

WORKTECH™ Tokyo

WORK / WORKPLACE / TECHNOLOGY / INNOVATION

EXPLORE THE FUTURE OF WORK AND THE WORKPLACE

MONDAY 15TH DECEMBER 2025

12:30 PM - 6:15 PM

TORANOMON HILLS FORUM, TORANOMON HILLS,
MORI TOWER, 5TH FLOOR

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Isabel Dewhurst-Marks

Managing Director,
WORKTECH Events

Welcome to WORKTECH25 Tokyo

WORKTECH is the original global conference series exploring the future of work, workplace, real estate, technology, and innovation.

This year's Tokyo edition features a select group of international keynote speakers and experts sharing global perspectives on how work and workplaces are evolving in 2025. Simultaneous translation between English and Japanese will be provided throughout the event.

Our agenda is primarily presentation-led, offering a carefully curated series of talks, complemented by networking breaks for attendees to exchange ideas and make new connections.

We look forward to welcoming you to an inspiring day of global perspectives and fresh thinking.

Warmest Regards

Isabel

WORKTECH

WORKTECH is a holistic research platform that aims to create awareness, drive change and provide specialist insight into the future of work and workplace. The forum has now become the world's leading conferencing and thought leadership series for workplace intelligence.

In its 20th year WORKTECH has expanded to over forty cities around the globe and continues to bring together forward-thinking industry professionals from Fortune 5000 companies to learn from leading international thought leaders and discuss and reflect on the future of work and the workplace.

WORKTECH is now the leading international forum for professionals involved in the future of work and the workplace, bringing new ideas and inspiration to the workplace community through interdisciplinary speakers, interactive discussions and learning experiences that enhance creativity and push the boundaries of innovative thinking.



Learn about the latest workplace trends



Network with senior corporate decision makers



Be inspired by best practice and innovation



Hear from global thought leaders

EVENT FORMAT

Our event features a single-stream format, ensuring that attendees can access every presentation. Alongside the conference, we have an exhibition area to demo innovative workplace solutions and a meeting point for attendees during the networking breaks. Full conference sessions provide live Japanese-English translation. Complimentary refreshments will be served throughout the event.

CONFERENCE SPEAKERS



LinkedIn

Aurelio David
Senior Manager, Workplace Research and Experimentation
LinkedIn

Aurelio leads LinkedIn's Experimentation program, translating research into pilots and experiments. In this role, Aurelio collaborates with multiple internal workplace groups to test innovative workplace products, including furniture, space types, and technology. By employing a mix of quantitative and qualitative research methods and experimental design, Aurelio assesses whether new products enhance the employee experience, improve workplace design, and are ready for large-scale deployment. Prior to joining LinkedIn, Aurelio worked at the intersection of research, strategy, and design in several organizations. In his previous role as a Design Strategist at Gensler, Aurelio consulted for numerous Fortune 500 companies on diverse workplace strategy initiatives, such as portfolio optimization, space analyses, and employee engagement exercises.



BCG

Orsolya Kovacs
Partner, Associate Director, People Strategy & HR
Boston Consulting Group

Orsolya is one of BCG's leading experts on HR trends, upskilling strategies, and talent preferences, and supports leading global organizations in preparing their workforce for the future. In addition, Orsolya leads research on global talent trends, and has authored multiple publications, including the 2023 HBR Prize winner article Reskilling in the age of AI. Her work has been featured in HBR, The Wall Street Journal, Financial Times and others, and she often speaks at HR summits and CHRO roundtables.



miro

Wilco Poppelier
Global Head of Workplace Strategy
Miro

With over 10 years of Workplace and Change consultancy in a variety of sectors and clients, Wilco has set his goal to create a user-driven workplace process and creation that enables its users for success. Since 2022, he has been the Global Lead Workplace Strategy and Projects at Miro, an online collaborative whiteboard platform used for visual project planning, brainstorming and design. Previously, he was a Workplace & Change Consultant at Drees & Sommer.



miro

Daaf Serné
Head of Workplace & Sustainability
Miro

Daaf Serné is a seasoned workplace professional with a strong passion for creating sustainable environments that promote health and well-being. Currently serving as the Head of Workplace & Sustainability at Miro, Daaf has been instrumental in driving innovative workplace solutions and sustainability initiatives. With a background in strategic thinking and broader impact leadership, Daaf has a proven track record of successfully managing complex projects and fostering collaborative environments. He has showcased his expertise in various high-profile engagements, including leading the launch of Miro's 'Learning Lab' strategy and the 'Miro 100' project in Amsterdam, which focused on enhancing internal and external engagement through innovative use of the Miro platform. His ability to blend strategic vision with practical implementation makes them a sought-after speaker and thought leader in the fields of workplace strategy and sustainability.



Snøhetta 

Robert Greenwood
Partner, Director Asia Pacific
Snøhetta

Educated in the UK, Robert Greenwood joined Snøhetta in 1993 and played a central role in the design and construction of the Alexandra Library in Egypt. In 2006, Robert became Partner and Director, overseeing Snøhetta's international projects. Since 2017, Robert has been leading Snøhetta's design practice across Asia Pacific. He established Snøhetta Hong Kong studio in 2018. Robert's selected projects at Snøhetta include the Biblioteca Alexandrina in Alexandria, The National September 11 Memorial Museum Pavilion in New York City, Shanghai Grand Opera House, Shanghai East Nanjing Road Extension, Beijing Library, AIRSIDE in Hong Kong, King Abdulaziz Centre for World Culture in Dhahran, Qasr Al Hokm Metro Station in Riyadh, Banque Libano Francaise HQ in Beirut, Busan Opera House, Shibuya Upper West Project in Tokyo, and among others. Alongside his design practice, Robert has been deeply committed to architectural education and research. He has lectured at numerous educational institutions and design festivals around the globe, such as Oslo School of Architecture and Design, Bergen School of Architecture, IE University in Madrid, Tongji University in Shanghai, YACademy in Bologna, Seoul Biennale of Architecture and Urbanism 2023 and so forth.

CONFERENCE SPEAKERS



KOKUYO

Yasuhiro TANAKA
Researcher, Yokoku Research Institute and Workstyle Research Institute
Kokuyo

After working in product planning and marketing for office furniture at KOKUYO, the speaker has been engaged in research on "work styles" and "future society" and consulting activities for corporations. Leveraging expertise in areas such as ergonomics, user experience, data science, and industrial and organizational psychology, the speaker is involved in research and dissemination on the topics of work styles, workplaces, and workers from a global perspective.



xy max

Mayumi Ishizaki
Senior Researcher,
Xymax

Mayumi Ishizaki is a researcher at XYMAX Research Institute, where she focuses on studies related to workstyles and workplaces. Her research covers a broad range of topics in the evolving world of work, including the office market, office demand trends, hybrid work, employee engagement, and flexible office services. Through data-driven insights and in-depth analysis, she explores how organizational practices and physical work environments adapt to changing societal and economic conditions, providing valuable perspectives for both businesses and the real estate industry. She also takes part in research activities through organizations including the Japan Facility Management Association, the Japan Office Study Association, and the Japan Telework Association.



BUNSHODO

Kenji Kishi,
Director, Marketing & Business Development,
Bunshodo Corporation

Kenji Kishi is the Business Development Manager at BUNSHODO CORPORATION. He joined the company in September 2019, initially working in marketing before expanding his role into business development, client engagement, and regional collaboration. He serves as the project lead for Workcation House U, an award-winning revitalization of a former public facility in Odawara. The project received the Grand Prize at the 3rd JOIFA Office Award, recognized for creating a new form of "4th Place" that blends workplace design with local community engagement. His work focuses on connecting corporations, municipalities, and regional stakeholders to repurpose underutilized assets and create new value through adaptive reuse. Kenji continues to explore practical ways to broaden where and how people work beyond traditional office settings.



12:30 | CONFERENCE OPENS**13:00 | WELCOME TO WORKTECH25 TOKYO**

Isabel Dewhurst-Marks, Managing Director, WORKTECH Events, UNWIRED Ventures Ltd

Conference Facilitator: Yuri Hisada, WORKSTYLE RESEARCH LAB, Kokuyo

**KOKUYO****13:10 | WELCOME BY MORI**

Noriyasu Hirano, Office Business Division, Sales Promotion Department, General Manager, Mori Building Co.

**13:20 | AI-DRIVEN WORKPLACE DESIGN: HOW AI IS SHAPING THE TEAM DYNAMICS AND THE FUTURE OF COLLABORATION**

Aurelio David, Senior Manager, Workplace Research and Experimentation, LinkedIn



As artificial intelligence reshapes the nature of work, LinkedIn's Workplace team is advancing its flexible workplace strategy by reimagining how physical space supports emerging forms of collaboration. This session will present insights from recent research, including 40 leadership interviews, and findings from an 11-week experiment designed to test dedicated, AI-embedded environments for small, autonomous, cross-functional teams ("pods"). The "Pod Work Area" pilot at LinkedIn's headquarters assigned two pods (9 and 13 members) to dedicated zones with sit-stand desks, collaborative spaces, and Agile Project Rooms equipped with agentic technology. Using surveys, interviews, observations, and simulations, the pilot explored how proximity, space design, and embedded AI help close the gap between decision-making and execution while fostering performance and psychological safety. This talk offers a glimpse into how LinkedIn—operating in 35+ global offices with 25,000+ employees—is preparing for a future where collaboration is faster, smarter, and more human.

14:00 | MIRO'S USER DRIVEN WORKPLACE

Wilco Poppelier, Global Head of Workplace Strategy, Miro and Daaf Serné, Head of Workplace & Sustainability, Miro



Miro's Amsterdam headquarters balances cost-effective design with meaningful impact. Sustainable, inclusive and continually evolving, it reflects the company's mission and product philosophy by enabling collaboration and innovation. Internally known as the 'Learning Lab,' the space redefines the office as a dynamic environment shaped by employee feedback. Through surveys, conversations, workshops and polls, staff guided its design to ensure it meets real needs, not assumptions. The result is a workplace that adapts, supports success, and fosters creativity and continuous learning. With over 4 years of user data from running the 'Learning Lab' approach, Miro has created a vision that should be the focus for the workplace of the future.

14:40 | DESIGNING THE '4TH PLACE': RETHINKING WORK IN REGIONAL JAPAN

Kenji Kishi, Director, Marketing & Business Development, Bunshodo Corporation



This session explores how an abandoned public facility in regional Japan was transformed into a high-performing "4th Place," offering new insights into the future of work, community, and workplace experience.

14:45 | COFFEE & NETWORKING BREAK

15:25 | HOW TO PREPARE YOUR WORKFORCE FOR A FUTURE YOU CAN'T PREDICT

Orsolya Kovacs, **Partner and Associate Director, People Strategy & HR, Boston Consulting Group**



Technology affecting jobs and skills is not necessarily a new thing – but the speed at which this happens is unprecedented. The skills we need in the future won't be available on the labor market anymore. Meanwhile, developed economies are running out of talent due to aging, and new generations bring different expectations to the workplace. All this creates a situation where talent and skills are becoming increasingly scarce. However, most companies have not yet adapted their people management philosophies and processes to a world where you can't predict the skills and jobs you'll need in a few years' time. In this session, we will deep dive on the necessary paradigm shifts in how employers should source, develop and manage talent, focusing on trends specifically relevant to the Japanese labor market. This data-backed presentation will leverage latest BCG research on talent preferences (2024 Decoding Global Talent study of 150,000 workers globally), showcase case studies in skill and people management from 40 leading companies, and leverage a study of 1000+ firms on re- and upskilling best practices.

16:05 | DESIGNING FOR CONNECTION: PLACEMAKING AND THE FUTURE OF WORK IN THE CITY

Robert Greenwood, **Partner, Director Asia Pacific, Snøhetta**



Robert Greenwood, Partner and Director Asia Pacific at Snøhetta, will share how architecture and design can shape the future of work and urban life. Using the Shibuya Upper West project as an example, he will illustrate how placemaking can connect culture, community, and commerce - creating environments that inspire creativity, collaboration, and wellbeing. As cities evolve, Robert explores how thoughtful design can transform workplaces and neighbourhoods alike into vibrant spaces that bring people together and reflect a shared sense of purpose.

16:45 | TRANSITIONING FROM INDIVIDUAL "IKIGAI" TO COLLECTIVE "WEKIGAI" FOR WELLBEING AT WORK IN JAPAN

Yasuhiro Tanaka, **Researcher, Yokoku Research Institute and Workstyle Research Institute, Kokuyo**



What constitutes "working happiness" in Japanese society? This session will explore the sense of well-being valued in Asia from a cross-cultural comparison perspective. I will unravel a workplace environment where both innovation and individual happiness are achieved through a balanced combination of "collaboration" and "autonomy." Furthermore, I will explore the essence of a well-being workplace based on examples from pioneering companies.

17:15 | EXPERT DISCUSSION: GLOBAL INSIGHTS, LOCAL FUTURES: REDEFINING WORK AND PLACE IN JAPAN

Mayumi Ishizaki, **Senior Researcher, Xymax**

Aurelio David, **Sr Manager, Workplace Research and Experimentation, LinkedIn**

Orsolya Kovacs, **Partner and Associate Director, People Strategy & HR, Boston Consulting Group**

Robert Greenwood, **Partner, Director Asia Pacific, Architect, Snøhetta**

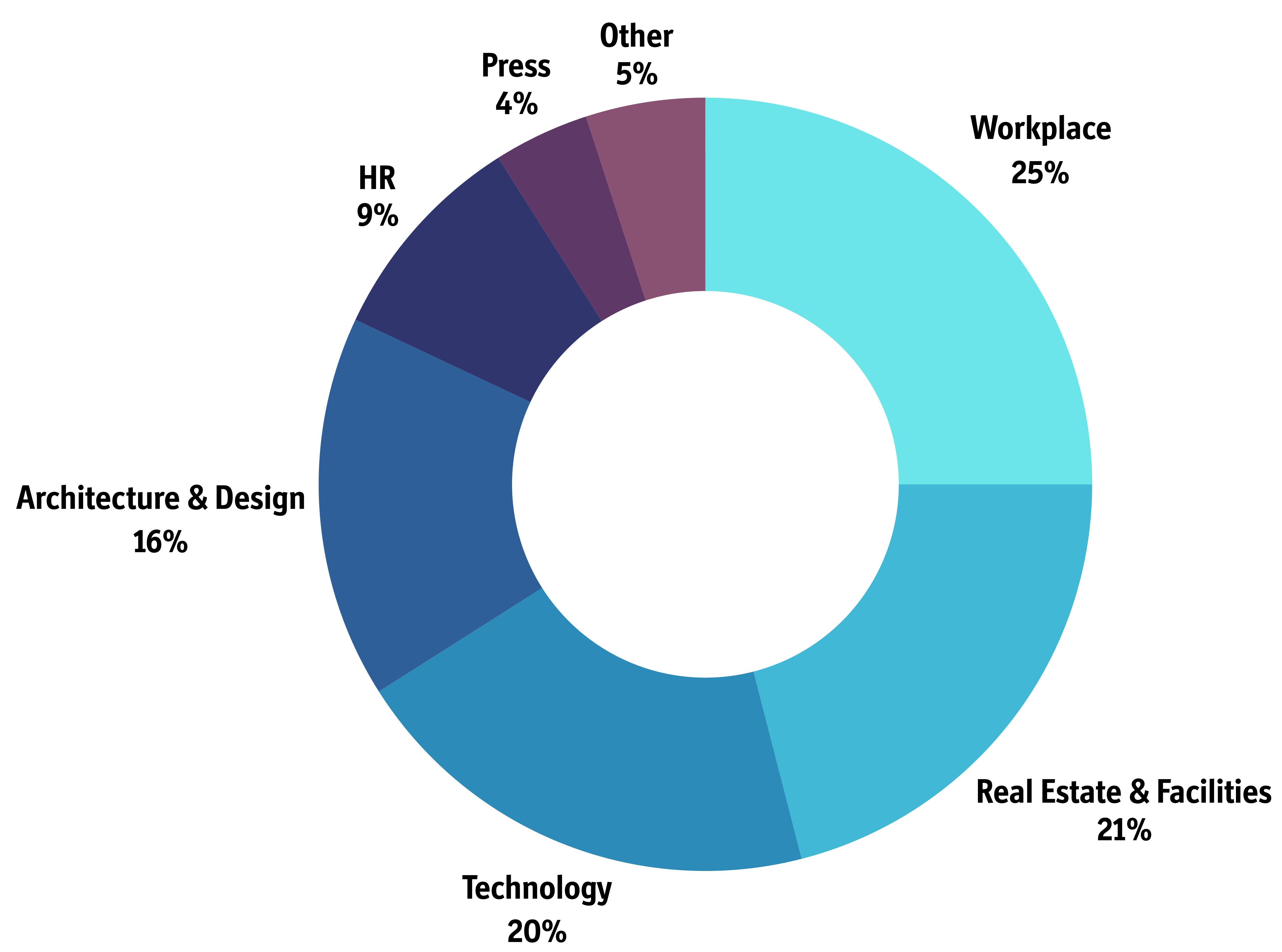
In this closing expert discussion, international thought leaders from LinkedIn, BCG, and Snøhetta come together to explore how global trends in workplace strategy, talent, and design resonate within the Japanese market. The conversation will examine how ideas such as AI-driven collaboration, skills transformation, and human-centred placemaking intersect with Japan's cultural values, organisational structures, and evolving work practices. Together, the panellists will discuss what makes a workplace truly effective and meaningful in Japan today and how global lessons can be adapted to create environments that balance innovation, wellbeing, and long-term value for both people and business.

**17:35 | CLOSING REMARKS WORKTECH25 TOKYO**

Isabel Dewhurst-Marks, **Managing Director, WORKTECH Events, UNWIRED Ventures Ltd**

WORKTECH™**17:45 | NETWORKING DRINKS****18:15 | CONFERENCE CLOSES**

WHO ATTENDS



Informative, eye-opening and
worthwhile

“

DELEGATE, LEGO

Informative, insightful, well planned, great speakers,
something new every time!

“

DELEGATE, UNILEVER



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