENT



ISO 41001:2018/Amd 1:2024 MSS Climate action amendment

[ISO 41002:2026 Development of the FM organization](#)

[ISO 41011:2024 FM vocabulary 2nd edition](#)

[ISO/TR 41016:2024 FM technologies](#)

[ISO 41017:2024 FM emergency preparedness](#)

[ISO/TR 41019:2024 FM sustainability, resilience and adaptability](#)

[ISO/TR 41030:2024 FM performance](#)

ISO/DIS 41001 Management systems standard (MSS) 2nd ed.

ISO/WD 41003 Change Management for Facility Management

ISO/DIS 41012 FM strategic sourcing and agreements 2nd ed.

ISO/AWI 41020 FM performance management framework

ISO/AWI 41021 FM maintenance management

ISO/TC 267 is responsible for the ISO 41000 series of FM Standards, current ISO on FM status: [click here](#)
Also refer for background, downloads and links: [Insights & Downloads – In-Touch Advisory](#)



ISO 41011 defining FM

for improved understanding ...





Facility Management, Facilities Management or FM: an

"organizational function which integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business"

ISO 41011:2017 ➔ ISO 41011:2024

Demand Organization: the "entity which has a need and the authority to incur costs to have requirements met"

ISO 41011:2017 ➔ ISO 41011:2024

FM Organization: the "entity responsible for facility management"

ISO 41014:2020 ➔ ISO 41011:2024

© Stephen.Ballesty@in-touchadvisory.com



AS ISO 41001:2019





DEMAND ORGANIZATION

Core Business Strategy Supported by FM

1. Scope

2. Normative References

3. Terms and Definitions

4. Context

5. Leadership

6. Planning

7. Support

8. Operation

9. Performance Evaluation

10. Improvement

FM Strategy

FM Policy

FM Plans

Measure

Improve

Implement

Check

ISO 41001 MSS

FM ORGANIZATION

Source: Adapted from ISO 41001:2018

© Stephen.Ballesty@in-touchadvisory.com

Stephen.Ballesty@in-touchadvisory.com

13




AS TR ISO 41019:2025

Society

UN Sustainable Development Goals (SDGs)

Demand Organization

Environmental, Social & Governance (ESG)

↓

Built Environment

FM Strategies

FM Policies

FM Operations

Performance Management, Measurement and Continuous Improvement

↓

Efficiency & Productivity

Liveability & Affordability

Resilience & Adaptability

Quality of Life



Technical Report

ISO/TR 41019

First edition 2024-06

Facility management's role in sustainability, resilience and adaptability

rôle du facility management dans la durabilité, la résilience et l'adaptabilité

'concise and practical guidance for FM professionals'



© ISO 2024

© Stephen.Ballesty@in-touchadvisory.com

Source: adapted from ISO/TR 41019:2024
Source: AS TR ISO 41019:2025




AS TR ISO 41019:2025

Concise and practical guidance for FM professionals

- ❑ **Technical Report**, only 24-pages and a single diagram plus the following (44-pages total)
- ❑ **Annex A** (informative): ISO 41000 series alignment with the United Nations Sustainable Development Goals (SDGs)
 - » A.1 SDGs alignment summary for published ISO 41000 series outputs
- ❑ **Annex B** (informative): Towards Sustainable FM via the ISO 41000 series
 - » B.1 Sustainable FM a 10-steps approach with ISO 41000
 - » B.2 Demand Organization preparation assessment
 - » B.3 Examples of FM actions striving for sustainable development
 - » B.4 Support for Environmental, Social, and Governance (ESG) reporting
- ❑ **Annex C** (informative): Related ISO committees and related standalone standards
- ❑ **Bibliography** (includes 96 useful references)



© Stephen.Ballesty@in-touchadvisory.com



FM Standards: objectives – now & beyond

FM professionals should support Demand Organizations to achieve:

- ☐ **Alignment** with the **SDGs** and adoption **ESG framework** reporting.
- ☐ **Compliance** with regulatory or statutory requirements.
- ☐ **Compliance** with industry guides and good (best) practice.
- ☐ Demonstration of **industry leadership** and enhanced reputation.
- ☐ **Increased value** for end-user amenity and return on investment (ability to charge).
- ☐ **Increased productivity** and profitability (changes in processes / access to resources).
- ☐ **Reduced capital costs** during the design and construction phases.
- ☐ **Reduced life cycle costs** during the operational phases.
- ☐ **Responsiveness to stakeholders** and our communities.



© Stephen.Ballesty@in-touchadvisory.com

Resilience: “adaptive capacity in a complex and changing environment”

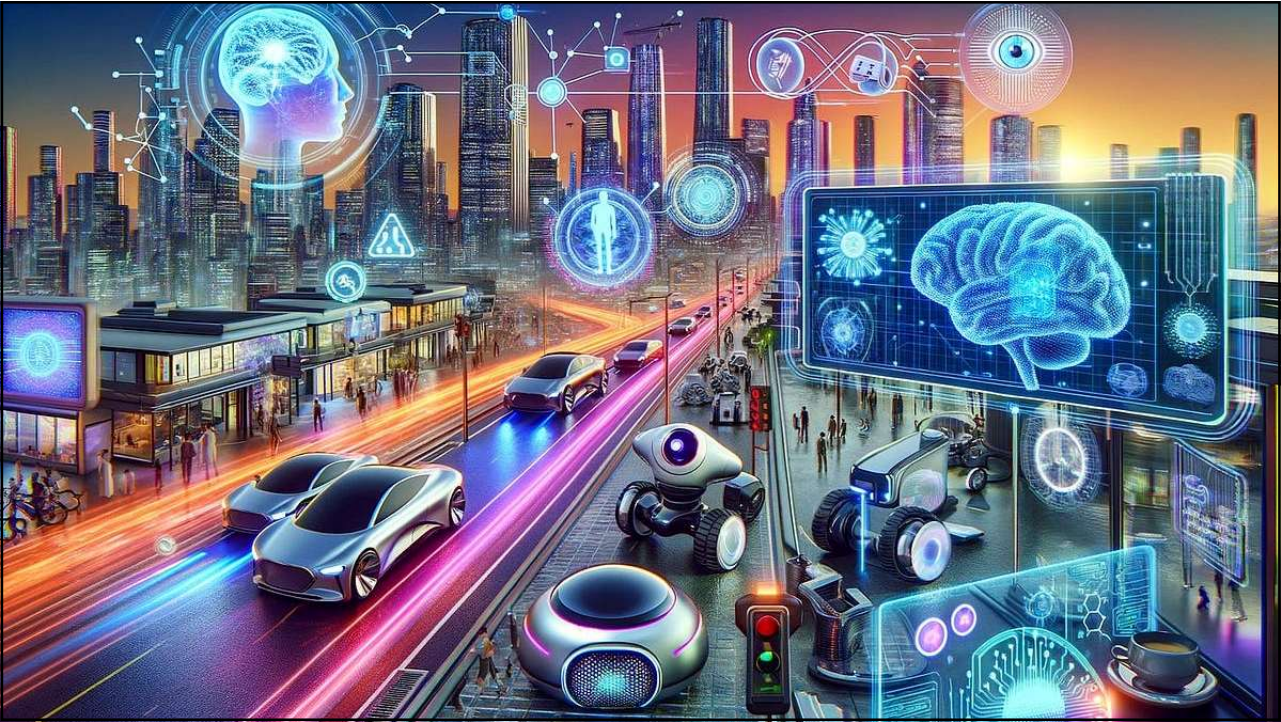
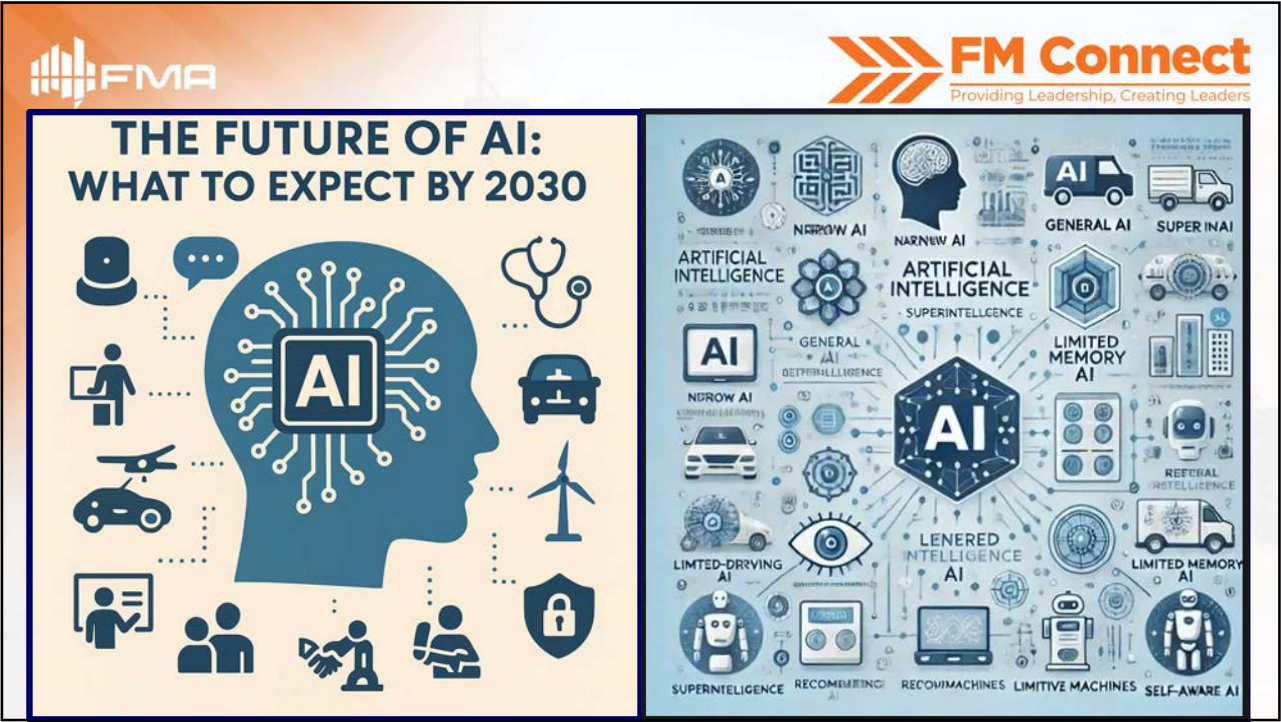
Source: ISO/TR 41019:2024 “FMs role in sustainability, resilience and adaptability” and ISO 41011:2024, 3.7.17

2030 **Potentially relevant videos links:**

[Tech 2030: The World in 2030 \(circa 2017 prediction\)](#)

[AI and FM: Future FM: AI impact on Managers \(circa 2023 prediction\)](#)

[SFG20-uk: Top Five FM Trends for the next Five years \(circa 2026 prediction\)](#)



Emerging Topics 2023

1. PropTech (apps, digital & software solutions)
2. AI & Generative AI
3. Contending with Climate Change
4. Circular Economy
5. ESG Reporting
6. Wellness & Well-being

Update 2025

1. Circular Economy
2. Climate Change Challenges
3. ESG Reporting
4. PropTech
5. AI & Generative AI
6. Wellness & Well-being

++ Cultivating Belonging in 2026



What FM'ers need to know, and how the profession will change?

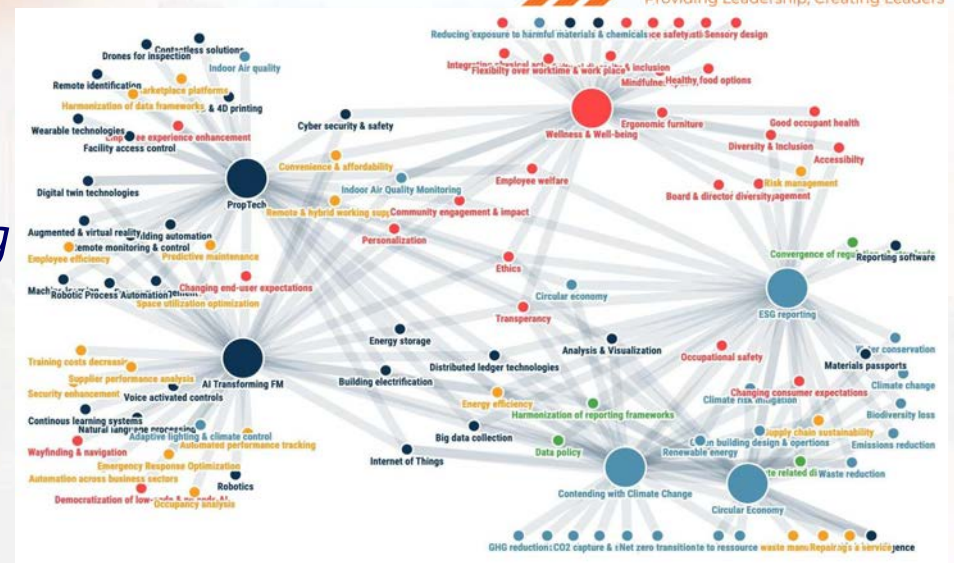
Source: [Evolution is Never Finished](#), IFMA (2023)
[Six Emerging Trends in Facility Management to look for](#) podcast, IFMA (2025)
IFMA World Workplace Asia-Pacific, Hong Kong (2026)



FM

dealing with emerging topics





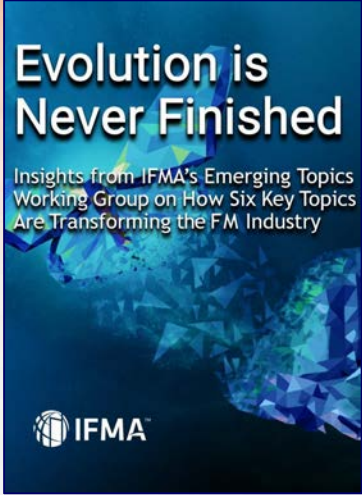
Source: [Evolution is Never Finished](#), IFMA (2023)

© Stephen.Ballesty@in-touchadvisory.com



Future of FM – *global trends*









© Stephen.Ballesty@in-touchadvisory.com

 Future of FM – <i>global trends</i> 		
IFMA, 2023 / 2025	CBRE, February 2025	JLL, November 2025
1. Circular Economy 2. Climate Change 3. ESG Reporting 4. PropTech 5. AI & Generative AI 6. Wellness & Well-being ++ Cultivating Belonging (May, 2026)	Digital • AI-optimised FM • Connected FM technologies • The data and insight economy Physical • Human-centred workplace strategy • Simplification of ESG • Cost savings Human • The next generation workforce • Rethinking workplace metrics • Supply chain designed for strategic impact	Megatrends • Volatility and complexity • Demographics and urbanization • Energy and sustainability • AI and technology FM priorities • Cost efficiency • Reliability and resilience • Occupant wellbeing
Source: Six Emerging Trends in FM to look for podcast	CBRE FM-Insights Trends-in-FM 2025	JLL State of Facilities Management Report 2025



Rise of the FM Analyst – *key insights*

1

The “FM Analyst Mindset”

Professionals across all roles are being called upon to interpret data, identify trends and apply insight in their day-to-day work. The FM Analyst is not a specialist role; it is an emerging profile of the modern FM professional. It reflects curiosity, context awareness and the ability to translate information into meaningful action.

2

Capability Challenges

Most professionals acquire data skills through exposure, peer learning and hands-on experience rather than structured training. While some organizations are investing in upskilling, many professionals rely on trial and error. There is a clear need for more tailored, FM-specific learning pathways that reflect operational realities.

3

Organisational Support

Where leadership prioritizes data use, builds trust and provides access to tools, analytics capability flourishes. Where FM is undervalued or seen as purely operational, data work is marginalized. Structural support, including time, recognition and collaboration across functions, is essential to realizing the value of FM insight.

4

Data Maturity Constraints

Even in tech-rich environments, challenges with data classification, system integration and user adoption remain. In many regions, legacy buildings, inconsistent platforms and low digital literacy continue to limit analytics potential. Successful organizations prioritize data governance, user-friendly design and long-term systems thinking.

5

Regional Context & Differentiation

Each global region brings distinct strengths and constraints. While some professionals work with advanced dashboards and embedded analysts, others operate with minimal systems but high levels of adaptability and initiative. Global strategies for FM analytics must account for local realities, including infrastructure, language and cultural norms.

6

Importance of Translation

Data alone does not deliver value. FM professionals must connect insights to outcomes that matter, such as cost efficiency, sustainability, risk reduction and user experience. Storytelling, framing and communication are essential skills for demonstrating FM's relevance and elevating its voice in strategic conversations.

Source: IFMA's [The Rise of the FM Analyst](#) (2025)

© Stephen.Ballesty@in-touchadvisory.com



Rise of the FM Analyst – *key traits*



1. Curiosity
Asking why problems occur and how systems connect



2. Storytelling
Communicating insights effectively



3. Pattern recognition
Seeing connections across systems and services



4. Data confidence
Engaging with metrics without fear



5. Problem-solving
Moving from insight to action



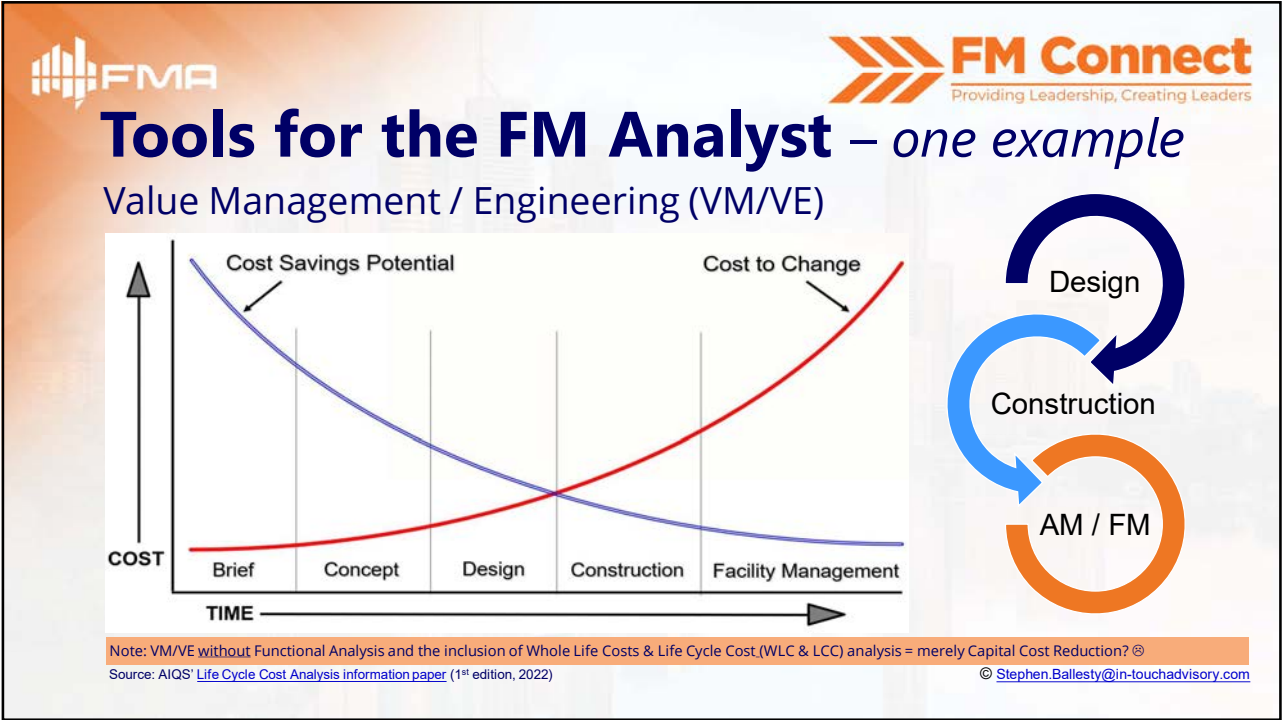
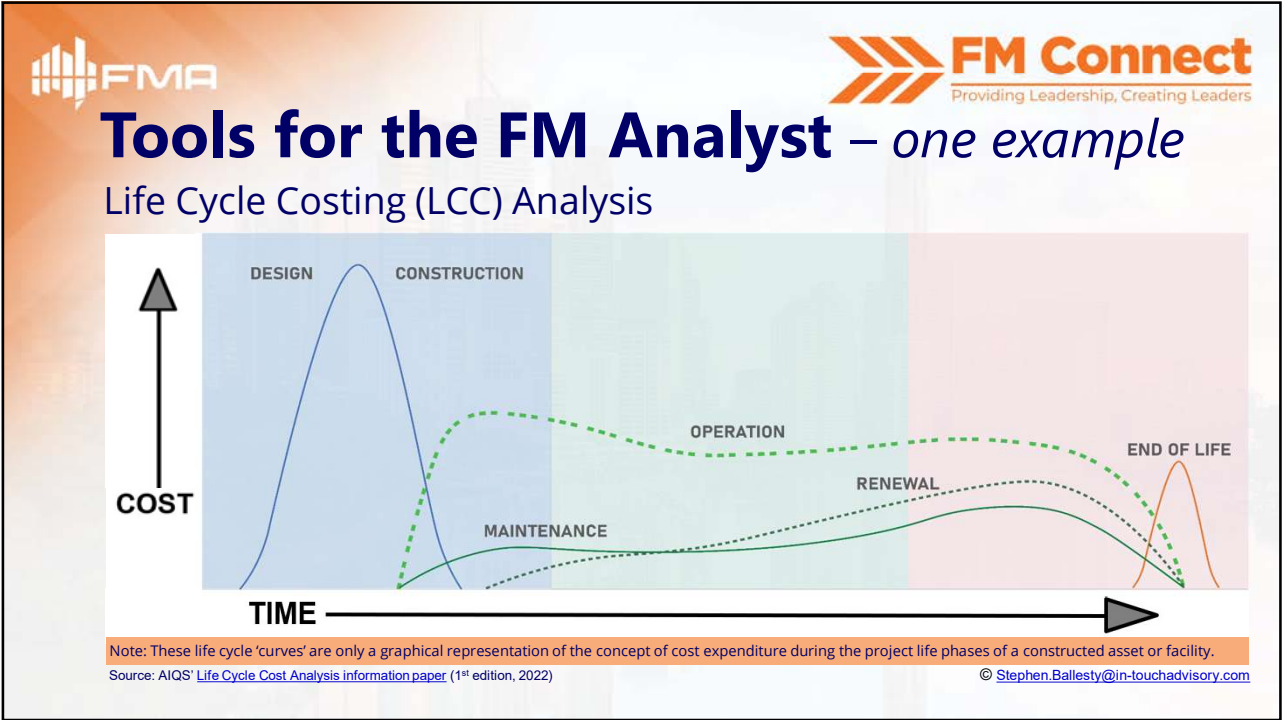
6. Cross-functional thinking
Connecting FM to broader organizational goals



The FM Analyst could expect to be procuring services, modelling budgets, analysing asset performance, and producing executive dashboards. Tools for the FM Analyst could include a mix of financial modelling platforms, data analytics tools, cost/benefit/ROI analysis, CMMS/EAM systems, and reporting/visualisation software.

Source: IFMA's [The Rise of the FM Analyst](#) (2025)

© Stephen.Ballesty@in-touchadvisory.com



FM 2030 & Beyond – *your discussions ...*



FM 2030 & Beyond – *my prediction notes for:*



*article on the **FM evolution continuing at pace!!***

- Strategic cost & value!!!
- Risk Management focus
- Standards & Compliance reporting
- Sustainable Development mandate
- Remote Monitoring, analytics & predictive maintenance
- Data Driven, AI enabled decision making
- Robotics ???

Systematic Analysis, Interpersonal & Communication Skills

AS TR ISO 41019:2025

"Facility Management's role in sustainability, resilience and adaptability"

"... people, place & process ..."

New FM metrics:

- ☐ Efficiency
- ☐ Productivity
- ☐ Liveability
- ☐ Affordability
- ☐ Resilience
- ☐ Adaptability

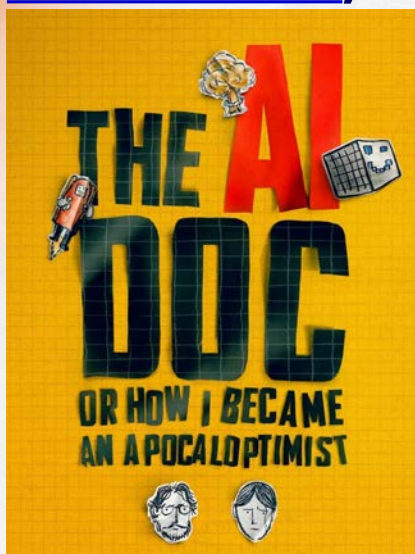


"FM as the foremost contributor to a more productive, sustainable and liveable Built Environment for all"

Australian FM Action Agenda, 2008



The AI Doc, March 2026 – insights



AI is portrayed as a **transformative force** with both **immense potential** and **existential risk**.

A series of expert interviews maintain that **thoughtful public engagement and regulatory foresight** are critical for shaping a safe and equitable AI future.

The documentary emphasises that while precise **outcomes of AI remain uncertain**, early discussions and ethical precautions are essential to mitigate risk.

The **filmmaker's personal narrative** adds **humanity** to the discussion, making technological implications relatable to everyday viewers.

"The AI Doc" functions more as an exploratory dialogue than a predictive manifesto.

Refer trailer: [The AI Doc](#), March 2026

© Stephen.Ballesty@in-touchadvisory.com





FM 2030 & Beyond – *being more!*



What People Think FM is



IFMA

What FM Actually is



Facility managers wear many hats, overseeing building operations, emergency response, sustainability planning, project management, and more. Their strategic contributions go beyond operations, influencing an organization's strategy and positively impacting the bottom line.

***This does not fully encompass everything a facility manager does.

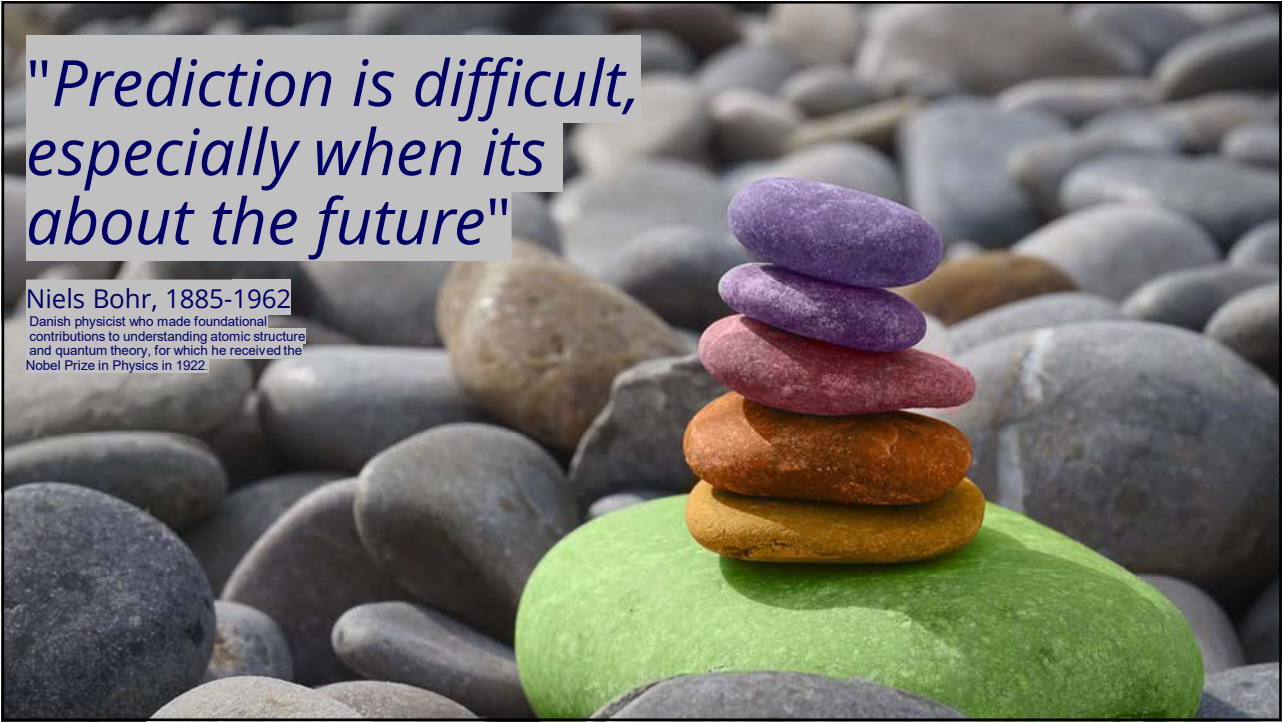


© Stephen.Ballesty@in-touchadvisory.com

"Prediction is difficult, especially when its about the future"

Niels Bohr, 1885-1962

Danish physicist who made foundational contributions to understanding atomic structure and quantum theory, for which he received the Nobel Prize in Physics in 1922.





FM 2030 & Beyond

Thank you all for contributing ...

... and appreciation of the following, and others noted herein:



... this presentation and more content is available at:



in-touchadvisory.com

... connecting you with solutions for your Built Environment



Providing Leadership, Creating Leaders



© Stephen.Ballesty@in-touchadvisory.com



FM 2030 & Beyond

Thank you all for contributing ...

... and appreciation of the following, and others noted herein:



... this presentation and more content is available at:

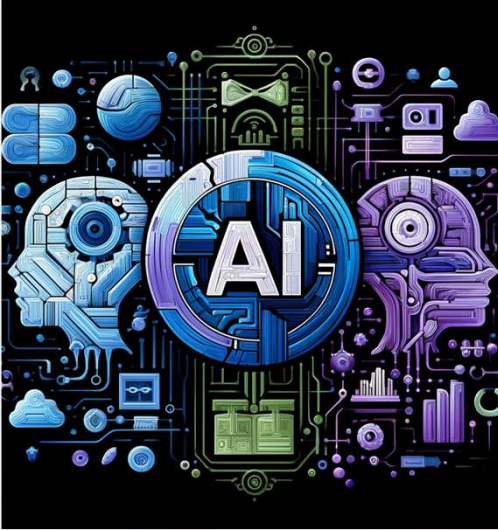


in-touchadvisory.com

... connecting you with solutions for your Built Environment



Providing Leadership, Creating Leaders



© Stephen.Ballesty@in-touchadvisory.com