



Sustainable United Nations



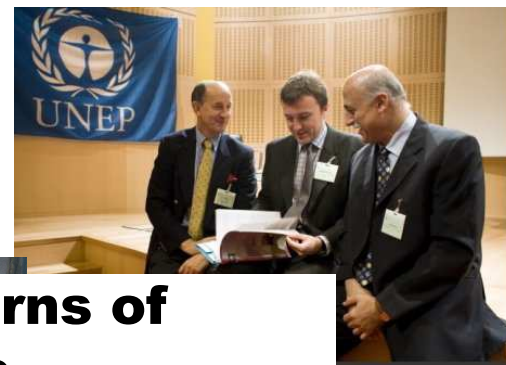
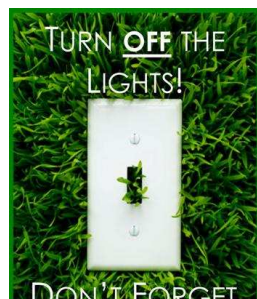
Sustainable Culture
More than turning off the
lights



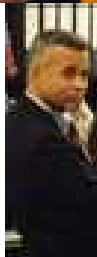


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What is culture?



Culture generally refers to patterns of human activity and the symbolic structures that give such activities significance and importance. Cultures can be "understood as systems of symbols and meanings that even their creators contest, that lack fixed boundaries, that are constantly in flux, and that interact and compete with one another"





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Culture and culture

SUN's focus areas:

- Buildings & facilities: Where we are
- Procurement: What we use
- Culture: How we do it

Organizational/office/staff culture:

Formal-Official:

- ✓ Management decisions
- ✓ Administrative rules
- ✓ Communication

Informal-Personal

- ✓ Information & knowledge
- ✓ Attitudes / motivation
- ✓ Convenience & support
- ✓ Visibility
- ✓ etc.





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Example of culture and culture



- Security in the field
 - Compulsory training & security clearance
 - Your personal behaviour
- Paper use in the office
 - Access to default-double sided printing
 - Your choice of what to print
- Equal opportunities (gender)
 - Appointment of gender focal points
 - Your attitude and behaviour in daily work
- Sustainable travel
 - Flexibility in mission duration and travel mode
 - Your willingness to take train instead of flying
- Climate neutrality
 - Compulsory climate considerations in project design
 - Your commitment to implement activities accordingly





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Green Classic

TURN OFF YOUR SREDUCE, REUSE, RECYCLE

Tips

- Add a signature to your emails to prevent unnecessary printing (i.e. "By not printing this email you've helped save paper, ink and millions of trees")
- Use text-only signatures. Remove any pictures or images from your signatures as they require more processing and disk space
- When replying to emails do not quote original text unless it is necessary
- When printing, use "draft quality" print



Visit <http://printgreener.com/> and find out how YOU can increase your paper use efficiency!

Biodegrad

Paper Cups



Use the Green Bin!





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Case study: Bank of America

- BoA: 200.000 staff in 37 countries
- Evaluate staff, technology and processes → → → Priorities
- Establish corporate workplace senior executive position
- Assign responsibilities to each unit
- Select high-visibility flagship project: LEED Platinum certification of new Manhattan Bank of America Tower
- Low office space occupancy + request for flexible work settings → → → create *My Work* flexible work set-up
- Executive review of progress vis-à-vis industry wide benchmarking





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Case study: Repsol YPF

- 35.000 staff in 30 countries
- Decided to build new HQ buildings in Madrid and Buenos Aires, but to match this with organisational culture revision
- Work space allocated as per degree of use: “Helicopter managers” least need for space!
- Build for wireless technologies and flexible work space. Flexible space in ALL buildings worldwide.
- Equip staff with mobile technologies.
- Access to neighbourhood business centres if requested





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Green unconventional

- Work part-time from home or local office center
- Flexible office space: Individual for all + high quality common areas
- Perks & subsidies based on sustainability, not on costs or staff level.
- Integrate sustainability checkpoints in formal processes
- Provide realistic alternatives to air travel
- Accept electronic signatures and reduce number of steps in admin processes
- Provide incentives for sustainable commuting.
- Require managers to lead by example





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Cool UN

- **Reduce cooling in UN HQ from from 22.2°C to 25°C in the majority of the Secretariat building, and from 21.1°C to 23.9°C in the conference rooms.**
- **In winter time heating will be reduced by 5°C**
- **10% saving of GHG emissions (2800 tons) and US\$ 1 million saving in heating/cooling**
- **Casual dress code**





SUN **How can you change culture?**

Informal culture

- Start a green group or provide support and visibility to existing initiatives (space, communication, funding...)
- Include green culture as part of induction training and integrate in regular staff training (e.g. on admin, procurement, project management, leadership training etc).
- Provide incentives for sustainable behaviour in private sphere (e.g. staff commuting or purchasing of green electricity...)

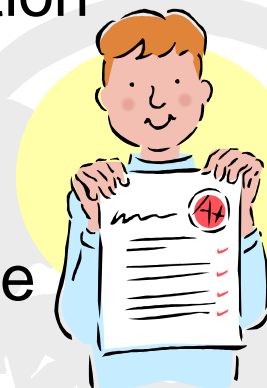




SUN **How can you change culture?**

Formal culture

1. Identify key areas for sustainable behaviour, based on a comprehensive review of underlying causes for emissions.
2. Update policies to include a corporate DNA on climate neutrality
3. Define quantified time bound goals and principles for implementation
4. Assign responsibility and budget for implementation
5. Ensure internal communication, training and visibility.
6. Track and report on progress. Review and update regularly.





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Case study: Caisse des Dépôts

- **state-owned financial institution with public-interest missions** (management of certain deposits and funds, low-income housing, investment in local development projects)
- management of portfolios of shares in listed companies, private equity investments and real estate assets.





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Extending C-neutral to programs

We Are What We Do

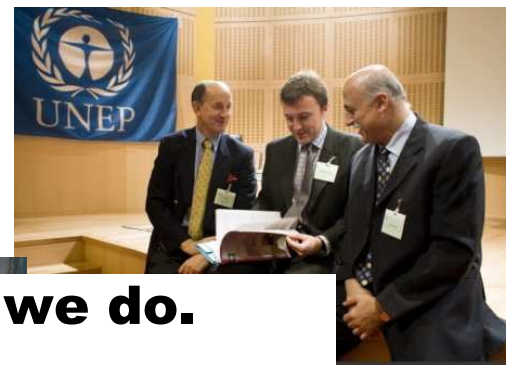
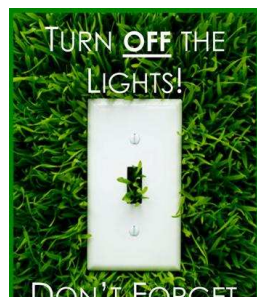
- *The level of Climate Neutrality features in program delivery (be it infrastructure, aid, education, health or peace keeping) is in the end very important to how we are perceived*
- *Financially it is a of setting boundaries*
- *Operationally it is part of formal culture*





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What is culture?

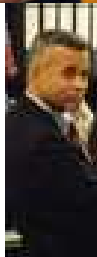


Culture is how we do the things we do.

Informal culture motivates us.

Formal culture enables us.

Together, formal and informal culture defines who we are.





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What will SUN do?

- Help our clients to take a wider out-of-the-box view of how organizational culture affects performance. Assist in identifying opportunities for support.
- Link existing organizational-cultural initiatives inside and outside UN to support resource sharing, exchange of ideas, pooling of resources.
- Develop the “Cultural Guru”: Resource book on approaches, lessons learned, and good ideas for how to grow a C-neutral sustainability culture.
- Develop a “Sustainable Operations Manual” to support managed culture change.





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Five Questions

- How many organizations present in this seminar have green groups/initiatives in your organizations?
- How many organizations have appointed a person responsible for climate neutrality? (sustainability)?
- How many organizations present in this seminar have started to prepare their GHG inventories?
- How many organizations have gone beyond starting work on the GHG inventory?
- How many have thought about taking an organization-wide approach to climate neutrality?

The background of the slide is a close-up photograph of several leaves. Some leaves are a vibrant green, while others are a bright yellow, suggesting an autumn setting. The leaves are layered, with some in sharp focus and others blurred in the background.

THANK YOU

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