

Event Review

The 2030 Occupier

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How today's decisions are shaping tomorrow's real estate portfolios

Setting the Agenda

The inaugural 2030 Occupier forum brought together occupiers, landlords and industry leaders to explore one central question:

How will the decisions we make today shape the portfolios, workplaces and organisations of tomorrow?

The discussion focused on three core themes:

01	Technology
02	Space
03	Culture

While perspectives differed, there was clear alignment on one point:

Decision-making in corporate real estate is becoming more complex, not less.



Balancing Certainty & Flexibility

A recurring theme throughout the discussion was the tension between short-term commercial pressures and long-term portfolio performance.

With return-to-office expectations still evolving and board-level priorities continuing to shift, occupiers are making leasing decisions without complete certainty.



Key Points:

01

Flexibility is no longer optional, but comes at a cost

02

Many decisions are being made based on imperfect assumptions

03

The challenge is not avoiding risk, but deciding where to take it

04

One potential risk identified was over-correcting too quickly — either over-committing to space or withdrawing too far in response to short-term pressures.

"There's a clear shift towards greater flexibility in leasing, alongside a reduction in space and a stronger focus on creating more engaging and purposeful workplaces."



-Hayley Ingram

Property and Procurement Director at Zellis

AI, Data & Decision-Making

Technology — particularly AI — was a central focus, with strong views on both its potential and its limitations.

Key Takeaways:

- AI is accelerating decision-making, but not necessarily improving it
- The volume of data is increasing, but so is the challenge of interpreting it
- Balancing quantitative insight with qualitative judgement remains critical

A Key Question Raised:

Will we have stopped needing to think by 2030?

"The gap isn't knowledge. It's how decisions are made. And that's where AI, data and workplace strategy are starting to converge in a meaningful way."

-Sam Sahni

Founder and Workplace Strategist at Work Transformers



The Consensus:

Technology will enhance decision-making, but human judgement will remain essential.

Culture, Workforce & Space

As organisations continue to redefine how work happens, the relationship between workforce, culture and space remains complex.

Key Insights:

01	Mandating attendance may address symptoms, not root causes
02	Workplace strategy must balance experience, performance and cost
03	Culture is influenced by space, but not determined by it
04	Looking ahead, AI is expected to reshape the workforce — but rather than removing the need for space, it will change how space is used and valued.

"Mandating attendance is the easy lever but building a culture people actively buy into is where the real impact lies."

-Sam Fuller

Head of Workplace at Octopus Energy





Looking Ahead

The forum reinforced a clear message:

There are no simple answers — only better-informed decisions.

As the pace of change continues, the ability to balance data, judgement and long-term thinking will define successful real estate strategies.

This marks the first of a series of events, with further discussions planned to explore these themes in greater depth.



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