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Facility Management - Part 8: Principles and processes

Táto norma obsahuje anglickú verziu európskej normy.
This standard includes the English version of the European Standard.

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Facility Management - Part 8: Principles and processes

Facility Management - Partie 8 : Principes et processus

Facility Management - Teil 8 : Grundsätze und Prozesse

This European Standard was approved by CEN on 8 September 2025.

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This European Standard exists in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the CEN-CENELEC Management Centre has the same status as the official versions.

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EN 15221-8:2025 (E)**European foreword**

This document (EN 15221-8:2025) has been prepared by Technical Committee CEN/TC 348 “Facility Management”, the secretariat of which is held by SN.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by May 2026, and conflicting national standards shall be withdrawn at the latest by May 2026.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN shall not be held responsible for identifying any or all such patent rights.

This document supersedes EN 15221-3:2011 [2], EN 15221-4:2011 [3], EN 15221-5:2011 [4] and EN 15221-7:2012 [6].

EN 15221-8:2025 includes the following significant technical changes with respect to EN 15221-3:2011, EN 15221-4:2011, EN 15221-5:2011 and EN 15221-7:2012:

- New content on sustainability (see 5.3 and Annex H), competences (see Clause 6 and Annex F) and digitalisation and Building Information Modelling (BIM) (Clause 11) have been added.

Any feedback and questions on this document should be directed to the users’ national standards body. A complete listing of these bodies can be found on the CEN website.

According to the CEN-CENELEC Internal Regulations, the national standards organisations of the following countries are bound to implement this European Standard: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Republic of North Macedonia, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Türkiye and the United Kingdom.

Introduction

0.1 Facility Management (FM) standards

Facility Management (FM) ensures the functionality, comfort, safety, performance and efficiency of the built environment by integrating people, place, process, and technology. The European standards provide a coherent framework for defining, implementing, and improving FM practices across various organizational contexts, aligning with international best practices and evolving organizational or core business needs.

Developed by the European Committee for Standardization (CEN), the EN 15221 series aligns closely with the ISO 41000 series, ensuring consistency in terminology, processes, and methodologies. They are designed to support organizations in optimizing resource use, enhancing support service quality, and delivering value through effective FM. They reflect the collective expertise of professionals, industry stakeholders, and national standardization bodies, ensuring that it is both practical and adaptable to the dynamic nature of the FM sector.

The European standards on FM consist of two series:

- EN 15221
- EN ISO 41000

For an overview of published standards and ongoing work, see CEN Website: <https://www.cencenelec.eu/>

These series address a wide range of FM topics, including terminology, management system, service procurement, quality management, space planning and more.

Their purpose is to standardize practices and provide organizations with tools to align FM strategies with their broader business objectives. By offering a structured approach, the series serves as a foundation for organizations of all sizes to develop sustainable, resilient, and future-ready facilities that contribute to organizational success, and thus achieve greater performance, efficiency, sustainability, and stakeholder satisfaction.

0.2 FM standard on principles and processes

Every organization, be it private, commercial, public or non-profit, needs effective and efficient facilities and support services (facility services or other support services) to enable its business to function. Every organization is unique, and correspondingly, each implementation of FM is distinct. The responsibilities of the FM organization (function) within each organization are also uniquely defined.

The aim of this European FM document is to provide principles (in form of key messages, descriptions, graphics, examples, etc.) for FM organizations and to give guidance on the development and improvement of their FM processes to support and enable the delivery of the primary activities. It fosters organizational development, stimulates innovation, and encourages improvement, thereby laying a solid foundation for the continued professional development of FM. It shows the relevant processes on strategic, tactical and operational level to create the necessary outcomes (facility services) and to cope with permanent change.

This document is based on and replaces the European standards EN 15221-3:2011 [2], EN 15221-4:2011 [3], EN 15221-5:2011 [4] and EN 15221-7:2012 [6] (not EN 15221-6 about space measurement [5]) and is based on the EN ISO 41000 series of FM standards (see Clause 2 and Bibliography [8] to [14]). Table 1 gives an overview of the main corresponding processes in this document compared to the EN ISO 41000 series.

EN 15221-8:2025 (E)**Table 1 — Overview of the main corresponding processes in this document compared to the EN ISO 41000 series**

Standard	The main corresponding processes in this document (i.e. EN 15221-8)
EN ISO 41001, <i>Facility management — Management systems — Requirements with guidance for use (ISO 41001)</i>	All processes
prEN ISO 41002, <i>Facility management — Development of the facility management organization (under development)</i>	Sourcing process chain described in Annex K Strategic FM processes e.g. S1.1 Alignment and S3.2 Leading FM organization in 7.2
EN ISO 41011, <i>Facility management — Vocabulary (ISO 41011)</i>	General
EN ISO 41012, <i>Facility management — Guidance on strategic sourcing and the development of agreements (ISO 41012)</i>	Process chain described in Annex K
CEN ISO/TR 41013, <i>Facility management — Scope, key concepts and benefits (ISO/TR 41013)</i>	General
EN ISO 41014, <i>Facility management — Development of facility management strategy (ISO 41014)</i>	S4.1 Strategic planning and strategy development
EN ISO 41015, <i>Facility management — Influencing organizational behaviours for improved facility outcomes (ISO 41015)</i>	S1.2 Consulting of top management S2.2 Developing corporate FM standards
CEN ISO/TR 41016, <i>Facility management — Overview of available technologies (ISO/TR 41016)</i>	9500 Innovation
EN ISO 41017, <i>Facility management — Guidance on emergency preparedness and management of an epidemic (ISO 41017)</i>	2100 HSSE (Health, safety, security and environment) 9300 Risk
EN ISO 41018, <i>Facility management — Development of a facility management policy (ISO 41018)</i>	T4.1 Tactical planning, policy
CEN ISO/TR 41019, <i>Facility management's role in sustainability, resilience and adaptability (ISO/TR 41019)</i>	9100 Sustainability
ISO 41020, <i>Facility management — Measurement and management of performance (planned/under development)</i>	S4.3 Strategic controlling T2.3 Evaluation of performance O2.1 Organizing of measuring O2.3 Evaluation and documentation
CEN ISO/TR 41030, <i>Facility management — Existing performance management in facility management organizations — State of the industry (ISO/TR 41030)</i>	General

0.3 Use and benefit of this document

The FM-standards are for use by management, practitioners, and consultants and is applicable to:

- FM in public and private/commercial organizations;
- demand organization and service provider relationships;
- internal and external service providers of facility services;
- professionals in the full range of facility services or facility products;
- educational professionals involved in teaching, learning and research in FM;
- all types of facilities and working environments (e.g. industrial, commercial, administration, military, healthcare, housing).

EN ISO 41011 defines FM as 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”.

From a European perspective, this definition contains the following aspects:

- An ‘organizational function’ means, the FM organization has a responsibility within the organization to actively contribute to and be partly accountable for reaching its goals (e.g. productivity of the core business);
- The parts integration of ‘people, place and process’ and ‘improving the quality of life of people’ require that FM has a responsibility in the definition of the demand of the core business for space and other resources to optimize costs, efficiency, safety, quality, and functionality. The demand from the core business is constantly changing which is why FM is also a discipline of change management;
- The term ‘process’ points to a process-based understanding of FM which aims at creating results in line with the demands of the organization and with clear interfaces to the primary processes and controlled commissioning of external providers;
- The term ‘improving the quality of life of people’ consequently points to the fact that facilities and facility services are provided with a focus on people’s needs. Therefore, FM is a service-orientated function. It also points to the responsibility in the field of sustainability and the European commitment to combat climate change and to accelerate the sustainable transition in general.

Aimed for benefits or effects and outcome of a mature FM organization are:

- Effectively operating primary processes;
- Satisfied, motivated and creative employees and external users;
- Safe and functional working/built environment according to user’s needs;
- Improved quality of support functions;
- Optimized use of resources within budgetary restrictions;
- Well-utilized space and infrastructure;
- Sustainable and future-proof space and infrastructure;
- Compliance with laws and regulations.

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The clauses of this document follow the process approach methodology known as “Plan-Do-Check-Act” (PDCA) used in all Management System Standards, including EN ISO 41001 [14].

Under this overarching structure, this document defines inter-related structures (see Figure O.1). It integrates the **organizational** background (Clause 4), the **demand** definition and the three-level model (Clause 5), the **roles** (Clause 6), the generic FM **processes** (Clause 7), the product or **facility services** map (output, Clause 8), the associated agreement defining **quality** (Clause 9), and the controlling/reporting/continuous improvement (**benchmarking**) structures (Clause 10). These clauses are followed by a new Clause 11 about **digitalisation** (see Annex O).

This document provides additional guidance for the implementation of the EN ISO standards and how to organize FM in a European context.:

- It provides principles in the form of key messages, descriptions, and structures for the processes to be used in FM organizations;
- It specifies criteria to support organizational decisions and shows success critical elements of FM;
- It gives guidance to identify FM processes on strategic, tactical, and operational levels as well as operational facility services processes and shows outcomes of these processes;
- It offers elements for quality assurance in FM.

It also points to the responsibilities and accountabilities of FM as an organizational function that enables the primary processes. It helps to demonstrate the benefits of FM to the organization and create maximum value by enabling the organization to function in an optimal way.

1 Scope

This document:

- specifies principle criteria and processes for FM and provides methods which enable the implementation and use of these processes within any FM organization;
- specifies criteria to support organizational decisions;
- gives guidance for developing and improving the FM processes to support and enable the function of the primary activities.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

EN ISO 41011, *Facility management — Vocabulary (ISO 41011)*

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