

Bulletin de veille N°5 - septembre 2026

Les nouvelles organisations spatiales du travail

Objectif : Le développement du travail hybride et des espaces de flex office s'accompagne d'une transformation profonde de l'organisation spatiale du travail, en particulier dans les bureaux. L'objectif est d'identifier les transformations de l'organisation du travail et les effets de ces choix organisationnels sur la santé des travailleurs, leur activité réelle et leur productivité.

La validation des informations fournies (exactitude, fiabilité, pertinence par rapport aux principes de prévention, etc.) est du ressort des auteurs des articles signalés dans la veille. Les informations ne sont pas le reflet de la position de l'INRS. Les éléments issus de cette veille sont fournis sans garantie d'exhaustivité.

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1. Actualités et tendances émergentes

- 3 septembre 2026. AOC media. [Bureaux : de l'open space à l'hôtel, une fausse solution à la crise du travail](#). Pour accompagner le retour des salariés au bureau, les entreprises misent de plus en plus sur des espaces agréables et attractifs. Les sciences sociales invitent toutefois à dépasser la seule dimension esthétique : les bureaux jouent un rôle structurant dans les relations sociales, les interactions professionnelles et le pouvoir d'agir des salariés.
- 31 juillet 2026. Office et culture. [RPS et burn-out au bureau : prévenir par l'aménagement des espaces - Office et Culture](#). Risques psychosociaux, burn-out et aménagement des espaces : l'environnement de travail constitue un levier encore sous-estimé dans la prévention des RPS et du burn-out. Bruit, manque d'intimité, interruptions ou absence d'espaces adaptés peuvent peser sur la charge mentale et la récupération. Repenser les bureaux devient ainsi un enjeu de santé au travail, en complément des actions sur l'organisation et le management.
- 28 juillet 2026. Workplace magazine. [Ce que nos bureaux racontent de notre rapport au travail](#). Des bureaux traditionnels au flex office, les espaces de travail ont profondément évolué au fil des décennies. Au-delà des changements de mobilier et d'aménagement, cette transformation témoigne surtout de l'évolution de nos façons de travailler et de notre rapport au travail.
- 6 juillet 2026. Le papetier de France – PNP Magazine. [Les 4 commandements de l'aménagement selon l'INRS](#). Mi-mars 2026, l'INRS organisait un webinaire sur l'aménagement de bureau. L'organisme a identifié quatre étapes à ne pas négliger pour la conception d'espaces de travail minimisant les risques professionnels.

2. Transformations des modèles spatiaux et alignement organisationnel

Ruiz de Castañeda Altuna, Borja, Rianne Appel-Meulenbroek, and Samuel Azasu. « **Aligning Organisational Structure and Office Layout for Different Workplace Strategies in Hybrid Environments** ». *Facilities* 43, n° 56 (2025): 300-319. <https://doi.org/10.1108/F-05-2024-0074>.

This paper aims to advance corporate real estate (CRE) alignment by identifying workplace strategies that need to integrate organisational structure and office layout elements and relevant contextual factors of hybrid workplaces.

Shaba, Emanuela. « **How the shift in space and time affordances caused by hybrid work reshapes boundary work and relations: A middle management perspective** ». *European Management Journal*, publication en ligne anticipée, 14 juillet 2026. <https://doi.org/10.1016/j.emj.2026.07.004>.

Hybrid work reshapes the traditional layout of space and time affordances enacted in the “relational space” where collaborative boundary work is carried out. This in-depth qualitative study examines the implications of this reshaping of boundary work from the perspective of an important boundary worker in organizations—the middle manager (MM)—who is key to knowledge exchange and cross-boundary collaboration during strategic change. Focusing on the operations department of a large knowledge-intensive organization, the study investigates how shifts in space and time affordances act both as barriers against and as facilitators of MMs’ efforts to (re)frame social and informational processes across upward and downward boundary differences and dependencies. The findings extend contemporary research on the interplay between hybrid work and boundary work by showing how this shift constrains and enables human agency and hence boundary work and relations. By identifying the contingency of these results at boundary hierarchy level, the study demonstrates the increased invisibility of MMs’ already precarious role in the organization, as well as the power centralization processes underway. The new epistemic risks that organizations face in conceptualizing knowledge representation, as well as the practical managerial implications, are also discussed.

3. Qualité environnementale intérieure (IEQ), santé et performance

Dunn, Jacob, et Ayomikun Solomon Adewumi. « **Sick Building Syndrome (SBS) in Contemporary UK Offices: A Comparative Study of Indoor Environmental Quality and Occupant Perceptions** ». *Indoor Air* 2026, n° 1 (2026): 1292643. <https://doi.org/10.1155/ina/1292643>.

Health and well-being in the built environment are increasingly important because employees spend most waking hours in offices. Sick building syndrome describes situations in which occupants experience nonspecific symptoms linked to time spent indoors. Understanding the prevalence of SBS in contemporary UK offices is essential for effective indoor environmental quality management. This study investigates two office buildings of different ages in London and Kent in the United Kingdom to identify patterns of user-reported SBS symptoms and associated environmental conditions. Guided by pragmatism, the research adopted a mixed-method design combining a structured occupant questionnaire with a comparative case study of the selected

offices. The survey captured self-reported SBS symptoms, perceived indoor environmental quality and workplace satisfaction, while the case studies examined ventilation, lighting and maintenance practices. Descriptive statistics and thematic analysis were used to compare the two settings and to explore factors influencing symptom occurrence. Findings reveal a higher prevalence of cumulative symptoms in Building A and a greater overall symptom frequency than in Building B. Fatigue was the most prevalent symptom, followed by headaches and eye irritation. Participants identified light as a contributor to comfort, while ventilation and temperature were concerns; improved ventilation, daylight protection and clearer guidance are recommended to reduce SBS risks.

Patrascu, Cosmin, Kylian Milios, Thierry Malara, et al. « **Silence à partager : constats et perspectives de la prévention du risque “bruit” en open-space** ». *Archives des Maladies Professionnelles et de l'Environnement*, 38ème Congrès National de Médecine et Santé au Travail, vol. 87, n° 3 (2026): 103567. <https://doi.org/10.1016/j.admp.2026.103567>.

La densification des effectifs et la recherche de collaboration ont favorisé la généralisation des open-space dans le tertiaire. En 2019, 2 salariés de bureau sur 5 y travaillaient en France. Cependant, beaucoup de ces espaces n'ont pas été pensés pour ce mode de travail. Il n'existe aucune limite réglementaire pour le bruit ambiant en open-space. Comblant ce vide, la norme NF ISO 22955 propose des valeurs seuils selon l'activité. Étude du bruit dans les open-space À notre connaissance, peu d'études sur le bruit en open-space ont été publiées par les SPSTI. L'AMETRA06 a mené six études portant sur plus de 100 salariés. Les mesures réalisées pour les espaces « peu collaboratifs » par exemple, varient entre 57 et 60dB, supérieurs aux 52dB recommandés par la norme. Ces dépassements sont associés à un traitement acoustique insuffisant. En parallèle, le ressenti des salariés a été évalué de manière systématique à l'aide du questionnaire GABO (Gêne Acoustique dans les Bureaux Ouverts). Les résultats sont concordants : les conversations intelligibles constituent la principale source de gêne, avec des effets sur la concentration et la confidentialité. Même à des niveaux inférieurs aux seuils réglementaires, le bruit a des effets documentés sur la santé et la performance, il génère fatigue et stress, et altère les capacités de concentration. Le bruit est par ailleurs identifié comme le premier facteur dégradant l'ambiance de travail en open-space. Les études menées par l'AMETRA06 ont objectivé ces effets. Par exemple, dans les espaces type « centre d'appels », 76 % des salariés déclaraient une fatigue légère à importante liée au bruit. Ces résultats sont corrélés à un dépassement de plus de 10dB du seuil recommandé par la norme. Des tendances similaires émergent concernant la perception de la santé et la satisfaction globale au travail.

4. Conception spatiale, perception et performance cognitive

Mare, Annie et Hanlie Smuts. « **Optimizing the Knowledge Work Environment:: Strategies for Enhancing Knowledge Worker Productivity** ». *International Journal of Knowledge Management* 22, n° 1 (2026). <https://doi.org/10.4018/IJKM.401369>.

The built environment has a significant impact on knowledge workers' productivity. Work environments should be designed to address the needs of the workers who inhabit the space to ensure optimal effectiveness in executing their work tasks, thereby increasing their productivity. This paper proposes a user-centered process for workspace design that would allow organizations to improve the capabilities of their work environment continually and address the needs of knowledge workers. A structured literature review was conducted to identify principles for effective workplace design as well as dimensions for testing workplace usability. A focus group

was facilitated to enrich the findings emanating from the literature review, where the love and breakup letter method (LBM) was implemented to elicit the needs of office workers. The findings determined that the most significant negative impact on knowledge worker productivity was the implementation of a hot-desk system, and suggested a move towards activity-based workspaces.

Wärme, Josefin, Pär Löfstrand, et Stig Vinberg. « **Concentration-demanding work and productivity in activity-based workplaces: perceptions from Swedish public sector employees** ». *Industrial Health* 64, n° 4 (2026): 383-92. <https://doi.org/10.2486/indhealth.2025-0122>.

Activity-based workplaces have become increasingly prevalent in many organizations. However, research on their implementation regarding perceived productivity within the public sector remains limited. The study's purpose was to examine differences in perceived productivity, and perceived physical and psychosocial work environment factors, among public sector office employees in activity-based workplaces, in association with the amount of perceived concentration-demanding work. The study was conducted by two surveys responded during the spring 2024 by 450 respectively 320 employees in one Swedish municipality. The results were analyzed by analysis of variance, correlation- and regression analysis. The results indicate that employees with a high amount of perceived concentration-demanding tasks reported lower perceived productivity and experienced poorer perceived physical and psychosocial working environment. Notably, regression analyses revealed that particularly lack of privacy and dissatisfaction with work premises were significantly associated with lower perceived productivity. These findings underscore the importance of considering work task requirements when implementing public sector activity-based workplaces to mitigate potential productivity losses. Further qualitative and quantitative research is needed, particularly those with a longitudinal design, to increase knowledge about how different concentration-demanding work tasks are affected by work in activity-based workplaces.

Ono, Eikichi, Olivia Quek, et Toby Cheung. « **Linking Occupant Preferences, Space Selection Behavior, and Experienced IEQ to Well-Being in a Flexible Workplace** ». *Proceedings of the 2026 ACM Sustainability Week* (New York, NY, USA), ACM Sustainability Week '26, 22 juin 2026, 493-500. <https://doi.org/10.1145/3765611.3815498>.

Workplaces are expected to deliver both environmental performance and occupant well-being, yet static assumptions about occupancy and uniform conditions often miss behavioral and environmental heterogeneity. This study examines how environmental preferences, space selection behavior, and experienced indoor environmental quality (IEQ) jointly shape workplace evaluation in a flexible office. Using a field survey ($n = 81$) and environmental measurements, we integrated person-level TBACN experienced-IEQ features (Temperature, Brightness, Air movement, Crowdedness, Naturalness), clustering, preference–experience matching, and desk-type comparison. Three findings emerge. First, five experienced-IEQ clusters were identified, with ID1/ID5 each 32.1%, ID2 22.2%, and ID3/ID4 9.9%/3.7%; cluster separation was better than permutation null expectations (one-sided empirical $p = 0.002$). Second, higher integrated preference–experience match showed a weak positive association with diversity acceptance (Spearman $\rho = 0.202$, $p = 0.070$). Third, hot-desk users showed higher integrated match (0.585 vs 0.480; two-sample t-test $p = 0.028$) and higher diversity acceptance (5.55 vs 5.13; $p = 0.119$) than fixed-desk users. Together, these findings strengthen an occupant-centric view of

workplace performance and point to the next step: adaptive space-operation strategies and longitudinal, multimodal studies that test causal pathways between preference alignment, mobility, and well-being outcomes.

5. Espaces de travail flexibles, hybrides et dynamiques organisationnelle

Einola, Kiia Aurora. « **Bridging Workplace Flexibility and Building Efficiency: The Role of High-Resolution Occupancy Data** ». Aalto University, 2026.
<https://aaltodoc.aalto.fi/handle/123456789/142750>.

Offices are experiencing increasingly unpredictable occupancy patterns due to greater flexibility in where and when employees work. At the same time, many organisations are adopting non-territorial working models where employees no longer have dedicated desks. This increased flexibility poses challenges for facility management in estimating space needs, for users in locating available desks, and for building control systems such as lighting and ventilation to respond efficiently to real-time occupancy. The aim of this thesis was to evaluate how high-resolution occupancy data could help address these challenges for two key space stakeholders, facility management and office users, and how it can be used by building control systems. High-resolution occupancy data refers to data with high granularity in terms of temporal, spatial, or occupancy dimensions. In other words, how detailed information the data provides about the occupancy. The thesis first reviews key challenges identified in existing literature and then examines how such challenges may be mitigated using high-resolution occupancy data. This thesis aims to answer the question: How can high-resolution occupancy data support the implementation of flexible working practises and spaces? A mixed-methods approach was used. Interviews were conducted to understand the background and current practices related to high-resolution occupancy monitoring. Quantitative analysis involved collecting data from various office settings and simulating different scenarios to assess implications for utilisation rates and building system performance. This thesis includes four independent research articles. One of the main contributions of this thesis was the definition and analysis of passive occupancy in the academic literature; desks that appear occupied due to the presence of personal belongings, even when no one is physically present. In contrast to active occupancy, where someone physically occupies the desk, a passively occupied desk is not detected as occupied by current sensor technologies. The findings suggest that incorporating passive occupancy into utilisation metrics can result in more accurate space planning. The data also provided insights into user preferences, functioning as indirect feedback. Furthermore, the results showed that users could benefit from visibility into both active and passive desk occupancy. Finally, the study explored how utilisation-adjusted energy consumption can offer more nuanced insights into the efficiency of building controls. In conclusion, the thesis finds that high-resolution occupancy data can support the transition to more flexible ways of working. However, the results may not be generalisable to rigid or remote-first organisations. In addition, future research should address user acceptance and the privacy implications of collecting detailed occupancy data.

Baru, Abdurrahman, Marwan Shagar, Ibrahim Bilau, Ricardo José Chacón Vega, Yaoyi Zhou, and Eunhwa Yang. « Beyond Peak Demand: Integrating Occupancy Sensing and Analytics for Evidence-Based Meeting Space Optimization ». *Journal of Corporate Real Estate*, publication en ligne anticipée, 14 août 2026. <https://doi.org/10.1108/JCRE-10-2025-0068>.

Meeting room portfolios are often provisioned using peak-demand assumptions and booking data that overestimate actual use. This study aims to develop and test an evidence-based framework for optimizing meeting room capacity and configuration using minute-level occupancy sensing and analytics.