THE 2026 EDITION

# Framery Workplace Trends Report

framery™

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# Work is evolving faster than ever. The workplaces that succeed will be those prepared to evolve with it.

Work has reached a new phase of maturity. With hybrid work firmly established as the norm, the role of the office has shifted from a place of attendance to a place of performance. The primary conversation is no longer about where work happens, but how well it's supported.

Today, leaders across every industry are reevaluating what the office is for, shifting focus from attendance to impact and redefining how space, systems, and culture support performance, connection, and well-being. At the same time, organizations are rethinking the physical environment, the infrastructure that supports it, and the strategies that make it sustainable.

It's clear that the future of work is defined by constant change. The pace of transformation in how, where, and why people work shows no sign of slowing, and the organizations that thrive will be those whose workplaces evolve just as quickly.

Looking forward, flexibility can no longer be seen as a workplace advantage, but as the foundation of workplace resilience. The offices of the future must operate as adaptable systems that support people through shifting needs, technologies, and expectations, and they must be prepared with the right tools and technology to evolve just as quickly.

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# The 2026 Framery Workplace Trends Report provides a comprehensive look at how the world of work is evolving, and how to prepare for the people, spaces, and systems that shape it.

This year's report builds on insights from fifteen years of research, product development, and global collaboration to uncover the forces transforming how organizations design for performance, flexibility, and well-being.

The ideas presented here are influenced by a global network of strategists, architects, and industry professionals, and shaped to provide workplace leaders, designers, and decision-makers with a clear understanding of where the workplace stands today, grounded predictions about where it's heading, and practical approaches towards preparing for what's next.

The annual report compiles insights from across the industry to provide a detailed exploration of the five core themes that define the evolving workplace: People, Spaces, Systems, Strategy, and Work.

Individually, these themes address the factors that influence how leaders, strategists, and designers make decisions that impact performance, culture, and organizational success. Collectively, they form a holistic understanding of how people, design, and technology interact to define workplace performance and experience.

Each theme dissects the current state of work, and uses data from across the industry to make detailed predictions about upcoming trends.

This approach allows us to go deep into each theme and provide a complete picture of how the evolving dynamics of work will define the future workplace.

**WHERE WE ARE**
A snapshot of today's workplace and quick analysis of how we got here.

**FUTURE TRENDS**
Emerging trends and early indicators that reveal how things are changing.

**HOW TO PREPARE**
The implications these shifts will have on long-term organizational success.

**15 YEARS OF CONTINUOUS INNOVATION**
in workplace acoustics and design.

**123,000+ PODS MANUFACTURED** to
bring privacy to offices worldwide.

**12,400+ ORGANIZATIONS**
supported in 109 countries.

**25+ PATENTS** in acoustics, airflow, smart
system design and mechanical engineering.

**475+ PROFESSIONALS** spread
across more than 15 countries.

**750+ DEALERS** in a network spanning
more than 75 countries.

**30+ INTERNATIONAL AWARDS** in design,
innovation, sustainability, and workplace
impact.

**6 FRAMERY SHOWROOMS** in major cities
throughout Europe, the Nordics, and the USA.

**3 GLOBAL LOGISTIC HUBS** shipping
Framery pods worldwide.

LEADERS IN WORKPLACE INNOVATION

# For fifteen years, we've focused on engineering environments that help people perform at their best.

Throughout that time, we've seen how work has evolved, and the role the office has played in shaping the way people collaborate, communicate, and get things done.

From managing noise distractions in the open office, to working from home during the global pandemic, and navigating new expectations in the return to office, we've played a central role in helping organizations create supportive spaces for focus, collaboration, and well-being.

The rapid pace of change within the workplace over the past fifteen years has sharpened our understanding of the world of work and guided the way we design and engineer products to be flexible, intuitive, and supportive.

With access to private spaces being recognized as a defining measure of workplace quality and support, the adoption of our products serves as a benchmark for how effectively organizations design environments that help people perform at their best.

Today, our soundproof pods and smart office solutions are found in workplaces across more than half of the countries in the world, providing soundproof spaces designed for modern work, and improving the office experience for organizations of every size and industry.

This global presence has led to a network of architects, designers, workplace managers, dealers, and everyday users who have helped us build firsthand insights, ideas, and theories about the world of work. And it has placed us at the forefront of understanding how work is changing and shaping the future of the workplace as it unfolds.

## Award-winning engineering & beyond

Framery has been recognized with awards in workplace innovation, sustainable design, and product engineering from the world's leading institutions — including Red Dot, IADA, NeoCon, ORGATEC, GOOD DESIGN, and EcoVadis. This recognition reflects Framery's role in reshaping the modern workplace by redefining how organizations design for privacy, focus, and well-being.

BEYOND THE POD

# Our soundproof pods have defined the office in the modern era of work and established us as leaders in the global workplace industry.

Expertise can't be defined by products alone — it must be earned through research, collaboration, and a deep understanding of how people work. Our experience is shaped through collaboration with leading voices in workplace research, continuous engagement with key players in design, real estate, and strategy, and touchpoints with customers across every sector.

Our work alongside research organizations such as CBRE, Leesman, and global universities helps us to better understand how workplace design and technology influence performance, well-being, and engagement. Our dedicated team of researchers and analysts maintains an ongoing dialogue with architects, designers, strategists, and customers, keeping us closely connected to the workplace experience across industries, regions, and cultures.

We engage in continuous conversations with CEOs, Facility and HR Managers, and IT teams driving workplace development across organizations of every size and sector, gathering feedback that helps shape better environments for focus, collaboration, and well-being. Our support teams work directly with customers around the world to help them access and interpret usage trends in their own workplaces, providing a real-time view of how the world of work continues to evolve.

Every year, we share our knowledge of impactful themes like flexibility, inclusion, technology, and culture through reports on sustainability, acoustic design, and office optimization to help organizations create better workplaces.

Combining the takeaways from every project and partnership with internal metrics has built one of the most comprehensive, evidence-backed knowledge bases in the industry. By applying these insights to our strategy and sharing our expertise with the world, Framery has become a driving force in understanding the future of work and shaping the future of the workplace.

THE EMPLOYEE EXPERIENCE

# People

How needs, expectations, and priorities affect the way we work.

WHERE WE ARE

## People are adjusting to new ways of working, but the office is making it a difficult transition.

# The current state of the employee experience

Over the past few years, the employee experience has entered a new phase of stability. Hybrid work is no longer an experiment — people have found a rhythm between remote and in-office work. Yet, the balance isn't perfect. Employees have adapted faster than their workplaces, and the systems meant to support focus, energy, and belonging haven't fully kept up.

### Employees have gained more freedom

Hybrid work has given employees greater autonomy, but many offices remain optimized for in-person work without adjusting for modern needs. Environments that encourage attendance don't always enable focus or recovery, and this gap continues to limit the impact of flexible policies. With design that encourages presence, but not productivity. And while flexibility has become a baseline expectation, many workplaces struggle to support individual and team work equally.

The lack of flexibility has created diminishing returns on employee experience. Workdays may be more autonomous, but they're also more fragmented, leaving people to navigate noise, interruptions, and competing priorities on their own. The result is a growing disconnect between the freedom employees have and the focus they need to perform effectively.

### Work is bringing new types challenges

The cognitive demands of work are intensifying as AI and new digital tools become embedded in daily routines. Sustaining attention, managing information, and maintaining clarity now define the modern workday. Hybrid and technology-integrated environments require employees to context-switch more frequently, increasing mental load and reducing recovery time.

At the same time, noise distractions remain one of the most persistent barriers to focus. Despite rising demand for soundproof workspaces, nearly half of employees report that noise from phone calls and nearby conversations is still an unwelcome distraction. This has created a surge in need for private spaces, and a growing expectation for workplaces to provide better access to enclosed, distraction-free spaces.

### People are still searching for meaning and connection

Attendance policies have plateaued, but it hasn't been a seamless experience for employees. Most organizations operate under structured hybrid models that encourage three in-office days per week. Many of today's leaders see the office not only as a place for collaboration but as a hub for connection and pride.

The focus has shifted to making those 2–3 office days more meaningful and motivating, though engagement and adaptation remain active challenges. With a majority of employees now working in a hybrid way, daily routines are dispersed across time and space, placing greater emphasis on belonging, shared purpose, and culture.

WORKERS ARE SEEKING OUT PRIVACY

# 78%

Framery smart pods are used at all hours of the day, with 78% of sessions occurring during peak productive hours between 9:00-15:00 globally.

Framery Global Data

PEOPLE WANT BETTER SUPPORT

# 63%

63% of employees report they would visit the office more if they had better access to individual focus spaces, but only 27% of leaders view "enabling productivity" as a primary office purpose.

Leesman | Rhythms Report 2025 / Leesman | What the Future Holds 2025

EMPLOYEE EXPERIENCE MATTERS

# 38%

The importance of employee sentiment nearly doubled from 2023 to 2024, yet only 38% of employees say their workplace actually provides a "great experience."

CBRE | Global Workplace & Occupancy Insights 2025 / Gensler | Global Workplace Survey 2025

NOISE IS STILL A PROBLEM FOR FOCUS

# 45%

Distractions remain a major barrier to performance, with 45% of employees distracted by phone calls and 41% by nearby conversations.

Gensler | Global Workplace Survey 2025

HYBRID IS NO LONGER AN EXPERIMENT

# 92%

Roughly 92% of companies now have a formal hybrid program in place.

CBRE | Global Workplace & Occupancy Insights 2025

WORKERS HAVE HIGH EXPECTATIONS

# 75%

75% of employees now consider the office vital for their mental well-being, and 81% rate the physical environment as a key factor when choosing an employer.

Castellum | Future Work Life 2025

## The employee experience today

Flexibility has shown up in policy, but not in worker support.

Employees are drained from increased cognitive load and distractions.

Hybrid policies are still being fine-tuned.

FUTURE TRENDS

Employee experience will center on individual agency and sustainability as people seek greater control over what they need to perform at their best.



# What's ahead for the employee experience

## Autonomy will become the new metric of employee engagement

As employees gain more control over how, where, and when they work, engagement will depend less on attendance and more on agency. The freedom to adapt surroundings, schedules, and workflows to individual needs is becoming the strongest predictor of satisfaction, creativity, and retention.

As people move between tasks that require different modes of attention, the ability to shift between focus rooms, collaborative areas, and social spaces becomes essential. Employees who can adjust their environment to match the work at hand experience higher engagement and feel more in command of their day.

Providing employees the opportunity to tailor their schedule and environment through flexible focus time, temperature and lighting control, or access to quiet, uninterrupted areas creates a stronger sense of control and improves work-life balance. When people can choose how to structure their day, from the tools they use to the level of privacy they need, they report higher satisfaction, improved focus, and more consistent momentum.
Employee engagement will increasingly depend on how much agency people have over where, when, and how they work. This will evolve from a workplace perk to a measurable performance advantage earned through trust and meaningful choice rather than policy.

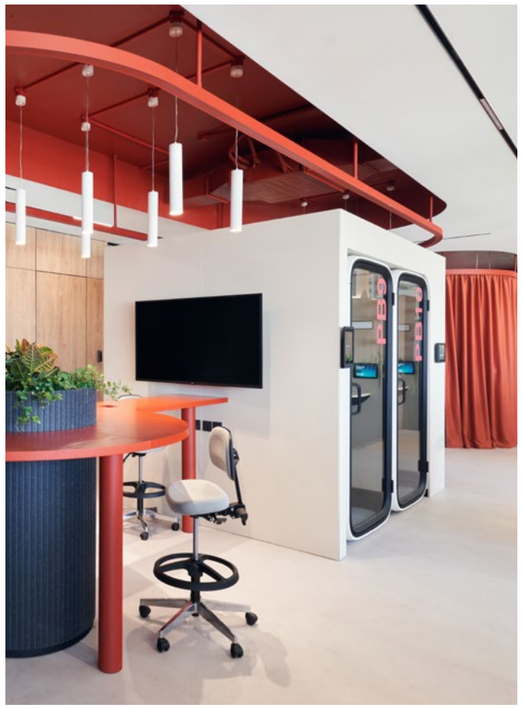
## Productivity will be determined through energy management

Employee performance will be increasingly impacted by the ability to maintain focus and recover from distraction, rather than by the number of hours worked. As hybrid work continues to stabilize, the ability to manage energy and sustain attention will replace time spent as the true measure of productivity, redefining how organizations design, lead, and evaluate performance.

As work grows more dynamic and complex, employees face increasing pressure on their ability to focus and sustain energy. When noise, movement, and constant interruptions force people to rebuild their concentration repeatedly, their cognitive resources drain long before their hours do — making attention the true limiter of performance.

Employees will increasingly rely on moments of energy recovery to stay clear-headed, engaged, and effective throughout the day. Protecting focus will become essential to helping people sustain their energy and maintain consistent performance, regardless of where or how they work.

Teams with stronger protection for their focus and energy show more consistent output and fewer errors, and workplaces that reduce distractions will continue to see higher overall performance. Organizations that support their teams through task-based scheduling,



IT workspace | Cyprus

recovery zones, and quiet, uninterrupted areas help people sustain their energy more reliably throughout the day.

## Well-being will no longer be considered a perk

Employee well-being will continue to evolve from an HR program to a core performance priority. Physical comfort, psychological safety, and restorative environments are no longer optional benefits. They are foundational to how people choose where and how they work.

Expectations for worker well-being have risen faster than most workplaces have improved. People now rely on comfort, privacy, and sensory support to maintain concentration and reduce stress, yet many offices still prioritize amenities over deeper needs. Where this gap persists, engagement falls and turnover rises.
Treating well-being as a strategic priority has a measurable impact on performance. Restorative environments strengthen focus, reduce stress, and increase engagement, while psychological safety enhances both individual and team effectiveness. Organizations that support well-being consistently see more stable retention and higher-quality work.

As expectations continue to rise, employees will rely on environments that protect comfort and mental clarity. In the years ahead, well-being will operate as a strategic performance driver, giving organizations that prioritize restoration, privacy, and psychological safety a lasting advantage in engagement and retention.

## Mental and physical health become equally important

Sustained mental well-being will become just as foundational to long-term performance as physical health. As digital intensity increases, employees need environments that support clarity, recovery, and resilience, not only productivity in the moment.

Digital overload and constant switching make it increasingly difficult for people to stay focused and think clearly. Cognitive fatigue is rising across hybrid environments, and frequent task-shifting reduces creativity and decision quality. As employees work across multiple tools and contexts, mental load has become a limiting factor in long-term performance.

Reducing digital interruptions strengthens focus and clarity, and mental recovery zones enhance creativity and problem-solving. As work becomes increasingly always-on, access to quiet, uninterrupted space will be essential for helping people replenish cognitive energy and make sound decisions.

Employees are looking for workplaces that support their mental health as reliably as their physical well-being. Workplaces that support cognitive restoration cultivate more resilient, adaptive, and high-performing teams.

## Support for belonging gets built-in

As hybrid and distributed models normalize, connection and inclusion can no longer depend on proximity. They must instead be intentionally designed. As hybrid work reshapes the rhythm of connection, the environments, rituals, and systems that help people feel included will matter as much as the spaces where work gets done.

Hybrid work has reduced spontaneous interaction, making everyday connection harder to maintain. Disconnected employees report lower engagement and a diminished sense of belonging, highlighting the need for intentional cultural touchpoints. Distributed workflows and remote-first habits also weaken social bonds and create uneven participation without thoughtful structure.

Employees who feel seen, valued, and connected are more engaged, loyal, and aligned with organizational purpose. When connection is built into both the physical and digital experience, satisfaction rises and teams feel more unified. Spaces designed for shared experiences, combined with flexible systems that help people feel included, strengthen trust and alignment across hybrid teams.

Workplaces that deliberately support connection and belonging create stronger engagement and loyalty. Designing for this will be as essential as designing for focus, and workplaces that make connection easy, inclusive, and deliberate will foster deeper loyalty, stronger satisfaction, and a more cohesive workforce.

Employees will experience new pressures on their time, attention, and well-being, requiring stronger support from the environments around them. At the same time, their preferences and behaviors will directly influence how workplaces adapt, making people the primary force shaping the next era of work.

- People will expect workplaces to adapt to them, not the other way around
- Energy and cognitive health will define individual performance and success
- Belonging will become a designed experience with intentional support for hybrid teams

## Insights from the industry

Expectations are rising for the office to be prioritized for connection and culture-building [1].

Physical and psychological comfort consistently increase employee engagement and retention [2].

Cognitive strain is intensifying due to frequent context switching, and a lack of dedicated spaces for deep concentration and restoration [3].

The ability to control visual distractions is becoming as critical as acoustic control for deep focus performance [4].

People are actively seeking out private and supportive workspaces during off hours and weekends, when fewer people are in the office [5].

Employees are looking to move past the "corporate" experience, favoring creative labs, nature retreats, and more personalized settings [3].

HOW TO PREPARE

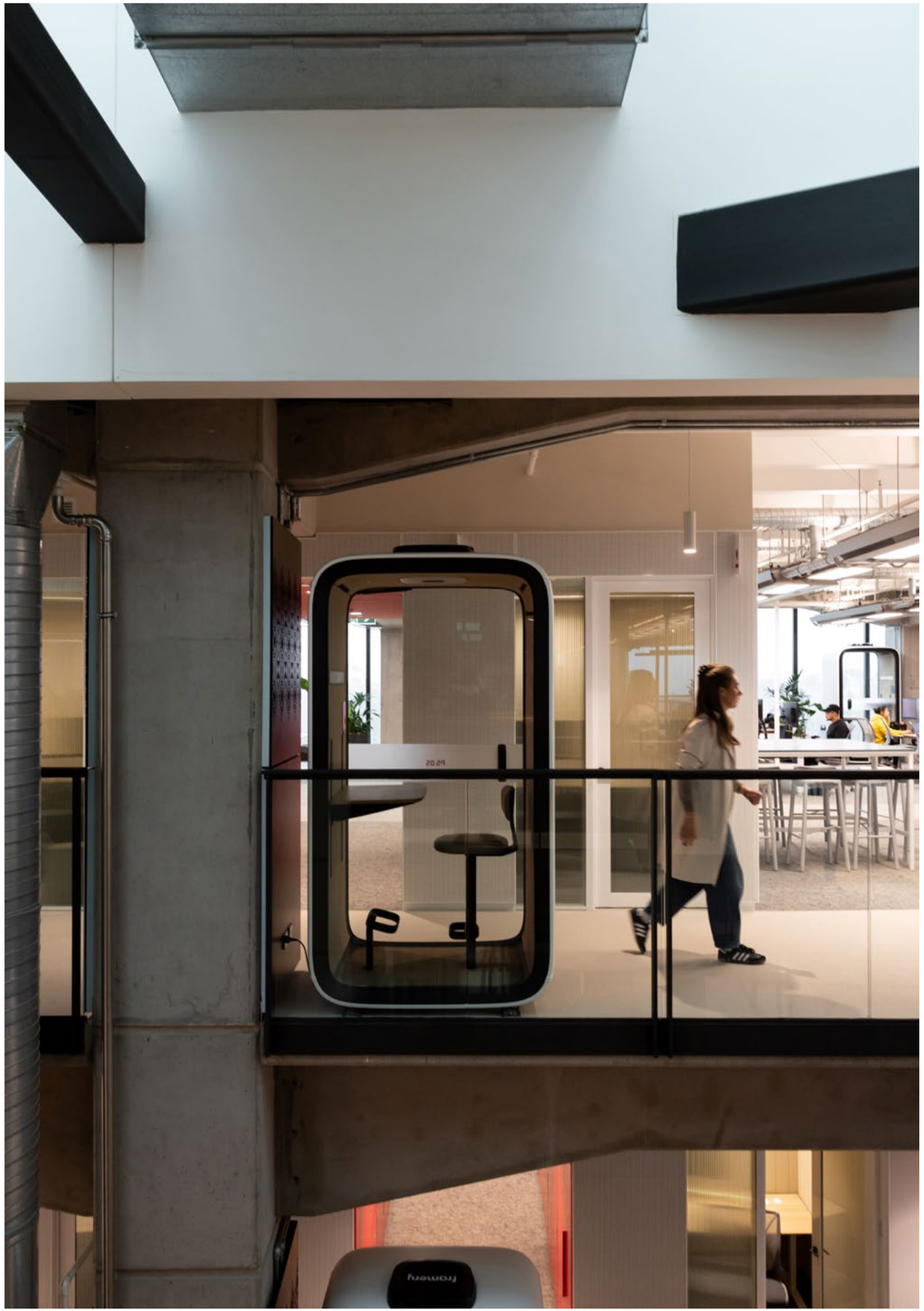
Empower employees by giving them individual control to protect their energy in order to sustain engagement, well-being, and performance over time.

# Supporting the employee experience

Hybrid Office Design | Australia

The workplace experience is no longer defined by presence or perks. It is measured by how well organizations protect energy, empower autonomy, and prioritize well-being. Success will depend on whether people feel supported, trusted, and able to sustain their energy in environments that match the realities of modern work.

To prepare, organizations must focus on the fundamentals: creating spaces and systems that help people maintain clarity, manage their cognitive load, and feel a sense of stability even as demands shift. As expectations rise, workplaces that commit to these foundations will move beyond improving satisfaction to create environments where people can think clearly, feel supported, and perform at their best.



"We've put so much emphasis on the office as a place for collaboration that we've neglected the environments people need for focused, individual work."

**Peggie Rothe**
Chief Insights & Research Officer, Leesman

OFFICE DESIGN

# Spaces

How workplace design shapes
productivity, comfort, and connection.

WHERE WE ARE

Offices serve a vital function, but they still have a long way to go.





# The current state of office design

Today's workplace has evolved, but much of its design still reflects older assumptions about how people work. Efforts to bring people back have strengthened the focus on community and connection, yet many offices still fall short in supporting the wider mix of tasks and hybrid collaboration that define modern work. As a result, employees have adapted faster than their spaces, and the environments meant to support performance haven't fully caught up.

## Spaces are designed for in-person collaboration

Many offices still rely on open layouts that favor communal energy, even as hybrid work has increased the need for spaces that support privacy, calls, and uninterrupted focus. Shared tables and open zones create activity but rarely offer the conditions required for sustained cognitive work.

The decline of individual space and the rise of shared and amenity areas have widened the gap between what employees need for deep work and what the office currently enables. The result is a mismatch between how people use the workplace and what the environment is designed to support.

## The office is still too noisy

Employees regularly report being disrupted by nearby conversations, movement, and overlapping activities, and these interruptions make it harder to maintain clarity or stay engaged in complex work. Even as organizations invest in better hybrid tools and amenities, acoustic conditions remain one of the lowest rated aspects of workplace experience.

Many offices still lack enough enclosed rooms or quiet spaces to meet daily demand, forcing people to rely on improvised solutions or move between spaces in search of relief. The impact is cumulative. When workers cannot control noise, they lose focus more quickly, experience higher cognitive fatigue, and are less satisfied with their overall work environment.

## Design has become a tool for experimentation

Organizations are exploring the idea of treating the workplace as a living system, refining layouts, adding enclosed rooms, and investing in new design elements to keep pace with changing work patterns. Utilization data and direct feedback are increasingly used to understand how well different spaces perform, and these insights are driving a gradual shift toward more responsive design.

There is also growing attention on design equity, with companies working to ensure that neurodiverse and sensory-sensitive employees can access environments that support their comfort and concentration. Although these adjustments are incremental, they represent a meaningful change in how organizations think about workplace performance and support.

DESIGN STRATEGIES ARE LIMITING POTENTIAL

# 40%

Individual spaces now account for only 40% of the total office footprint.

CBRE | Global Workplace & Occupancy Insights 2025

PODS ARE AN ESSENTIAL WORKSPACE

# +/- 7

Framery smart pods are used for an average of 7 sessions daily worldwide, with better utilization rates as traditional meeting rooms equipped with the Framery Connect Sensor.

Framery Global Data

PERSONAL SPACE IS DECLINING

# –21%

The proportion of 'me space' per person has declined by 21% in recent years.

CBRE | Global Workplace & Occupancy Insights 2025

OFFICES DON'T SUPPORT FOCUSED WORK

# 1/2

Fewer than half of employees feel their workplaces support both individual and team work equally well.

Gensler | Global Workplace Survey 2025

PRIVACY IS THE NEW PREMIUM

# 2x

Enclosed meeting rooms that provide privacy are utilized 2x more than open areas of the workplace.

CBRE | Global Workplace & Occupancy Insights 2025

OFFICE NOISE IS STILL AN ISSUE

# 35%

Only 35% of workers are satisfied with overall noise levels, with 45% explicitly distracted by phone conversations.

CBRE | Global Workplace & Occupancy Insights 2025 / Gensler | Global Workplace Survey 2025

## Office design today

We" needs have overshadowed "me" needs.

Noise is unavoidable, but the workplace needs spaces to contain it.

Spaces are exploring new tools and solutions to get caught up.

FUTURE TRENDS

## The office will move from a container for work to a living ecosystem that actively supports it.

# What's ahead in office design

Fixed offices will fail to support flexible work

Workplaces designed for permanence will give way to environments with the capacity to adapt continuously. Offices built as static environments fall out of sync with the shifting demands of hybrid work, creating friction, inefficiency, and frustration as weekly usage patterns and needs change.

With work shifting to require more agility from the workers, traditional elements of the open-office will not only become insufficient, they actively present limitations to what workers can effectively achieve at the workplace. As tasks and responsibilities shift throughout the day, employees are often left without the types of spaces that actually support the work at hand.

Workplaces designed to adapt with the rhythm of work provide a more stable foundation for daily performance. When organizations enact minor changes to their workplace based on observed patterns of use, they are able to responsively adjust the tools they provide in accordance with the realistic needs of the workers.

Offices that expand their ability to adjust in smaller, more frequent steps offer stronger support for both organizational performance and the day-to-day needs of their people. Organizations that adopt modular and movable components, enable usage insights to guide spatial tweaks, and prioritize adaptable infrastructure create environments that remain relevant, supportive, and consistently high-performing.

Purpose-built zones will replace multipurpose spaces

Task-based design will replace open multipurpose areas with dedicated zones for focus, collaboration, and recovery. As work becomes more complex and cognitively demanding, spaces will need to reflect the behavioral diversity and task rhythms of hybrid work in order to support people through the full range of activities their day requires.

Generic, multipurpose spaces in traditional open-plan layouts fail to meet the diverse demands of modern work, forcing employees to constantly search for suitable places to focus or recharge. Purpose-built zones enable smoother transitions between deep work, collaboration, and recovery, and ensure consistent access to environments that match the particular requirements at hand throughout the day.

While the overall proportion of “me” space in offices is declining, its strategic importance is rising. As organizations reduce the footprint of assigned desks, they are reinvesting in high-performance focus zones and soundproof pods

Gabriel Showroom | Milan

that are custom-engineered to deliver greater impact per square meter.

Task-based design allows these environments to flex dynamically with changing work patterns, ensuring that individual, collaborative, and restorative needs are equally supported. These purpose-built environments will form the foundation of high-performance workplace design, enabling offices to support the full spectrum of modern work with greater clarity, comfort, and effectiveness.

## Demand for privacy will dominate workplace design

Individual and team privacy will become the defining requirement in workplace design, reshaping how architects and designers plan and prioritize space. With hybrid work now stabilized, rising workplace noise must be addressed through long-term solutions, and soundproof spaces will emerge as the foundation of workplace design strategy.

With privacy at a premium, workplaces worldwide are seeing increasing demand for enclosed spaces that allow people to escape noise and hold meetings or calls without disruption. This growing reliance on soundproof pods reflects a broader shift toward environments designed for clarity, focus, and acoustic control.

Soundproof pods and private spaces will become as fundamental to the workplace as desks and meeting rooms, forming an essential layer in the evolution of office design and redefining architectural norms.

Organizations that once favored expansive open layouts will now require a network of soundproof spaces to support the conversations, calls, and focus-heavy tasks that define the modern workday.

Architects and designers must adjust their approach to reflect the growing demand for integrating private spaces into workplace layouts. Leaders in workplace design plays a key role in driving this shift, emphasizing the importance of acoustic performance, spatial balance, and behavioral flow in creating offices that are both effective and supportive.

## "Smart" will become the new design standard

Intelligent, data-informed systems will define the next era of workplace design, driving continuous improvement through usage-based insight. As technology advances, workplace intelligence will shift from an optional feature to a standard expectation, with every space designed to measure, report, and adapt its performance to meet changing needs in real time.

Global interest in smart systems is rapidly increasing as organizations implement automated technologies that regulate environmental conditions, enhance comfort, and improve efficiency throughout the day. Yet while more offices now use sensing systems to track occupancy, acoustics, and air quality, few are able to apply these insights in real time.

Analysis of real-time behavior through connected systems already allows organizations to identify friction points and refine layouts almost instantly. These smart tools enable workplaces to measure, adjust, and optimize performance continuously. Without this intelligence, environments rely on manual interventions that often fall behind the pace of changing needs.

As this technology continues to advance, design success will be defined by measurable outcomes rather than aesthetics. This type of evidence-based design will emerge as the new standard of workplace performance, where environments that respond autonomously to demand enable smoother workflows and stronger results.

## Inclusive spaces will set the benchmark

Inclusive design will evolve from compliance to performance as accessibility becomes a universal standard that supports all workers equally. Accessibility and inclusion will define workplace quality and performance, with the most effective environments supporting every employee without exception.

It is increasingly recognized that inclusive design principles benefit everyone, improving morale, productivity, and overall workplace satisfaction. Well-designed, accessible environments reduce sensory strain and create equitable conditions for neurodiverse, sensory-sensitive, and mobility-impaired employees, enhancing comfort and performance across the workforce.

The principles of inclusive design are expanding beyond mobility access to include support for neurodiverse users through sensory zoning, adjustable lighting, and flexible furniture that help reduce overstimulation and distraction. As designers embed accessibility into every aspect of spatial planning, inclusive features will shift from optional upgrades to essential tools that promote equity and strengthen organizational culture.

As workplace design is increasingly assessed through the lens of equity and accessibility, inclusive environments are becoming a recognized measure of quality for offices, organizations, and designers alike. Success will be defined by how effectively spaces enable comfort and performance for all.

Workplaces will function as responsive environments that adjust continuously to shifting patterns of work, activity, and demand. Smart office technology will analyze space usage to anticipate people's needs and guide how the office evolves, creating purpose-built areas for focus, collaboration, and restoration alike.

- Design will be driven by privacy, inclusivity, and intelligence
- Layouts will be shaped by real user behavior and the needs it reveals
- Flexibility will come from continuous, small-scale adjustments

## Insights from the industry

Office design is moving away from static layouts toward dynamic, flexible, and human-centric spaces [1].

Addressing the lack of available private spaces requires a strategic approach beyond incremental improvements [3].

Workplace needs differ dramatically across teams, even within the same organization [6].

Organizations are increasing investments in private, enclosed spaces as hybrid work stabilizes [1].

Design is evolving to support seamless transitions between interacting with others and concentrating on heads-down work [7].

Education and public spaces are setting new benchmarks for providing equitable access to private spaces [8].

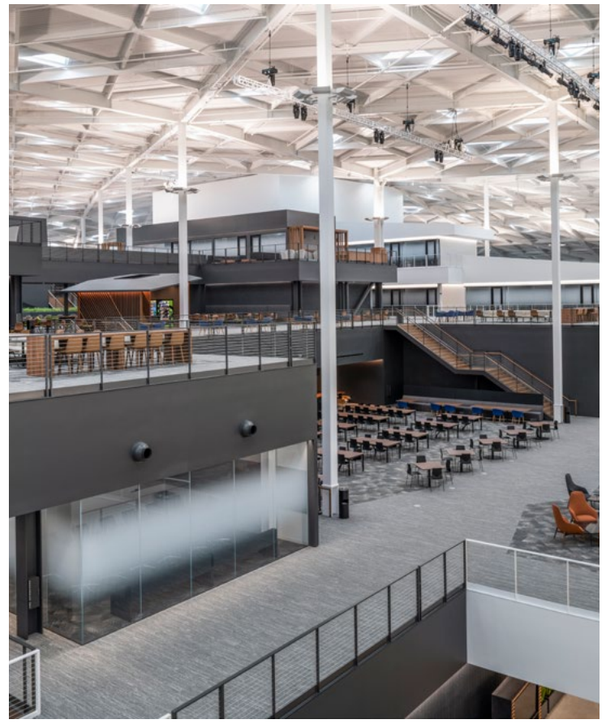
HOW TO PREPARE

Design adaptable spaces that evolve alongside changing ways of work to create a truly high-performance environment.





# Updating office design



NVIDIA Headquarters | Silicon Valley

The workplace is moving away from static, open layouts toward dynamic ecosystems shaped by how people actually work. Successful office design will incorporate flexible layouts with inclusive, purpose-built environments for focus, collaboration, and restoration.

To prepare for this shift, architects, designers, and workplace strategists must build environments that can evolve intentionally and often. By using emerging technologies to guide continuous refinement, they can treat the workplace as a living system updated in smaller, strategic increments. This approach will help organizations create offices that remain effective, equitable, and aligned with how people truly work.

TECHNOLOGY IN THE WORKPLACE

# Systems

How technology, data, and tools define the workplace experience.

WHERE WE ARE

We have a complicated relationship with technology, but it's promised to be better.





# The current state of technology in the workplace

Digital tools and AI now streamline routine tasks, help teams stay connected across locations, and guide how people move through their workday. As technology continues to evolve, it will create new opportunities to make work more seamless, intuitive, and adaptive than ever before.

## Work is now fully dependent on technology

Technology now underpins nearly every aspect of how work gets done. Tools for communication, scheduling, messaging, task management, and video collaboration are embedded in the daily workflow. AI is reshaping routine tasks by automating the mundane and simplifying the complicated, freeing up time for other work.

As work becomes more distributed, technology has become the connective tissue that connects teams across locations and time zones. In the office, digital systems now guide everything from space allocation to wayfinding, creating a more intuitive and supportive workplace experience, and forming the infrastructure that supports the pace and complexity of today's work.

## Technology actually makes things worse sometimes

Many workplace tools are more advanced than ever, yet many of them still operate as isolated systems that require extra steps from employees. People move between different single-service tools, each with its own interface and process. Instead of simplifying work, these disconnected tools often introduce friction into tasks that should feel straightforward.

As hybrid collaboration has increased, these gaps have become even more visible. Inconsistent technology services across rooms and disconnected tools forces people troubleshoot issues that technology should solve automatically. The result is a digital environment that supports work in theory but can make everyday coordination more difficult than it needs to be.

## There's still more we can get from technology

Organizations are collecting more workplace data than ever, but most of it stops at tracking rather than driving meaningful action. Systems provide information about occupancy, room use, and comfort, yet these insights rarely translate into real-time improvements that enhance the employee experience.

Smart technology has the ability to adjust environments, optimize layouts, and reduce friction automatically, but adoption remains limited. The tools exist, the data is available, and the need is clear, but the workplaces turning that information into responsive, adaptive experiences are still emerging.

DATA DRIVEN DECISIONS ARE EXPANDING

# 74%

74% of organizations now track utilization data to inform space planning and optimize layouts.

JLL | Global Occupancy Planning Benchmark Report 2025

THE USE OF SMART TECHNOLOGY IS GROWING

# 58%

58% of organizations have invested in reservation systems to manage shared spaces and gather utilization data.

JLL | Global Occupancy Planning Benchmark Report 2025

AI ADOPTION IS ACCELERATING

# 75%

75% of global knowledge workers now use AI, nearly doubling in just six months.

Microsoft | Work Trend Index Annual Report 2024

WORK IS CHANGING WITH TECHNOLOGY

# 39%

An estimated 39% of core skills are expected to change by 2030.

World Economic Forum | Future of Jobs Report 2025

WORKPLACES ARE INCREASINGLY CONNECTED

# 94%

94% of all Framery smart pods sold have been activated and brought online.

Framery Global Data

TECHNOLOGY SUPPORTS HYBRID WORK

# 70%

70% of organizations support their hybrid work program with enhanced technology to solve key employee needs.

CBRE | Global Workplace & Occupancy Insights 2025

## Technology in the workplace today

Technology has enabled the rapid evolution of work

The relationship between people, spaces, and technology has some bugs

We are at the doorstep of invisible systems that optimize every area of work

FUTURE TRENDS

Technology will function as an invisible infrastructure that connects people, spaces, and processes in ways that are trusted and reliable.



# What's ahead for technology in the workplace

## Workplace tech will shift from monitoring to optimization

As more offices adopt smart technologies, workplace systems will advance rapidly and shift from simply reporting performance gaps to quietly resolving them through real-time adjustments. Offices will evolve from monitored environments into intelligent ecosystems that adjust continuously to support performance.

Smart technology will become an essential part of workplace infrastructure as organizations move from static facility management to continuous, data-led optimization. These systems will be embedded throughout the environment and quietly gather usage data that helps measure functionality and improve overall performance.

These systems will utilize AI to analyze behavior and predict user needs, automating everything from environmental conditions to space scheduling and wayfinding. This invisible layer of technology will become standard infrastructure that shapes user comfort, space efficiency, and layout decisions.

Connecting data, design, and daily behavior will give people tools to move more seamlessly between spaces and tasks throughout the day. By adopting these advancements, organizations will be able to provide stronger, more consistent support for workers.

## Fragmented systems will converge to create a truly smart office

Smart technologies will grow from individual tools into unified, interoperable systems that shape the workplace experience across physical and digital environments. These integrated systems will connect spaces, devices, and collaboration tools to create a cohesive experience that follows users seamlessly from space to space and task to task.

Poor functionality across disconnected technology platforms forces employees to switch between tools throughout the day, disrupting workflow and increasing cognitive fatigue. This rise in technostress reduces trust in workplace technology, leading to lower adoption rates and limiting the overall effectiveness of these systems.

In a unified smart environment, spaces, devices, and software share data and context to enable real-time adjustments, resulting in fewer disruptions to the working experience. This integrated connection creates a cohesive user journey that allows employees to transition smoothly between tasks and environments without interruption.

As cross-compatibility and simplicity continue to guide workplace technology decisions, interoperability will become a standard requirement, ensuring a fluid relationship between people, tools, and spaces.

## Adoption will be the true metric of successful technology

Workplace technology only creates value when employees choose to use it consistently. User adoption increases when tools support individual agency and fit naturally into existing routines. Technology that adds cognitive load or disrupts workflow will be ignored regardless of how advanced it is.

"From automated lighting and climate control to personalized workspaces and virtual reality collaboration tools, technology is transforming the workplace into a seamless, interconnected ecosystem."

CBRE | Global Workplace & Occupancy Insights 2025

Employees will embrace smart technologies that strengthens their agency by supporting strategic decision-making and automating extraneous tasks such as managing reservations and communication tools throughout the workday. Successful workplace technology improves individual control and clarity, allowing it to become naturally embedded in daily routines.

Simplicity and usability are significant factors in driving adoption rates of workplace technology. Purpose and functionality become irrelevant if employees feel that tools add more work than they remove. Sophisticated systems that require training, repetition, or frequent troubleshooting quickly lose employee trust and reduce adoption rates.

Systems that support user decision-making and fit naturally into daily routines will be indispensable to the future workplace. User experience, clarity, and perceived value will determine whether smart systems become essential tools or remain ignored investments that go unused.

## Technology must become trustworthy or it will fail

Intelligent systems will be judged by transparency and accountability as smart technology moves beyond convenience toward accountability. The credibility of a system will become more important than its convenience, and the most successful tools will balance automation with privacy and control, offering assistance only with user consent.

As smart technology becomes more prevalent and workplace tools gather increasing amounts of information about how people work, automation must support user consent rather than override it. With AI taking on a larger role across the office, strong data governance, privacy protection, and algorithmic accountability become essential factors in determining whether intelligent systems are trusted by the employees who use them.

Employees increasingly expect control over how their data is used and interpreted, and they will reject systems they perceive as intrusive, opaque, or risky. Systems that communicate clearly, respect consent, and provide understandable decision logic earn long-term trust and steady adoption.

Transparency and ethical data handling will form the foundation of every connected environment as employees expect to understand why and how systems make decisions and manage data. Trust and consent practices will determine both individual usage and organization-wide technology success, shaping long-term acceptance of intelligent workplace systems.

## The workplace will learn to predict needs

Workplaces will anticipate employee needs by learning from patterns in behavior, preferences, and context. Predictive systems will prepare conditions automatically by configuring environments and tools in advance, improving the office experience through proactive support rather than reactive adjustment.

Predictive systems will learn to configure spaces based on analytics of how people actually use the office. By recognizing recurring patterns in hybrid work, such as fluctuations in attendance, mid-morning meeting peaks, preferred seating zones, and spikes in demand for quiet spaces, these systems can prepare environments automatically for meetings, focus work, or collaboration.

Systems that configure environmental settings and synchronize meeting equipment before people enter a room help eliminate setup time and reduce avoidable delays, replacing manual adjustments that waste time and contribute to technostress. Workplaces that react only after problems arise will struggle to support the inherent unpredictability of hybrid work.

As organizations continue to invest in infrastructure for hybrid work, predictive learning systems will become a standard component of workplace support. With these systems delivering proactive adjustments throughout the day, the workplace begins to function as a responsive partner rather than a passive container where people work.

As workplaces mature, technology becomes inseparable from the work experience, shaping how people move through their day and how the environment responds around them. The strategy shifts from adding individual tools to building systems that understand behavior, reduce friction, and support employee agency.

- Workplace technology will take the office from reactive to proactive
- Intelligent systems will unite to form a cohesive workplace infrastructure
- Sophistication will no longer determine the value of workplace technology

## Insights from the industry

Continuous sensing and real-time analytics will guide environmental performance across the workplace [1].

Advanced data capabilities are providing significant advantages in pattern identification to support investment decisions [7].

AI is helping to simplify work, reduce digital debt, and minimize cognitive load, enabling users to focus on high-value tasks [9].

Embedded technology is being used to create a seamless office experience that improves overall user satisfaction [8].

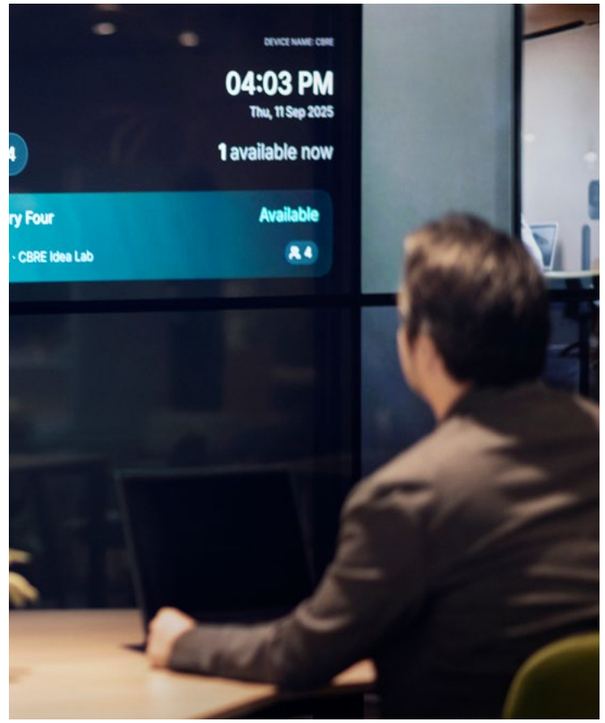
Cross-compatible solutions that unify devices, rooms, and platforms are becoming a priority throughout the workday [7].

Uniquely human skills like management, relationship building, negotiation, and critical thinking will become essential for all workers. [9].

HOW TO PREPARE

Invest in tools that connect people, spaces, and systems in ways that are intuitive, transparent, and dependable.

# Integrating technology into the workplace




CBRE Idea Lab | Tokyo

The future office will rely on intelligent systems that operate quietly in the background, coordinating spaces, data, and behavior to create smoother, more reliable workdays. As digital systems become inseparable from daily work, organizations must shift from assembling individual tools to building unified environments that anticipate needs, reduce friction, and support user agency.

To prepare for this shift, workplace leaders must invest in technology that enhances the flow of work without added effort. This means integrating interoperable systems, establishing clear data and governance practices, and choosing tools that employees understand and trust. By treating technology as core infrastructure rather than a collection of add-ons, organizations can create workplaces that evolve continuously and support people with greater clarity and consistency.

LEADERSHIP DECISIONS

# Strategy

**How policy, priorities, and spending impact throughout organizations.**

WHERE WE ARE

## Strategy has been slow to evolve, and it's holding everything back.

# The current state of leadership decisions

Strategy has evolved since the beginning of hybrid work, and now plays a broader role in shaping how organizations support people, design environments, and guide behavior. But things are moving in the right direction, and organizations are beginning to take initiative to guide strategy to the next phase of evolution through continuous adaptation.

### Strategy is still finding its footing

Workplace strategy has been reshaped repeatedly over the past few years, from early experiments, to gentle encouragement, to direct mandates designed to restore structure. Each phase has moved organizations closer to a more effective approach, but many of today's models still mirror pre-hybrid assumptions and continue to respond to change rather than steer it.

Even with clearer policies in place, workplace strategy still reflects an earlier era of work. Many organizations continue to rely on planning models built around fixed schedules, predictable presence, and uniform work patterns. These assumptions no longer hold, leaving strategy out of sync with how teams actually collaborate and how hybrid routines function day to day.

### Workplace policy extends beyond walls

Organizations are moving beyond treating workplace strategy as a real estate exercise and are beginning to tie space decisions directly to business and talent outcomes. Strategy is now starting to be seen as a lever that influences performance, behavior, and culture, not simply a question of how much space an organization occupies.

Leaders increasingly recognize that the workplace plays an active role in how teams collaborate, stay aligned, and deliver results. Instead of asking how much space people need, they are asking what kind of environment strengthens performance and supports their goals. This shift has also expanded into policy, as organizations experiment with attendance expectations and hybrid frameworks as tools to shape culture, reinforce connection, and improve productivity.

### The potential of the smart office is becoming clear

Organizations are starting to understand the full value of collecting data. Leaders are paying closer attention to how people use space, when teams choose to come together, and which environments actually support high-quality work. What was once basic tracking is beginning to shift toward insight, revealing patterns that help identify where the workplace is falling short.

As this capability grows, organizations are beginning to understand what is possible with data. They see how evidence can guide smarter layouts, better hybrid schedules, and more supportive environments. As the smart office becomes more clearly defined, leaders are recognizing that data is not just a record of the past but a tool for shaping the workplace in new and valuable ways.

LEADERSHIP IS DISCONNECTED

# 61%

61% of companies report that employee office use does not align with leadership expectations.

CBRE | Global Workplace & Occupancy Insights 2025

SUSTAINABILITY IS A PRIORITY

# 74%

74% of organizations report having a sustainability program in place to integrate carbon targets and achieve net zero goals.

JLL | Global Occupancy Planning Benchmark Report 2025

OFFICE SPACES ARE SHRINKING

# 55%

55% of organizations reduced their overall real estate footprint over the past year, while 60% plan further reductions in the next 18 months.

JLL | Global Occupancy Planning Benchmark Report 2025 / Leesman | What the Future Holds 202

TECH'S POTENTIAL HAS BEEN RECOGNIZED

# 86%

86% of employers cite AI as a trend driving business transformation, but 90% of organizations still rely on security badge data to track attendance.

Gensler | Global Workplace Survey 2025

STRATEGY IS BECOMING PERSONAL

# 56%

56% of companies now assign workspaces based on employee workstyle or persona, moving beyond simple headcount ratios to activity-based planning.

CBRE | Global Workplace & Occupancy Insights 2025

WORK PATTERNS ARE CONSISTENT

# 70%

Tuesday–Thursday account for 65–70% of all Framery smart pod sessions globally.

Framery Global Data

## Leadership decisions today

Current expectations rely on outdated assumptions about work.

Organizations are using policy to deliver more than attendance.

Technology is giving us smarter approaches to organizational strategy.

FUTURE TRENDS

## Organizational strategy will evolve into a continuous, living system of decisions shaped by evidence, adaptability, and human impact.



# What's ahead for leadership decisions

Offices will be viewed as a performance asset

Offices will be treated as dynamic performance systems that are measured and refined through continuous, evidence-backed decisions. Leaders will manage the workplace like a living investment that is monitored, evaluated, and adjusted based on real performance data, with ROI defined by outcomes such as focus, satisfaction, and retention.

With increased access to real-time data from smart office technology, the workplace is becoming a strategic tool that drives organizational strategy and output. Performance indicators such as focus quality, noise satisfaction, and movement patterns guide workplace decisions, strengthening the alignment between space and behavior and helping organizations prioritize the investments that matter most.

Offices that are evaluated through metrics like focus, connection, and retention align more closely with business performance. Static, cost-centered workplace strategies are being replaced by adaptive models shaped by real-time evidence, allowing workplaces to stay aligned with employee needs and organizational goals.

As the workplace matures, inflexible strategies create a disconnect between space provisions and real needs. Performance-focused management reframes the workplace as a supportive tool that drives results, with return on investment defined by measurable improvements in the quality of employee experience.

Space upgrades will become smaller, faster, and backed by data

Constant changes in the demands of modern work will require smaller, more agile updates to spaces and tools instead of large, costly renovations every few years. Driven by usage data and continuous feedback loops, these adjustments will guide strategic decisions about refinement and help workplaces adapt to ever-evolving needs.

Agile, fast, and targeted upgrades to workplace infrastructure help offices keep pace with the speed and variability of modern work, as organizations shift toward iterative, data-informed updates. These frequent micro-upgrades treat the office as a living ecosystem, delivering greater impact with fewer resources and keeping the workplace aligned with the rapid shifts in modern work.

Data-led iteration enables spaces to evolve quickly and accurately, allowing organizations to refine environments based on real use and needs. By measuring effectiveness through utilization and satisfaction data,

Framery Four Accessible | Framery

leaders can determine when zones should be expanded, contracted, or repurposed, with monthly or quarterly updates helping the workplace adapt to shifting hybrid work patterns.

Fast, targeted enhancements driven by demonstrated needs enable workplaces to stay alive, responsive, and in constant evolution. This approach transforms space management from disruptive, episodic projects into seamless, incremental updates that align the physical environment with the changing demands of organizational culture and employee well-being.

## Policy will be used to shape organizational culture

Hybrid and attendance policies will evolve into strategic tools that strengthen culture and connection. As policy becomes a mechanism for improving workplace experience, it will need to build trust through flexibility and autonomy rather than rely on compliance with controlling mandates.

Policies will need to provide clear principles while allowing teams to tailor attendance expectations based on the type of work they do, since employees respond better to purpose-based expectations than rigid mandates. This flexibility provides structure while preserving autonomy, strengthening connection and performance rather than attempting to control behavior.

Smart technologies will help inform flexible policy by identifying how often teams should meet in person and when collaboration is most effective, enabling organizations to determine when in-person work creates the most value. Hybrid schedules shaped by evidence make team gatherings more purposeful, strengthening both connection and collaboration.

Purpose-based frameworks help sustain culture across distributed environments, serving as a cultural lever that signals trust and clarity. Policies shaped around control fail to build trust, cohesion, or alignment in hybrid settings, while flexible hybrid policies are far more effective at improving culture and connection.

## Sustainability will become synonymous with resilience

Sustainability will shift from a compliance-driven priority to a defining measure of long-term business resilience. As organizations face rising pressure to optimize space, reduce waste, and extend the useful life of their environments, product performance will guide strategic decisions away from short-term cost savings toward investments in quality and adaptability that protect asset value over time.

Sustainable design strategies will become a lever for business resilience and long-term cost control. Circular materials, low-waste construction methods, and durable furniture minimize environmental impact while improving financial efficiency. Flexible spaces that can be reconfigured without major renovation reduce both waste and operational disruption, allowing portfolios to flex without cost-heavy construction.

As organizations continue to shrink square footage, workplaces are being redesigned to meet the growing need for adaptable environments that perform under higher density. This connection between environmental efficiency and resilience will prioritize investments in quality products that reduce waste and intelligent systems that extend the lifespan of workplace assets.

Sustainability will become a strategic measure of resilience and long-term organizational strength. As companies invest in circular materials, longer-lasting furniture, and intelligent systems that reduce waste and energy use, they will strengthen their ability to adapt, extend the lifespan of their workplace, and support sustainability goals without compromising performance.

## Modular, movable, and adaptable spaces will become crucial to long-term success

Adaptability will become a defining element of workplace strategy, with modular environments outperforming static design as organizations evolve. Reconfigurable spaces equipped with movable, modular furniture will give teams the ability to repurpose environments quickly and align with shifting needs, becoming a crucial part of long-term success.

Flexible furniture and modular spaces give employees ownership over their environments and the ability to adjust spaces to individual needs, allowing teams to shift between preferred modes of work without relying on facilities support. This will increase the value of flexible zones built around modular elements and private spaces that can adapt to changing team dynamics and work trends.

Modular spaces improve the speed of organizational and behavioral change by allowing teams to adjust environments without costly downtime or disruption. Flexible layouts respond more effectively to the complex variables that make hybrid work unpredictable, with reconfigurable elements that adapt to shifting patterns in meetings, attendance, and communication, enabling continuous innovation in how spaces are planned and used.

Spaces and furniture that evolve continuously maintain their value and perform better over time. As adaptability outcompetes permanence as a measure of design and strategic success, flexibility and modularity will become essential to sustaining performance and guiding long-term workplace strategy.

Advancements in smart technology will allow organizations to make decisions based on real-world data to create effective, evidence-led strategy that evolves with the demands of work. Success will depend on the ability to interpret change quickly, adjust with precision, and measure the impact of every strategic decision.

- Workplace data will redefine how organizations make strategic decisions
- Culture, sustainability, and modularity will drive workplace strategy
- Flexible environments and policies become the backbone of long-term resilience

## Insights from the industry

Strategy is shifting from cost-based portfolio management to performance-based evaluation [1].

Organizations are utilizing usage data from smart tools to eliminate guesswork and target investments where they deliver the most value [8].

Connected, soundproof environments are moving from reactive purchases to standard global workplace infrastructure [5].

Organizations are adjusting workplace strategies for long-term resilience and hybrid permanence [7].

Flexible attendance policies are being used to improve employee alignment and support sustained hybrid productivity [7].

Corporate leaders are prioritizing modular, reusable infrastructure over traditional construction to meet circular economy and sustainability targets [8].

HOW TO PREPARE

Adopt a dynamic approach to workplace strategy driven by real-time evidence, enabling smarter investment decisions and faster adaptation.





# Adjusting leadership decisions

Kangasala Public Library | Finland

The future of workplace strategy will move from static planning to continuous, evidence-led refinement, creating an active practice that adjusts quickly, measures impact clearly, and keeps the workplace aligned with how people work. Leadership must treat the workplace as a dynamic asset that evolves with changing needs, using real-time data to guide decisions that strengthen performance, experience, and culture.

To prepare, organizations must prioritize real needs over assumptions and rely on targeted enhancements to keep environments responsive and cost-effective. This requires investing in adaptable systems, flexible policies, and modular environments that can evolve without disruption. By grounding strategy in evidence and designing for change, organizations create workplaces that perform better over time, reinforce culture, and support long-term resilience.

“We prioritize circular-economy and low-carbon practices, maximizing the reuse of furniture solutions, such as phone and meeting room pods, to reduce lifecycle impact and increase redeployment.”

**Stuart Bern**
Head of Workplace & Portfolio Solutions, JLL

PERFORMANCE AND PRODUCTIVITY

# Work

How culture, environment, and leadership influence the way things get done.

WHERE WE ARE

# Work is always changing, but so are we.





# The current state of performance and productivity

Work has settled into a steady rhythm, even as everything around it continues to shift. Rather than trying to get ahead of every new development, we are learning that the most reliable way to keep up is by adapting as change happens.

## Work is stable but unpredictable

Work is no longer unfolding in steady or predictable cycles. It now changes in real time, adapting to new tools, technologies, and workflows. Hybrid work may be stable, but everything around it keeps accelerating. Employees must now deal with constant updates, shifting policies, and workdays that demand more adjustment than before.

Continuous learning has become part of everyday work. Skills lose relevance more quickly, and new skills must be gained in order to stay current with technology. This creates strain across the entire system, as both employees and organizations work to match the speed of change.

## Technology is pushing people to do more

AI and automation are absorbing repetitive and administrative tasks, pushing employees toward work that requires interpretation, decision-making, creativity, and problem-solving. Roles across the entire field are shifting as employees take on responsibilities that require sustained focus and higher levels of mental effort.

This shift has changed how people work throughout the day as employees handle a broader mix of tasks, transition between work modes more frequently, and balancing an increasingly challenging cognitive workload. These new variables make sustained focus harder than ever to achieve, and require stronger workplace support to help people manage complexity without burning out.

## The only consistent variable is change

With work needs becoming more diverse, teams now operate with very different levels of cognitive load, activity, and focus requirements. These differences make it difficult for one environment to support everyone equally well, and many employees remain dissatisfied with noise, movement, and overall focus conditions.

The rapid evolution of modern work has left us in a state of reactivity, responding to change rather than shaping it. With hybrid work finding stability, it has become clear that change is now a constant across every part of work. We are now standing at a crossroads of proactivity, as we prepare our spaces, teams, and policies for whatever comes next.

WE ARE SURROUNDED BY CHANGE

# 22%

22% of global jobs are expected to change by 2030 due to industry transformation, driven by technology, climate, and geoeconomic shifts.

World Economic Forum | Future of Jobs Report 2025

HYBRID WORK HAS BECOME THE GLOBAL BASELINE

# 88%

88% of employees now work in a hybrid manner.

JLL | Global Occupancy Planning Benchmark Report 2025

ORGANIZATIONS WANT PEOPLE IN THE OFFICE

# 54%

Global office utilization has risen to 54%, and 49% of organizations now require a fixed number of in-office days.

JLL | Global Occupancy Planning Benchmark Report 2025

AUTONOMY DRIVES EXPERIENCE

# 3x

Employees with choice in where they work are 3x more likely to consider their office a great place to work.

Gensler | Global Workplace Survey 2025

WE ARE INVESTING IN PRIVACY

# 90%

Overall demand for Framery pods has grown by nearly 90% since 2021.

Framery Global Data

SMART PODS ARE FULLY INTEGRATED INTO WORK

# 2x

Global usage of Framery smart pods has more than doubled since 2023.

Framery Global Data

## Performance & productivity today

Work is stable but unpredictable.

People, offices, and organizations are being asked to do more.

The only way to keep up with change is to expect it.

FUTURE TRENDS

## Work will remain in a constant state of change, and everything around it will have to learn to adjust.



# What's ahead for performance and productivity

### The office will only get better if it gets used

Workplace technology will transform the office into a system that learns from people and improves with use. Employee activity generates the data needed to refine conditions, optimize performance, and strengthen support, creating a symbiotic cycle where the office and its people make each other better.

For the office to become a truly valuable and supportive space, people need to use it. Workplace technology learns by analyzing real activity, using daily patterns to understand how well the environment is meeting employee needs. The more accurate and continuous the input, the more precisely the system can respond. Without consistent use, the office cannot gather the behavioral and occupancy data it needs to spot friction, understand demand, or adjust support effectively.

The more people use the office, the better it will learn to support their needs. With the ability to track occupancy, adjust conditions, and connect meeting spaces, smart workplace technologies can automate parts of the workday and provide insights to inform investment decisions. This gives management teams clear, actionable direction to address underperforming areas, expand high-demand resources, and create a more supportive workplace overall.

A well-used office becomes increasingly tailored to the demands of its users. As activity grows, smart systems reveal where support is needed and trigger real-time adjustments that keep the environment aligned with behavior. This symbiotic relationship allows the workplace to adapt faster and more accurately than human-led processes, making it more intuitive, dependable, and supportive over time.

### Upskilling and reskilling become essential for success

As AI and workplace technologies automate repetitive tasks, continuous skill development will become a core part of everyday work as employees learn new tools and build capabilities to keep pace with technological change. Organizations that support upskilling and reskilling through a strong learning culture will gain greater agility, stronger problem-solving capacity, and long-term competitive advantage.

With routine tasks being absorbed by AI, employees must expand their capabilities to stay competitive, developing skills that complement new technologies rather than compete with them. The continuous development of skills such as problem-solving, critical thinking, and cross-functional coordination becomes a key asset for strengthening digital fluency and helping employees integrate new tools into their workflows.

Continuous learning expands problem-solving capacity, supports innovation, and builds more resilient teams, helping ensure equity and opportunity as roles evolve. Organizations that invest in reskilling and cognitive development will build more agile, future-ready workforces capable of thriving alongside automation.

To succeed in the new world of work, employees must have opportunities to develop new skills. As learning becomes embedded into workflows, organizations face

M Moser Living Lab | Amsterdam

increasing pressure to reskill at scale to prevent capability gaps and maintain competitiveness. Creating a supportive culture of continuous learning with clear pathways for ongoing skills development will be crucial.

## The future workforce is fully on board with "everywhere work"

The stabilization of hybrid work has made "everywhere work" a reality for today's agile workforce and an expectation for the next generation of employees. This shift has increased reliance on third places as regular work hubs and created stronger demand for access to privacy and supportive tools wherever work occurs.

The next generation of workers has spent its formative years in a fully hybrid world, with complete autonomy over where they study and work. This shift toward "everywhere work" has been enabled by universities, libraries, and public-sector spaces that are equipped with tools to support hybrid activity. The flexibility, autonomy, and access to private, purpose-built spaces has shaped expectations for their future workplace to offer the same level of support.

Accommodating the expectations of future employees will require flexible workplace policies and a large network of supportive, private spaces beyond the office. While many third places already offer greater privacy and focus than traditional office environments, they will see an influx of "everywhere workers" and growing pressure to adopt solutions that address the increase in noise and activity that comes with it.

The next generation of workers has been shaped by environments that prioritize flexibility and privacy, and they will expect the same from the workplace. The future of work is no longer bound to the home or the office, but supported by a network of reliable, well-equipped third places capable of handling the growing demands of "everywhere work."

## Workplace experience will be measured as ROI

Employee experience is shifting from an HR metric to a definitive measure of operational success. As work becomes more complex and distributed, organizations are evaluating the workplace not by its cost, but by its direct ability to amplify human performance, engagement, and output.

The quality of workplace support has a measurable impact on the employee experience, influencing how well individuals and teams perform and how engaged and committed they remain over time. Workplaces that support hybrid communication with flexible spaces and policies give employees the control, clarity, and resources they need to stay productive and connected.

The focus of the office is moving from capacity to capability. Rather than just adding space, organizations are using behavioral data to identify and upgrade the specific environments that drive the highest engagement and productivity. Smart technologies now quantify the link between environmental quality and business outcomes, proving that investments in comfort and functionality generate a measurable return in human performance.

Advancements in evidence-based design are connecting space decisions directly to measurable results. As working experience becomes a competitive differentiator for attracting and retaining talent, data-driven workplace upgrades will evolve into a core component of how successfully work is supported throughout the organization.

## Embracing variety will be the key to success

Workplaces can only succeed when they embrace the true variety of tasks, roles, and neurotypes that define modern work. As interaction patterns diversify, organizations must replace assumptions with accurate measurement. The nature of work today depends on designing adaptable environments that support the full spectrum of human performance, recognizing that "average" support often means inadequate support for most.

Variety is a throughline across every aspect of work. Each role has distinct tasks, teams vary in how much quiet they require or noise they generate, and individuals differ in the level of stimulation, movement, or structure that supports their performance. Some work requires sustained focus while others rely on brainstorming and collaboration. Understanding these differences has a direct impact on performance, satisfaction, and overall success.

No two people, tasks, or organizations are alike. Smart technologies make it possible to measure the variety of workplace needs at the individual, team, and organizational level, providing continuous insight into where support is needed most. Proper support requires embracing these differences, offering the right tools to help their particular needs, and creating a constant feedback loop that tracks how changes affect work.

Effectively supporting work begins with recognizing that different groups rely on different spaces and tools to perform well. Understanding the variables that shape modern work gives organizations a clear baseline for action, allowing them to make targeted improvements that align the workplace with the real needs and behaviors of their people.

The evolution of work will continue to accelerate. People and technology are increasingly capable of adapting faster than the workplace itself, which risks being held back by outdated ideas and systems. Progress will depend on acknowledging that change is now the only predictable variable and embedding greater flexibility across the entire landscape of work.

- People and environments will form a dynamic partnership to evolve alongside work
- Rigid policy and static design will stop progress in the workplace
- Embracing change in every form will be the key to stability

## Insights from the industry

The future of work is not just about adapting to change, it's about leading it [1].

The office has not lost its value, but its purpose has shifted, with leaders prioritizing quality to justify the commute [2].

With attendance policies stabilizing, the strategic focus will adjust towards optimizing the in-office experience [1].

Success metrics for the office are shifting from space efficiency to human performance [2].

Hybrid workers are extending the need for privacy beyond the office and into public spaces, transit hubs, conference venues [8].

Framery smart pods are being used by researchers to explore how work and well-being are influenced by furniture embedded with technology [8].

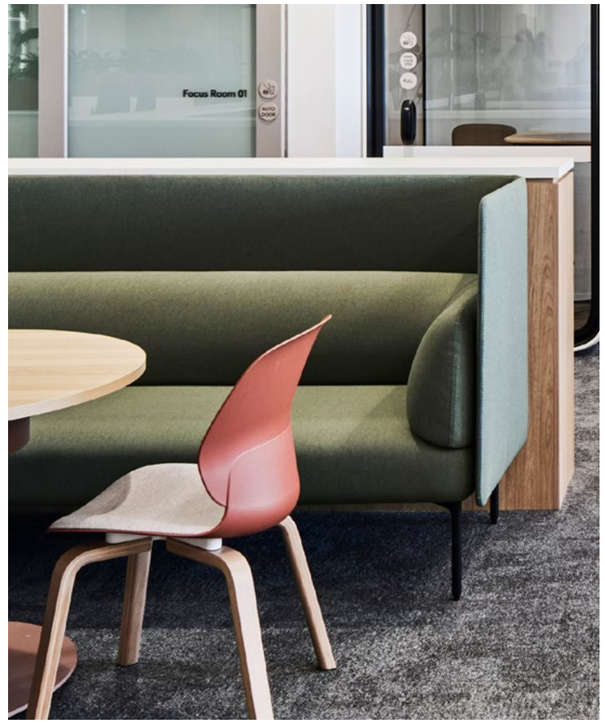
HOW TO PREPARE

## Build a foundation that embraces change to transform it into an advantage for sustained success.





# Enhancing performance and productivity




Flexible Workspace | Australia

The future of work requires developing resilience, not permanence. Static policies, fixed offices, and permanent assumptions have created rigid, outdated solutions that actively hold back growth and progress. Rather than resisting change, it must be welcomed as a tool for improvement by creating workplaces, systems, and people that are designed to evolve continuously.

To establish long-term resilience, the new focus must be on supporting people with agile tools and policies. This means integrating durability, modularity, and behavior-based insights into every aspect of the workplace, from talent strategy to infrastructure. By embedding flexibility into the foundation of work, change becomes a proactive tool for addressing immediate needs, predicting future shifts, and securing long-term success.

## The future will require flexibility across every layer of work. The path forward is not about predicting change, but about being ready for it.

### People

- Autonomy is the new metric of employee engagement
- Productivity is determined through energy management
- Well-being is no longer just a perk
- Mental and physical health are equally important
- Support for belonging must be built-in

### Spaces

- Fixed offices fail to support flexible work
- Purpose-built zones replace multipurpose spaces
- Demand for privacy dominates workplace design
- "Smart" is the new design standard
- Inclusive spaces become the benchmark

### Systems

- Workplace tech shifts from monitoring to optimization
- Fragmented systems will converge to create a truly smart office
- Adoption becomes the true metric of successful technology
- Technology must be trustworthy or it will fail
- Predictive workplaces learn to anticipate worker needs

### Strategy

- Offices are viewed as a performance asset
- Space upgrades are smaller, faster, and backed by data
- Policy is used to shape organizational culture
- Sustainability becomes synonymous with resilience
- Modular, movable, and adaptable spaces are crucial to long-term success

### Work

- The office will only get better if it gets used
- Upskilling and reskilling are essential for success
- The future workforce is fully on board with “everywhere work”
- Workplace experience is measured as ROI
- Embracing variety is the key to effective support



## With change as the only predictable constant, flexibility will become the foundation of stability and success across every area of work.

People will need flexible support for the realities of their workday instead of outdated systems that limit how they operate. Giving people the ability to shape how, when, and where they work will be essential for keeping them aligned, engaged, and able to perform.

Spaces will need to adapt to the changing patterns of work rather than lock people into environments that no longer fit their needs. Providing support for focus, privacy, and collaboration will depend on tools and settings that adjust as quickly as teams do.

Technology will need to predict and respond to human behavior instead of requiring people to conform to rigid systems. Tools that respond to real needs and simplify daily tasks will offer the support employees actually require.

Strategy will need to evolve as work changes rather than rely on fixed models and assumptions. A continuous and responsive approach will help organizations stay aligned with real needs as they emerge.

Work will need support that prioritizes employee experience and performance instead of presence alone. Focusing on providing spaces, technology, and strategy that support a modern workforce ensures long-term success across the entire organization.

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