



# General Assembly

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## Seventy-fourth session

Item 137 of the provisional agenda\*

### Proposed programme budget for 2020

## Progress in the implementation of a flexible workplace at United Nations Headquarters

### Report of the Secretary-General

#### *Summary*

The present report is the fourth annual progress report on the implementation of flexible workplace strategies at United Nations Headquarters submitted pursuant to section VI of General Assembly resolution [73/279 A](#). The report provides an update on the status of the project since the third annual progress report ([A/73/370](#) and [A/73/370/Corr.1](#)) and includes responses to requests contained in the above-mentioned resolution.

The present report shows that the implementation of the project has proceeded over the past year in accordance with the plan outlined in the previous report of the Secretary-General. As at August 2019, 17 floors of the Secretariat Building had been reconfigured to a flexible workplace; a total of approximately 1,900 staff members in the Secretariat were working in a flexible workplace; and an additional capacity of 994 had been added in the Secretariat since the beginning of the project.

The General Assembly is requested to take note of the implementation of further phases of the project, approve the continuation of three project management positions in 2020 and appropriate an amount of \$8,309,700 under section 29B, Department of Operational Support, of the proposed programme budget for 2020, for project costs and an independent evaluation of the project in 2020.

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\* [A/74/150](#).



## I. Introduction

1. The present report provides an update on progress made in the implementation of flexible workplace strategies at United Nations Headquarters since consideration by the General Assembly during the main part of its seventy-third session of the third annual progress report of the Secretary-General on the topic ([A/73/370](#) and [A/73/370/Corr.1](#)). The present report is submitted pursuant to section VI of Assembly resolution [73/279](#) A and includes responses to requests and observations contained in paragraphs 2, 5–9, 11 and 13 of that section.
2. The implementation of the flexible workplace project was endorsed by the General Assembly in December 2014, in its resolution [69/274](#) A. The implementation began in June 2015 with departmental engagement, programming, and fitting out of the swing space.
3. The overall schedule and project cost have remained unchanged since the third annual progress report.

## II. Project status

4. As at August 2019, out of 27 floors planned, a flexible workplace had been implemented on 17 floors of the Secretariat Building. Two floors were in the process of reconfiguration. To date, the project has resulted in an additional designed capacity of 994 in the Secretariat Building (see para. 7 below). In addition, the Organization vacated three leases in commercial buildings in 2017 and 2018, as planned, leading to a reduction in annual rental costs, based on rates at the time that they were discontinued, of \$16.3 million.
5. The implementation of a flexible workplace has provided increased flexibility to accommodate the organizational changes approved by the General Assembly with respect to the reform proposals of the Secretary-General in the areas of peace and security, the development system and management. The reconfiguration of workspaces to accommodate the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and the Office of Information and Communications Technology has been completed. The reconfiguration of two of the four floors for the Department of Peace Operations and the Department of Political and Peacebuilding Affairs has been completed; the remaining two are currently being reconfigured and will be reoccupied in the fourth quarter of 2019. Additional capacity created by the flexible workplace project will be used in early 2020 to provide accommodation for the Development Coordination Office in the Secretariat Building without the need for other staff to be displaced.
6. Annex I to the present report shows the number of floors completed, including their designed capacity, the number of posts assigned to the floor and the actual occupancy, in addition to the gain in designed capacity following the implementation.
7. Before the flexible workplace project, workspaces at Headquarters were fully assigned, meaning that the designed capacity, the number of posts assigned and the staff capacity were the same, as one workspace was provided for each approved post or position. Occupancy before the project was typically slightly lower than the designed capacity because the number of staff in the work groups of the departments, offices and divisions would not always fit exactly on one floor, while vacancy rates also had an impact. In the post-implementation context of flexible workplace, the following definitions are being used:
  - (a) The designed capacity is the total number of posts that can be assigned to a floor. Given the use of unassigned seating, designed capacity takes into account a

staff-to-seat ratio, which is typically 1.25 to 1. On the basis of a work-needs analysis and detailed programming, each floor is designed to accommodate a department's organizational structure and operational requirements;

(b) The number of posts assigned is the number of posts assigned to a floor on the basis of the approved posts, the estimated requirement for interns and consultants, and allowances for any seasonal surge. The number of posts assigned to a floor is close to the designed capacity and depends on operational factors specific to a department;

(c) The staff capacity is the total number of workplaces available on a floor. As such, it represents the maximum number of staff who can work on a floor at any one time;

(d) The occupancy is the actual number of staff who currently work on a floor. Information in that regard is gathered on the basis of the names listed in the telephone directory; it should be noted that interns are not provided with phones and therefore are not listed.

8. It is also noted that, before the implementation of the flexible workplace project, accommodation for consultants and interns was provided in workspaces that were temporarily available due to post vacancies or long-term absences, for example, of staff on mission assignment or maternity/paternity leave. A similar approach has been adopted for the application of the flexible workplace. Under the flexible workplace concept, allowance for interns and consultants is included in the number of posts assigned to the floor. The programming of the number of posts assigned in comparison with the designed capacity also takes other relevant factors into account in order to ensure that the requirements of departments and offices are met. As a result, surge capacity requirements for the Department for General Assembly and Conference Management and the Department of Global Communications during the main session of the General Assembly led to a lower number of assigned posts when compared with the designed capacity on a number of floors occupied by those Departments to ensure that they had the space necessary to meet their needs during peak periods.

### **III. Lessons learned and occupant survey of May 2019**

9. The flexible workplace project entails ongoing engagement with users as an integral element. Through such engagement, lessons are continually being gathered from all floors where a flexible workplace has been implemented and, when deemed necessary, adjustments are made and incorporated into the implementation of subsequent phases.

10. A fundamental element of that engagement is the programming and planning approach used to assess departmental requirements and determine any customization needs (see [A/70/708](#), paras. 19–25). Once staff have occupied flexible workplace floors, continued engagement remains key to ensuring that any issues are identified, addressed and taken into account in the future implementation of the project. As part of that ongoing assessment, surveys of staff continue to be conducted after they have reoccupied renovated flexible workplace floors.

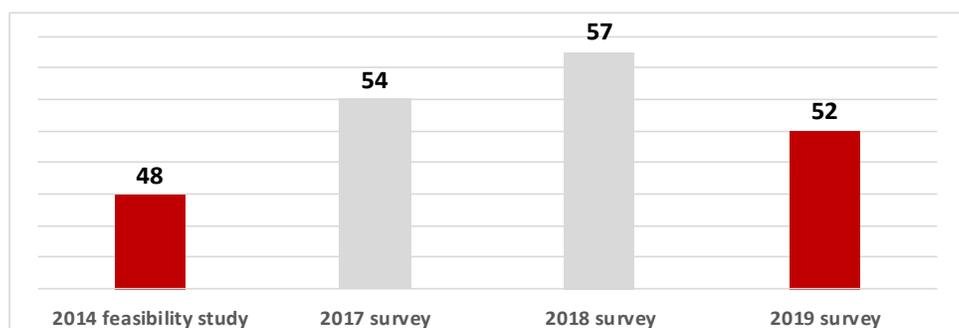
11. In that context, the most recent survey was carried out in May 2019 of the occupants of floors 9, 10, 11, 17 and 30 of the Secretariat Building. The floors had been reoccupied in the period between February and October 2018. The study involved the same combination of an online survey, on-site observation of the floors concerned and focus group discussions that had been utilized in 2017 (see [A/72/379](#), paras. 15–21) and 2018 (see [A/73/370](#), paras. 10–16).

12. The position presented in the previous report of the Secretary-General continues to be held, namely that, while productivity itself remains difficult to measure, it is considered reasonable to use workplace satisfaction as a proxy for productivity. Although not a direct measure, workplace satisfaction can have a direct relationship to productivity, as staff tend to develop positive attitudes and behaviours when their environment facilitates their ability to perform their work well. In this regard, a connection is drawn between overall staff satisfaction with the workspaces; the degree to which staff report that the workspaces support their various kinds of work, in other words, workspace effectiveness; and overall productivity. In this context, the workplace performance index, which has been utilized in surveys over the past few years, can provide valuable insight, in particular if changes are assessed over time (A/73/370, para. 11).

13. The May 2019 survey had a response rate of 37 per cent (200 responses out of 539 staff members surveyed). In addition, focus group sessions of 90 minutes were conducted with a cross section of staff from different offices and departments, involving a total of 35 participants.

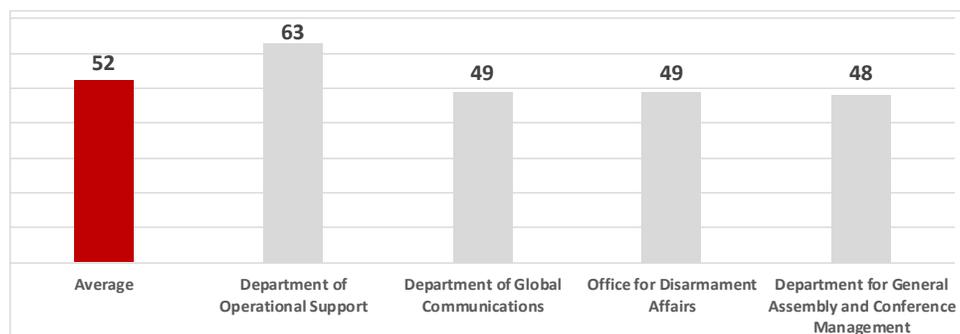
14. As presented in figure I, the overall average score taken across all five floors surveyed, that is, the average of all 200 responses, for staff satisfaction and workplace effectiveness as measured in the workplace performance index was 52. Figure II shows the workplace performance index score for 2019, broken down by department. While it should be noted that the surveys have been conducted on different populations and across different floors as successive phases of the project were implemented, the score reflects a decrease of five points when compared with the results from the floors surveyed in 2018. However, the overall average score was four points above the baseline assessment conducted in 2014. It is recalled that a baseline assessment was carried out as part of a feasibility study in 2014, which measured staff views on their workplaces prior to the implementation of the flexible workplace. The 2014 study therefore provides the baseline assessment against which to gauge the impact of the flexible workplace project on staff perceptions of their workplace environment at United Nations Headquarters.

Figure I  
**Workplace performance index**



15. Consistent patterns can be seen when comparing the results of the surveys conducted in different years. Most of the focus group participants reported that they preferred the new flexible workplace to their former office environment. Staff members stated that they greatly appreciated the natural light, height-adjustable desks and common spaces. A comparison of the survey results from respondents on different floors indicated that the satisfaction rate and workplace performance were rising on the floors where staff operated in the flexible workplace environment as intended. At the same time, other groups that seemed to experience challenges in adhering to the required guidelines for flexible workplace showed a lower satisfaction rate.

Figure II  
2019 workplace performance index, by department



16. The recommendations and follow-up actions from the May 2019 study are shown in table 1 below.

Table 1  
**Recommendations from the May 2019 study and follow-up actions**

No.	Recommendation	Project team follow-up
1	Require more management engagement led by department leadership to build awareness among staff of the programme's principles, e.g. workspace as a shared resource, as well as to generate buy-in of the required protocols, e.g. clean desks, and behaviours, e.g. noise considerations.	The survey results were shared with the management on the floors concerned, to reiterate the impact on staff satisfaction of adherence to the required protocols. The project team continues to provide any further support required to departmental leadership.
2	Implement guidance for managers on how to manage in an unassigned environment.	The project team developed a series of training videos aimed at mid-level managers on how to manage in a flexible workplace environment. The videos were launched on iSeek in July 2019.
3	Promote better adherence by departments to the flexible work arrangement guidelines as a complement to the flexible workplace concept.	The recent Secretary-General's bulletin (ST/SGB/2019/3) and information circular (ST/IC/2019/15) on flexible working arrangements were issued in April and June 2019, respectively. Further information is provided in section V below.
4	Explore the possibility of implementing an integrated meeting room booking system within Microsoft Outlook.	As noted under recommendation 1, the survey results shared with managers on the floors concerned included an information package on the existing solution available in Outlook, including instructions on how individual offices can implement the room booking system and obtain related support from the Office of Information and Communications Technology.
5	Through available tools and platforms such as One Drive, Skype Business and SharePoint, take a bigger step towards more digital work styles to enable easier digitization of documents and processes to make work simpler and smoother.	While the survey showed increased use of digital and electronic tools and working methods, further measures to enable digital work styles continue to be investigated. In this regard, regular workshops at Headquarters to educate staff on the use of digital tools are being hosted by the Office of Information and Communications Technology. There is ongoing outreach to staff to inform them of available tools.

6 Improve the level of service and coordination among various service providers, including the facilities help desk, the Office of Information and Communications Technology help desk and the flexible workplace project team.	<p>Following discussions with relevant stakeholders, additional guidelines were provided to the facilities help desk to facilitate the handling of related requests. Service coordination among the main service providers, i.e. the locksmith services and the facilities and the Office of Information and Communications Technology help desks, has been improved.</p> <p>As noted under recommendations 1 and 4, the survey results shared with managers on the floors concerned included an information package on how to request services.</p>
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#### IV. Independent evaluation of the flexible workplace project

17. To address the recommendation of the Advisory Committee on Administrative and Budgetary Questions as endorsed by the General Assembly, the Board of Auditors was invited to undertake an evaluation of the project. The Board responded that its programme of work was full in preparation for its session in July 2019 and that it was felt that the project would be better evaluated by human resources experts.

18. Subsequently, the Inspection and Evaluation Division of the Office of Internal Oversight Services was similarly requested to carry out the evaluation. The Division responded that there would be insufficient time to undertake such an evaluation and include the results in the present report and that the Division's resources were already fully committed to producing evaluation reports for the Committee for Programme and Coordination at its sixtieth session to be held in June 2020. It was further indicated that it was unlikely that the evaluation could be taken up under the existing programmes of work of the Office of Internal Oversight Services for 2020 or 2021.

19. Given the responses received, it is proposed that resources be provided to engage external consultancy services to undertake the mandated evaluation of the project. It is estimated that such consultancy work would take approximately three months and cost \$378,000.

#### V. Flexible working arrangements and a flexible workplace

20. In the recent Secretary-General's bulletin ([ST/SGB/2019/3](#)) and information circular ([ST/IC/2019/15](#)) on flexible working arrangements, recognition is made of the importance of balancing the work demands placed on staff with life outside the office and with the challenge of finding new and better ways to manage people, time, workspace and workloads effectively. In the bulletin, the Secretary-General introduces elements of flexibility in the way in which the Organization delivers its work and mandates, as well as adaptations to the professional and personal needs of its diverse workforce. The changes in the flexible working arrangements policy include:

(a) Extended telecommuting from an alternative worksite at the official duty station for up to three days per week, plus added flexibility should personal or medical circumstances arise;

(b) Telecommuting outside of the duty station for up to six months, with an additional three months for compelling reasons;

(c) Additional options available, including staggered working hours, additional modalities for the compressed work schedule and scheduled breaks for external learning activities;

(d) One time, ad hoc arrangements that do not require the establishment of an agreement;

(e) Reinforced accountability of staff and managers ensured through staff members' commitment to quality outputs and deliverables and managers' involvement in the planning of their team's work in advance.

21. To allow managers and staff maximum flexibility in improving a work-life balance while maintaining the effective and efficient delivery of work, the use of flexible working arrangements is encouraged in all departments, offices and missions of the Secretariat. Flexible working arrangements can enhance staff engagement and improve information-sharing and collaboration among staff.

## VI. Project costs

### Analysis of project costs to date

22. As explained in the second progress report (A/72/379, para. 35), tailored construction and systems furniture contracts were executed in May 2017 following competitive tenders. Both contracts provide fixed unit prices for work required to complete the project through 2020. The same contracts continue to be used for the project and no significant changes or deviations to the overall project cost are anticipated until the end of the project.

23. The unit costs per floor for subsequent phases continue to be estimated on the basis of those contracts. Table 2 shows an average cost, as at August 2019, for the floors reconfigured under the contracts (14 completed and 2 under construction) and for construction and systems furniture of \$834,950 and \$394,200 per floor, respectively. Annex II to the present report contains the unit costs of goods and services procured under the construction and systems furniture categories.

24. The General Assembly, in its resolution 73/279 A, noted that the actual cost per partial floor was not significantly lower than for a full floor and requested the Secretary-General to seek further efficiencies in that regard. Taking that observation and request into account, the last partial floor to be implemented by the project was floor 7, which was completed in July 2018. All subsequent floors implemented or planned for implementation are full floors and thus achieve the efficiencies available across full floors.

Table 2

#### Comparison between the general contract and the tailored contract of construction and systems furniture costs for Secretariat floors

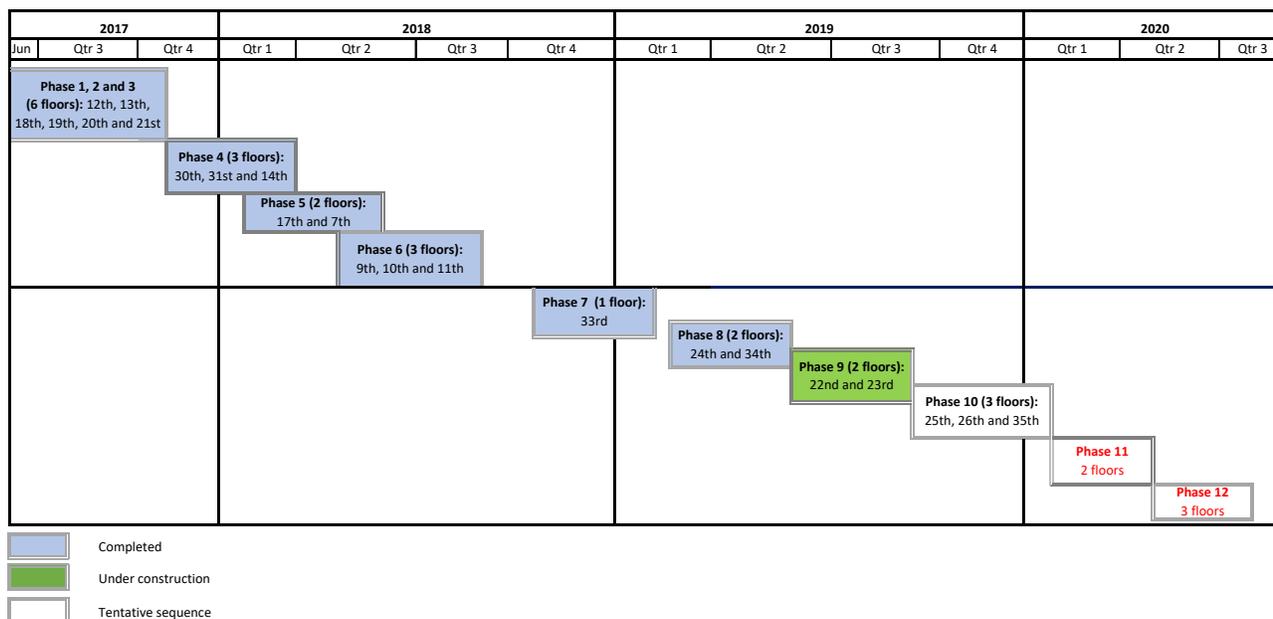
(United States dollars)

	<i>General contract</i>	<i>Tailored contract</i>	<i>Difference</i>
	<i>(a)</i>	<i>(b)</i>	<i>(a) – (b)</i>
Construction	1 102 700	834 950	267 750
Systems furniture	421 900	394 200	27 700
<b>Total</b>	<b>1 524 600</b>	<b>1 224 850</b>	<b>299 750</b>

## VII. Project plan for 2020

25. The project plan outlined in figure III is updated to reflect the current status, namely that 17 floors have been completed and 2 floors are undergoing reconfiguration.

Figure III  
Flexible workplace: full schedule through 2020 (tentative)



26. As at August 2019, 17 floors were completed and an additional designed capacity of 994 was created in the Secretariat Building. Currently, this greater capacity is being used, in part, to accommodate staff who have moved as a result of vacating the three commercially leased buildings. Renovating the remaining 10 floors of the Secretariat Building is estimated to create a further designed capacity of 374. It is noted, however, that the actual additional capacity created is dependent upon the results of the detailed programming and planning that will be conducted with the departments and offices concerned, during which each floor will be designed to meet the particular requirements of the department or office. By the end of the project, it is estimated that an additional designed capacity of 1,368 will be created.

27. Part of the additional designed capacity will be used to accommodate the Development Coordination Office. The Secretariat will evaluate how future opportunities to reduce leases, or the amount of space leased, can be taken to further benefit from the additional capacity that will become available by the end of the project.

## VIII. Estimated project costs and resource requirements in comparison with previous reports

### A. Estimated costs of the project

28. The actual expenditure in 2018 was \$12,352,000. The balance of \$348,600 was reassigned to the 2019 projected cost, noting that the implementation on floor 33 was extended past the end of 2018.

29. The estimated total cost of the project remains unchanged from the amount of \$54,981,400 projected in the second progress report, in 2017. Of that total, \$34,000,500 was incurred during the period 2015–2018. The estimated cost to complete the project schedule in 2019 is \$13,049,200, and the Secretariat does not expect any deviation in that regard.

30. A detailed year-by-year breakdown of the expenditure and estimated project costs is provided in table 3.

Table 3  
**Projected project costs, by activity**

(United States dollars)

<i>Activity</i>	<i>2015<sup>a</sup></i>	<i>2016<sup>a</sup></i>	<i>2017<sup>a</sup></i>	<i>2018<sup>a</sup></i>	<i>2019<sup>b</sup></i>	<i>2020<sup>c</sup></i>	<i>Total</i>
Planning and design services	328 600	966 400	233 200	222 000	220 800	116 600	2 111 200
Reconfiguration and renovation of the Secretariat Building	1 559 800	4 561 000	9 766 800	11 596 800	12 207 600	7 281 200	46 973 200
Swing space	3 104 200	–	–	86 900	86 900	–	3 278 000
Additional moves	26 300	–	–	–	–	–	26 300
<b>Subtotal</b>	<b>5 018 900</b>	<b>5 527 400</b>	<b>10 000 000</b>	<b>11 905 700</b>	<b>12 515 300</b>	<b>7 397 800</b>	<b>52 365 100</b>
Project supervision and management	202 000	430 000	470 200	446 300	533 900	533 900	2 616 300
<b>Total</b>	<b>5 220 900</b>	<b>5 957 400</b>	<b>10 470 200</b>	<b>12 352 000</b>	<b>13 049 200</b>	<b>7 931 700</b>	<b>54 981 400</b>

<sup>a</sup> The 2015–2018 figures are of actual expenditure.

<sup>b</sup> The 2019 figures are a combination of actual expenditure (for August 2019) and projected costs through the end of the year.

<sup>c</sup> The 2020 figures are the projected costs.

31. The total cost of the remaining project activities in 2020 is estimated at \$7,931,700, comprising: planning and design services (\$116,600), the reconfiguration of the Secretariat Building (\$7,281,200) and the project team (\$533,900), as described in detail below.

#### *Contractual project planning*

32. The remaining estimated costs are based on contracted rates for the project planning and change management services, involving in-depth engagement with the affected departments in each project phase to undertake the work-needs analyses that will inform the design of each floor, and the drafting of communications and presentation materials for outreach to departments and staff.

#### *Secretariat Building reconfiguration and implementation*

33. The remaining estimated costs for the Secretariat Building are based on a similar scope and unit price as contained in the 2017 contracts. With 17 floors completed as at August 2019, 2 floors currently under construction and 3 scheduled for the remainder of 2019, 5 floors remain to be reconfigured in 2020.

#### *Project management*

34. The current flexible workplace project management team, as endorsed by the General Assembly in its resolution 69/274 A, consists of one Project Manager (P-5), one Design and Construction Manager (P-4) and one Administrative Assistant (General Service (Other level)). They will continue to supervise the project through its completion and will oversee the project close-out.

## **B. Resource requirements for the independent evaluation**

35. With regard to the independent evaluation of the flexible workplace project, including its impact on productivity and staff well-being, and lessons learned, as recommended by the Advisory Committee, an amount of \$378,000 would be requested in 2020.

## **C. Proposed funding of the remaining project activities**

36. In the period 2018–2019, the project costs are being funded from the savings in rental costs of \$18,814,600 and the appropriation for 2019 of \$6,586,600 (see also [A/73/370](#), para. 47).

37. At the end of August 2019, out of the \$25.4 million project costs approved for the period 2018–2019, the total obligated amount is \$20,063,454. It is estimated that the remaining work during 2019 will cost \$5,337,746. Given that there will be no rental savings in the 2020 period, the funding requirement of \$7,931,700 for the next phases of the project work in 2020 needs to be appropriated. Taking into account the estimated cost for the independent evaluation, the total funding requirement for the remaining project activities in 2020 is \$8,309,700.

## **D. Self-financing options**

38. As requested by the General Assembly in its resolution [73/279](#) A, section VI, the Secretary-General has explored options for the self-financing of the project.

39. While technically, the implementation of the remaining phases of the project could be delayed until unspent rental funds within a future budget period are realized, this is deemed inadvisable because the next lease exit dates are March 2023, when the current leases for the DC-1 and DC-2 buildings terminate, and December 2027, when the current leases for the FF Building, at 304 East 45th Street, and the Albano Building, at 305 East 46th Street, terminate. If the project were to be delayed, with regard to the DC-1 and DC-2 buildings, the Secretariat would be entering negotiations to renew those leases with a larger space requirement than would be the case if the flexible workplace project had been completed as planned. Furthermore, such a delay would result in a long period of inactivity. The existing tailored contracts for construction and systems furniture would have to be renegotiated, which would likely result in cost escalation and additional mobilization costs. The project team would either have to be maintained during any delay or discontinued and then re-established at a later date, risking delays and higher costs. For these reasons, it is not recommended to delay the final phases of the project, which are planned for completion in 2020. It is also noted that, as explained below and shown in table 4, the total savings in rental costs that will have accrued as a result of the project will have covered the project costs by 2021.

## **E. Project costs compared with rental savings**

40. On the basis of the current estimated total project cost of \$54,981,400, detailed information on rental savings is provided in annex III to the present report.

41. Table 4 shows the cost comparison between project costs and rental costs that would have been otherwise incurred had the flexible workplace project not been implemented, during the period indicated. The table shows that the Organization will

recover the project cost by the third quarter of 2021 with an annual recurrent saving of \$16.3 million.

Table 4  
**Payback period**

(United States dollars)

<i>Period</i>	<i>Project cost</i>	<i>Rental cost that would have been otherwise incurred had a flexible workplace not been implemented</i>	<i>Cost/net savings (each period)</i>	<i>Cost/net savings (cumulative)</i>
2015	5 220 900	–	(5 220 900)	(5 220 900)
2016–2017	16 427 600	1 613 700	(14 813 900)	(20 034 800)
2018–2019	25 401 200	23 655 700	(1 745 500)	(21 780 300)
2020	7 931 700	16 275 950	8 344 250	(13 436 050)
2021	–	16 275 950	16 275 950	2 839 900
<b>Total</b>	<b>54 981 400</b>	<b>57 821 300</b>	<b>2 839 900</b>	

## IX. Project next steps and resource requirements

42. Subject to approval by the General Assembly, the Secretariat would:

(a) Continue to implement further phases of the flexible workplace project as indicated in the schedule shown in section VII above and in accordance with the project cost plan in section VIII above;

(b) Continue advocacy and engagement with Headquarters departments and staff to promote leadership and ensure that the project benefits and positive outcomes are achieved;

(c) Continue to incorporate lessons learned from implemented phases into subsequent project phases;

(d) Continue to advise project owners to ensure that flexible workplace strategies are an integral part of the planning and design phases of ongoing global capital projects, that targets and efficiencies to be expected from the implementation of a flexible workplace are established and lessons learned and best practices are shared with offices away from Headquarters and regional commissions.

## X. Actions requested of the General Assembly

43. **The General Assembly is requested:**

(a) **To take note of the implementation of further phases of the project as indicated in the schedule shown in section VII above and in accordance with the project cost plan in section VIII above;**

(b) **To approve the continuation of three temporary positions (1 P-5, 1 P-4 and 1 General Service (Other level)) for the project team;**

(c) **To appropriate an amount of \$8,309,700 for the project costs and an independent evaluation, under section 29B, Department of Operational Support, of the proposed programme budget for 2020, which would represent a charge against the contingency fund;**

(d) **To request the Secretary-General to submit the next report to the General Assembly at the main part of its seventy-fifth session.**

## Annex I

## Details on the reconfiguration to a flexible workplace of the floors completed as at August 2019

Floor	Occupants	Completion date	Pre-implementation		Post-implementation			Designed capacity gain	
			Designed capacity	Number of posts assigned	Designed capacity	Number of posts assigned	Staff capacity		Actual occupancy (as at 30 August 2019)
7	Department of Safety and Security, United Nations Operations and Crisis Centre, Department of Peace Operations and Department of Global Communications	July 2018	72	72	148	133	113	108	76
9	Department of Global Communications	September 2018	77	77	151	131	122	103	74
10	Department of Global Communications	August 2018	85	85	148	136	120	108	63
11	Department of Global Communications	July 2018	89	89	154	133	124	119	65
12	Department for General Assembly and Conference Management	July 2017	67	67	135	110	109	199	68
13	Department of Operational Support and Office of Information and Communications Technology	July 2016	74	74	130	126	107	107	56
14	Department of Operational Support	February 2018	88	88	144	150	115	114	56
17	Department of Operational Support	May 2018	90	90	143	144	115	116	53
18	Department of Management Strategy, Policy and Compliance	June 2016	87	87	148	140	119	123	61
19	Department of Management Strategy, Policy and Compliance	June 2016	89	89	138	135	112	97	49
20	Department of Operational Support and Department of Management Strategy, Policy and Compliance	October 2017	79	79	119	139	100	109	40
21	Department of Management Strategy, Policy and Compliance	October 2017	89	89	139	158	113	117	50
24	Department of Political and Peacebuilding Affairs	July 2019	92	92	128	121	105	113	36
30	Department for General Assembly and Conference Management	March 2018	82	82	140	141	115	105	58
31	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, Office of the Special Representative of the Secretary-General for the Prevention of Genocide and Mass Atrocities, Office of the United Nations High Commissioner for Human Rights	April 2018	92	92	146	84	119	106	54
33	Office for the Coordination of Humanitarian Affairs	April 2019	85	85	165	152	132	140	80
34	Department of Political and Peacebuilding Affairs	August 2019	89	89	144	118	117	102	55
<b>Total (17 floors)</b>			<b>1 426</b>	<b>1 426</b>	<b>2 420</b>	<b>2 251</b>	<b>1 957</b>	<b>1 986</b>	<b>994</b>

## Annex II

### Unit costs of goods and services procured through the construction and systems furniture contracts

The average cost per floor has been provided in paragraph 23 of the present report. To provide the unit costs of the construction contract, the costs of the 33rd floor are broken down by unit, as per the contract.

Table 1  
Detailed cost breakdown, on the basis of construction conducted on the 33rd floor

(United States dollars)

<i>Trade</i>	<i>Cost</i>	<i>Notes</i>
Demolition	30 500	Varies between floors, depending on the wall demolition
Ceramic tile and stone work	6 090	Same cost for every floor
Carpentry and ceiling	93 851	Varies between floors, depending on the number of meeting rooms and offices
Millwork and cabinetry	20 560	Same cost for every floor
Door frames and hardware	–	Varies between floors, depending on the construction of new rooms
Fabric panels	31 200	Same cost for every floor, unless the user specifically requested extra panels
Glass wall and partition system	86 129	Varies between floors, depending on the number of meeting rooms
Window treatment and control switching	7 268	Varies between floors, depending on the location of the walls for which the modification of blinds is required
Convactor covers	0	Varies between floors, depending on the location of the walls for which convactor and fan coil unit modification is required.
Glass films	9 500	Varies between floors, depending on the number of meeting rooms
Partition closure between window mullions and partition walls	3 000	Varies between floors, depending on the location of the walls for which the mullion installation is required
Artwork and quiet window film	11 345	Same on every floor
Flooring	91 682	Same on every floor
Painting	33 600	Varies significantly between floors, depending on the number of new walls added
Sound masking	26 784	Varies between floors, depending on the number of new walls added, which affects the number of speakers required to cover the open area
Appliances	6 587	Same on every floor
Plumbing	7 850	Same on every floor
Heating, ventilation and air conditioning	86 947	Varies between floors, depending on the number of new rooms created
Wi-Fi strengthening and modification	15 750	Varies slightly between floors, depending on the floor layout; if the floor is more open, less work is required for Wi-Fi modification
Sprinkler	10 560	Varies slightly between floors
Electric	208 960	Varies significantly between floors, depending on the number of desks
12 per cent markup	94 580	Standard markup, all floors
<b>Total</b>	<b>882 743</b>	

Side-by-side comparison of different designs that have an impact on cost variation between floors

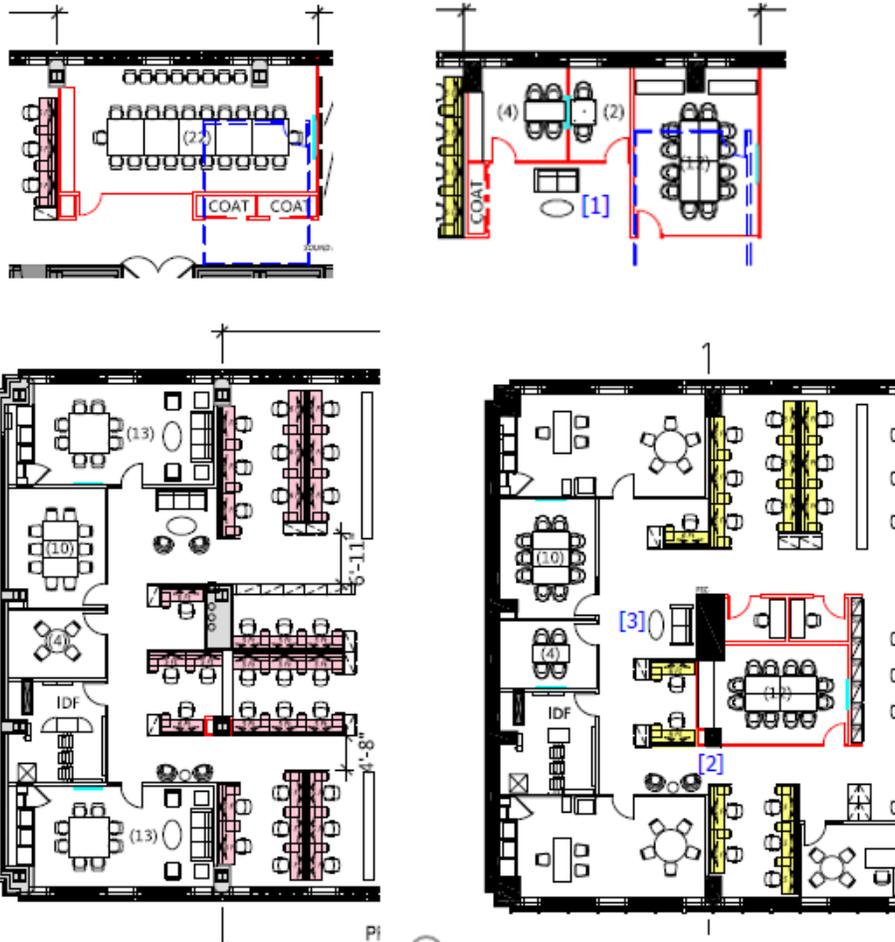


Table 2  
**Systems furniture, per unit cost**

(United States dollars)

<i>Description</i>	<i>Unit cost, including installation and delivery</i>
<b>Benches</b>	
72" Flex zone (single)	2 252.07
72" Flex zone (back-to-back)	3 414.31
72" Primary zone (single)	2 000.91
72" Primary zone (back-to-back)	3 201.56
60" Quiet zone (single)	1 863.23
60" Quiet zone (back-to-back)	2 593.00
60" Touchdown zone (single)	1 213.81
60" Touchdown zone (back-to-back)	1 730.91
60" Flex zone (single)	1 994.95
60" Flex zone (back-to-back)	3 300.32
60" Primary zone (single)	1 727.94
60" Primary zone (back-to-back)	2 457.51
60" Quiet zone (single), with high partition	1 863.23
60" Quiet zone (back-to-back), with high partition	3 003.05
Enclosed booths, single desk with no side table	695.25
Focus booth, single desk with side table	899.07
Single bench with side table	2 007.16
<b>Storage</b>	
Personal lockers, 18" wide, 54" high, without base	735.18
Personal lockers, 18" wide, 54" high, with base	885.14
Personal lockers, 18" wide, 36" high	1 018.31
Locker shelf	32.22
Lateral file, 36" wide, 28" high, filing cabinet with two drawers	297.03
Lateral file, 42" wide, 28" high, filing cabinet with two drawers	320.03
Lateral file, 30" wide, 41" high, filing cabinet with three drawers	339.85
Lateral file, 36" wide, 41" high, filing cabinet with three drawers	416.86
Lateral file, 42" wide, 41" high, filing cabinet with three drawers	457.11
Lateral file, 30" wide, 54" high, filing cabinet with five drawers	476.33
Lateral file, 36" wide, 54" high, filing cabinet with five drawers	446.43
Lateral file, 42" wide, 54" high, filing cabinet with five drawers	503.24
Lateral file, 36" wide, 41" high, filing cabinet with seven drawers	564.42
Build-up storage, 36" wide, 41" high, with hinge door	359.59
Build-up storage, 42" wide, 41" high, with hinge door	391.56
Lateral file, 36" wide, 36" high, filing cabinet with five drawers	541.88
Bookcase, 36" wide, 28" high	204.96
Bookcase, 30" wide, 41" high	282.93
Bookcase, 36" wide, 41" high	292.59
Bookcase, 42" wide, 41" high	315.68
Custom flat filing cabinet for drawings	1 672.37

<i>Description</i>	<i>Unit cost, including installation and delivery</i>
Filing cabinet, 24" deep, 24" wide, 63" high	632.37
Waste and recycle bin, 28" (single unit)	453.79
Waste and recycle bin, 41" (pack of three)	1 361.37
Waste and recycle bin, 28" (pack of three)	1 157.97
Mobile pedestals	276.00
Pedestal cushions	80.08
<b>Surface</b>	
Laminate common top, 18" x 36"	111.32
Laminate common top, 18" x 45"	113.62
Laminate common top, 18" x 60"	163.26
Laminate common top, 18" x 72"	184.70
Laminate common top, 18" x 81"	231.16
Laminate common top, 18" x 84"	201.26
Laminate common top, 18" x 87"	231.16
Laminate common top, 36" x 54"	152.82
Laminate common top, 36" x 65"	239.91
Laminate common top, 36" x 72"	275.09
Laminate common top, 36" x 84"	333.88
Laminate common top, 36" x 96"	385.86
Laminate common top, 36" x 10"	509.14
Laminate common top, 45" x 95"	414.84
Table top, 36" x 72"	932.57
<b>Accessories</b>	
Monitor arms (single)	215.82
Monitor arms (dual)	259.34
Planters, 24" wide	516.82
Planters, 48" wide	558.68
<b>Furniture for meeting rooms</b>	
Enclosed booths (single desk)	678.86
Meeting table, 30" x 60"	571.12
Meeting table, 30", round	420.68
Meeting table, 36" x 96"	723.38
Meeting table, 36", round	394.48
Meeting table, 48", round	591.17
Meeting table, 42" x 21", semi-circle	429.94
Meeting table, 36" x 36"	429.65
Meeting table, 48" x 78"	878.86
Meeting table, 36", round	429.19
Electric height-adjustable table, 30" x 72"	678.86
Meeting table, 42" x 42"	445.12
Meeting table, 36" x 72"	496.12
Meeting table, 48" x 72"	723.38
Meeting room chairs	260.15

## Annex III

## Detailed rental savings

Year	Month	Buildings			Total
		Daily News	United Nations Federal Credit Union	Innovation	
2017	May	201 713			
	June	201 713			
	July	201 713			
	August	201 713			
	September	201 713			
	October	201 713			
	November	201 713			
	December	201 713			
<b>Total savings, 2017</b>		<b>1 613 700</b>			<b>1 613 700</b>
2018	January	201 713			
	February	201 713			
	March	201 713			
	April	201 713			
	May	201 713	299 058		
	June	201 713	299 058		
	July	201 713	299 058		
	August	201 713	299 058		
	September	201 713	299 058		
	October	201 713	299 058	855 558	
	November	201 713	299 058	855 558	
	December	201 713	299 058	855 558	
<b>Total savings, 2018</b>		<b>2 420 556</b>	<b>2 392 464</b>	<b>2 566 674</b>	<b>7 379 688</b>
2019	January	201 713	299 058	855 558	
	February	201 713	299 058	855 558	
	March	201 713	299 058	855 558	
	April	201 713	299 058	855 558	
	May	201 713	299 058	855 558	
	June	201 713	299 058	855 558	
	July	201 713	299 058	855 558	
	August	201 713	299 058	855 558	
	September	201 713	299 058	855 558	
	October	201 713	299 058	855 558	
	November	201 713	299 058	855 558	
	December	201 713	299 058	855 558	
<b>Total savings, 2019</b>		<b>2 420 556</b>	<b>3 588 696</b>	<b>10 266 696</b>	<b>16 275 948</b>

<i>Year</i>	<i>Month</i>	<i>Buildings</i>			<i>Total</i>
		<i>Daily News</i>	<i>United Nations Federal Credit Union</i>	<i>Innovation</i>	
2020	January	201 713	299 058	855 558	
	February	201 713	299 058	855 558	
	March	201 713	299 058	855 558	
	April	201 713	299 058	855 558	
	May	201 713	299 058	855 558	
	June	201 713	299 058	855 558	
	July	201 713	299 058	855 558	
	August	201 713	299 058	855 558	
	September	201 713	299 058	855 558	
	October	201 713	299 058	855 558	
	November	201 713	299 058	855 558	
	December	201 713	299 058	855 558	
<b>Total savings, 2020</b>		<b>2 420 556</b>	<b>3 588 696</b>	<b>10 266 696</b>	<b>16 275 948</b>