



Facto Congress 2026
Serendipity: meeting as a strategy
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Session 9: One vision, one contract: the Vested journey of Heineken and ISS

The first Production Based Vested contract in the Netherlands between Heineken and ISS demonstrates how strategic collaboration can extend beyond an office environment. While Vested contracts are traditionally focused on offices, this collaboration revolves around the beer brewer's production environment and offices.

The contract, which has been in effect since 2017 and has now been consolidated into a single agreement, covers 40 soft services across almost all Heineken locations in the Netherlands (approximately 40,000 m² and 2,000 employees).

Much work has been done behind the scenes to arrive at this new contract form. For example, how do you effectively integrate FM into a production environment? How do you ensure that shared goals actually have an impact on the shop floor? And how do you measure success when customer needs are constantly changing?

During this session, Mathijs Schaft and Ariëlle van der Spek from Heineken and Suzanne Brouwer and Klaartje Vanwesenbeeck from ISS Netherlands will share their experiences and approach. You will also hear which principles and methods they applied with their teams to transform two contracts into one strategic partnership.

Some concrete tools you will learn more about in this session:

- Applying Vested principles in a production environment alongside an office environment.
- What this new Vested agreement means for the future vision on facility services within Heineken.
- How to take into account the speed of changing customer demands.
- How to integrate shared ambitions and long-term value into this new contract form.

Speakers:

- [Mathijs Schaft](#) , Facility Manager Corporate Office at Heineken
- [Ariëlle van der Spek](#) , Manager Facility Services at Heineken Netherlands Supply
- [Suzanne Brouwer](#) , Key Account Director ISS Netherlands
- [Klaartje Vanwesenbeeck](#) , Head of Food and Beverage, ISS Netherlands

