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Final report on the implementation of a flexible workplace at United Nations Headquarters

Report of the Secretary-General

Summary

The present report is the final report on the implementation of flexible workplace strategies at United Nations Headquarters and is submitted pursuant to General Assembly resolution [75/253 C](#).

In his fifth annual progress report ([A/75/342](#)), the Secretary-General highlighted the impact of the coronavirus disease (COVID-19) pandemic, including the suspension of construction activities. While floors under construction were completed when construction could be undertaken safely, further project activities were put on hold while the project scope was reassessed in the light of the impact of the pandemic. Subsequently, in March 2021, the Secretary-General proposed that the project be closed out and that lessons learned, applicable best practices and any further reconfiguration of the workspace be incorporated into considerations of how to address the emerging needs of the new work modalities that are likely to prevail after the pandemic (see [A/75/342/Add.1](#) and [A/75/342/Add.1/Corr.1](#)). In approving the closure of the project, in its resolution [75/253 C](#), the General Assembly requested a final report on the project.

The present report provides an overview of the background and implementation of the flexible workplace project and its cost, benefits and lessons learned.

On 31 December 2021, the flexible workplace project concluded with the completed reconfiguration of 22 floors of the 27 originally planned for reconfiguration and an increased capacity of 1,291 personnel in the Secretariat Building, enabling the discontinuation of three leases in commercial buildings and two floors under another lease during the life of the project, with annual savings in rental costs of \$18.8 million.



The flexible workplace project created an updated and modern working environment for over 3,100 employees at Headquarters. Surveys of staff on flexible workplace floors consistently rated workplace satisfaction higher than was reflected in the results of a baseline survey in 2014 prior to the start of the project. The implementation of a flexible workplace, combined with information technology initiatives, created a more mobile workforce, which helped to facilitate the transition to remote working during the pandemic and thereby contributed to business continuity. The post-occupancy client survey has not been completed in view of the reduced and varying occupancy levels in the Secretariat Building during the ongoing pandemic, and will be undertaken when feasible in 2022 when occupancy levels are no longer affected by the pandemic.

The General Assembly is requested to take note of the report.

I. Introduction

1. In March 2021, the Secretary-General submitted an addendum to his fifth progress report on the implementation of a flexible workplace environment at United Nations Headquarters ([A/75/342/Add.1](#) and [A/75/342/Add.1/Corr.1](#)). Noting that the coronavirus disease (COVID-19) pandemic continued to affect the occupancy and use of office space at Headquarters, he proposed that the project be closed out and that lessons learned, applicable best practices and any further reconfiguration of the workspace be incorporated into considerations of how to address the emerging needs of the new work modalities that are likely to prevail after the pandemic.

2. This present report is submitted pursuant to section II of General Assembly resolution [75/253](#) C, which was adopted after consideration of the addendum to the fifth progress report of the Secretary-General and the related report of the Advisory Committee on Administrative and Budgetary Questions ([A/75/7/Add.42](#)). In the resolution, the Assembly, *inter alia*, endorsed the recommendation of the Advisory Committee that the Assembly request the Secretary-General to close out the flexible workplace project on 31 December 2021 and submit a final project report during the first part of the resumed seventy-sixth session of the Assembly (*ibid.*, para. 9).

3. The present report is intended to be the final report on the flexible workplace project following the decision to close out the project. It provides an overview of the background and implementation of the project and its cost, benefits and lessons learned. It also addresses recent recommendations of the Board of Auditors and specific comments and recommendations of the Advisory Committee.

II. Project overview

4. The project concept was first introduced to the General Assembly in 2013 when the Secretary-General presented the results of a study into the feasibility of implementing flexible workplace strategies at Headquarters (see [A/68/387](#)). The findings outlined the potential benefits of a well-implemented flexible workplace, including greater staff productivity, enhanced collaboration in the workplace, improved business continuity and disaster recovery, improved staff retention and reduced real estate needs and costs. Pursuant to the request for a business case made by the Assembly in its resolution [68/247](#) B (sect. IV, para. 5), a pilot programme and a further feasibility study of flexible workplace strategies were conducted.

5. In early 2015, the Secretary-General reported on the results of the pilot, which indicated that, with adjustments, a flexible workplace across Headquarters could be successful (see [A/69/749](#)). He placed the flexible workplace project within the wider management reform goal of creating a modern, agile business model for the Secretariat. It was stated that a flexible workplace would provide staff with the flexibility necessary to work where they were most effective. Furthermore, it was indicated that giving staff the information technology tools and flexibility that they needed to work in different locations would have the added benefit of enhancing the Organization's business continuity preparedness.

6. In his report, the Secretary-General noted that the overall quality of the workplace environment could be improved by providing staff with workplace choice, flexibility and access to more natural light through the proposed approach. Furthermore, the Organization could avoid significant long-term commercial real estate lease requirements at Headquarters in New York and gain space efficiencies by taking on upfront investment in implementing a flexible workplace programme. After consideration of the report, the implementation of the flexible workplace project was approved by the General Assembly in its resolution [69/274](#) A. Since the start of the

project, and as requested by the Assembly, the Secretary-General has reported annually on the progress and schedule of construction, the projected cost to completion and the financial status.¹

7. Key milestones during the life of the project are summarized below:

(a) In 2013, the Secretary-General presented the results of a study into the feasibility of implementing flexible workplace strategies at Headquarters (see [A/68/387](#)). In its resolution [68/247 B](#), the General Assembly noted that workplace strategies in the United Nations should be aimed at improving the overall productivity and efficiency of the Organization, as well as the staff workplace environment, and requested the Secretary-General to submit a business case for the application of flexible workplace strategies at the United Nations;

(b) In 2014, the Secretary-General presented a report containing a business case to the Assembly at its sixty-ninth session ([A/69/749](#)) and, following consideration thereof, the Assembly approved the continued implementation of the project in its resolution [69/274](#). A pilot programme was developed for the eighteenth and nineteenth floors of the Secretariat Building;

(c) In 2015, on the basis of the pilot programme, the flexible workplace project was launched with the conversion of portions of the eighteenth and nineteenth floors of the Secretariat Building. The reconfiguration of space on the 3B level of the General Assembly Building to temporarily accommodate staff in swing space was completed. The dedicated project team was staffed;

(d) In 2016, the project continued with the completion of the remaining work on the eighteenth and nineteenth floors of the Secretariat Building and the conversion of the thirteenth floor;

(e) In 2017, the twelfth, twentieth and twenty-first floors of the Secretariat Building were converted to a flexible workplace. Owing to space efficiencies, the Organization vacated the lease at 220 East 42nd Street (Daily News Building) in April;

(f) In 2018, the tenth, eleventh, fourteenth, seventeenth, thirtieth and thirty-first floors of the Secretariat Building were completed and conversion began of the seventh and ninth floors. Space efficiencies enabled the Organization to vacate 3 Court Square, Long Island City (United Nations Federal Credit Union Building), in April and 300 East 42nd Street (Innovation Building) in September;

(g) In 2019, the seventh and ninth floors of the Secretariat Building were finalized and the twenty-second, twenty-third, twenty-fourth, twenty-fifth, thirty-third and thirty-fourth floors were converted. The fifth floor of the FF Building was vacated;

(h) In 2020, following the resumption of construction activities in July 2020, construction was completed on the twenty-sixth and thirty-fifth floors, which were at an advanced stage of conversion. However, given the ongoing nature of the pandemic, conversion of the remaining floors was put on hold and the project scope was reassessed in the light of the impact of the pandemic. The fourth floor of the FF Building was vacated;

(i) In 2021, given the continued impact of the pandemic on occupancy and the use of office space at Headquarters, the Assembly endorsed the proposal of the Secretary-General that the flexible workplace project be closed out without configuring the remaining five floors initially planned for conversion. Total additional

¹ See [A/69/749](#), [A/70/708](#), [A/72/379](#), [A/73/370](#), [A/73/370/Corr.1](#), [A/74/345](#), [A/75/342](#), [A/75/342/Add.1](#) and [A/75/342/Add.1/Corr.1](#).

capacity for 1,291 personnel had been created in the Secretariat Building, as shown in annex I. The project reached financial break-even point in 2021, with an annual saving in rental costs of \$18.8 million.

III. Project status

8. Following the decision to conclude the project without completing the remaining floors, the reduced project management team focused on finalizing closeout activities and formulated lessons learned to inform the future configuration of office space, in particular with regard to changing requirements in a post-pandemic environment.

9. As at 31 December 2021, all necessary closeout activities, except for pending deliverables from the planning and change management consultant, were finalized, including payment of final invoices, reconciliation of project expenditure from the inception of the project, termination of contractual services and submission of handover documentation by the project team for record-keeping and future use.

10. The post-occupancy client survey originally scheduled for April 2020 to assess the floors converted in 2019 and 2020 was not completed in view of the reduced and varying occupancy levels in the Secretariat Building during the pandemic. The exercise will be undertaken when feasible in 2022 when occupancy levels are no longer affected by the pandemic. It may be necessary to restructure the evaluation to take into account the rate of telecommuting among staff, which is likely to be higher. Once completed, the administration will review the results to identify any variations from previous post-occupancy studies and incorporate the findings into wider organizational efforts to provide office space that is fit for purpose and continues to meet the requirements of the Organization.

IV. Project costs

11. The original business case proposed by the Secretary-General in 2014 was to implement flexible workplace strategies at Headquarters, with the cost of implementation estimated at \$49,598,600. In 2016, the Secretary-General presented a revised implementation plan, with project changes based on experience gained (see [A/70/708](#)). These changes reflected lessons learned, including the need for more small, enclosed meeting spaces and greater provision of personal storage. On the basis of information available at the time, implementation costs were estimated at \$65,709,400.

12. After the General Assembly granted approval for the project to continue, the project team developed the requirements for a construction contract tailored to the needs of the project, using modular designs with fixed prices for design elements of the floors of the Secretariat Building. The contract was executed in May 2017, along with another contract for tailored systems furniture. Both contracts resulted in unit cost reductions for the project and enabled a revised total project estimate of \$54,981,400, which was presented to the Assembly in 2017 (see [A/72/379](#)).

13. The project cost estimate of \$54,981,400 continued to be reflected in subsequent progress reports of the Secretary-General, in 2018 ([A/73/370](#) and [A/73/370/Corr.1](#)), 2019 ([A/74/345](#)) and 2020 ([A/74/342](#)), with the project remaining within budget. However, in early 2021, having assessed the ongoing impact of the COVID-19 pandemic, the Secretary-General proposed that the project be closed without the planned conversion of a further five floors of the Secretariat Building. This proposal

resulted in an estimated project cost of \$48,327,800 (see [A/75/342/Add.1](#) and [A/75/342/Add.1/Corr.1](#)).

14. Following closure and reconciliation, the final project expenditure amounts to \$48,212,600, as shown in table 1. The expenditure for 2021 was for project management and supervision related to project closeout activities and the commitment for the post-occupancy evaluation surveys for the eight floors completed in 2019 and 2020, to be undertaken in 2022.

Table 1
Actual project cost as at 31 December 2021

<i>Activity</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
Planning and design services	328 600	966 400	233 200	222 000	233 200	30 955	44 284	2 058 639
Office space reconfiguration/ renovation	1 847 942	5 366 681	9 590 379	11 238 340	12 072 326	—	—	40 115 669
Swing space	3 104 200	—	—	86 900	86 900	—	—	3 278 000
Additional moves	26 300	—	—	—	—	—	—	26 300
Subtotal	5 307 042	6 333 081	9 823 579	11 547 240	12 392 426	30 955	44 284	45 478 608
Project supervision and management	202 000	430 000	470 200	443 752	468 763	493 409	225 869	2 733 992
Total	5 509 042	6 763 081	10 293 779	11 990 991	12 861 189	524 364	270 153	48 212 600

V. Projected and realized benefits of the project

15. As noted above, in presenting his proposal for the flexible workplace project in 2014, the Secretary-General stated that a flexible workplace would provide staff with the flexibility necessary to work where they were most effective. Furthermore, it was indicated that giving staff the information technology tools and flexibility that they needed to work in different locations would have the added benefit of enhancing the Organization's business continuity preparedness. Moreover, the Organization could avoid significant long-term commercial real estate lease requirements at Headquarters in New York and gain space efficiencies by taking on upfront investment in implementing a flexible workplace programme (see [A/69/749](#)).

16. Since the implementation of the project began in 2015, a fully flexible workplace has been created on 22 floors of the Secretariat Building, with swing space in the basement of the General Assembly Building. The project has created an updated and modern working environment for over 3,100 employees at Headquarters. Surveys of staff on flexible workplace floors consistently rated workplace satisfaction higher than was reflected in the results of a baseline survey in 2014 prior to the start of the project. The implementation of flexible workplace environments, combined with information technology initiatives, created a more mobile workforce, which helped to facilitate the transition to remote working during the pandemic and thereby contributed to business continuity.

17. The capacity gain of 1,291 personnel in the Secretariat Building facilitated the discontinuation of three commercial leases and two floors under another lease, resulting in rental savings of \$18.8 million annually (based on the rate prevailing at the time at which the leases ended), as shown in annex II.

18. More details of each aspect of the realized benefits are provided below:

(a) **Increased capacity.** While estimates in early reports projected an increase in capacity of 800 in the Secretariat Building from the conversion of 26 floors, the application of lessons learned throughout the project enabled a greater capacity gain of 1,291 from the 22 completed floors. This was due to the configuration of flexible workplace floors becoming more accepted and standardized while early configurations were more customized;

(b) **Workplace satisfaction.** Surveys of occupants of flexible workplace floors indicate positive overall satisfaction and workplace effectiveness. Focus group participants expressed a preference for a flexible workplace compared with their former environment, with more access to natural light, collaboration with colleagues and a work lounge for a variety of activities. A notable result from the survey showed an inverse relationship between overall staff satisfaction and age and tenure, with those who had worked in the Organization for 1 to 2 years reporting higher satisfaction than those who had worked there for over 10 years;

(c) **Enabling departmental consolidation and organizational changes.** Flexible workplace environments enabled a number of departments to achieve a greater degree of consolidation of their personnel. The implementation of a flexible workplace also 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. For example, the additional capacity created by the project was used in 2020 to provide accommodation for the Development Coordination Office in the Secretariat Building without the need for other staff to be displaced or for additional space to be leased;

(d) **Resilience.** As staff members who moved to a flexible workplace were equipped with laptop computers and operated in unassigned workspaces, this tended to free personnel from reliance on access to physical files and other localized resources. Combined with information and communications technology initiatives based on cloud technology and the deployment of web-based applications, this led to a more mobile workforce, facilitated flexible working arrangements and contributed to business continuity and an effective transition to remote working when required during the pandemic. The flexible workplace strategy is also providing continued flexibility by enabling the Organization to decrease and increase occupancy as office space requirements evolve during and beyond the pandemic;

(e) **Environmental impact and accessibility.** Reducing the environmental impact at Headquarters and increasing accessibility for people with disabilities are further benefits of the project. The smaller real estate portfolio directly reduces the Headquarters environmental footprint, the open floor plan provides more natural light and the unassigned seating incentivizes a reduction in office supplies and paper consumption. The configuration of the flexible workplace floors also inherently facilitates wheelchair access and movements while the adjustable workstations can accommodate persons with various physical challenges. The project has also made specific adjustments, as needed, for staff with disabilities;

(f) **Return on investment.** When comparing the final project cost with the cost avoidance from vacating leased space as a result of the increased capacity gain, the break-even point was reached in 2021. A summary of the cost and net savings from 2015 to 2021 is shown in table 2.

Table 2
Payback²

(United States dollars)

<i>Period</i>	<i>Project cost</i>	<i>Rental cost that would have been incurred, had a flexible workplace not been implemented</i>	<i>Cost/net savings (period)</i>	<i>Cost/net savings (cumulative)</i>
2015	5 509 000	–	(5 509 000)	(5 509 000)
2016–2017	17 056 900	1 613 700	(15 443 200)	(20 592 200)
2018–2019	24 852 200	23 655 700	(1 196 500)	(22 148 700)
2020	524 400	17 411 650	16 887 250	(5 261 450)
2021	270 200	18 768 750	18 498 550	13 237 100
Total	48 212 700	61 449 800	13 237 100	

VI. Lessons learned

19. Lessons learned were integrated throughout the life of the project. Through feedback obtained from engagement with clients and post-occupancy surveys, necessary adjustments and improvements were able to be made during implementation of the project. The main lessons learned are detailed below:

(a) **Change management.** The flexible workplace project involved a thorough and inclusive change management plan, with the establishment of clearly defined expectations. Although particularly important during the initial stages of implementation, a change management campaign throughout the project helped to dispel misconceptions while supporting senior managers in promoting the overall strategy. The inclusion of guidance videos and visual aids in the communication strategy on the use of a flexible workplace aided managers in better managing staff in an unassigned work environment;

(b) **Client engagement.** Close engagement with clients before and after space reconfiguration was critical to the success of the project. A fundamental element of client engagement was the detailed programming and planning approach used to assess departmental requirements and determine any customization needs (see [A/70/708](#), paras. 19–25). This comprehensive assessment process, which included consultation with staff representatives of the departments or offices concerned, was essential to achieving management and staff buy-in and shared ownership of the floor designs and thereafter of the reconfigured office space. Once staff had occupied flexible workplace floors, continued engagement remained key to ensuring that any issues were identified, addressed and taken into account in the subsequent implementation of the project. These included post-occupancy assessments, which consisted of on-site observations, a survey and focus groups;

(c) **Communication.** An effective communication plan agreed with client offices and established early in the planning stages with clear expectations proved critical to the overall success of the project. This was accomplished through open and consistent discussions, regular meetings, in-person town hall sessions and site visits and regular updates to end users while enforcing project goals and expectations;

(d) **Management leadership.** Departmental leadership in actively endorsing and expecting accountability for flexible workplace protocols such as reasonable

² The rental cost avoidance in 2022 and beyond will be \$18.8 million per year based on the cost of the leases at their respective times of expiration.

housekeeping practices, a clean desk policy and consideration for others is critical to raising awareness and acceptance among staff. Managers played a primary role as stewards of protocols and in assisting with floor operations, along with other methods of building accountability. Surveys indicated that staff satisfaction was higher in areas in which management took ownership of ensuring adherence to the protocols necessary for the effective use of unassigned office space. Guidance videos and materials, including an on-boarding video, on the use of the flexible workplace developed by the project team aided managers in this task;

(e) **Support for flexible work arrangements.** As the General Assembly decided that flexible working arrangements should be an integral part of all flexible workplace strategies, it is noteworthy that surveys indicated a greater uptake of flexible working arrangements by staff after moving to reconfigured floors. This likely reflects the issuance of laptops to all personnel in flexible workplaces, the requirement for increased use of digital tools in unassigned seating and managers becoming more accustomed to managing their staff according to outputs and results irrespective of their location;

(f) **Storage.** The importance of adequate personal and departmental storage in the flexible workplace environment was highlighted during initial stages of the project and led to design changes, including the provision of three options for personal storage space;

(g) **Accessibility.** The conversion of the floor layout to an open, flexible workplace along with height-adjustable desks facilitated smooth and unobstructed movement flow throughout the floor, while accommodating wheelchair accessibility and reducing various physical challenges.

VII. Implementation of the recommendations of the Board of Auditors

20. The Board of Auditors audited the flexible workplace project at Headquarters in 2021 as part of its audit of the 2020 financial statements and made two recommendations. It noted that, as part of the incurred expenditure of \$47.57 million for the project, \$25.54 million had been capitalized as at 31 December 2020. However, according to the fifth annual progress report, relevant work on the thirteenth, eighteenth and nineteenth floors of the Secretariat Building had already been completed in 2015 and 2016, providing 166 additional work units, while there was no capitalized amount during the same period.

21. The administration completed its final reconciliation of all the 2015 and 2016 purchase orders for the project, including those in the archives of the legacy system preceding Umoja. Annual project expenditure for those years, which was reported in the fifth annual progress report, has been revised and the final project costs are shown in table 1.

22. The capitalizable value for 2015 and 2016 is \$8,056,602. Taking into consideration the previously reported capitalizable value of \$25,544,832 as at 31 December 2020, the total capitalizable value for the entire flexible workplace project is \$33,601,434.

23. The Board also raised the concern that 273 laptops and related accessories earmarked for the project had been idle for over a year and recommended that the equipment be deployed to avoid obsolescence and waste resulting from non-use. Based on the recently concluded physical verification exercise, the Property Management and Inventory Control Unit identified another 472 laptops issued to staff and currently in use, the useful life of which ended on or before 31 December 2018,

as priority candidates for replacement. The deployment of laptops for the flexible workplace is planned for the first quarter of 2022.

VIII. Conclusion

24. Until its closure owing to the impact of the pandemic, the flexible workplace project delivered on its objectives of modernizing the staff workplace environment throughout much of the Secretariat Building and reducing the Organization's real estate footprint through resulting efficiencies. Together with information and communications technology initiatives, the project helped to create a more mobile workforce that contributed in part to the seamless transition to remote working necessitated by the pandemic and thereby supported business continuity.

25. The proposal by the Secretary-General reflected the ongoing nature of the pandemic and the impact that it was likely to have on future work modalities and the office space configurations needed to effectively support them. While recognizing the challenges encountered, given the business continuity achieved during the pandemic in many areas of work, a significant increase in telecommuting and other flexible working arrangements is also likely. The impact of these factors continues to be assessed.

26. In this context it is recalled that, in addition to a final report on the project itself, the General Assembly, in its resolution [75/253](#) C (sect. II, para. 4), requested the Secretary-General to present to it at its seventy-eighth session a comprehensive report that provides a forward-looking assessment of the workplace at Headquarters, to be considered in conjunction with an evaluation by the Office of Internal Oversight Services of the completed flexible workplace project, which will be presented at the same session.

IX. Action requested of the General Assembly

27. The General Assembly is requested to take note of the final report on the implementation of a flexible workplace at United Nations Headquarters.

Annex I

Floors completed, their designed capacity, posts assigned, staff capacity and actual occupancy before and after the implementation of a flexible workplace

Floor	Occupants	Completion date	Before implementation		After implementation			Design capacity gain
			Designed capacity ^a	Posts assigned ^b	Designed capacity	Posts assigned	Staff capacity ^c	
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	76
9	Department of Global Communications	September 2018	77	77	151	131	122	74
10	Department of Global Communications	August 2018	85	85	148	136	120	63
11	Department of Global Communications	July 2018	89	89	154	133	124	65
12	Department for General Assembly and Conference Management	July 2017	67	67	135	110	109	68
13	Department of Operational Support and Office of Information and Communications Technology	June 2016	74	74	130	126	107	56
14	Department of Operational Support	February 2018	88	88	144	150	115	56
17	Department of Operational Support	May 2018	90	90	143	144	115	53
18	Department of Management Strategy, Policy and Compliance	June 2016	87	87	148	140	119	61
19	Department of Management Strategy, Policy and Compliance	June 2016	89	89	138	135	112	49
20	Department of Operational Support and Department of Management Strategy, Policy and Compliance	October 2017	79	79	119	139	100	40
21	Department of Management Strategy, Policy and Compliance	October 2017	89	89	139	158	113	50
22	Department of Peace Operations and Department of Political and Peacebuilding Affairs	November 2019	90	90	155	132	125	65
23	Department of Peace Operations and Department of Political and Peacebuilding Affairs	November 2019	91	91	136	137	111	45
24	Department of Political and Peacebuilding Affairs	July 2019	92	92	128	121	105	36
25	Development Coordination Office and Department of Economic and Social Affairs	March 2020	86	86	153	156	124	67
26	Department of Economic and Social Affairs	July 2020	91	91	154	142	125	63
30	Department for General Assembly and Conference Management	March 2018	82	82	140	141	115	58
31	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, Office of the Special Adviser to the Secretary-General on the Prevention of Genocide, Office of the United Nations High Commissioner for Human Rights	April 2018	92	92	146	84	119	54
33	Office for the Coordination of Humanitarian Affairs	April 2019	85	85	165	152	132	80
34	Department of Political and Peacebuilding Affairs	August 2019	89	89	144	118	117	55

Floor	Occupants	Completion date	Before implementation		After implementation			Design capacity gain
			Designed capacity ^a	Posts assigned ^b	Designed capacity	Posts assigned	Staff capacity ^c	
35	Department of Political and Peacebuilding Affairs, Department of Operational Support and Department of Peace Operations	October 2020	96	96	153	109	124	57
Total (22 floors)			1 880	1 880	3 171	2 927	2 566	1 291

^a The number of people that can be assigned to a floor, taking into account absences due to leave, travel, etc. This is calculated as the number of unassigned desks on the floor multiplied by 1.25, to which the number of dedicated offices is added.

^b The number of posts assigned to the floor by each department.

^c The number of seats or working points on each floor, including unassigned desks and offices.

Annex II

Detailed rental savings

(United States dollars)

<i>Year</i>	<i>Buildings/leases</i>					<i>Total</i>
	<i>Daily News</i>	<i>United Nations Federal Credit Union</i>	<i>Innovation</i>	<i>FF 5th floor</i>	<i>FF 4th floor</i>	
2017	1 613 704					1 613 704
2018	2 420 556	2 392 464	2 566 674			7 379 694
2019	2 420 556	3 588 696	10 266 696			16 275 948
2020	2 420 556	3 588 696	10 266 696	1 135 704		17 411 652
2021	2 420 556	3 588 696	10 266 696	1 135 704	1 357 092	18 768 744
2022 and beyond ^a	2 420 556	3 588 696	10 266 696	1 135 704	1 357 092	18 768 744

^a The rental cost avoidance in 2022 and beyond will be \$18.8 million per year, based on the cost of the leases at their respective times of expiration.