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INDUSTRY REPORT

From friction to flow.

Hybrid work, workplace experience and sustainable design.
Deep trends, live cases and actionable lessons from Worktech Rotterdam 2026.

Report produced by Maxime Cousin (Osol, Tomorrows, The Next Workplace).

Analysis: Maxime Cousin · 13 sessions · 28 speakers · 1 day of immersion

INDUSTRY ANALYSIS

VENUE
Haskoning · TU Delft Campus

DATE
11 June 2026

ORGANISER
WORKTECH Events

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FRAMING

Context: why this report exists

Worktech Rotterdam 2026 · WORKTECH Events · 11 June 2026 · Haskoning, TU Delft campus

Worktech Rotterdam 2026 took place on 11 June 2026 at Haskoning's offices on the TU Delft campus. Part of the global WORKTECH series, the event gathered over 100 senior professionals from workplace (25%), real estate and facilities (21%), technology (20%), architecture and design (16%) and HR (9%). One day, 13 sessions, 28 speakers.

The venue was itself an exhibit. A century-old Mining Faculty turned into a BREEAM-NL Outstanding workplace, gas-free, with occupancy back to pre-COVID levels without a single mandate. The conference about the future of the office was held inside one of its best proofs of concept.

This report is not a summary of sessions. It is a transversal analysis. I crossed 13 sessions, the State of the Workplace 2026 survey data, and off-stage conversations with workplace leaders from ING and Booking.com to extract convergences, contradictions, weak signals and actionable lessons. It is written for the people who manage, design or decide the future of work environments in Europe: workplace directors, corporate real estate leaders, facility managers, IT workplace teams, architects and HR leaders.

One editorial note. The Dutch market is not just another European market. Grid congestion, powerful works councils, a protected monument stock, station-centric planning and the triple helix model make the Netherlands a pressure cooker. What gets invented under these constraints tends to reach the rest of Europe a few years later. Read this report as a preview.

HOW TO READ THIS REPORT

Part 1 distils the day into 8 mega-trends, each crossing several sessions, with quotes, data and field cases. A Special Focus dissects ING's hybrid meeting program end to end. Part 2 reads between the sessions: big insights, weak signals, absences. The Monday Morning Playbook turns it all into actions per profile. Part 3 holds the 13 session fiches for reference.

SESSIONS ANALYSED

13

Keynotes, panels and case studies across one full day

SPEAKERS

28

ING, Philips, Teva, Nike alumni, ABN AMRO, Arup, TU Delft and more

SURVEY BASE

~700

Workers and executives, 8 countries · State of the Workplace 2026

FRAMING

Executive summary

Worktech Rotterdam 2026 marked a shift in the conversation. The "where do people work" debate is over. The new battleground is friction: the dozens of small failures, in climate, meetings, tools, data and management practice, that separate a present workforce from a performing one. The day delivered a consistent message across building physics, real estate, hybrid management and design: organisations have invested in everything except the way work actually flows. The ones closing that gap do it through behaviour, cross-domain governance and design for variation, not through more technology or more mandates.

Key takeaways

1 **The average is dead.** Designing indoor climate for variation instead of one set point improves comfort and cuts energy at the same time. One degree of difference has a significant energy impact.

2 **Experience now prices assets.** Landlord responsibility for workplace experience "is not going away". Negotiate experience SLAs and KPIs into the lease from the first conversation, not after signature.

3 **Attendance cannot be mandated into existence.** The strongest magnet is not free coffee. It is having 3 to 5 close collaborators present. Co-location data should drive portfolio decisions.

4 **Hybrid meeting quality is 80% behaviour, 20% tech.** ING raised its meeting experience by a full point on a 10-point scale with guidance alone, before touching any hardware.

5 **Engagement is collapsing while quitting stalls.** Highly engaged employees fell from 48% to 32% in one year, but disengaged people are not leaving. Companies retain bodies, not energy.

6 **Friction is the biggest performance leak.** 58% of the working day goes to coordination, searching and admin rather than to real work. Seven to ten apps to get through a single office day. 53% would leave over an inefficient workplace.

7 **Data stalls at dashboards.** Sensors said the silent libraries at Philips were empty. Surveys said people were desperate for focus space. The problem was behaviour, not space. Never read occupancy without sentiment.

8 **The city is the ultimate amenity.** Social impact decided whether Nike stayed in Hilversum. In the Netherlands, only about five true A-locations remain, all within 300 meters of a major station.

STATEMENT · WORKTECH ROTTERDAM 2026

> “Is this workplace working for us? Or are we still working for it?

Sabine Bink
Global Director Industry & Buildings, Haskoning

PART 1 · TREND 01

1.1 The end of the average

01

The day opened with the most fundamental challenge of all: the numbers we design buildings around are wrong, and have been for fifty years.

The 21-degree office is built on 1970s male students. Loes Visser (Managing Director, DataBuilt) dismantled the foundation of indoor climate design: the Predicted Mean Vote model from Fanger, which compresses temperature, humidity, clothing and activity into one comfort number. That model is largely based on research from the seventies, conducted on male students in formal clothing. We then spent decades building ever better systems to hold one set point that was never representative in the first place. The result: buildings that are excellent at maintaining 21 degrees, and occupants who keep complaining.

> ***"We designed for average people for decades. But people are not average. So maybe that's not the problem, but an opportunity."***
>
> Loes Visser · Managing Director, DataBuilt

People are not predictable, even in identical conditions. DataBuilt analysed 250 identical apartments and found massive differences in annual energy use, all explainable by normal behaviour. No empty flats, no anomalies. Just different people using the same design in different ways. Visser's conclusion cuts deep for anyone writing a workplace brief: even a perfect design cannot control the outcome, because energy and comfort are not the user's objective. People are trying to reach their own goals inside your building.

Design for variation instead of eliminating it. The human body has a thermal neutral zone, a personal range in which it regulates itself without effort. That range differs by gender, age, body composition and activity. Three people in one room can be cold, comfortable and warm at the same time, and all three are right. Today's buildings spend enormous energy erasing every variation: outdoor weather, solar orientation, occupancy peaks. Visser's proposition is to reverse the logic with dynamic indoor climate profiles:

- In the morning, people arrive after cycling, walking or wrestling kids out the door. Nobody needs 21 degrees at 8:30.
- After lunch, bodies divert energy to digestion and sit still more. That is when warmth is needed.
- In intermediate seasons, many buildings heat in the morning and cool in the afternoon of the same day. A dynamic profile removes that absurdity.

The payoff is double: equal or better comfort, and lower energy use. Small shifts matter.

There is a health dimension nobody talks about. Our bodies need small variations to stay responsive to climate. Visser pointed to mortality data on extreme hot and cold days: the people dying are not only the sick, they include healthy people whose bodies stopped adapting because they live in permanently stabilised environments. The same logic applies to light. Blue-rich light in the morning supports cortisol production; warmer light in the evening supports melatonin. Most offices serve one flat lighting profile all day, to bodies that evolved under a moving sun.

CALLOUT · FIGURE

1°

A single degree of temperature adjustment has a significant impact on a building's energy use. Dynamic profiles turn that sensitivity into savings instead of waste.
Source: Loes Visser, DataBuilt

KEY CONCEPT

Dynamic indoor climate

Instead of one fixed set point, the building follows a temperature and light curve aligned with human physiology and outdoor conditions: cooler mornings, warmer early afternoons, circadian lighting. Equal or better comfort, lower energy use, healthier occupants. DataBuilt has implemented it in multiple buildings, including the Palace of Justice in The Hague, in new builds, transformations and existing buildings.

How it works in practice. The Q&A surfaced the operational toolkit. Zone the building and stop climatising spaces where nobody lingers, like coffee points and circulation. Reuse already-conditioned air in adjacent spaces. Communicate temperature zones through dashboards or booking apps so people choose a workspace that matches their personal comfort. Remember radiation: monumental buildings generate comfort complaints even at the right air temperature, because cold facades drain radiant heat. And sometimes the answer is not temperature at all: on a hot day, a puff of air can replace mechanical cooling.

The same logic is spreading beyond climate. Sinem Beaujean (Global Engagement Strategist, Sedus) made the parallel argument for inclusion. Sedus, owned by two charitable foundations that channel two thirds of profits into social and environmental projects, ran a four-day "Inclusive Journey" with workplace leaders at its German headquarters. The finding mirrors Visser's: the same workplace helps one person thrive and challenges another. Light, noise, privacy and choice are experienced differently by different people, and they perform differently as a result.

> *"There is no perfect workplace. There are only choices, trade-offs and consequences."*
>
> Sinem Beaujean · Global Engagement Strategist, Sedus

Her sharpest line reframed ESG compliance as a design discipline: frameworks may measure outcomes, but workplace decisions create them. Inclusion is not a culture topic. It is a performance topic.

At portfolio scale, the average dies too. Kat Szoda (VP Global Real Estate and FM, Teva Pharmaceuticals) runs 300 assets and 2 million square meters across 26 countries under a strategy named "Half the space, twice the experience". When she tried to apply her space reduction targets in Asia, the answer was no: people there come to the office because they have no space at home, because of cultural pressure, because of networking. Her rule: standardization with a touch of localization, roughly 70% standard and 30% cultural interpretation. Arne van 't Spijker (Director Real Estate, ABN AMRO, formerly Just Eat Takeaway) confirmed the same model at Just Eat Takeaway: 80% global design guideline, 20% local flavour in services, amenities and catering. The numbers differ, the principle is the same: **the one-size-fits-all workplace is finished**, from the thermostat to the global portfolio.

This is the thesis I have been defending for two years, now confirmed from an unexpected angle: **the more granular your data on real usage becomes, the less defensible any standardized model is.** Building physics just joined the argument.

osol | OSOL INSIGHT

Free seating needs free energy

Visser's model only works if people can actually move: pick the warm zone after lunch, the cool one in the morning, the quiet one for focus. The whole point is to let people work where they want, when they want, based on what they need that day.

But in most buildings, one of the biggest disruptors to "work anywhere" is brutally simple: can you actually get powered? You sit down in a meeting room and there aren't enough sockets to go around. You find a great spot with outlets, but you are on the move and you do not have a charger on you. Or worse: the equipment is right there and it just does not work.

At Osol we see it across 120+ client sites: the spaces where you can reliably get powered and connected get used, the rest get avoided. Mobile, secured energy is the invisible enabler of every dynamic workplace strategy.

DATABUILT STUDY

250

Identical apartments, massive energy spread, all explained by normal use

TEVA PORTFOLIO RULE

70/30

Standardization with a touch of localization across 26 countries

JUST EAT TAKEAWAY RULE

80/20

Global design guideline, local flavour in services and amenities

WHAT TO REMEMBER

Stop optimising for one set point, one persona, one standard. Design climate, light, space and portfolio for variation, and give people the mobility, and the power, to use it.

PART 1 · TREND 02

1.2 Experience becomes an asset class

02

The morning panel on office portfolios delivered the most commercially significant insight of the day: workplace experience has stopped being a tenant amenity. It is becoming a pricing factor for the asset itself.

Landlords now own part of the experience, and they know it. Rick Sturkenboom (Senior Asset and Acquisition Manager, ASR Dutch Mobility Office Fund, a.s.r. real estate) was candid about how far the landlord role has shifted. Keeping tenants now means offering flexibility, meeting rooms, restaurants and services that used to sit firmly on the occupier's side of the fence.

> *"The responsibility for us as landlords has grown over the years, and I think it's not going away anymore."*
>
> Rick Sturkenboom · a.s.r. real estate

His fund's playbook is concrete. In several buildings, a.s.r. mixes long-lease floors with one-year flex floors, shared meeting rooms and restaurant facilities. The flex part carries higher risk and higher returns. But the real prize is elsewhere: long-lease tenants renew because the flexibility and services exist in the building. The flex layer is not a product. It is a retention mechanism for the core portfolio. For investors raised on low-risk long leases, that is a mental model change.

The experience conversation happens too late, and everyone loses. Arne van 't Spijker put his finger on the structural failure: lease negotiations focus on square meters and price, and only afterwards does someone ask how people will actually work there. His prescription is to move experience into the earliest stage of contracting: define what the landlord provides, which KPIs apply, which SLAs cover soft and hard services, inside the lease itself.

> *"I see that being missed from a corporate real estate perspective, in the early stages and also in the contracting forms. You rarely see good facilities and services agreements within standardized lease agreements."*
>
> Arne van 't Spijker · Director Real Estate and Demand Management, ABN AMRO

Sturkenboom agreed from the landlord side, with a nuance that explains the deadlock: tenant-specific investments must be recouped in the price, so landlords implement what works for 80% of tenants and keeps the space reusable. The audience vote settled the governance question: nobody in the room thought experience belongs to the tenant alone or the landlord alone. Shared responsibility won unanimously. The contracts just have not caught up.

ACTIONABLE · NEGOTIATE EXPERIENCE BEFORE SQUARE METERS

Put workplace experience on the table in the first lease conversation: services, SLAs, KPIs, adaptation rights, local comfort control. Both sides of the panel confirmed it almost never happens, and both sides want it. Whoever brings the framework owns the negotiation.

The eat-play-sleep effect is real, and it is brutal for Class B. Kat Szoda described visiting King's Cross in London the day before the conference: a district built around working, eating, playing and sleeping, with Meta and Google as anchors, and a waiting list of AI companies wanting in. Her message to landlords: build for that, and you will not have to fight for tenants. Fail to, and you join the Class B downward spiral of "for rent, for sale" signs. Rob Titlow (Senior Workplace Manager EMEA, Flexport) added the talent lens: location decides who you can hire, and his serviced-office model lets Flexport sit in city centers across nine countries, with two more opening this year. His frustration is control: in serviced and multi-tenant buildings, local comfort and adaptability sit with the landlord, and he wants them back. Another data point for trend 1.1.

Polarization is accelerating, and it has a number. Vitalija Danivska (Assistant Professor Real Estate, TU Delft), moderating, asked the uncomfortable question: is the concentration of investment in prime experience locations sustainable, or are we abandoning everything else? The afternoon session answered with municipal data: in the Netherlands, only about five true A-grade office locations remain, all within 200 to 300 meters of a well-served railway station. Twenty to thirty years ago, every large city had one. Sturkenboom's formula captured the new pricing logic: location still rules, but it is now "combined with sustainability and happiness".

For European corporate real estate leaders, this panel is the operational confirmation of the central strategic question I keep encountering: the choice between bureau opéré and the traditional 3/6/9 lease is no longer a procurement detail. It is the frontline where experience, risk and asset value get redistributed between landlord and tenant.

POINT OF TENSION · WHO PAYS FOR EXPERIENCE, WHO CAPTURES THE VALUE?

Tenants want adaptability and services without owning the capex. Landlords want reusability and recoup tenant-specific investments through price. Both agree experience drives retention and asset value. Until experience clauses enter standard lease forms, the value sits in a no man's land, and the best operators on both sides will arbitrage it.

PART 1 · TREND 03

1.3 Earn attendance, the Dutch way

03

Two sessions, three hours apart, told two opposite stories about getting people back to the office. Together they form the most complete picture of the hybrid debate I have seen at a European conference this year.

Story one: the office that fills itself. Sabine Bink (Global Director Industry and Buildings, Haskoning) presented the building everyone was sitting in. A national monument, the former Mining Faculty of TU Delft, transformed into 750 workstations for around 1,000 staff, organised around two glass-covered atria that used to be open courtyards. One year after opening, occupancy is back to pre-COVID levels. No mandate, no new policy, no message from leadership.

> *"People come to the office not because they have to, but because they miss it if they don't."*
>
> Sabine Bink · Global Director Industry & Buildings, Haskoning

Her framework deserves to be quoted in full, because it is the cleanest articulation of the post-hybrid office I have heard. **Work is something you do, not a place where you go. If work can happen anywhere, the office must create value, and it must serve three purposes: performance (people can focus and deliver), culture (you do not build trust behind a screen) and innovation (ideas emerge in conversation, not in isolation).** The design consequence: stop thinking in square meters, functions and efficiency. **Start thinking in human behaviour, experience and impact.**

Two details show how far Haskoning pushed the logic. First, the office as client instrument: clients touring the building experience the company's promise instead of hearing it. One client asked to hold their Christmas drinks there. Bink called the building "a physical proof of our promise". Second, the office as ecosystem node: during exam weeks, Haskoning opens the building to TU Delft students on weekends, with free lunch. Campus recruitment, weekend utilization and community goodwill in one move.

FIELD CASE

Haskoning Delft

National monument transformed into a BREEAM-NL Outstanding workplace, the second in Europe. 80% energy reduction, 600+ solar panels, fully gas-free, sensors throughout, in a building originally designed for around 10% of today's headcount. Occupancy returned to pre-COVID levels with zero mandate. The Leesman survey now flags one gap: mid-size meeting rooms, between the large rooms and the phone booths. Monumental walls make fixing it a trade-off exercise.

Story two: the company in court over one day a week. Michiel Hogerhuis (Chief People Officer, Adevinta) gave the conference its most honest confession. Adevinta, the classifieds group behind Leboncoin, shifted strategy radically eighteen months ago, and went from near-total remote to a four-day office target.

> *"We didn't only ask them; we told them to come back. Which is, of course, what I already learned today is the way not to do it."*
>
> Michiel Hogerhuis · Chief People Officer, Adevinta

The reality on the ground: no formal policy exists, because works councils in France and Germany must approve one and everyone is against it. The company is in court with employees who refuse to come back one day a week. This is not a laggard organisation. It is one of the coolest tech employers in France, and people are proud to work there. The lesson is not that Adevinta is wrong to want people together. It is that **mandates collide with European labour reality**, and that the gap between strategy and execution lives in one specific place: the line manager.

The line manager is the golden key, and the least equipped player. The panel converged on this from three angles. Hogerhuis: line managers were shaped by the same remote culture they now must change, struggle to say no, and were never trained in engagement ("strong in content, but what do people need to feel part of a team?"). Anton Maes (CEO, Brainmove): line managers of our generation know their job, their network and their customers, so they see no personal reason to come in. The argument that lands is generational duty: their presence is what the younger generation needs to learn.

> *"I see middle managers sitting in a phone booth the whole day, just doing Teams calls. Which is insane. Why would you come to the office if you're going to sit the whole day in a phone booth?"*
>
> Anton Maes · CEO, Brainmove

Daaf Serné (Founder, PlaceWorks Advisory, ex-Miro) was blunt about hierarchy: leadership does not show up, "forget the whole shebang". He observed attendance spike during layoff waves and fade when the urgency passed. Visibility is the currency.

The number that should drive your portfolio: 3 to 5. Serné contributed the most actionable data point of the day. By combining HR data with workplace data, his team found that having 3 to 5 of your day-to-day collaborators present is the threshold that makes people want to come in. Below that, motivation collapses. The implication inverts standard portfolio logic: before opening, expanding or consolidating a location, model team composition and co-location, not just headcount and square meters.

KEY CONCEPT

3–5

Close collaborators present: the threshold that makes the commute worth it. Test every portfolio decision against it.

FIELD CASE · THE COPENHAGEN DIAGNOSIS

One office kept scoring low on collaboration and asked for more space. A site visit revealed the real cause: people from multiple acquisitions were not co-located, spent their days in phone booths, and felt no connection to the company. The fix was team placement, not square meters. Without the visit, the company would have leased more of the wrong thing.

The toolkit that emerged. Maes, the psychologist of the panel, listed levers most organisations ignore. Show managers their own occupancy data ("your mean occupancy is 30% with peaks at 50%, how do you see this?"). **Build presence expectations into evaluation processes, for employees and managers.** Nudge: make wanted behaviour visible in the work environment through visuals and short films, something he almost never sees done. And design the office for learning, because that is an added value worth a commute. His warning stuck: **"People will not spend two or three hours a day in a traffic jam to have a free coffee and a free lunch. They want added value."** Claire Ward (SPS), intervening from the audience, supplied the closing test, which belongs on the wall of every workplace team: ask people at the end of the day, not the beginning. Was it worth coming in today? And more importantly, will I come back tomorrow?

The off-stage reality check. My conversations with workplace leaders at ING and Booking.com confirmed how unsettled this remains even among the most advanced players. At ING, attendance is not mandatory but strongly advised, one to two days, with a clever flow-spreading rule: one day from Tuesday or Thursday, the other from Monday, Wednesday or Friday. Making it mandatory in the Netherlands is a legal grey zone: you would have to prove the job cannot be done from home. At Booking.com, a planned two-day mandate was dropped by the works council, leaving what their real estate leadership described as an ambiguous middle: one thousand of the seven thousand employees never come, managers find it hard to insist, and the company that once attributed its success to everybody being in the office every day now navigates by encouragement. Between Haskoning's magnet and Adevinta's courtroom, most of Europe sits exactly there.

I made this argument on stage at FM Days earlier this year and Rotterdam confirmed it from every angle: **attendance has to be earned.** The office must deserve presence. **Mandates produce lawyers; magnets produce occupancy.**

PART 1 · TREND 04

1.4 Meeting equity by design

04

If one session justified the trip on its own, it was ING's. Bianca Valkenburg delivered the most complete operational case study on hybrid meetings I have seen presented anywhere, and it starts with a scene everyone in the room recognised.

You join remote, on time, camera on. The room is half-visible. You hear laughter but missed the joke. Someone says "let's wait two more minutes". Decisions get made fast. The meeting ends with "we'll update you later". You were present, but never part of it.

> *"This is not a technology failure. This is a design failure."*
>
> Bianca Valkenburg · Lead Employee Experience, Global Workplace Services, ING

Her core insight reframes the entire hybrid meeting market: after COVID, hybrid did not only change where people work. It changed how power, voice and decisions play out in everyday moments. Meetings are the most frequent and most underestimated experience an organisation designs. ING's answer was to treat them as an employee journey to redesign, not an IT rollout. The strategic headline, validated by A/B testing on real teams: hybrid success is 80% behaviour, facilitation and norms, enabled by 20% tech and space.

The paradox that triggered the program is worth dwelling on, because most organisations would have used it to do nothing. ING's hybrid meeting experience scored 7.6 out of 10. Decent. But the meeting rooms had an NPS of 31, one of Workplace Services' lowest scores, and Facilities' own rating was 6 out of 10. Averages hide pain. A 7.6 satisfaction score coexisted with a service everyone loved to hate. That gap between the average and the experience is exactly the "performance gap" Claire Ward would describe an hour later (see 1.5).

It connects to a question I keep raising with workplace leaders across Europe: **who is the guardian of the brief?** As detailed by Riku Rusanen (Nokia Workplace Strategy and Design Leader) at Workspace Design Show London 2026, Nokia in the UK answered it with a dedicated transversal role between IT, HR and workplace. ING answered it with a standing cross-domain board, co-led by HR and IT, with no single boss and data as the referee. Two structures, one conclusion: the employee journey now needs an owner that sits above the silos.

AVERAGE EXPERIENCE

7.6/10

The "decent" score that almost killed the investment case

MEETING ROOMS NPS

31

One of Workplace Services' lowest scores, hidden by the average

THE VALIDATED RULE

80/20

Behaviour and norms over tech and space, proven by A/B testing

WHY IT MATTERS

The full anatomy of the program, governance, research, pain points, decisions, roadmap and what to copy, follows in the Special Focus on the next pages.

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SPECIAL FOCUS

Inside ING's hybrid meeting program

The full anatomy of the most instructive workplace project of the year: governance, research, pain points, decisions, roadmap, and what you can copy on Monday.

The governance: Employee Experience Design Boards

The program did not start with meetings. It started with a structure, created in 2023: the Employee Experience Design Boards. Four teams sit on the board, each with its own question to answer:

People & Culture
How do people actually behave in meetings, and what skills do they need? Owns meeting behaviour, facilitation skills, user adoption on site and remote, and home office guidance.

Process & Operations
Who owns the room, and who fixes problems before the user notices? Owns meeting room tech governance and proactive support.

Facilities
Does the physical standard still fit the world we work in? Owns room layouts, booking tooling, wayfinding, and the refresh of the "Orange Workplace" stamp, ING's internal standard per building.

Technology
Which equipment proves itself in real meetings, not in vendor demos? Owns continuous testing in the HEX Lab, the meeting room technology refresh, and home office setup advice.

Each team collects data and feedback globally, uses it to shape initiatives, and pitches them to senior leaders such as the CIO. Once approved, a cross-domain project team executes, with one domain leading but all involved. Co-led by HR and IT. No single boss. Decisions arbitrated by data. Valkenburg herself comes from Workplace Services, on the IT side, which says everything about where the employee experience function is migrating.

SCOPE
811
Meeting rooms across 8 Dutch HQ buildings

POPULATION
20k+
Employees in scope, Netherlands

GLOBAL REACH
40+
Countries receiving the global meeting room advice

The research: listen, observe, pilot

Three methods, in order of increasing honesty. **Listen:** employees described their meeting experience and pain points. **Observe:** the team sat in on real meetings, on site and remote. Valkenburg's reasoning should be tattooed on every workplace survey: behaviour is more reliable than words. **Pilot:** teams held their actual meetings inside test environments, iterating on technology, behaviour and room setups.

The observation step paid for itself with one finding. Asked to rate their own facilitation skills, ING's meeting facilitators scored themselves high. Observation showed the opposite.

> *"Facilitators think they know, but they really don't."*
>
> Bianca Valkenburg · ING

I watched the room when she said it. Nobody flinched, because everyone present had been that overconfident facilitator at least once.

The numbers that built the business case

- Hybrid meeting experience: **7.6 / 10**, "not even so bad", which is why investment was questioned.
- **31%** of colleagues have more than 10 hybrid meetings per week.
- **33%** of teams work across countries: hybrid meetings are their primary collaboration moment.
- **48%** prefer taking hybrid meetings at home: dual screens, better internet, familiarity. The office had to beat the home setup, especially with leadership encouraging presence.
- Meeting rooms NPS: **31**. Facilities' own meeting room score: **6 / 10**. Workplace Services' ambition: **8+**. "We don't want okay experiences, we want great experiences."

The vision

One sentence, three capabilities. Wherever you join from, you must be able to: **work easily together, see and be seen, hear and be heard.** Valkenburg's framing on stage was even sharper: as a company, you should offer an equitable meeting experience both at home and in the office.

The validated pain points, phase by phase

The research produced a validated employee journey covering every phase, step, tool, emotion, pain point and wow moment. The pain map, condensed:

PREPARING

On site or online attendee? Room selection is guesswork · Not enough rooms · Unclear equipment · Anxiety: will everything work?

STARTING

Cryptic room naming, hard to find · Double bookings · The room is a mess · Equipment fails · No clear way to report or solve it

DURING

Remote attendees hard to engage · Cannot see or hear everyone · Whiteboards behind the camera · Bad remote audio and video · Poor office Wi-Fi · Limited facilitation skills

Her conclusion from this map set the program's direction: IT alone cannot fix this. The best equipment improves the experience, but not significantly. IT, Facilities and People had to work together.

Game changer 1 · Visibility: see and be seen

- **Two displays** in large (6-8 person) and extra-large (10-12 person) rooms: content on one screen, faces on the other. A bigger single screen in medium rooms.
- **V-shaped (tapered) tables.** The unglamorous hero of the program. On-site participants stop blocking each other's view of the screen, and remote participants finally see faces around the table instead of profiles.
- **A 360 camera on the table** in XL rooms, making people at the back visible, with built-in microphone improving audio.
- **At home: a second screen plus an external webcam**, combined with the Teams pop-out feature, so content and people appear on both screens.

Game changer 2 · Collaboration: the whiteboard problem

Observed in the wild: people scribble on the wall whiteboard, then point a laptop camera at it asking "can you see it?". Remote participants see nothing. The fix that worked: a dedicated **content camera** in the room. The fix that did not: digital whiteboards. Some loved them, most had no idea how to use them. ING dropped the investment. A rare and valuable example of a workplace team saying no to shiny hardware on adoption grounds.

Game changer 3 · Behaviour: where the full point lives

In an A/B test, teams that received guidance on meeting behaviour and tooling rated their experience **a full point higher on the 10-point scale** than teams with identical rooms and no guidance. That single result anchors the 80/20 rule. The behaviour stream produced three artefacts: the **meeting manifesto** (eleven commitments: consider alternatives before sending an invite; 25 or 50 minutes maximum, no back-to-back; stay within working hours and mind time zones; decline respectfully; clear purpose, agenda and roles; prepare; hybrid golden rules, cameras on, remote first, good audio, equal participation; humour and short check-ins; full attention, no parallel email; stay on topic, park new ideas; wrap up with action points and feedback), the **"meeting guru" facilitation scale**, and a **working habits campaign** starting with the question too few organisations dare ask: do we need this meeting at all?

The roadmap, year by year

2024 · Research delivered: validated employee journey for the Netherlands, plus global validation. **2025** · Meeting manifesto campaign and meeting guru training launched. September: global meeting room advice for 40+ countries. November: hybrid Orange Workplace template ready (fewer desks; of the meeting rooms, 50% classic and 50% hybrid) and proof of value for new room booking tooling. December: business case approved. **2026** · Rollout. February: new building "Hazel" opens in Leeuwarden with the full envisioned setup, and escape rooms during opening week so employees learn the new meeting experience by playing. April: QR codes on every meeting room door in the Netherlands, for incident reporting or instructions in a few clicks, sometimes solved during the meeting itself. April: Amsterdam rollout at 25%. **Ahead** · Adoption wave two (refreshed training and manifesto, now including Copilot features). Escape rooms in Amsterdam. Business case for the new booking tool: who works where, who joins from where, wayfinding, and photos of rooms, the feature employees value most. A new hybrid Orange Workplace setup increasing the number of meeting rooms. And in 2027, the new "Linden" building opens next to Cedar, the first designed end-to-end on the post-COVID standard.

The honest footnotes

Three Q&A moments kept the case credible. External guests were not tested ("it's just a USB-C cable, it works", to be verified). ING lacks small rooms, so individuals occupy oversized rooms, and the new standard adds small 1-on-1 rooms. Client-facing meetings run on a separate secured application and were out of scope.

What to copy, in order

01 Form the cross-domain team before buying anything. IT + Facilities + HR, co-led, data-arbitrated.

02 Observe real meetings. Self-assessed skills are fiction.

03 A/B test behavioural guidance before hardware. It is the cheapest full point you will ever gain.

04 Buy V-shaped tables and content cameras before digital whiteboards.

05 Standardize the home setup advice: second screen, webcam, pop-out.

06 Split your room stock: 50% classic, 50% hybrid.

07 Put a QR code on every room door for instant incident reporting.

08 Launch with play: escape rooms beat e-learning for adoption.

09 Write a meeting manifesto and make "do we need this meeting" its first line.

10 Track NPS per service, not just average satisfaction. The 7.6 hid an NPS of 31.

osol | OSOL INSIGHT

The "will it work" anxiety is a design target

ING's pain map names it twice: anxiety about whether the room will work, and equipment that fails at the start. Across our deployments, the same pattern shows up around power: dead sockets, missing chargers, cables that decide whether a room is usable. Treating power as a service rather than an installation removes one full category from ING's pain list, with zero renovation, and our client sites see it pay back roughly 3 to 1 against the cost of cabling, maintaining sockets or table power boxes, reconfiguring those spaces, or constantly having to buy chargers. The meeting room of 2026 should have exactly one cable nobody worries about: none.

PART 1 · TREND 05

1.5 The performance gap: invested everywhere, felt nowhere

05

Claire Ward (Chief Innovation Officer, SPS) brought the data that gives this report its title.

SPS, a global outsourcing firm with 9,000 people on site at 600 locations (including the High Tech Campus, Nike, Adidas and biotech campuses discussed during the day), partnered with Worktech Academy on the State of the Workplace 2026 survey: around 700 office workers and executives across eight countries and eight industries. The finding, in one line: five years of heavy investment in offices, technology and experience programs have not moved engagement, productivity or performance. Something else is eating the value.

Engagement is falling while the exit door closed. The share of highly engaged employees dropped from 48% to 32% in one year. In parallel, Gallup data shows job market confidence collapsing: only 28% now say it is a good time to find a quality job, down from 70% in 2022. The combination is toxic. Disengaged people used to leave; in 2025, 76% of the least engaged said a frustrating work environment would push them to look elsewhere. This year, only 56% said the same. Organisations are retaining bodies, not energy.

CALLOUT · FIGURE

48 → 32%

Highly engaged employees fell by a third in one year, while disengaged employees stopped leaving. Companies with engaged employees grow four times faster.
Source: Claire Ward, SPS / State of the Workplace 2026

The survey's open answers make the gap tangible. The least engaged define productivity as coping: "keeping busy", "keep my job and not be fired", or the bleakest answer of the year, having "to send one email a day to clock attendance". The most engaged define it as contributing: creating value, enabling teams, removing obstacles. Retention without engagement is not stability. It is sediment.

The culprit is not strategy. It is friction. Ward's diagnosis matched the survey: engagement is not killed by one big failure but by dozens of small ones. Searching for information. Hunting the right person and discovering they are working from home. Decisions stuck in committees. And the apps. Within a typical workplace, seven to ten different applications stand between an employee and their day: one to enter the building, one to book a desk, one for the meeting room, one for lunch, one for stationery, one for digital mail. Ward called it app fatigue.

THE WORK OF WORK

58%

Of the working day goes to coordination, searching and navigating systems before any deep work happens. Source: Asana / SOW 2026

FLIGHT RISK

53%

Would consider leaving over an inefficient workplace (66% in the US). Source: State of the Workplace 2026

FLYING BLIND

23%

Of executives have no formal KPIs, or know of none, for workplace productivity

Organisations measure the wrong scoreboard. Executives track occupancy, utilization, output and energy: hard metrics, easy to collect. Ask employees what signals a workplace is performing, and they name talent attraction, customer satisfaction, colleague engagement, innovation and decision speed. These are business outcomes, not workplace metrics, yet the workplace decides whether they succeed. When asked for the most reliable indicator of workplace ROI, respondents ranked talent attraction first (3.27/5), ahead of customer satisfaction (3.14) and engagement (2.80). Cost reduction came last. The survey's most alarming number sits with leadership: a quarter of the market is investing blind.

The buyer has changed. Ward sees it in every RFP. Five years ago, clients bought cost reduction. Today the questions are: how do we create frictionless workplace ecosystems, how do we deploy AI effectively, how do we improve employee and customer experience, how do we use data intelligently, and how do we align the workplace with business strategy. When she asked the room who had robust AI policies, two hands went up. The survey confirms the vacuum: AI usage jumped from 59% to 75% of employees in a year, while the share of organisations without an AI policy stayed flat at roughly a third. Usage is sprinting; governance is standing still. And adoption splits along engagement lines: the most engaged use AI to remove friction and raise quality, the least engaged use it defensively, out of fear of irrelevance. Among the least engaged, 56% expect to need significant reskilling within two years, against 18% of the most engaged.

The fix is hospitality, not technology. Ward's prescription borrows from a different industry: service is something done to you; hospitality is how it makes you feel. Anticipating needs, removing friction, helping people navigate their day, so they leave the office with more energy than they arrived with. Marnix Mali (Director of Real Estate and Workplace Services, Booking.com), quoted in the report, gave that idea its measurement: you can measure utilization, but what you really want to know is whether people leave with the same or more energy than when they arrived. The human layer stays decisive: when something breaks, people want a go-to person, not a ticket. Technology handles the transaction; people handle the moments that matter.

Two stories carried the argument better than any chart. In a Pittsburgh plant that never hit its targets, a new manager watched production workers trudge two kilometers in the cold past an empty management car park, called a meeting in that car park, and took a chainsaw to the "Reserved for Management" signs. "Park where you like." The plant turned around, because the workforce finally believed someone understood them. And at Zurich Insurance UK, a new CEO launched "make tomorrow today": one channel where anyone could report anything causing friction, with a promise to tackle issues one by one. Around 1,500 problems fixed, and a signal sent to the whole business that opinions matter.

> **You cannot tell people what to do. You can only make them feel something and want to change.**
>
> Claire Ward · Chief Innovation Officer, SPS

Her closing line doubles as the thesis of this report: **the best workplaces do not draw attention to themselves. They simply help people do their best work.**

osol | Docking stations killed the charger at your desk. **Osol kills it everywhere else.** Better experience, lower costs, zero works. OSOL.CO

WHAT TO REMEMBER

The workplace's biggest leak is not strategy, it is the daily friction tax. Measure it, own it across silos, and fix it issue by issue. Hospitality, not technology, is the operating model that converts retained bodies back into energy.

PART 1 · TREND 06

1.6 Data stalls at dashboards

06

The closing panel asked the question that haunts every workplace team with a sensor budget: we have never had this much data, so why does it change so little?

Victoria Dávalos (Co-founder and CEO, spatio.AI) moderated Patrick Levie (Partner and Architect, Fokkema & Partners), Raul Forsoni (Associate, UNStudio) and Alejandra Jaimes Jimenez (Senior Project Manager Smart Buildings, Philips). Three practitioners, one shared frustration, and the best collection of one-liners of the day.

The silent library paradox. Alejandra Jaimes Jimenez told the story every data-driven workplace team should memorize. At Philips, occupancy sensors showed the silent libraries almost empty, day after day. The dashboard-only conclusion: close them, convert to meeting rooms. But the Leesman survey told the opposite story: employees were begging for focus space. Same building, two datasets, opposite decisions. The real diagnosis: the problem was behaviour, not space. People did not know how to use the libraries. The fix was communication and education, not a floor plan change.

KEY CONCEPT

Never read occupancy without sentiment

Sensor data tells you what happens. Survey and feedback data tell you why. Read alone, each will lead you to confidently fix the wrong problem. The Philips silent libraries would have been demolished by a dashboard. Diversity of data is not a luxury. It is the difference between insight and expensive error.

Data can be tortured. Jaimes Jimenez added the warning that makes her a rare voice among smart building managers: data sounds fact-based, but it can be manipulated, and management sometimes uses it to prove what it already wants to hear. Levie relayed the confession of a consultant client: "We are masters at torturing our data until it confesses." He asked the room whether architects sometimes do the same. Honest answer: yes. Which is why his firm treats data as raw material for interpretation, not as verdict.

Architects as environmental psychologists. Levie described Fokkema's method as "psychological digging": spending days inside client organisations to understand what sits behind the numbers. A meeting room is rarely unused because it is too cold; it is unused because it is tucked in a corner where nobody finds it. And the client's program of requirements is a trap: ask how much cabinet space people need, and they measure what they have. Data describes the present; it never tells you where the organisation wants to go. Without that challenge, "we're just designing in circles."

His most useful tool for handling user feedback: the question behind the question. When an employee complains a creative room is "not yellow enough", the real request is usually a space that feels free and out of the ordinary. Answer the literal question and you repaint a wall. Answer the real one and you fix the experience. Forsoni added the discipline that protects the big picture: **when Booking.com's design hid elevators behind beautiful stairs to promote movement, complaints about slow elevators were complaints against the concept itself.** Some feedback should be trained, not obeyed.

From post-occupancy to pre-occupancy. Forsoni described where UNStudio is pushing: using AI to simulate how a specific employee population will use a space before it is built. The economics are obvious: the cheapest design change is the one made before investing. His sequencing rule matters just as much: data must arrive at the briefing stage, because once everyone falls in love with a design, contradicting data gets rationalized away. And the brief itself must change. He refuses briefs expressed in efficiency ratios and square meters of breakout space: tell me how your employees work and live in the office, and we tailor the space around that.

> *"The question is not which data we can collect. The question is what do we do with it. What is the question you're trying to answer?"*
>
> Raul Forsoni · Associate, UNStudio

The office in continuous beta. Dávalos framed the destination: offices are never finished, because people keep changing. Levie gave it a structure borrowed from Maslow: the base of the pyramid is a safe, comfortable, functioning space, measurable and necessary. The middle is connection and community. The top, where people feel part of a bigger story, is what design exists for, and the hardest to measure. His closing argument for co-creation: if people are proud of a space, it lasts.

This panel lands exactly where our World Workplace Europe report landed three months ago: the bottleneck of the intelligent workplace is not AI, it is the data layer underneath, fragmented across silos that do not talk. Bianca Valkenburg said it word for word off stage: in most companies, every domain measures data in its own silo. Her next ambition for ING is to connect everything and tell the organisation where to focus. The self-learning office is coming. It will belong to whoever unifies the data first.

PART 1 · TREND 07

1.7 The city is the campus

07

A third of the program was devoted to a theme French corporate real estate has barely started to digest: the boundary between the workplace and the city is dissolving, and the city is winning.

Innovation districts are eating science parks. Paul Jansen (Associate Director Organised Innovation Spaces, Arup, with 25 years in the field) mapped the shift. The classic out-of-town science park is losing to the inner-city innovation district, because talent wants to stay in dynamic urban cores. Big tech has moved R&D back downtown in response. The anchors are diversifying too: no longer only universities and academic hospitals, but practical schools and local companies. And the war for talent is not a metaphor: in Barcelona's 22@ district, development of new incubators stopped because the ecosystem ran out of talent to fill them.

> *"Talent is the most important fuel of innovation ecosystems."*
>
> Paul Jansen · Associate Director, Arup

His operating manual for anyone building one: a clear profile positioned on enabling technologies rather than legacy sectors; an admission policy and an exit strategy; triple helix governance with stewardship-like leadership, because no one owns an ecosystem; stable long-term funding, simple to say and brutal to secure; and the golden rule that hardware facilitates but never leads. Most liberating line: you can start ecosystem building and placemaking before your first building exists.

The geography of work is contracting to stations. Jeroen Dirckx (Partner, KCAP) and Gábor Everraert (Programme Manager, Gemeente Rotterdam) supplied the hard spatial data. In the Netherlands, only about five true A-grade office locations remain, all within 200 to 300 meters of a well-served station. Every euro invested there benefits all users at once: residents, office workers, retail. Everything else is downsizing: around Rotterdam's Blaak the market holds, further out offices empty into student housing, and the car-based Brain Park is being master-planned into a mixed district. Buildings from the sixties and seventies convert well; offices built twenty years ago for a single use are already being abandoned by their first tenants.

Meanwhile the counter-movement has begun: production is coming back into the city. ASML wants production next to urban cores, not in remote fields, and Rotterdam is learning to re-mix industry and housing for the first time since the Middle Ages.

> *"We don't need housing without jobs. We need both."*
>
> Gábor Everraert · Gemeente Rotterdam

Campuses must give something back, or stay hollow. Jorick Beijer (Co-founder, Blossity) opened the afternoon panel with a needed provocation: everything is called a campus now, including residential schemes with nine square meters of coworking on the ground floor. Different names, same logic, and the same blind spot: an obsession with hardware, while research keeps showing that innovation happens in the spaces in between. His firm built a social impact scan (ten indicators, used for KLM's headquarters search and for Nike) to measure whether a campus is also a driver of broad prosperity. His historical anchor was elegant: the DSM Biotech Campus in Delft traces back to a 19th-century entrepreneur whose yeast factory came with the Agneta Park, housing, music and healthcare for workers. Corporate urbanism is not a new idea. We just unlearned it.

FIELD CASE · NIKE HILVERSUM: SOCIAL IMPACT DECIDED A HEADQUARTERS

Rutger Veldman (Co-founder, Code Advisory, ex-Nike) walked through the stay-or-go analysis for Nike's EMEA headquarters: 4,000 employees, 25 years in Hilversum, with Amsterdam, London (pre-Brexit), Hamburg and Paris as alternatives. The decisive layer was the S in ESG: staying meant acquiring surrounding land and converting a mono-use office park into "Hilversum Sport Park", with a skate park, a Jordan basketball court and football pitches open to the whole community, a school, a swimming pool and an indoor athletics hall in the pipeline. The business case: switching from 1:1 desks to activity-based working ("Freestyle") cut the ratio to 0.7 and made the renovation break even at year ten, while land development funds the long-term operation of the public spaces. Buildings stripped to core and shell, stairs made prominent and elevators pushed back to nudge movement, the plinth opened to the public.

FIELD CASE · TRIPOLIS: PLACEMAKING WITH FREE RENT

Sjoerd Lycklama (Partner, Flow Real Estate) bought Aldo van Eyck's Tripolis ensemble in Amsterdam: famous architect, listed heritage, empty since delivery, avoided by the whole city. While planning the redevelopment, Flow gave the 25,000 m² away for free: to a startup incubator (full within months), to tech party organisers, to a TV production. The scene fell in love with buildings it used to ignore. The architectural move, with Winy Maas (MVRDV): shield the park from the A10 with one new volume, creating a quiet green campus, and convert rooftop plant rooms into pavilions with yoga studios and private dining. Uber signed during construction, followed by De Brauw, the largest law firm in the Netherlands, while the rest of the Zuidas sat on vacancy. Two years of patient relationship building turned the Van Eyck heirs from blockers into allies. Lesson: activation is cheaper than vacancy, and temporary free use is a marketing budget.

For workplace strategists, the thread through all three sessions is uncomfortable and clarifying: your next workplace decision is partly an urban planning decision. The amenity your employees want most is not in your fit-out budget. It is the city around the building, and whether your organisation contributes to it or just consumes it.

DUTCH A-LOCATIONS

~5

True A-grade office locations left, all within 200-300m of a major station

NIKE BUSINESS CASE

1.0 → 0.7

Desk ratio shift to activity-based working; renovation break-even at year 10

TRIPOLIS ACTIVATION

25k m²

Given away free as placemaking; Uber and De Brauw signed during construction

WHAT TO REMEMBER

Talent follows the city, capital follows talent, and social impact now closes deals. Audit what your site gives back to its neighbourhood before your next stay-or-go decision; municipalities already do.

PART 1 · TREND 08

1.8 Circular is the new brief

08

The sustainability sessions in Rotterdam skipped the pledges and went straight to procurement mechanics. The most instructive case came from the public sector, and that is no accident.

Government as standard-setter at scale. Paul van der Vlis (Architect and Senior Advisor, Rijksvastgoedbedrijf) manages spatial quality across the largest real estate portfolio in the Netherlands: almost 12 million square meters, from offices to palaces. The RVB's position is unique: it commissions, owns and regulates buildings at once, and is politically driven to embed societal goals. Two strategic moves matter for every European market. First, standardization: project requirements are no longer defined per project but through one standard, because production must double in the next five years. Second, time-shifting the requirements: a building delivered today must already meet the 2050 sustainability requirements, because it will still be standing then. The tender mechanics turn ambition into market innovation: every procurement carries a price component and a quality component, the quality part always covering sustainability and spatial quality, so contractors win by innovating, not only by cutting cost.

> *"The buildings we are realizing now should already have the requirements of 2050."*
>
> Paul van der Vlis · Rijksvastgoedbedrijf

Reuse is harder than it sounds, and that is the point. Hans Reineke (Founder, Hollandse Nieuwe) was honest about the friction: fifteen-year-old wall systems do not meet today's acoustic and glazing standards, so the team inventories elements one by one, refurbishes and upgrades them. The tender itself took seven months, three dialogue sessions, expert sessions and five and a half thousand requirements. This is what separates circular ambition from circular delivery: element-level logistics, and a client who pays for quality.

FIELD CASE · AVENUE CÉRAMIQUE, MAASTRICHT: RADICAL REUSE IN PRACTICE

Hans Reineke detailed the 16,000 m² transformation his team is delivering by 2028 for Rijkswaterstaat, the tax office, the child protection council and the fiscal police: secure and open at the same time. The strategy is radical reuse: everything harvested from the building goes back into the building. Facade glass becomes inner walls. Ground-floor facades are relocated as new facades on a 1,000 m² extension created by lifting the roof. Concrete slabs cut out for bigger windows return as exterior security elements. All existing steel stays in the building. 15,000 m² of carpet tiles are reused, and the team is hunting another project to harvest 15,000 m² of metal ceilings to convert into climate ceilings. The dead atrium, once an outdoor-climate failure, becomes the building's beating heart, connected by new bridges. Energy is handled with active climate ceilings, passive phase-change materials (salts that absorb and release heat) and batteries, a direct answer to Dutch grid congestion. The whole design was checked against WELL principles without seeking certification, and beats the Paris Proof 2050 energy standard it was tendered against.

His closing claim ties this trend back to the human chapters of this report: buildings where circularity is visible create advocates. People tell the story at home. Sustainability becomes part of the employee experience, not a line in the annual report. Haskoning's own building proves the commercial version of the same point: an 80% energy reduction and a BREEAM-NL Outstanding label, the second in Europe, have become a client magnet and a recruiting argument.

ACTIONABLE · START WITH A HARVEST INVENTORY

Before any renovation brief, inventory what the existing building can yield: glass, steel, ceilings, carpet, concrete. Then write the tender with a weighted quality component so bidders compete on reuse and innovation, not only on price. The RVB's experience shows the market responds when the incentive is real.

RVB PORTFOLIO

12M m²

The largest real estate portfolio in the Netherlands, from offices to palaces

CÉRAMIQUE TENDER

5,500

Requirements, 7-month dialogue-based procurement, quality-weighted

CEILING HUNT

15k m²

Metal ceilings to harvest from another project and convert into climate ceilings

STATEMENT · WORKTECH ROTTERDAM 2026

> “People don't necessarily mind noise, but they mind the peak of noise levels. And that is where you are distracted.

Marnix Mali
Director of Real Estate & Workplace Services, Booking.com

PART 2 · CROSS-SESSION INSIGHTS

What the day really said

What you see when you put 13 sessions side by side: the convergences, contradictions and signals that only appear once every voice of the day is laid over the others.

The fourth P

Worktech's formula is people, place, technology. Closing the day, chairman Jort Verhage proposed adding a fourth P: purpose. He was right, and the evidence ran through every session, often without the speakers noticing they were making the same point. Sabine Bink's staff come in because they miss being part of something. Claire Ward's cathedral builders outperform bricklayers doing identical work. Michiel Hogerhuis named pride in the product as the strongest motivator he has seen across Fokker, AkzoNobel and Adevinta. Jorick Beijer measures campuses by what they give back to their neighbours. Even the circular design session ended on advocacy: people promote buildings whose values they can see and explain. The pattern is consistent: every successful case in Rotterdam connected a workplace decision to a reason for being, and every struggling case (mandates in court, empty libraries, dead campuses) was a structure without a story. Purpose is not the soft layer on top of workplace strategy. In 2026, it is the load-bearing wall.

The mandate war is really a trust war

Put the day's hybrid evidence in one frame and the surface debate (how many days?) dissolves into the real one: trust. Claire Ward named it from the audience: the return to office is at heart a question of "can I trust you to do your job?". The conference offered a natural experiment. Where trust is high and the environment earns presence, occupancy returns by itself: Haskoning hit pre-COVID levels with zero policy. Where trust is replaced by enforcement, the system jams: Adevinta is litigating over one day a week, Booking.com's mandate died in the works council, and ING concluded a Dutch mandate is legally fragile, opting to engineer flows instead with its Tuesday-or-Thursday rule. Talking to Booking.com's real estate leadership in the breaks, I heard the same fatigue I hear everywhere: not resistance to hybrid, just exhaustion at managing the ambiguity it leaves behind. Even the chairman's offhand anecdote fit: a company policing soda cans and smoking breaks does not have a beverage problem, it has a trust problem.

My synthesis: in Europe, the mandate is not a tool, it is a symptom. Organisations reach for it exactly when they have stopped being able to answer Ward's question, "was it worth coming in today?". The leaders of the next cycle will compete on the answer, not on the attendance threshold. And the operating lever sits with line managers, the most influential and least trained population in the entire hybrid system. Budget allocated to line manager capability will outperform budget allocated to badge analytics.

The metric handover has started

Across four unrelated sessions, the same quiet revolution: the KPIs of the workplace are changing hands. Executives still measure occupancy, utilization and cost. But the survey says employees and, increasingly, boards judge the workplace on talent attraction, customer satisfaction, engagement and decision speed. ING stopped trusting its 7.6 average and started steering on NPS per service. Marnix Mali wants to measure whether people leave with more energy than they arrived. Veldman sold the Nike redevelopment on a desk-ratio business case, then justified it on social impact. Connect the dots and a prediction writes itself: within two to three years, workplace KPIs will sit on executive scorecards next to revenue and churn, the 23% no-KPI gap will close, and FM and CRE leaders who cannot speak the language of business performance will lose the budget conversation to those who can. The workplace function is being promoted, and promotion always comes with a tougher scorecard.

Convergence is the new org chart

Every winning case presented in Rotterdam ran on the same fuel: the fusion of IT, Facilities and HR. ING built a standing board across four domains, co-led by HR and IT, with data as arbiter. Teva manages experience across physical, cultural and digital dimensions through a deliberate alliance of RE, HR and IT. Flexport's workplace manager reports into HR. Claire Ward said it without decoration: performance is not an HR problem, an IT problem or an operations problem, it is a collective one, and change starts when the collective forms. This is the structural answer to a question I have been pushing all year: who is the guardian of the brief? Some organisations create the role (Nokia UK's transversal guardian), others create the body (ING's board). Both beat the default, which is nobody. The workplace functions that still operate as three separate departments with three separate datasets are not behind on tools. They are behind on organisation, and no purchase fixes that.

The Netherlands is running Europe's beta program

Step back from the individual sessions and notice what produced them. Grid congestion forced Céramique's designers into phase-change materials and batteries. Works councils forced Adevinta, Booking and ING into persuasion-based hybrid models years before the rest of Europe will need them. A protected monument stock forced Haskoning and the RVB to master adaptive reuse instead of demolition. Scarce land and a housing crisis forced Rotterdam to invent the productive city, re-mixing industry and homes. A tight talent market forced the triple helix into existence. Constraint after constraint, the Dutch market is being pushed five years ahead of the European mainstream, exactly as it was with activity-based working two decades ago. For French and European decision-makers, the practical conclusion: treat Dutch cases as a preview of your own 2030 operating conditions, and steal early.

The IT and digital workplace verdict

Strip the day down to what a DSI or digital workplace lead should act on, and three hard lessons emerge, all of them counter to how IT usually buys.

Lesson one: behaviour and basics beat procurement, and ING proved it with a controlled test. The instinct of every IT function facing bad hybrid meetings is to issue an RFP for better hardware. ING ran the experiment instead. Two pilot groups got facilitation guidance and tooling coaching, two identical groups got nothing. The guided groups scored a full point higher out of ten, before any equipment changed. The conclusion is uncomfortable for a hardware budget: 80% of meeting quality comes from training and from removing friction on the basics, the equipment works, powering it is easy and frictionless, the Wi-Fi holds. Only the remaining 20% is the right hardware. ING flagged poor office Wi-Fi as a meeting-killer in its own pain map, and the 80/20 rule should govern how the budget splits. Get the basics invisible first, then add the humble hardware that actually works: dual screens, V-shaped tables, a 360 camera, a content camera. ING tested digital whiteboards, the shiniest option on the market, and rejected them on adoption grounds. An IT function that can say no to a feature its users cannot operate is more advanced than one that ships it.

Lesson two: the silo is now an IT problem, not an org-chart footnote. The recurring failure across the day was not a missing tool, it was disconnected data. ING measures in silos by domain. Philips nearly demolished its libraries because occupancy data and sentiment data never met. Fokkema and UNStudio described clients drowning in dashboards that change nothing. For the DSI, this reframes the role: the next strategic project is not another app, it is the integration layer that makes the existing ones talk. Bianca Valkenburg's stated next ambition for ING is exactly this. Whoever owns the unified data layer owns the self-learning office, and right now in most organisations nobody owns it.

Lesson three: app fatigue is a measurable productivity leak, and IT created it. Claire Ward counted seven to ten applications standing between an employee and their working day: badge, desk, room, lunch, mail, tickets. Put a number on it. If 58% of the working day goes to the "work of work", as the survey and Asana's index both find, then on a 1,000-person site paying loaded costs of, say, 60,000 euros per head, more than half of roughly 60 million euros in annual salary is spent navigating systems rather than producing. You will never recover all of it. But killing or merging two apps, removing one authentication step, fixing the office Wi-Fi that ING flagged as a meeting-killer, are IT decisions with a direct line to that number. The friction the conference kept describing is, in large part, an IT estate that grew by addition and never by subtraction.

The through-line for IT: stop measuring success by what you deploy, start measuring it by what you remove. The most strategic move available to a digital workplace team in 2026 is subtraction.

Weak signals to watch

Hospitality is entering FM procurement

Ward reports hospitality programs spreading from the US and UK into continental Europe, with the European Central Bank among the adopters. When RFPs start scoring "how it makes you feel", incumbent FM providers built on SLAs will face a new competitive axis.

Design moves from post-occupancy to pre-occupancy

UNStudio is building AI tools to simulate a specific workforce's use of a space before investment. If it works, the post-occupancy evaluation industry gets inverted: data stops auditing buildings and starts preventing bad ones.

Social impact now closes real estate deals

Nike's headquarters decision turned on community value. Municipalities have noticed: the ones controlling the last A-locations will increasingly auction them against social impact commitments, not just rent.

Free space is the new marketing budget

Tripolis filled itself with reputation by giving empty buildings away. Expect activation-before-renovation to become a standard development play in high-vacancy European markets.

The office becomes a client-facing asset

Haskoning hosts client workshops and was asked to lend its building for a client's Christmas drinks. When your workplace becomes physical proof of your promise, marketing will start claiming a seat at the design table, and a share of the budget.

The one-data-team ambition

ING's next step is a single analytics team unifying IT, FM and HR measurement. Whoever builds this first in each industry will own the self-learning office narrative, and the budget that follows it.

What was not said

Three absences struck me. First, cost. Apart from Nike's break-even model, no CFO logic, no euros per square meter, no hard ROI on experience investments. This might open a vulnerability if the macro environment turns. Second, AI in the workplace was thin: one survey finding and a few Copilot mentions, in striking contrast with World Workplace Europe three months earlier, where AI saturated every session. The workplace design community and the FM community are running at two different AI speeds, and they will collide in the briefing room. Third, the mid-sized company. Every case study was a giant: ING, Nike, Philips, Teva, ABN AMRO. The European Mittelstand and ETI, which cannot afford an Employee Experience Design Board, were absent from the room and from the thinking. There is a market waiting for whoever translates these playbooks down to 500-employee scale.

THE MONDAY MORNING PLAYBOOK

Concrete actions per profile

Extracted from the sessions. Each one can start this week.

Workplace and environment directors

1. **Run ING's three-question audit on ten meeting rooms.** Can everyone work easily together, see and be seen, hear and be heard? Score each room, hybrid and classic. You now have your investment map.
2. **A/B test behavioural guidance and get rid of small frictions before buying fancy IT equipment.** Give two pilot teams facilitation rules and tooling guidance, leave two as control. ING gained a full point out of ten this way, for free.
3. **Replace your satisfaction average with NPS per service.** A 7.6 average hid an NPS of 31 at ING. Averages protect budgets; distributions reveal pain.

Corporate real estate leaders

1. **Put experience in the first lease conversation.** Services, SLAs, KPIs, adaptation rights, local comfort control, written into the contract. Both landlords and tenants on the panel confirmed nobody does it, and both want it.
2. **Apply the station test to your portfolio.** Map every asset against transit proximity and the prime/non-prime divide. In the Netherlands, only five A-locations remain. Your market has its own number; find it before pricing does.
3. **Model co-location before square meters.** Use the 3-to-5 colleague threshold: will the move put people next to the collaborators who make their commute worth it? Cross HR and occupancy data to find out.

Facility managers

1. **Show managers their own occupancy data monthly.** "Your mean occupancy is 30%, peaking at 50%" changes a conversation faster than any policy memo.
2. **Pilot a dynamic temperature profile on one floor.** Cooler mornings, warmer after lunch. Stop climatising coffee corners and circulation. One degree has a significant energy impact; measure complaints and consumption for one quarter.
3. **Put a QR code on every meeting room door.** Incident reporting and instructions in a few clicks. ING rolled it out across all Dutch rooms in one month; some issues now get fixed during the meeting.

IT and digital workplace leaders

1. **Count the apps in one employee's office day.** Badge, desk, room, lunch, mail, tickets. Above seven, you are in app fatigue territory. Kill or merge one this quarter.
2. **Buy the proven cheap wins first.** Content camera, V-shaped tables, dual screens in large rooms, second screen plus webcam at home. ING tested digital whiteboards and rejected them on adoption grounds. Adoption beats specification.
3. **Propose one cross-domain data team.** IT, FM and HR each measure in silos. The team that unifies them gets to say "here is what we see, focus on this", and becomes the most strategic unit in the building.

Architects and designers

1. **Never present occupancy without sentiment.** Pair every sensor dataset with survey data before recommending a change. Remember the silent libraries: empty is not the same as unwanted.
2. **Move data upstream into the brief.** Once a client falls in love with a design, contradicting data gets rationalized away. Pre-occupancy beats post-occupancy.
3. **Start renovations with a harvest inventory.** Glass, steel, ceilings, carpet, concrete: list what the building can yield before drawing anything. Céramique proves the method scales to 16,000 m² and government-grade security.

HR leaders

1. **Train line managers in engagement, not just leadership content.** Adevinta found two gaps: the ability to say no, and the ability to make people feel part of a team. Neither is covered by classic leadership programs.
2. **Add Ward's question to your pulse survey.** "Was it worth coming in today? Will you come back tomorrow?" One question, asked at the end of the day, tells you more than an annual engagement index.
3. **Open a make-tomorrow-today channel.** Invite everyone to report what slows them down, and commit to fixing issues one by one. Zurich UK fixed around 1,500. The signal matters as much as the fixes.

STATEMENT · WORKTECH ROTTERDAM 2026

> “Hybrid success is 80% behaviour, facilitation and norms, enabled by 20% tech and space.

Bianca Valkenburg
Lead Employee Experience, Global Workplace Services, ING

PART 3 · SESSION RECAPS

Insights conference by conference

Reference section: the analysis lives in Parts 1 and 2.

01 · KEYNOTE

Rethinking Comfort for the Modern Workplace

Loes Visser (Managing Director, DataBuilt)

The opening keynote attacked fifty years of climate engineering: comfort models built on 1970s male students, buildings optimised to hold one set point nobody agrees on, and energy burned to erase variation our bodies need.

Key insights

- The thermal neutral zone differs per person; three people in one room can be cold, comfortable and warm, and all three are right.
- Dynamic temperature and light profiles deliver equal or better comfort with lower energy use, and support health by keeping bodies adaptive.
- 250 identical apartments showed huge energy spread, all from normal use: design cannot control outcomes.

> *"We designed for average people for decades. But people are not average. Maybe that's not the problem, but an opportunity."*

Action → **Pilot a dynamic climate profile on one floor; stop climatising spaces where nobody lingers; expose temperature zones in the desk booking app.**

02 · PANEL

Stabilising Office Portfolios Through Workplace Experience and Flexibility

Rick Sturkenboom (a.s.r. real estate) · Rob Titlow (Flexport) · Kat Szoda (Teva) · Arne van 't Spijker (ABN AMRO) · Mod.: Vitalija Danivska (TU Delft)

Experience has become an asset-pricing factor. Landlord responsibility has grown for good, flex floors stabilise long leases, and the experience conversation must enter lease negotiations from day one.

Key insights

- Mixed buildings (long leases + one-year flex + shared services) yield higher returns and longer renewals (Sturkenboom).
- Teva's "Half the space, twice the experience" only works with 70% standard, 30% localization; Asia cannot scale down like the West (Szoda).
- Experience SLAs and KPIs are missing from standard lease forms, and both sides want them (van 't Spijker).

Audience vote: 100% see experience as a shared landlord-tenant responsibility.

Action → **Bring an experience framework to the first lease meeting; whoever brings it owns the negotiation.**

03 · TALK

Workplace Decisions Have Consequences

Sinem Beaujean (Global Engagement Strategist, Sedus)

A short, sharp session reframing ESG: frameworks measure outcomes, workplace decisions create them. Sedus, owned by two charitable foundations channelling two thirds of profits into social projects, ran a four-day Inclusive Journey with workplace leaders to experience how the same space helps some people and hinders others.

Key insights

- Inclusion is a performance topic, not only a culture topic: people experience and perform differently in the same space.
- Every workplace decision creates benefits for some and challenges for others; the job is managing trade-offs, not chasing perfection.

> *"There is no perfect workplace. There are only choices, trade-offs and consequences."*

Action → **Test your workplace against contrasted personas (sensory profiles, work styles) before signing off any design.**

04 · KEYNOTE

Global Trends in Innovation Ecosystems

Paul Jansen (Associate Director, Arup)

Ten dense minutes on why innovation districts are beating science parks, why talent is the binding constraint, and why governance and "orgware" matter more than buildings.

Key insights

- Inner-city innovation districts are pulling corporate R&D back downtown; science parks respond by adding housing and leisure.
- Barcelona's 22@ stopped building incubators: it ran out of talent. Talent strategy precedes real estate strategy.
- Triple helix governance with stewardship-like leadership is non-negotiable: no one owns an ecosystem.

> *"You don't need to wait till you have your first building. You can start ecosystem building and placemaking right away."*

Action → **Position your campus on enabling technologies, not legacy sectors, and write an admission and exit policy.**

05 · CASE STUDY

The Office as a Strategic Instrument

Sabine Bink (Haskoning) · Mod.: Karla Villanueva (Just Eat Takeaway)

The host's own building as proof: a national monument turned BREEAM-NL Outstanding workplace where occupancy returned to pre-COVID levels without any mandate, because the office earns presence through performance, culture and innovation.

Key insights

- Design for human behaviour, experience and impact, not square meters, functions and efficiency.
- The office doubles as client instrument: visitors experience the company's promise instead of hearing it.
- Opening the building to students during exam weekends combines recruitment, utilization and community value.

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750 workstations, ~1,000 staff, 80% energy reduction, 600+ solar panels, gas-free; Leesman flags a shortage of mid-size meeting rooms.

> *"Is this workplace working for us? Or are we still working for it?"*

Action → **Audit your office against the three purposes: focus performance, culture building, idea generation. Cut what serves none.**

06 · CASE STUDY

Healthy Workspace and Circular Design in Governmental Buildings

Hans Reineke (Hollandse Nieuwe) · Paul van der Vlis (Rijksvastgoedbedrijf) · Mod.: Karla Villanueva

How the Dutch state uses its 12 million m² portfolio and quality-weighted tenders to drag the market toward circular, healthy buildings, with Avenue Céramique in Maastricht as the live case: radical reuse, delivered by 2028.

Key insights

- Buildings delivered today must already meet 2050 requirements; they will still be standing then.
- Radical reuse works at scale: facade glass becomes inner walls, concrete cut-outs become security elements, all steel stays in the building.
- Phase-change materials plus batteries answer grid congestion, a constraint coming to the rest of Europe.

5,500 tender requirements, 7-month dialogue-based procurement, 16,000 m², 1,000 m² added by lifting the roof.

Action → **Add a weighted quality component (sustainability + spatial quality) to your next tender, and start with a harvest inventory.**

07 · PANEL

Closing the Gap Between Hybrid Strategy and Management Practice

Michiel Hogerhuis (Adevinta) · Daaf Serné (PlaceWorks Advisory) · Anton Maes (Brainmove) · Mod.: Janet Dunning (Look4More)

The most honest hybrid debate of the year. Adevinta wants four days and is in court over one; the panel located the failure point at the line manager, untrained, invisible and unconvinced.

Key insights

- The 3-to-5 colleague threshold: people come in for their close collaborators; co-location should drive portfolio decisions (Serné).
- Mandates need follow-through: measurement, consequences and integration into evaluations, or they are worth nothing (Maes).
- Line managers need two new skills: saying no, and engaging people. Neither is in classic leadership training (Hogerhuis).

> *"People will not spend two or three hours a day in a traffic jam to have a free coffee and a free lunch." (Maes)*

Action → **Show managers their team's occupancy data monthly and design the office for learning, the added value worth a commute.**

08 · LIGHTNING TALK

Flex Your Organisation: Unlock Your People's Potential

Jort Verhage (Court Jester)

Five compressed minutes from the day's chairman on Flux, his signal system that digitalises the medieval court jester: continuous, anonymous employee voice fed back to the board through a culture dashboard, now running on LLMs trained on seven years of his interview practice.

Key insight

- The court jester function (telling leadership the truth, anonymously, without consequence) is a missing organ in most organisations; technology can scale it.

Action → **Whatever the tool, build one protected channel where the workfloor can tell leadership what is broken.**

09 · DUO TALK

The Living City as Workplace

Jeroen Dirckx (KCAP) · Gábor Everraert (Gemeente Rotterdam)

The geography of office demand is contracting to a handful of station-adjacent districts, while housing pressure converts everything else, and production returns to the city for the first time in centuries.

Key insights

- Only ~5 true A-grade office locations remain in the Netherlands, all within 200-300m of a major station; one euro invested there benefits all users.
- Sixties and seventies buildings convert well; single-use offices from the 2000s are already being abandoned by their first tenants.
- The productive city is the next planning frontier: ASML wants production next to urban cores, and mixing industry with housing has no modern playbook.

> *"We don't need housing without jobs. We need both." (Everraert)*

Action → **Reserve ground-floor flexibility in every mixed development; the office-housing balance will keep shifting.**

10 · PANEL

Randstad Innovation Hubs: Recasting City as Campus

Jorick Beijer (Blossity) · Rutger Veldman (Code Advisory) · Sjoerd Lycklama (Flow Real Estate)

Two spectacular cases, one thesis: campuses only create value when they give something back. Nike stayed in Hilversum because of a social impact plan; Tripolis filled itself by giving empty space away.

Key insights

- Social impact was the decisive layer in Nike's stay-or-go headquarters analysis; sports facilities open to the community sealed it (Veldman).
- The renovation business case: 1:1 desks to 0.7 activity-based ratio, break-even at year 10; land development funds the public spaces long term.
- Tripolis: free temporary occupancy by startups and events rebuilt the buildings' reputation; Uber and De Brauw signed during construction (Lycklama).
- "Everything is a campus now": without orgware and continuous programming, it is just real estate (Beijer).

> *"Innovation happens in the spaces in between." (Beijer)*

Action → **Before expanding a campus, run a social impact scan: what do neighbours, students and the city get from your site?**

11 · CASE STUDY

ING's Hybrid Meeting Concept: Meeting Equity by Design

Bianca Valkenburg (Lead Employee Experience, Global Workplace Services, ING)

The operational masterclass of the day: 811 meeting rooms redesigned as an employee journey, not an IT rollout, governed by a cross-domain board and validated by observation and A/B testing. Full anatomy in the Special Focus of this report.

Key insights

- Hybrid success is 80% behaviour, facilitation and norms, enabled by 20% tech and space.
- Guidance alone raised meeting experience by a full point out of ten in A/B testing.
- The winning hardware is humble: dual screens, V-shaped tables, 360 cameras, content cameras. Digital whiteboards were rejected on adoption grounds.

7.6/10 average experience hid a meeting room NPS of 31; 48% prefer hybrid meetings from home; 31% have 10+ hybrid meetings weekly.

> *"Facilitators think they know, but they really don't."*

Action → **Copy the sequence: cross-domain team, observation, pilots, behaviour first, hardware second, playful adoption.**

12 · KEYNOTE

The State of the Workplace 2026: The Workplace Performance Gap

Claire Ward (Chief Innovation Officer, SPS)

Survey of ~700 workers and executives across 8 countries: engagement collapsed from 48% to 32% while disengaged employees stopped leaving, and the culprit is everyday friction, not strategy. The workplace must be measured as a performance lever, with hospitality as the service model.

Key insights

- 58% of the day goes to the "work of work"; 7 to 10 apps stand between an employee and their job.
- 23% of executives have no workplace productivity KPIs; employees rank talent attraction as the top ROI indicator.
- AI usage jumped from 59% to 75% in a year while the policy vacuum persisted; the disengaged use AI defensively.

> *"Best workplaces don't draw attention to themselves. They just simply help people do their best work."*

Action → **Open a friction-reporting channel and fix issues one by one; Zurich UK cleared ~1,500 and converted the workforce in the process.**

13 · PANEL

Turning Data into Workplace Design Decisions

Patrick Levie (Fokkema & Partners) · Raul Forsoni (UNStudio) · Alejandra Jaimes Jimenez (Philips) · Mod.: Victoria Dávalos (spatio.AI)

Why workplace data stalls at dashboards, and how to make it bite: pair sensors with sentiment, move data upstream into the brief, and treat user feedback as a question behind a question.

Key insights

- The Philips silent library paradox: sensors said empty, surveys said people crave focus space; the problem was behaviour, not space.
- Data must arrive before everyone falls in love with a design, or it gets rationalized away (Forsoni).
- Briefs expressed in square meters describe the past; ask how employees work and live instead (Forsoni, Levie).

> *"We are masters at torturing our data until it confesses." (consultant quote relayed by Levie)*

Action → **Institute a rule: no occupancy reading without a paired sentiment reading, and no design decision from either alone.**

CLOSING

Conclusion

Worktech Rotterdam 2026 described a workplace industry changing its unit of analysis. For five years, **we argued about places: home versus office, square meters, days per week. Rotterdam argued about flow: how a person moves through a day, a meeting, a building and a city, and everything that interrupts them.**

Seen through that lens, the day's cases align into one method. Measure the friction (SPS, Philips). Govern across silos (ING, Teva). Design for variation, not averages (DataBuilt, Sedus). Earn presence instead of mandating it (Haskoning versus Adevinta). Price experience into the asset (a.s.r., ABN AMRO). Anchor the building in its city (Nike, Tripolis, Rotterdam). Build it to give back, materially and socially (Céramique, Blossity). None of these requires a moonshot budget. All of them require the thing most organisations still lack: one owner for the employee journey, armed with unified data and the mandate to fix small things at scale.

The competitive consequence is already visible. Engagement is down a third while exits are frozen: every organisation is sitting on retained but disengaged capacity. The ones that convert it will not do so with another fit-out. They will do it by removing the dozens of daily obstructions between their people and their best work, and by giving them a reason to make the journey.

> *The next decade's winning workplace will not be the most spectacular one. It will be the one that removes the most friction between people and their best work.*
>
> From Friction to Flow · Final statement

This report crosses 13 sessions from Worktech Rotterdam 2026 with the State of the Workplace 2026 survey (Worktech Academy x SPS) and off-stage practitioner conversations. All quotes are from the conference sessions or the published survey report. Figures are sourced as cited; the engagement figures quoted are those presented on stage.

ABOUT

About

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Engineer and entrepreneur, Maxime Cousin co-founded Osol following a technology transfer program from the European Space Agency (ESA) and CNES. He advises companies on workspace transformation and regularly contributes as an analyst and speaker on workplace strategy, future of work, and corporate real estate innovation.

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ABOUT OSOL

Osol developed the first secured smart battery fleet for modern workspaces. The company helps real estate, workplace and IT leaders improve the workplace experience across their sites, achieve significant cost savings, and reduce their carbon footprint by eliminating power cables, fixed sockets and laptop chargers from meeting rooms, hybrid spaces and informal work environments.

Made in Europe and deployed across 15 countries with 120+ international enterprise clients, Osol has been awarded multiple Workplace and CSR prizes and is selected among the World Alliance Solar Impulse Foundation solutions.

Made in Europe | 15 countries | 120+ enterprise clients | Solar Impulse World Alliance

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FROM FRICTION TO FLOW

The best workplaces don't draw attention to themselves. They simply help people do their best work.

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