worXestate

Building a new HQ for SD Worx and WorxInvest

Our requirements first. CLT was the outcome.



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01 About WorxInvest & WorxEstate

- **WORXINVEST**

  The investment company behind SD Worx, with a diversified portfolio across long-term investments, private equity and real assets.

- **WORXESTATE**

  Its real estate arm: a focused office player, anchored by SD Worx, with a Buy & Hold and a Buy & Sell strategy.

WorxInvest: a high-quality, diversified portfolio

Long-Term Investments

~75% of the portfolio

SD Worx · 77.5% stake
Leading European HR, payroll & WFM solutions provider.

HR Pay Solutions
European licensed payment institution.

Anchor · 25% stake
Investments in Cegeka and Azelis; JV with Gimv.

Private Equity: Buyout & Growth

~19% of the portfolio

Gimv · ca. 36.5+% stake
European investment company with ~45 years of PE experience and a €2.1b portfolio.

Horizon
€150m fund-of-funds, diversified across sectors and geographies.

Real Assets

~6% of the portfolio

TINC · via Infravest
Infravest holds 25% of TINC and controls 100% of its GP, TDP.

WorxEstate
Buy-to-Hold (incl. SD Worx offices) and Buy-to-Sell properties.

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WorxEstate: focused on office real estate

Strategic fit

SD Worx as anchor tenant, aligned with our existing legacy assets.

Value creation

Renovate, reposition and upgrade assets to ESG standards.

Resilient asset class

Lower volatility than retail or hospitality, higher returns than residential.

Rising demand

Corporates like SD Worx increasingly seek high-quality, sustainable, ESG-compliant offices.

WorxEstate is a focused office player with a dual strategy to create value, build a clear equity story and enable future capital events.

Buy & Hold

Opportunistic acquisitions of well-let existing office buildings.

Buy & Sell

Redevelopment of preferably existing office assets, in partnership with developers.

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02 A new HQ: starting from our needs

- **OUR APPROACH**

  We looked at what we needed first. CLT is where the design process ended, not where it started.

From re-use study to new HQ

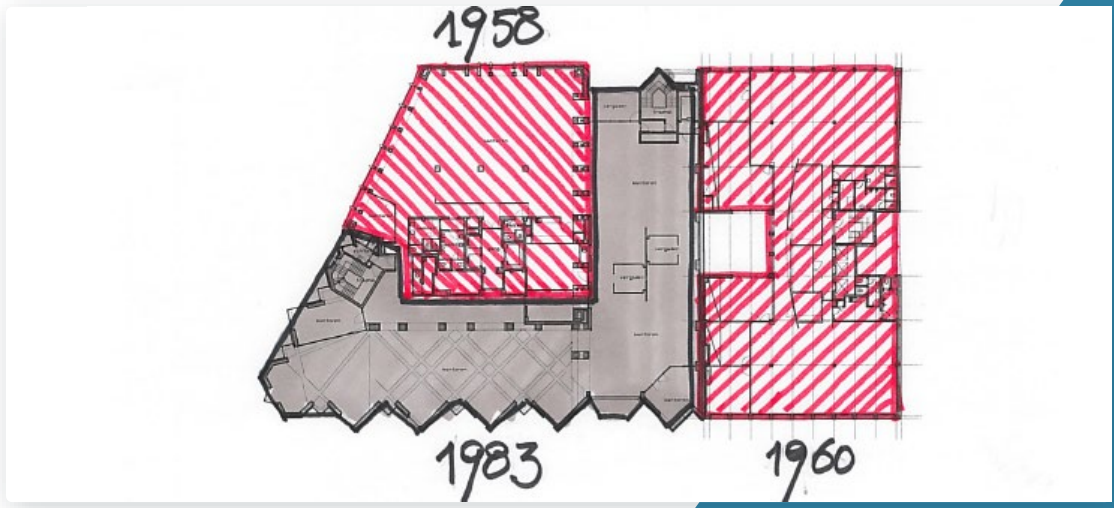
2015 Study of the existing buildings: re-use?
- Low floor-t-ceiling hight
- Different floor levels
- Nearly no underground
- Load-bearing closed façade

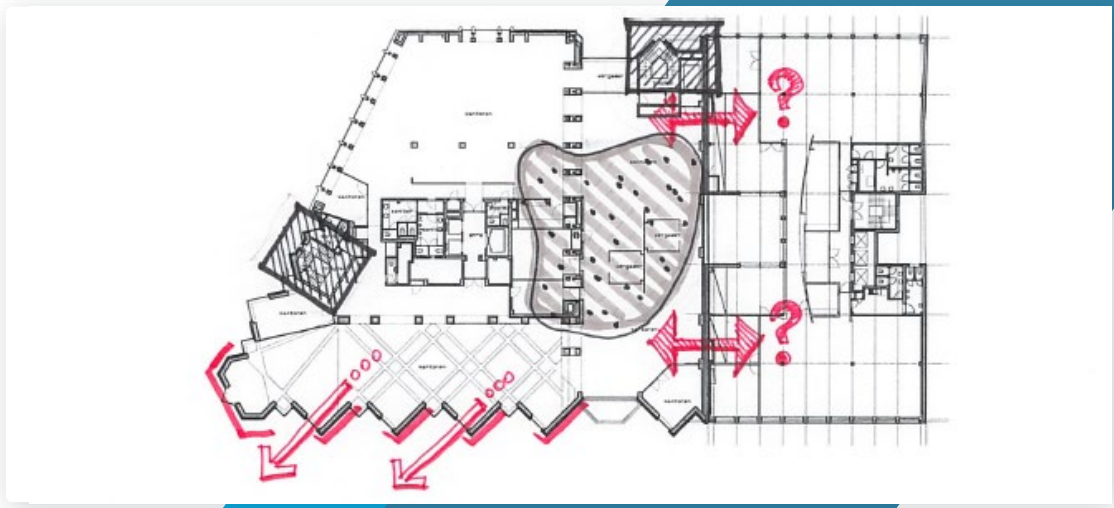
2020 Decision: new HQ for SD Worx (demolition + new build)

2021 Architectural contest with 3 design teams

OUR GOAL

One new office in the **city centre** for all Antwerp employees, stimulating **cooperation** and **communication** and exuding transparency.





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The brief: what we asked for

Landmark & flagship

Transparent and inviting; open, accessible and close to its people.

An intelligent ruin

Adaptable to different uses (residential, hotel,…), able to evolve and transform.

BREEAM Outstanding

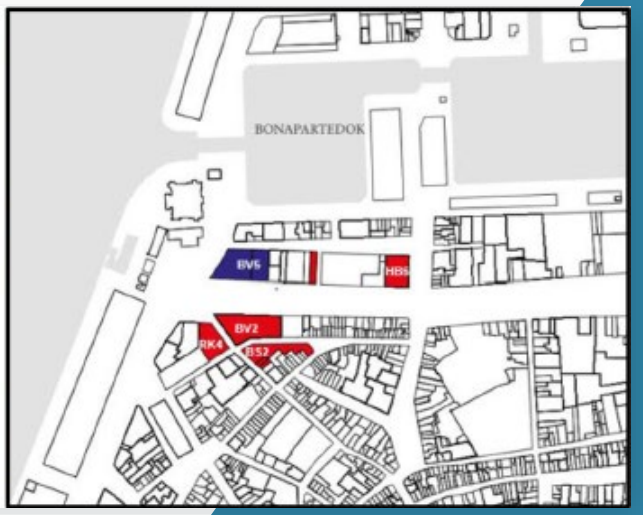
Latest principles for well-being, comfort and energy performance.

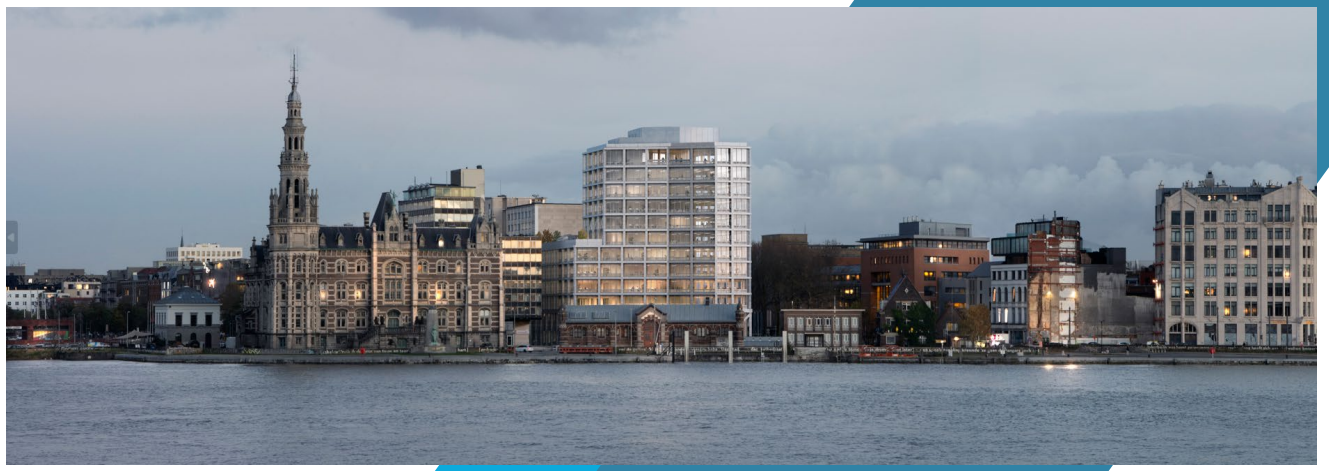
Highly functional

Supports cooperation, with plenty of direct daylight and comfort.

We described outcomes, not materials or techniques.







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Built to last: 200+ years

200+ years: our ambition for the lifespan of the structure

Lifespan beats re-use

The last extension of the existing building was less than 40 years old, yet it was demolished.

An intelligent ruin

A customizable structure that can evolve and adapt to new uses.

Proven technology

Sustainable techniques that have already proven their reliability.





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We did not ask for a specific technique or type of construction.

- We asked for a building that lasts, adapts and performs.

The result: a building in CLT

The building is the outcome of the assignment.

Requirements in, design out.

Our requirements

200+ year lifespan

Adaptable structure

BREEAM Outstanding

Daylight & comfort

Design contest

3 teams, one brief

THE RESULT

Isostatic construction in CLT



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What we took away as a client

Start from your needs

Define the outcome you need (lifespan, adaptability, comfort), not the material.

Think in generations

A long lifespan beats re-use. Design an intelligent ruin that can evolve for 200+ years.

Let designers answer

Three design teams, one brief. The winning answer was an isostatic CLT structure.

CLT was not our starting point. It was the answer to our requirements.

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Thank you for your attention.

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