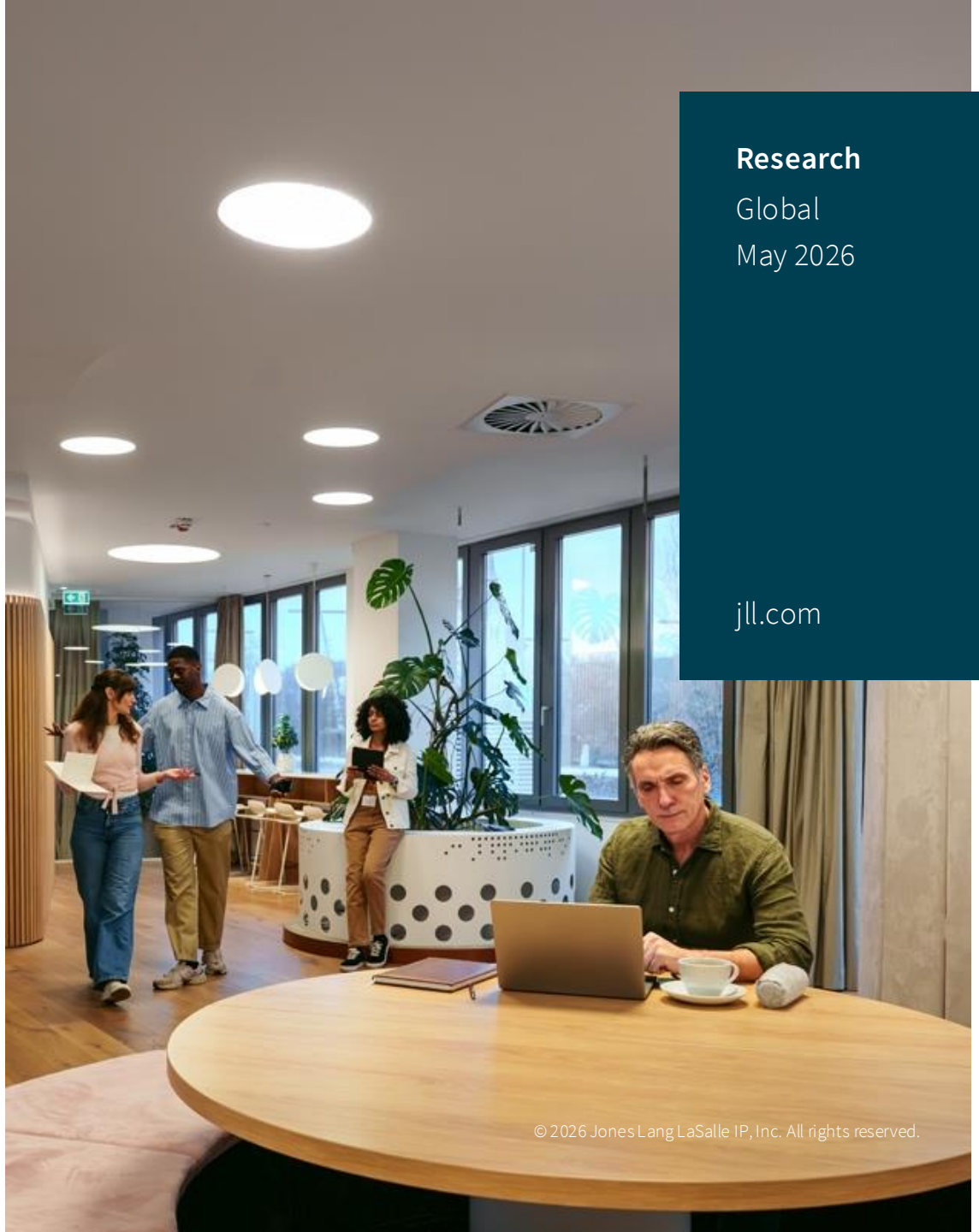
Global Occupancy Planning Benchmark Report 2026

Measuring what matters: How leading organizations are closing the gap between data and decisions



Research
Global
May 2026

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Foreword

In today's workplaces, occupancy planning has never been more consequential or more complex. As organizations navigate the dual pressures of portfolio efficiency and workforce expectations, the ability to make data-driven real estate decisions has shifted from a competitive advantage to a baseline requirement. The 2026 edition of JLL's Global Occupancy Planning Benchmark Report reflects a field in transition: one that is building the data foundations required to move from reactive planning to predictive intelligence.

This year's report brings together insights from 84 organizations collectively representing 716 million s.f. of commercial real estate portfolios across the North America, Latin America, Europe, Middle East, Africa and Asia-Pacific regions. Respondents answered more than 100 detailed questions, including, for the first time, questions about artificial intelligence adoption, providing the most comprehensive view yet of how leading organizations are managing their portfolios in a structured hybrid environment.

What makes this year's findings particularly compelling is the convergence of several trends that have been building for years. Utilization has become the undisputed North Star metric, now applied to planning decisions by 90% of organizations, up from 70% in 2025. In-office presence has surged, with 70% of employees globally now attending three to five days per week. And improving space data accuracy has risen to the #2 corporate real estate priority, as organizations recognize that AI-powered occupancy planning tools on the horizon will only be as good as the data that feeds them. Organizations investing in data quality today are not just improving their reporting — they are building the infrastructure for the next generation of intelligent real estate strategy.

"What makes this year's findings particularly compelling is the convergence of several trends that have been building for years and the clear signal that data quality is no longer just an operational concern. It is a strategic imperative.

Melissa Michalik
Global Occupancy Planning & Management (OPM) Leader, JLL

Key insights

This report is interactive!

Click on each topic to go straight to that section.

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located in the top-right corner of each page.

Improving data accuracy emerges as the #2 CRE priority as organizations build AI-ready foundations

Portfolio optimization holds at #1 (71%), but improving data accuracy has risen to #2 and improving reporting to #3—a clear signal that organizations recognize trustworthy data as the prerequisite for every strategic decision downstream, including AI.

AI adoption in occupancy planning is nascent

Only 30% of organizations are actively applying AI in occupancy planning. Privacy concerns are cited as a leading adoption barrier (70%). The growing adoption of Power BI, Tableau and Databricks signals that organizations are actively refining their analytics tool sets in preparation for what comes next.

Utilization improves globally, with the gap between actual and target narrowing for the first time

Global office utilization reached 56%, the actual-to-target gap narrowed from 25 to 18 percentage points YoY, and the share of organizations applying utilization data to planning decisions surged to 90%, in a continued shift toward data-driven space planning.

Hybrid work has adopted more structure, and in-office attendance has responded

62% of organizations now require a fixed number of in-office days, and 70% of employees attend three to five days per week globally. Change management programs have declined to 31%, risking compliance without engagement.

Workspaces are being reallocated around shared access rather than individual assignment

Private offices continue their decline, while phone booths, focus rooms and small meeting rooms rise in their place. Knowing whether those investments are working requires space-level utilization data, beyond building-level badge counts.

Technical space management reaches an inflection point

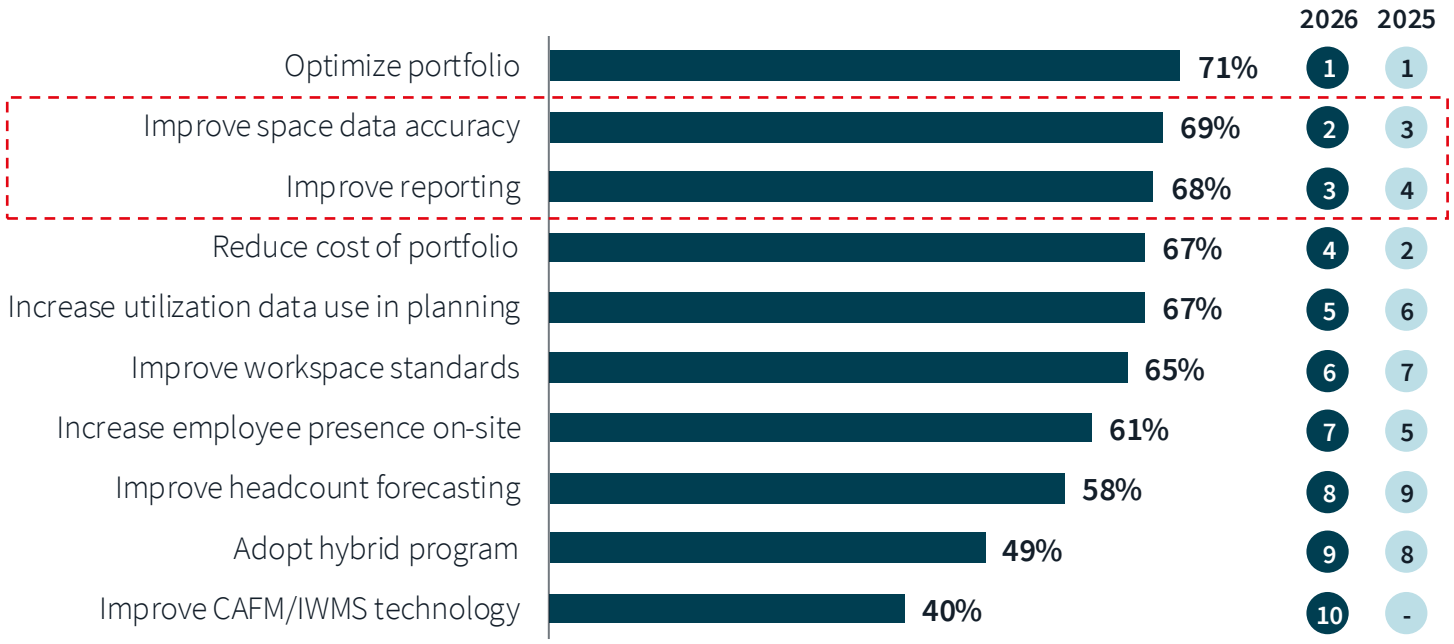
Technical spaces represent 23% of the JLL Occupancy Planning & Management (OPM) portfolio, yet actual utilization sits at just 45% against a 72% target. Closing this gap requires equipment-centric metrics, specialized data governance frameworks, and partners with deep expertise in technical space planning and management.

Improving space data accuracy emerges as the #2 corporate real estate priority as organizations build AI-ready foundations

Portfolio optimization has held its position as the top corporate real estate objective for the third consecutive year, cited by 71% of respondents in 2026. But the most telling shift lies one rank lower: improving space data accuracy has moved to #2, and improving reporting has risen to #3, displacing the cost-reduction priorities that dominated prior years.

This meaningful shift signals that organizations believe effective real estate strategy begins with trustworthy data. As AI-powered analytics tools move from aspiration to active procurement conversations, the quality of underlying data has become a strategic differentiator.

Top occupancy planning objectives in corporate real estate



JLL occupancy planners maintain space data for 85% of our clients, including space attributes, drawings, occupant assignments and business unit allocations. This is the foundational layer that AI can build on, and the organizations best positioned for AI are those that treat data maintenance as a continuous operational discipline, not a periodic cleanup exercise. Behind every reliable occupancy data program are the people keeping it current—the space analysts, occupancy planners and data managers who audit floors, reconcile moves and ensure that what is in the system reflects what is actually on the ground.

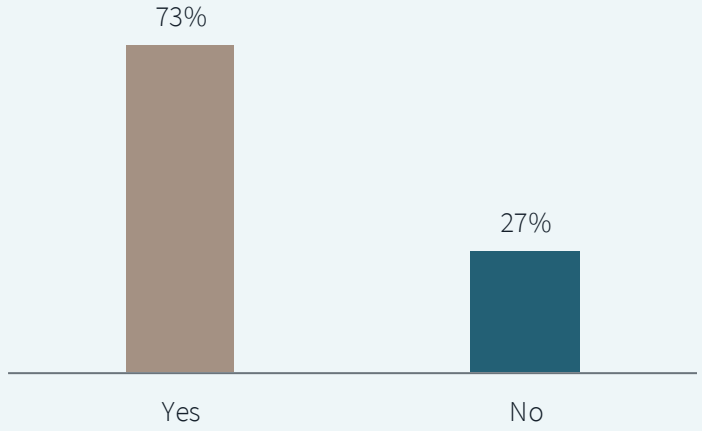
Despite growing recognition of data's strategic importance, capability gaps remain significant. Only 7% of organizations rate their data capability as excellent and 45% as good, meaning nearly half sit at average or below.

Monthly audits are the most common and growing cadence at 32%, up from 25% in 2025, but 11% of organizations are not auditing at all. A predictive model trained on stale space data will forecast the past, not the future.

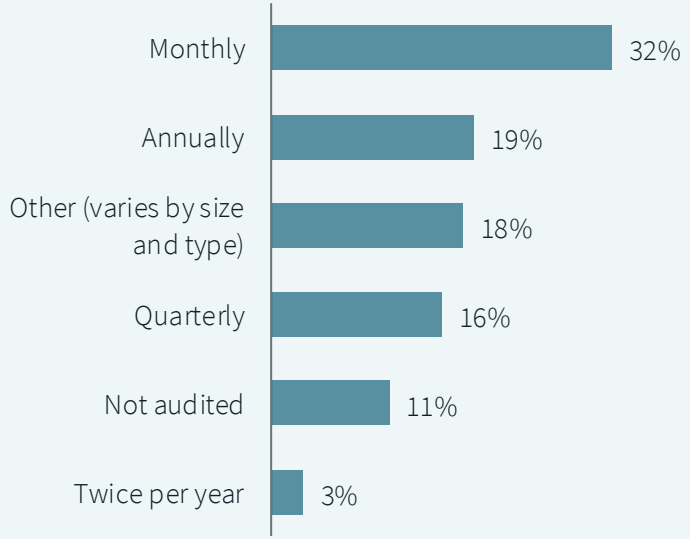
Space data governance—the framework that defines who controls how space data is collected, maintained and used and who is accountable for its quality—is increasingly recognized as the foundation for AI-ready occupancy planning. The most persistent challenge is consistency across systems and data metrics. Organizations commonly manage space data across CAFM platforms, reservation systems, badge feeds and HR records, each updated at different frequencies by different teams. When these sources conflict, AI has no reliable foundation to learn from. The 73% of organizations with data governance programs in place have a meaningful head start. The 27% that do not instead face significant disadvantages in their planning efforts.

State of occupancy data capabilities

Has data governance programs



How often data accuracy is audited



Case study

Transforming space data accuracy: From manual validation to digital excellence

The challenge

A global financial services organization faced critical data accuracy challenges across its massive 24.5 million-square-foot portfolio, with the challenge compounded by 25% of its facilities undergoing continual renovation and improvement projects. The organization's fragmented data management approach involved multiple uncoordinated business units—capital projects, facilities management and operations—all making changes to the same facility management system without central oversight. Stringent governance controls requiring multi-level approvals and complex workflows created significant delays, often taking weeks to implement even simple data updates. By the time changes were finally processed and entered the system, the physical space had frequently changed again due to ongoing renovations or employee moves, creating a persistent gap between system records and actual conditions. Recognizing the unsustainable cost of manual validation efforts and the critical need for accurate space utilization data, the client turned to JLL's Occupancy Planning & Management (OPM) for a comprehensive solution to bridge this data accuracy gap.

The JLL approach

JLL streamlined the validation process by combining Space Data Analyst and Engagement Manager roles into a single position, allowing for faster on-site data verification using modern 2-in-1 laptop/tablet technology instead of traditional paper-based methods. Before visiting any site, the team conducted thorough remote reviews of property records and historical documentation to identify potential discrepancies and create focused validation checklists, making on-site visits more targeted and efficient. JLL Space Managers collaborated closely with Occupancy Planners and Market Planners to analyze the entire portfolio, prioritize which facilities needed immediate attention, identify patterns across multiple properties and optimize scheduling to maximize resource efficiency. The team established a unified reporting system with consistent communication across all stakeholders, including banks, property owners, tenants and internal teams, ensuring everyone received the same accurate information and eliminating confusion about validation results and next steps.

Results delivered

Digital transformation
2-in-1 technology increased efficiency, reduced waste and enabled real-time discrepancy resolution during site visits.

Enhanced data accessibility
2-in-1 technology accelerated on-site access to floor plans, faster remediation and improved stakeholder communication.

Process optimization
Reduced manual corrections, minimized inspection costs and enabled accurate portfolio planning.

Business impact
Delivered full regulatory compliance while eliminating costly facility data risks and driving measurable operational improvements.

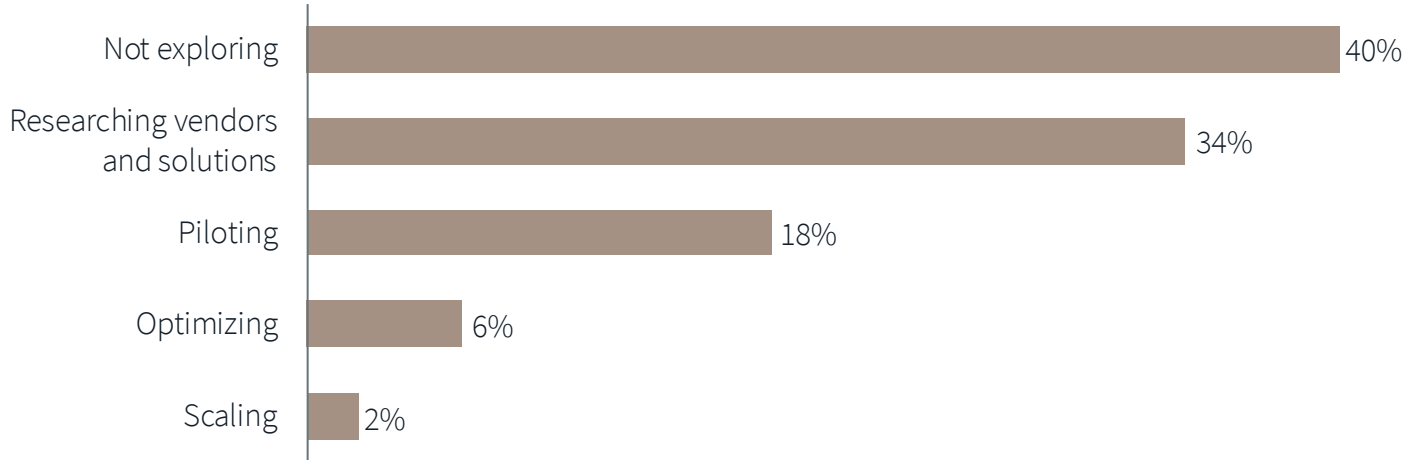
Services	Occupancy management Space and data insights
Client	Financial services
Geography	Global
Space type	Office
Portfolio	24.5M s.f.

AI adoption in occupancy planning is nascent

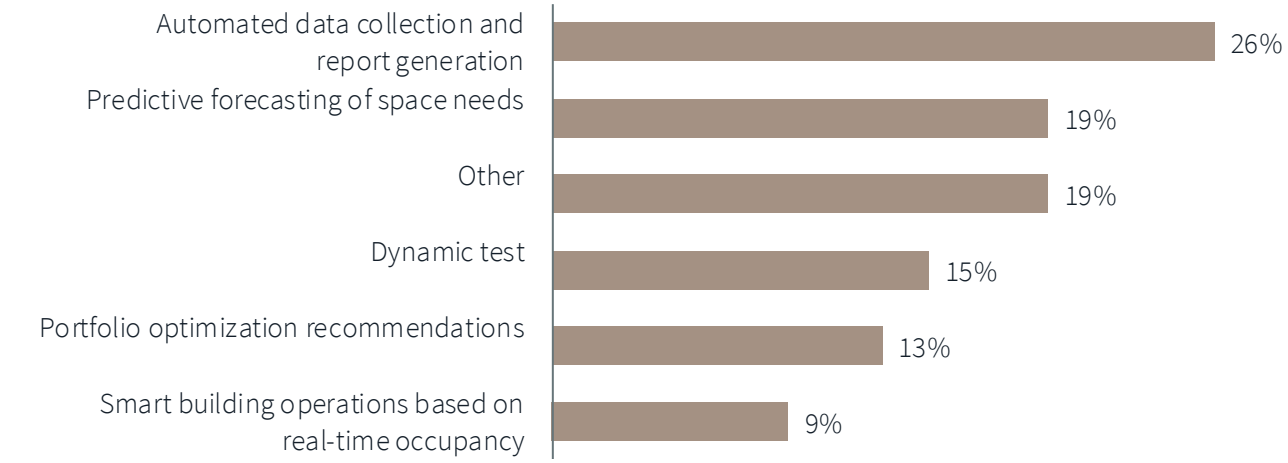
AI adoption in occupancy planning remains in its earliest stages. Just 8% of organizations have progressed beyond pilot programs to active optimization or scaling, while more than 70% have yet to begin implementation, either conducting preliminary research or not yet exploring AI applications. According to the Global State of Facilities Management Report 2025, facility management (FM) teams are farther along at every stage, most notably at scaling, where FM sits at 16% compared to just 2% for occupancy planning—a gap that underscores how much further occupancy planning has to go before AI can deliver meaningful results.

The barriers are significant and specific. Privacy concerns are the dominant obstacle, cited by 70% of organizations. Cost pressure (46%) and system compatibility (45%) follow as near-equal secondary concerns. The technology platform landscape is shifting in ways that signal preparation: Power BI has overtaken Tableau as the leading analytics platform at 51% vs. 42%, and Databricks has emerged at 14%, a more sophisticated platform capable of supporting machine learning workloads.

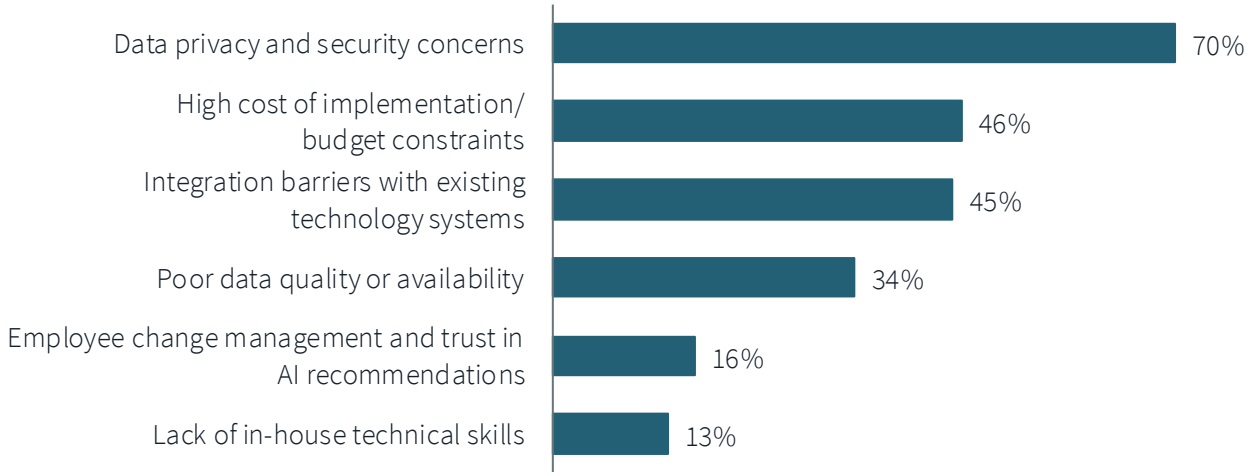
Current use of AI in occupancy planning and portfolio strategy



Leading AI use cases for occupancy planning and portfolio management



Top challenges when implementing AI for occupancy planning



Among organizations using AI for occupancy planning, automated data collection and report generation are leading use cases at 26%, followed by predictive forecasting of space needs at 19%. The prevalence of these foundational applications reflects how early most organizations are in their AI journey. The 19% categorized as "other" represents groups actively exploring AI solutions both internally and through vendors. The JLL Global Real Estate Technology Survey 2025 adds broader context: While AI piloting across commercial real estate has surged from under 5% to 92% in just three years, only 5% of organizations have achieved most of their AI goals, and 22% have achieved none.

Poor data quality ranks as the fourth barrier at 34%. Organizations are not just blocked by cost and infrastructure; they are acknowledging that the data itself is not yet ready. The connection to the #2 commercial real estate priority of improving space data accuracy is deliberate: Organizations understand that AI applications will only be as good as the data they run on, and those investing in data quality and platform infrastructure today are building the prerequisite for AI that actually delivers results.

Case study

Global technology company transforms space planning with AI occupancy solution optimized by JLL experts

The challenge

A global technology company managing a 350,000-square-foot campus across three U.S. buildings faced significant operational inefficiencies in space planning for 1,700 employees and contract staff. The organization's frequent restructuring required moderate to major restacks approximately every eight months, with manual planning processes requiring around 4 months from initiation to leadership approval.

The company implemented an occupancy planning solution with the assistance of AI but faced immediate implementation challenges. The generic solution lacked critical connections between HR and facility management systems. This made it insufficient for the detailed sub-team and matrix organization that restack planning required. To effectively deploy its solution, the client needed occupancy planning expertise that could accelerate scenario planning while maintaining the accuracy and organizational insight that AI technology alone could not deliver.

The JLL approach

The client engaged JLL Occupancy Planning & Management (OPM) to execute a comprehensive strategy integrating AI capabilitieswith expert occupancy planning to transform the client's space planning process. OPM specialists established critical API connections between FMS and the client's proprietary AI tool, enabling real-time data accuracy through automated nightly HR feeds. This infrastructure enabled the AI to access accurate space data and headcount information essential for sophisticated space planning.

JLL OPM experts served as primary AI operators, engineering more than 20 strategic prompts per restack scenario, covering vacancy rates, growth projections, adjacency requirements and building utilization. The team provided essential 30%-40% expert refinement that AI could not deliver independently, executing comprehensive Phase 2 testing to validate outputs against manually developed plans before deployment

Results delivered

JLL OPM API infrastructure development enabled real-time AI data accuracy.

Expert prompt engineering by JLL OPM unlocked actionable planning scenarios beyond the AI solution's standalone capabilities.

Human expert refinement transformed generic AI outputs into implementation-ready plans.

Services	Strategic occupancy planning AI solution optimization Space data and insights Occupancy planning and management
Client	Technology
Geography	AMER
Space type	Office
Portfolio	350,000 s.f. across 3 buildings and 15 floors

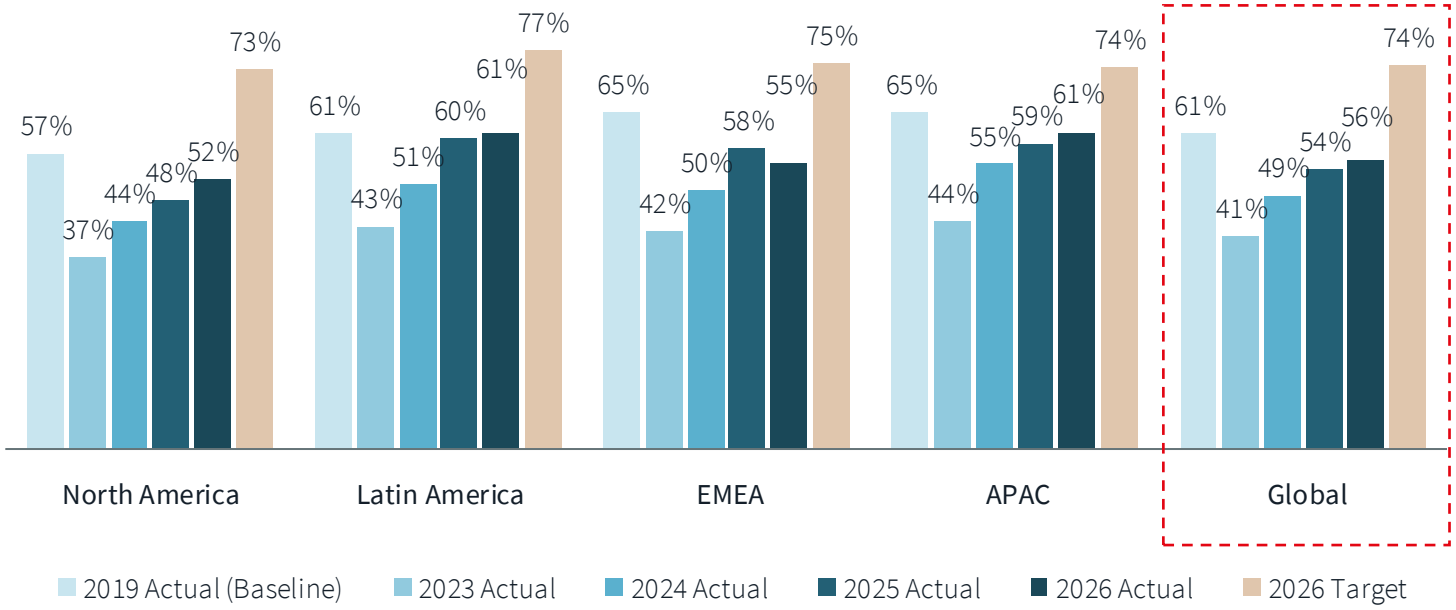
Utilization improves globally, with the gap between actual and target narrowing for the first time

3

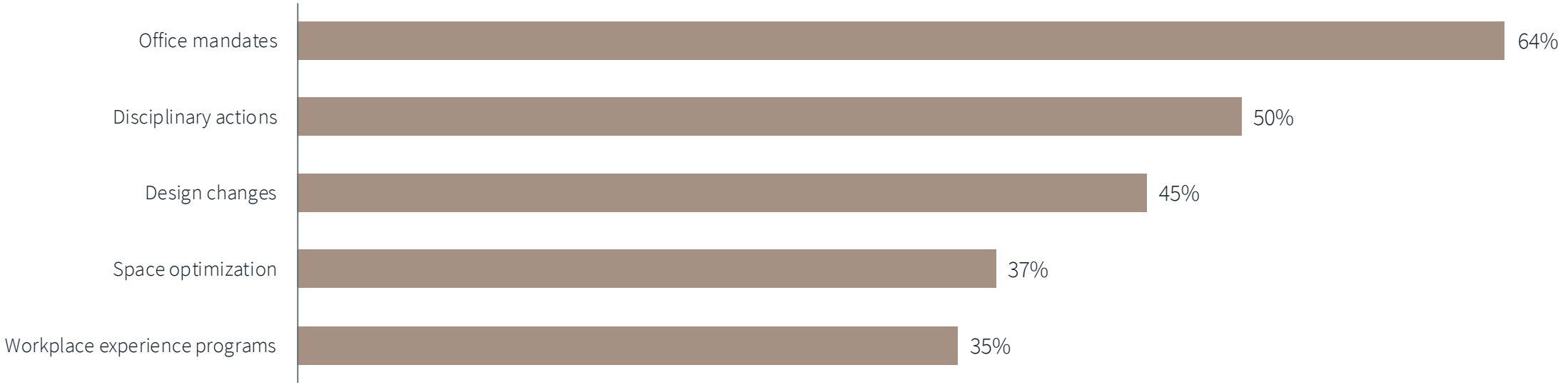
With improved occupancy planning and continued return-to-office efforts, office utilization has risen globally to 56%, up from 54% in 2025 and 49% in 2024, inching closer to the pre-pandemic level of 61%. All regions excluding EMEA have increased utilization since 2023; EMEA declined 3 percentage points from 58% to 55% in 2026. Latin America has shown the strongest two-year gain, rising 10 percentage points.

For the first time since tracking began, the gap between actual and target utilization has narrowed, from 25 percentage points in both 2024 and 2025 to 18 percentage points in 2026. This narrowing reflects both a 2-point rise in actual utilization and a 5-point decrease in target utilization, as organizations set more realistic expectations rather than simply waiting for employees to close the gap.

Utilization rates changes by region



What's driving utilization gains?



A range of strategies are driving utilization gains in 2026, but the data is clear on what works best. Enacting office mandates is the most effective lever, with 64% of organizations that implemented them reporting increased utilization, the highest effectiveness of any strategy. Disciplinary actions for non-compliance follow at 50%, reflecting a shift toward more direct enforcement as structured hybrid programs mature. Design changes (45%) and space optimization (37%) round out the top approaches, while workplace experience programs, though widely cited as a priority, show the smallest direct impact at 35%. The message is straightforward: Organizations that pair structured attendance expectations with the right physical environment will close the utilization gap faster than those relying on culture and amenities alone.

Tracking and calculating utilization

- **Badge swipe data (92%)** remains the most common method, up from 90% in both 2024 and 2025, offering a cost-effective tool that leverages existing security systems.
- **Averaging daily peaks (69%)** is again the most popular method, focusing on maximum daily attendance.
- **48% of organizations enacted office mandates** to improve utilization.

Case study

Badge data drives portfolio optimization

The challenge

A global chemicals company faced complex challenges in tracking badge data across its international office portfolio, including integrating disparate access control systems, ensuring data quality despite badge malfunctions and maintaining GDPR compliance. The organization struggled to transform raw entry/exit data into strategic workspace optimization insights that could support employees' evolving work patterns and hybrid arrangements. It engaged JLL's Occupancy Planning & Management (OPM) with the primary goal of achieving sustainable long-term cost savings through consolidation and downsizing initiatives. The client specifically requested JLL's assistance to accelerate its Badge Data Utilization process and enable data-driven decisions to optimize its real estate footprint.

The JLL approach

JLL's OPM team deployed advanced Alteryx workflows to standardize badge data and deliver clean occupancy insights to the client's central systems. The team analyzed occupancy patterns, conducted space audits through the Space Data Governance program and engaged stakeholders to align requirements. Through monthly process refinement, the team consistently improved data quality while adapting to changing business needs. JLL also collaborated with the client to unify its data collection standards, improving consistency across all locations.

Results delivered

65

Site reports delivered monthly

Monthly reporting delivered within 10 business days of month-end

5%

Reduction in portfolio size

One JLL approach with multiple teams involved

Services	Space data and insights
Client	Life sciences
Geography	Global
Space type	Office and laboratories
Portfolio	508K s.m.

Hybrid work has adopted more structure, and in-office attendance has responded

Hybrid program prevalence has rebounded to 80% of organizations in 2026, up from 77% in 2025, though still below the 2024 high of 87%. Structurally, 62% of organizations now require a fixed number of in-office days, up from 49% in both 2024 and 2025 and just 28% in 2022. Fully flexible approaches have declined further to 14%, down from 15% in 2025 and 40% in 2022.

As hybrid programs have matured, their strategic objectives have evolved. Optimize space utilization remains the primary goal, cited by 74% of organizations in 2026. Cost reduction has surpassed supporting workstyle changes as the third priority, reflecting growing cost pressure on CRE teams.

Employee sentiment tells a more nuanced story. JLL's Global HX Trends research found that actual office attendance has risen to 3.2 days per week, but employee preference remains at 2.5 days. It is encouraging that employees spending 4-5 days in the office report significantly higher workplace satisfaction than those attending 1-2 days, suggesting that when the environment is right, increased time in the office improves the experience for employees.

Top hybrid program objectives

Optimize space utilization	74%
Improve employee experience	52%
Reduce portfolio cost	51%
Support workstyle changes	47%
Reduce real estate footprint	39%

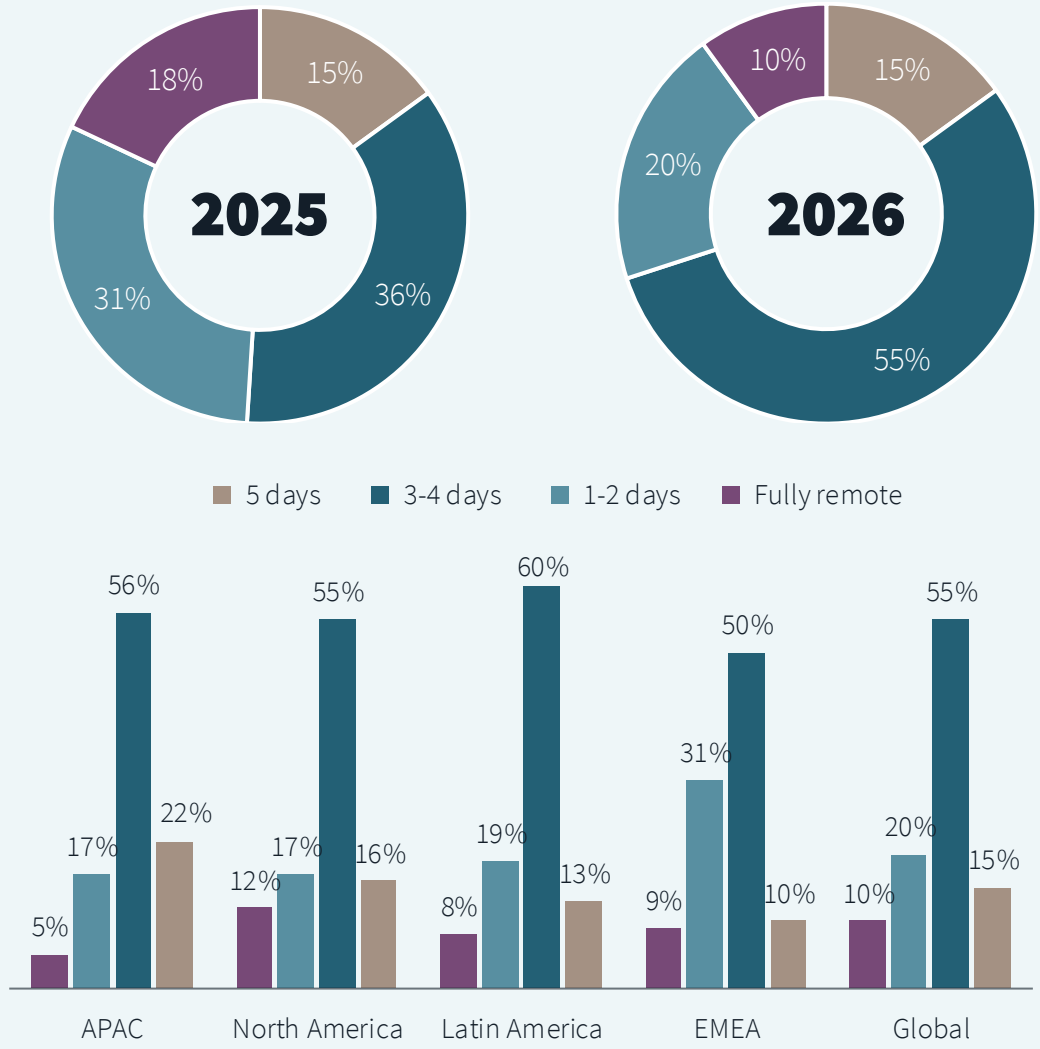
Change management programs have declined from 40% in 2025 to 31% in 2026. As organizations shift from persuading employees to requiring their presence, investment in supporting them through the transition may feel less urgent, but the data suggests otherwise. Structured attendance without the behavioral scaffolding to support it produces compliance, not engagement, and organizations that close this gap will see stronger long-term utilization outcomes.

The 2026 data reveals the single largest year-over-year shift in in-office attendance frequency in three years of benchmark data. The share of employees attending the office 3-4 days per week surged from 36% to 55%, a 19-percentage-point increase in a single year, driven by a corresponding decline in 1-to-2-day attendance (31% → 20%) and a reduction in fully remote workers (18% → 10%). Globally, 70% of employees are now in the office 3-5 days per week.

EMEA lags other regions, with 60% attending 3-5 days versus 71%-78% elsewhere. Beneath that headline, the data reveals an important distinction: while 3-to-4-day attendance in EMEA has risen to 50%, a significant share of employees remain at 1-2 days per week (31%), the highest of any region globally, and 5-day attendance has declined. Unlike other regions where attendance patterns have converged toward 3-4 days, EMEA shows a more divided response, with companies still navigating mixed views on how many days employees should be in the office. This divergence helps explain EMEA's lower utilization relative to other regions, as attendance expectations there remain the least settled of any global market.

Country-level data from JLL's Global HX Trends research adds important texture to the regional picture. The U.S. sits at 2.9 days per week on average, below the global average of 3.2, while the U.K. trails further at 2.8, consistent with EMEA's position as the region with the widest attendance variability globally, ranging from 1.8 days in Poland and Hungary to 4.5 days in Saudi Arabia. In APAC, Vietnam (4.5) and China (4.4) rank among the highest globally alongside Saudi Arabia, reflecting cultural norms and living arrangements that make office attendance the default rather than the exception. The gap between the U.S. and U.K. on one end and APAC markets on the other reflects deeply embedded cultural and structural differences in how work is organized.

In-office attendance frequency (actuals)



Case study

Transition to hybrid work leads to over $80M in real estate cost savings

The challenge

A large consumer goods company wanted to shift from traditional assigned desks to a flexible hybrid model where employees work in the office just three days per week using shared workspaces. This major U.S. headquarters consolidation would allow the company to reduce its New York office from 11 floors to 7, freeing up four floors for sublease and generating significant real estate savings.

However, the transition had to happen within just three months, and confidentiality restrictions prevented direct communication with many business leaders. The project was also complicated by ongoing system upgrades that limited access to occupancy data, plus the need to carefully relocate specialized spaces like labs and editing suites without disrupting daily operations.

The JLL approach

JLL Occupancy Planning & Management developed a comprehensive workforce planning strategy that began with consolidating employee data from multiple systems like Workday and the Data Warehouse to create an accurate headcount picture across all business units. The team built custom Excel planning tools and visual stack-and-block diagrams to model different organizational scenarios and space allocations.

To keep everyone aligned during the fast-paced transition, JLL established a dedicated Teams channel that centralized all project documents and communications, making it easy for stakeholders to access critical information. The approach also focused heavily on change management, providing clear guidance and protocols to help employees adapt to the new hybrid work model and embrace a more agile workplace culture.

Results delivered

1K+
Employees impacted

$80M+
In cost savings

11
Floors consolidated to 7 floors

4
Floors decommissioned for sublease opportunities

Enabled a seamless transition to hybrid work with flexible workspace solutions

> We appreciate JLL's partnership in our effort to restack one of our major NY locations. The combined team's performance was excellent, especially given the project's demanding pace. We were on an aggressive timeline to make floors available for a subleasing opportunity, and the team impressed us with their ability to quickly and effectively develop various scenarios for review and approval. They consistently delivered these scenarios through data analytics and development of stack and block plans in a timely manner, which was critical to our decision-making. Beyond the physical space planning, their support in navigating the transition to a hybrid work model was invaluable. JLL's partnership was key to the success of this complex initiative.
>
> **Senior Director**
> **JLL client**

Services	Strategic occupancy planning Space data and insights Occupancy management
Client	Consumer goods
Geography	AMER
Space type	Office
Portfolio	155,000 r.s.f.

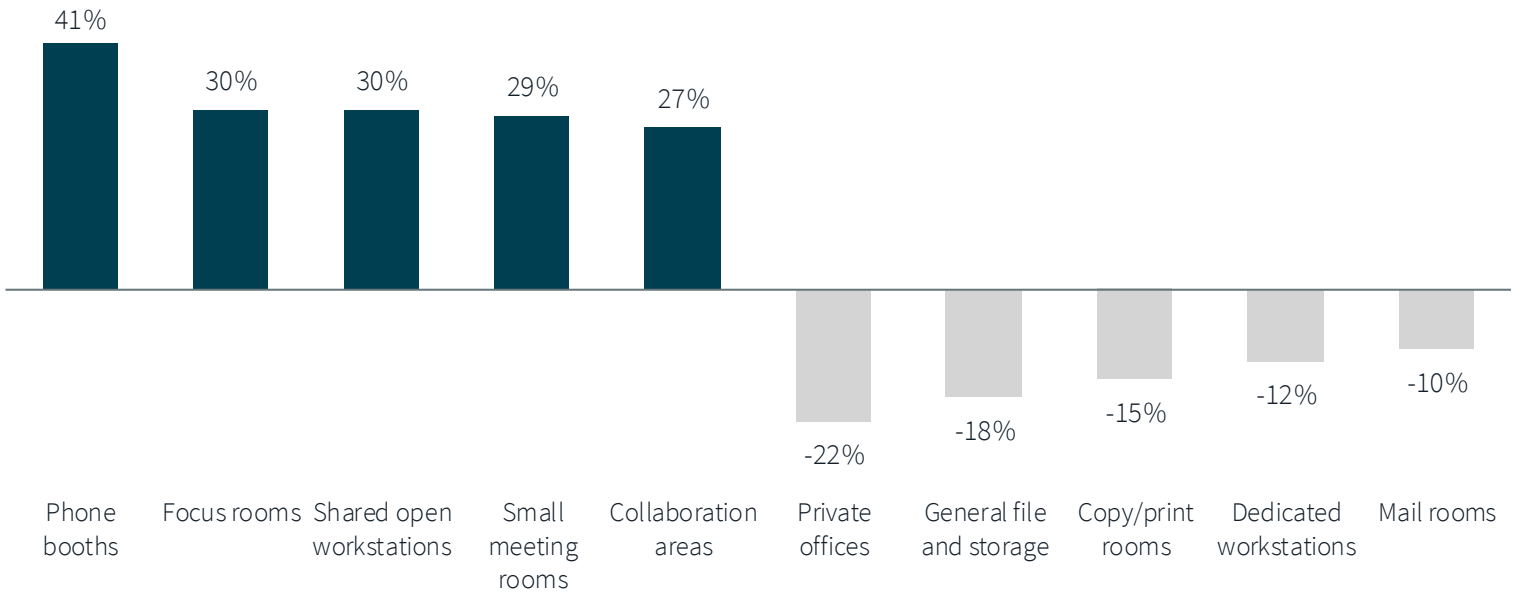
Workspaces are being reallocated around shared access rather than individual assignment

5

Organizations are adjusting their allocation of workspace, expanding some space types while reducing or repurposing others, in ways that reflect a fundamental shift in the philosophy of the office. The question is how to create an environment where every space, whether for focus or collaboration, is genuinely useful to the employees who show up that day.

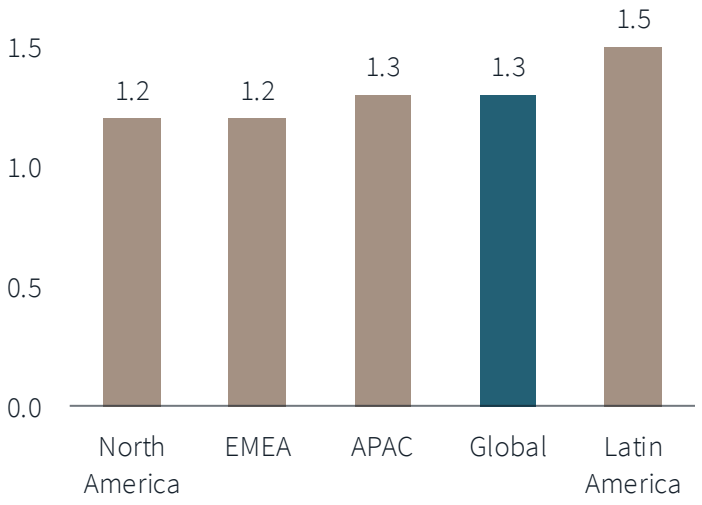
Private offices continue their steady decline: 22% of organizations are reducing them. What is rising in their place is not just open plan, it is enclosed space that belongs to everyone. Phone booths are being added by 41% of organizations and focus rooms by 30%, and quiet rooms are on the rise. The change is in the assignment model—space that was once reserved for one person is now available to all.

Year-over-year changes in allocation of workspaces



> Seat sharing ratios vary by region, reflecting meaningfully different approaches to how space is allocated in a hybrid environment.

Actual average seat sharing ratio



The actual average seat sharing ratio reveals how differently organizations across regions are managing the people-to-seat relationship. Latin America leads at 1.5 people per seat, followed by APAC at 1.3, with North America and EMEA at 1.2. These differences reflect a combination of hybrid program structure, attendance patterns and cultural norms around workspace assignment, rather than a single global playbook playing out at different speeds.

This is where the data gap becomes consequential. Knowing that a portfolio's average seat sharing ratio is 1.3 is useful context. Knowing whether the seats in your specific buildings are being shared, or whether certain desks sit empty three days a week while employees cluster in the same zones, is the information that drives decisions. Building-level badge data can tell you how many people came in. It cannot tell you which seats they used, which collaboration spaces were at capacity and which were never booked. Space-level utilization measurement—reservation system data, sensors or video analytics calibrated to individual rooms and workstations—is required. Organizations that invest in these tools will be able to manage workspace allocation as a dynamic, data-driven program rather than a static ratio on a benchmark chart.

Case study

Strategic space optimization enables 30% headcount growth for global manufacturer without expanding real estate footprint

The challenge

A global manufacturing company conducted a detailed restack analysis, which revealed that its existing building layout was constraining business objectives and opportunities. This discovery prompted exploration of alternative workplace solutions, including retaining one current facility while adding another building strategically located nearby. The organization partnered with JLL to create a comprehensive relocation and workplace strategy designed to transform its operational environment.

The JLL approach

JLL Occupancy Planning & Management crafted a strategy addressing critical client requirements by developing four distinct mobility profiles, enabling gradual implementation of seat sharing as the workforce expanded. This approach successfully accommodated over 30% headcount growth through strategic seat sharing arrangements. The selected design integrated Workplace of the Future concepts, featuring collaborative spaces, adaptable furniture and fewer private offices—all optimized for hybrid work. Implementation was thoughtfully delivered on a floor-by-floor basis to minimize disruption and maintain operational continuity throughout the transition.

Results delivered

1:1.35

Seat-to-headcount ratio achieved through strategic mobility planning

200K r.s.f.

Optimized across multiple facilities

26%

Reduction in seat requirements

Services	Strategic occupancy planning
Client	Manufacturing
Geography	AMER
Space type	Office
Portfolio	200K r.s.f.

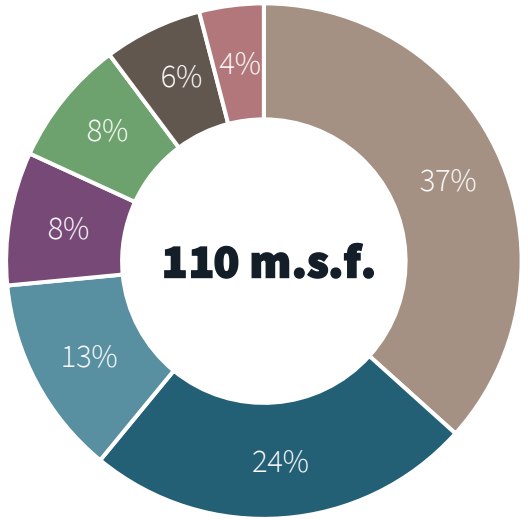
Technical space management reaches an inflection point

6

Technical spaces—laboratories, manufacturing and distribution facilities, warehousing, data centers, sensitive compartmented information facility (SCIF) environments and other specialized space types—represent a critical component of corporate real estate portfolios. Of the organizations supported by JLL Occupancy Planning & Management, 51 accounts manage 110.5 million square feet of technical space within portfolios totaling 486 million square feet, representing nearly 23% of all managed space.

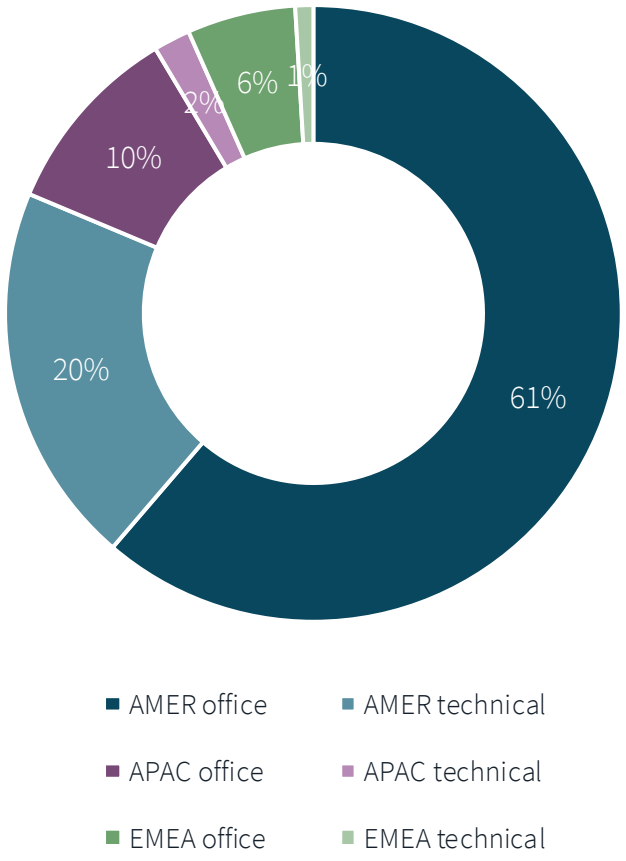
These are among the most expensive and operationally complex space types in any portfolio, and the 2026 data signals that organizations are treating them accordingly. Data shows a surge in utilization tracking participation from 5% to 26%, a 21-percentage-point increase in a single year. This growth reflects rising organizational commitment to understanding and optimizing technical environments that have historically received far less planning attention than traditional office space.

Technical spaces within JLL OPM portfolios



Manufacturing	40.5 m.s.f.
Warehouse & logistics	26.8 m.s.f.
Laboratories—technology	13.9 m.s.f.
Laboratories—life science	9.2 m.s.f.
Laboratories—other	8.8 m.s.f.
SCIF space	6.8 m.s.f.
Data centers	4.5 m.s.f.

Spaces within JLL OPM portfolios by region

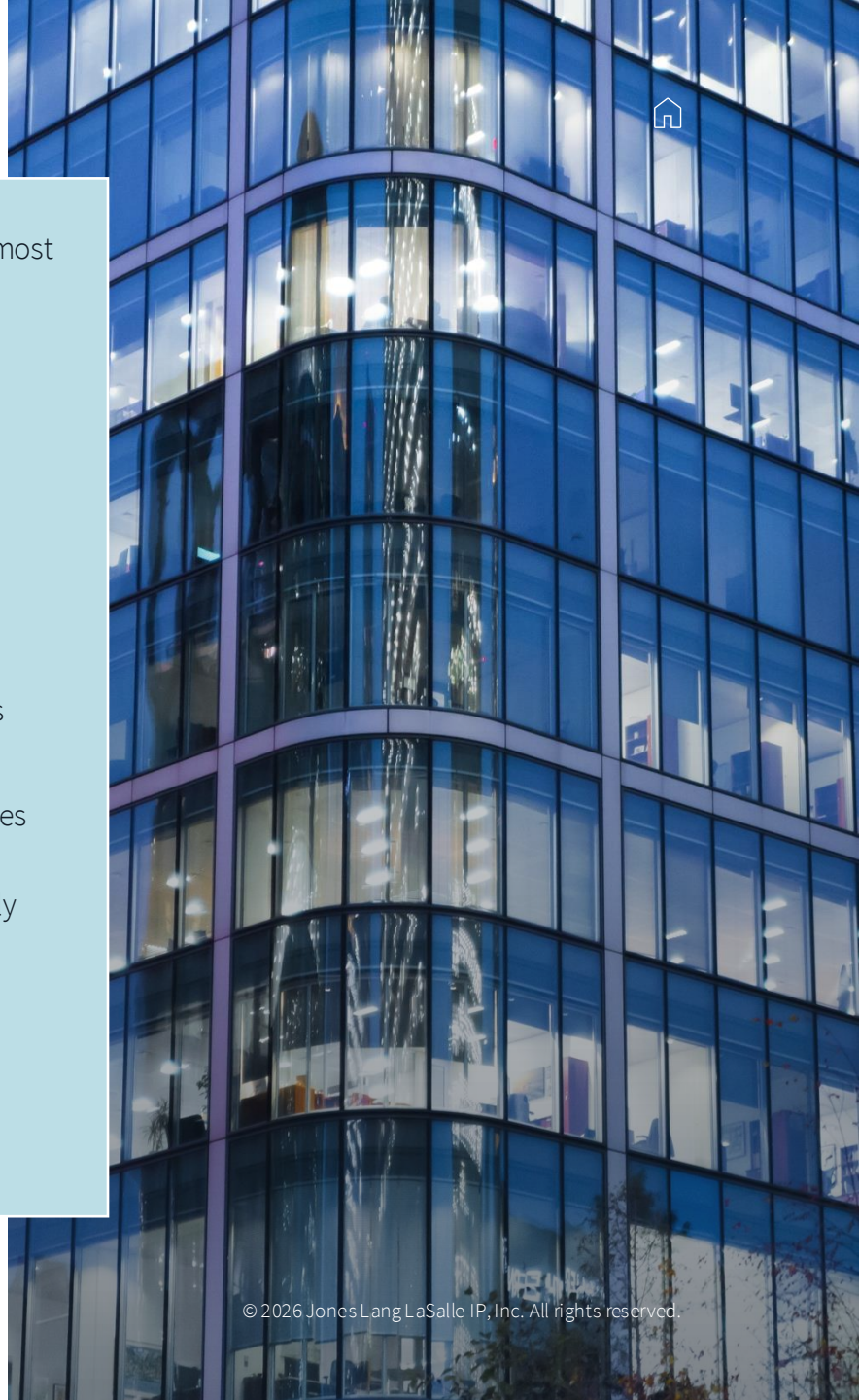


When asked which single challenge, if solved, would most improve their operations, respondents identified four priorities in order:

- identifying underutilized space
- understanding how to efficiently use it
- understanding necessary adjacencies
- identifying redundancies

Along with the above, respondents reported a 27-percentage-point gap between target utilization (72%) and actual utilization (45%), which underscores this challenge.

This data reveals a consistent pattern: Technical spaces are underperforming because organizations lack the necessary data, tools and methodologies to accurately identify issues and implement effective solutions.



Managing technical spaces

Enhanced data management

Organizations need robust data governance frameworks, standardized space categorization (such as OSCRE) and integrated CAFM/IWMS platforms to enable data-driven decision-making. Identifying strategic partners with technical space management capabilities is a critical first step.

Space metrics

Technical space environments are equipment-based rather than people-centric, requiring organizations to shift from traditional occupancy KPIs to metrics specific to high-cost environments like health science facilities, SCIFs and warehousing and manufacturing.

Asset tracking and utilization

Only 20% of organizations track technical assets such as lab benches, fume hoods and IT racks. Among those tracking utilization, 50% rely on badge data and 27% on CAFM systems, with half employing integrated facilities management (IFM) platforms like Corrigo or IWMS for asset tracking.

Standards adoption

Only 38% of respondents use established frameworks for technical space planning, with OSCRE the most common (38%), followed by in-house standards (32%) and engineering standards (19%).

External support

Half of all respondents engage outside resources for technical space management, ranging from 39% in APAC to 55% in North America—with space audits (82%), block planning and test-fits (68%) and space allocations (65%) as the most common JLL OPM support functions.

Sustainability focus

Sustainability initiatives in technical spaces have declined to 30% of organizations, down 13 parentage points from last year, with current efforts concentrated on energy efficiency (21%), waste reduction (20%) and water conservation (15%).

Case study

U.S. pharmaceutical pioneer saves over $3M with redevelopment of corporate campus

The challenge

A pioneer in U.S. pharmaceuticals engaged JLL Occupancy Planning & Management (OPM) to transform its 400-acre site, containing 8.5 million square feet of facilities, from a reactive planning model to a holistic "living workplace campus" that would be easily adaptable for future needs. The client's goal was multifaceted: Optimize space utilization, improve the campus experience for employees and accommodate dynamic business changes while addressing the inefficiencies of an organically grown, landlocked site. While the client intended to consolidate other locations and integrate those teams into the main campus, it already had 62,000 square feet of trailers on-site to accommodate growing R&D teams and limited space for new construction due to regulations, presenting compounded space planning challenges.

The JLL approach

JLL OPM crafted a strategy to maximize client outcomes against its three-pillared goals through strategic prioritization of capital for buildings, infrastructure and open spaces. This comprehensive plan aimed to support current business needs while creating a flexible framework for future growth and adaptation in a complex, mixed-use environment. The approach focused on enhancing cost-effectiveness, boosting site efficiency, optimizing space utilization and tackling aging infrastructure challenges.

Working in close partnership with the client's Global Workplace and Enterprise Services team, JLL engaged key stakeholders across all business lines. This collaborative "One JLL" approach involved evaluating current operational states and defining future goals and their related requirements. JLL's diverse expertise ensured a holistic strategy—operations teams handled baseline data, Facilities Management provided cost insights and assessments, Facilities Information Management supplied CAD drawings and Project & Development Services (PDS) contributed engineering estimates and support. This integrated framework enabled JLL to deliver a comprehensive redevelopment of the client's complex real estate portfolio and pave the way for agile, future-ready operations.

Results delivered

1M

Square feet of unnecessary building and trailer space removed

$3M+

In cost savings

New sustainable campus with flexible workspaces and 5-minute walkability

Services	Strategic occupancy planning Space planning Space data management
Client	Life sciences
Geography	AMER
Space type	Mixed-use site: R&D, MFG, office
Portfolio	8.5M s.f. corporate campus

Methodology

JLL Global Occupancy Planning Benchmark Report is an annual series that examines key trends in occupancy planning, real estate strategy and workplace design, offering insights into organizations' portfolio adaptations across various regions and industries to support evolving work patterns and business objectives.

We ask prominent corporate and commercial real estate leaders from around the world to answer 100+ detailed questions about their space utilization, driving valuable insights into workplace benchmarking and occupancy strategies.

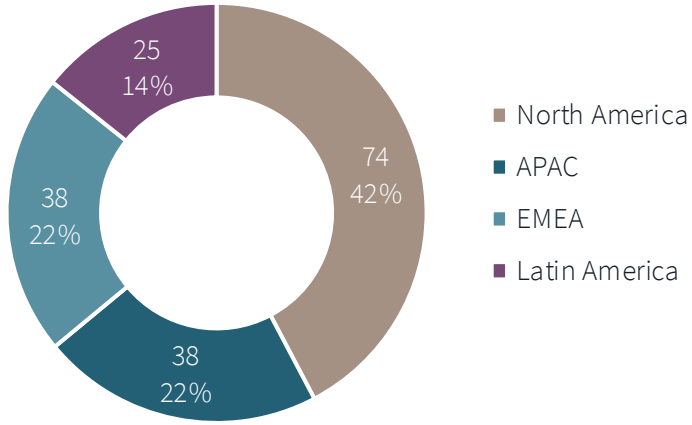
This report is intended to provide guidance and inform decisions for occupancy planning and wider corporate real estate strategies. It is not intended to serve as a space utilization calculator, as metrics and calculations vary greatly based on organizational requirements, policies and specific work activities.

The 2026 report draws on a global survey of 84 organizations that provided a total of 175 region-specific responses. Collectively, the surveyed organizations represent more than 716 million s.f. of commercial real estate portfolios worldwide.

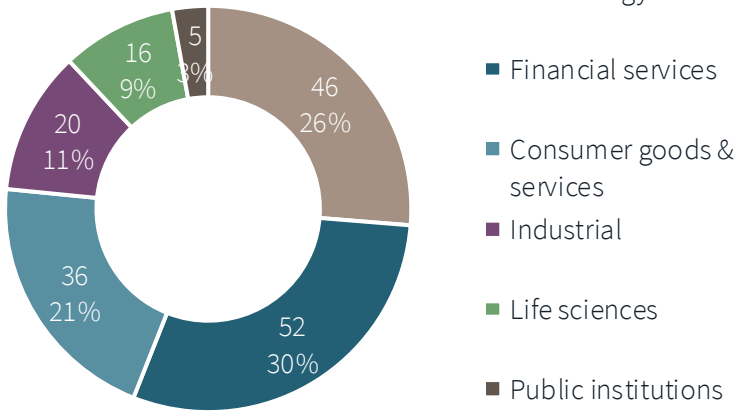
The surveyed organizations encompass a broad spectrum of geographical locations and industry sectors, which helps deliver nuanced and differentiated data to show how geopolitical and economic drivers, industry trends and workforce patterns uniquely influence real estate strategies across varying contexts.

We welcome your feedback on this report and invite you to contact our regional Occupancy Planning & Management experts to discuss how these insights may apply to your specific organizational context and objectives.

Responses by region



Responses by industry vertical



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Research at JLL

JLL's research team delivers intelligence, analysis and insight through market leading reports and services that illuminate today's commercial real estate dynamics and identify tomorrow's challenges and opportunities. Our more than 550 global research professionals track and analyze economic and property trends and forecast future conditions in over 60 countries, producing unrivalled local and global perspectives. Our research and expertise, fueled by real-time information and innovative thinking around the world, creates a competitive advantage for our clients and drives successful strategies and optimal real estate decisions.

About JLL

JLL (NYSE:JLL) is a leading global commercial real estate services and investment management company with annual revenue of $26.1 billion, operations in over 80 countries and a global workforce of more than 113,000 as of December 31, 2025. For over 200 years, clients have trusted JLL, a Fortune 500® company, to help them confidently buy, build, occupy, manage and invest across a variety of industries and property types, including office, industrial, hotel, multi-family, retail and data center properties. Driven by our purpose to shape the future of real estate for a better world, we help our clients, people and communities SEE A BRIGHTER WAY. Powered by rich global datasets and leading technology capabilities, we provide coordinated, end-to-end delivery of real estate services for a broad range of global clients who represent a wide variety of industries. Through LaSalle Investment Management, we invest for clients on a global basis in both private assets and publicly traded real estate securities. For further information, visit jll.com.