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Summary of deliberations

Addendum

Strategy for Sustainability Management in the United Nations System, 2020–2030

Phase II: Towards leadership in environmental and social sustainability

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I. Rationale

1. The normative authority and impact of the United Nations¹ are unique. Through its unparalleled convening power, the United Nations works with Member States to promote peace, human rights and sustainable development for all. But the United Nations must also live up to the principles it promotes by applying and defending them within the Organization itself. The United Nations should and must be a leading example in terms of environmental and social sustainability management.

2. The United Nations has achieved many exemplary achievements in specific areas of environmental and social sustainability management. In the spirit of the ongoing United Nations reform, it is important for the United Nations system to have a comprehensive vision for sustainability management and that the United Nations entities can aspire to that vision and follow a common strategy. The values, principles and standards enshrined in the Charter of the United Nations, the Universal Declaration of Human Rights and other international human rights instruments, and the 2030 Agenda for Sustainable Development (General Assembly resolution [70/1](#)) must serve as a compass for that common vision and strategy.

3. The mandate for the development of a comprehensive vision and strategy for the sustainability of the United Nations system was provided at the twenty-fourth meeting of the senior officials of the United Nations Environment Management Group in 2018² and was reinforced by a call from the Secretary-General for the United Nations to intensify its internal efforts to combat climate change.³ In 2019, the United Nations Environment Management Group and the Sustainable United Nations facility presented phase I (environmental sustainability in the area of management) of the two-part Strategy for Sustainability Management in the United Nations System, 2020–2030 to the United Nations Chief Executives Board for Coordination (CEB) ([CEB/2019/1/Add.1](#)). Phase I of the Strategy sets out a comprehensive vision for sustainability management in the United Nations and a strategy focused on environmental sustainability in the area of management. Upon endorsement of phase I of the Strategy, CEB requested that its commitments be incorporated into a comprehensive sustainability strategy for the United Nations system, encompassing a broader and fuller picture of environmental and social sustainability in United Nations system policies, programming and support functions. Phase II of the Strategy (towards leadership in environmental and social sustainability), contained in the present document, responds to that request. Phase II does not replace phase I, which remains in effect.

4. The development of a comprehensive strategy for environmental and social sustainability across all functions of the United Nations has the full support of Member States, who underscored, in General Assembly resolution [66/288](#), entitled “The future we want”, the need for the United Nations to advance the integration of sustainable development into its own work; emphasized, in the 2030 Agenda for Sustainable Development and in resolution [75/1](#) on the declaration on the commemoration of the seventy-fifth anniversary of the United Nations, the central role of the United Nations in supporting the achievement of the Sustainable Development Goals; and requested, in resolution [75/233](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, that the entities of the United Nations development system continue

¹ For the purpose of phase II of the Strategy for Sustainability Management of the United Nations System, “United Nations” is defined as the United Nations system, which, in addition to the United Nations Secretariat entities, comprises the specialized agencies, programmes and funds, each with their own mandate, governance and budget. See www.un.org/en/pdfs/un_system_chart.pdf.

² See https://unemg.org/wp-content/uploads/2019/05/SOM24_Final_Report.pdf.

³ As decided in January 2019 by the Executive Committee of the Secretary-General.

to mainstream human rights, the leave no one behind principle, gender equality, youth, disability inclusion, disaster risk reduction, and climate- and environment-responsive approaches, among other issues, into their work and reporting.

5. Phase II of the Strategy shares the same comprehensive vision for environmental and social sustainability that is contained in phase I, but that vision is translated, by means of a theory of change, into a framework for environmental and social sustainability for all functions of the United Nations. Moreover, it is acknowledged in phase II that multiple frameworks, strategies and action plans are already in place within the United Nations on specific dimensions of sustainability, such as environmental sustainability or gender equality (see annex I). In phase II, a set of principles and a theory of change are proposed to: (a) build a unifying framework around existing system-level frameworks, strategies and action plans; and (b) stimulate existing sustainability initiatives at the entity level in order to address all dimensions of environmental and social sustainability across all functional areas.⁴ The theory of change incorporates concepts provided in the Framework for Advancing Environmental and Social Sustainability in the United Nations System and the Interim Guide for Advancing the Environmental and Social Sustainability Framework in the United Nations System.⁵

6. The theory of change proposed in the present document provides an overview of one possible pathway to realizing the vision of the Strategy. The entity-level outputs put forward in the theory of change are intended to inform sustainability management within the specific operational contexts of entities and should in no way interfere with the mandate and guidance provided by the governing bodies of entities. Moreover, not all the suggested outputs of the proposed theory of change may apply to all entities of the United Nations system. Entity-level reporting on the implementation of phase II of the Strategy will be voluntary.

II. Vision

7. The United Nations system made a commitment to be fit to lead the delivery of the Sustainable Development Goals by being innovative, inclusive and results-oriented, and by effectively linking together normative frameworks, policy-support capabilities and operational activities. In the Strategy, the actions needed to complete the transition of the United Nations system to the sustainable and resilient path envisaged in the 2030 Agenda for Sustainable Development are outlined.

8. Under the 2030 vision for sustainability management, the United Nations system is a leader in integrating environmental and social sustainability considerations across its work in a systematic and coherent way, practising the principles that it promotes and leaving a positive legacy.

9. Fundamental to this vision are the objectives to embody the Sustainable Development Goals at all levels of the United Nations system; lead by example; ensure the harmonization of internal sustainability initiatives; manage risks;

⁴ Phase II of the Strategy does not supersede but rather complements the existing sustainability frameworks, strategies and action plans, including phase I of the Strategy, (see annex I); the commitments thereof and reporting thereon remain unaltered.

⁵ The Framework and Interim Guide are the outcomes of a consultative process on advancing environmental and social sustainability in the United Nations system and were presented at the eighteenth and twentieth meetings of the senior officials of the United Nations Environment Management Group respectively. More information is available at <https://unemg.org/our-work/internal-sustainability/environmental-and-social-sustainability>.

strengthen business resilience; enhance credibility and accountability; and achieve financial savings through optimal resource efficiency.

III. Scope

10. In functional terms, phase II of the Strategy applies to all internal functions of the United Nations, namely:

(a) Entity-level governance functions, including policy development, strategic planning, organizational set-up, leadership, enterprise risk management, performance management, reporting and auditing;

(b) Entity-level programme functions, including the planning, implementation, monitoring and evaluation of projects and programmes;

(c) Entity-level management functions, including facilities management, human resources management, financial management, procurement and supply chain, travel, events management, and information and communications technology;

(d) System-wide coordination functions, including the tracking of and reporting on environmental and social sustainability in the United Nations system and the facilitation of knowledge-sharing.

11. In thematic terms, phase II of the Strategy is focused on the environmental and social dimensions of sustainability management and explicitly provides for principles on environmental and social sustainability. The associated economic dimension of sustainability is implicitly included.

IV. Environmental and social sustainability principles

12. Phase II of the Strategy promotes the mainstreaming of 10 environmental and social sustainability principles across all functions of the United Nations. Those principles reflect the values, principles and standards of the Charter of the United Nations, the Universal Declaration of Human Rights and other international human rights instruments, the 2030 Agenda for Sustainable Development, the report of the Secretary-General entitled “Our Common Agenda” (A/75/982) and the Model Approach to Environmental and Social Standards in United Nations Programming.⁶ The description of each principle recalls the specific frameworks, strategies and action plans that are already in place in the United Nations for the mainstreaming of the respective principle into the work of the United Nations.

Related to people

(a) **Apply a human rights-based approach:** the United Nations system has a standing legal mandate and a central duty to promote and encourage respect for human rights, as set forth in the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights, the International Covenant on Civil and Political Rights and other international human rights instruments. The commitment of the United Nations to apply a human rights-based approach in all its work has been affirmed by the Secretary-General in “The highest aspiration: a call to action for human rights”.⁷ One of the guiding principles of the

⁶ Presented at the twenty-fourth meeting of the senior officials of the United Nations Environment Management Group in 2019. More information is available at <https://unemg.org/modelapproach>.

⁷ Presented by the Secretary-General on the occasion of the seventy-fifth anniversary of the United Nations. Available at www.un.org/peacebuilding/sites/www.un.org/peacebuilding/files/documents/2020_sg_call_to_action_for_hr_the_highest_aspiration.pdf.

call to action is that, within the United Nations, human rights must be fully considered in all decision-making, operations and institutional commitments. Entities must make full use of existing human rights tools and entry points to further the realization of the human rights of current and future generations, and must support Governments and other relevant actors to adhere to their respective human rights obligations and responsibilities. In the related United Nations Guidance Note on the Protection and Promotion of Civic Space,⁸ the importance of meaningful, inclusive and safe participation to allow for people’s voices to be heard and taken into account is emphasized. In crisis settings, the humanitarian actions of the United Nations are guided by the humanitarian principles of humanity, neutrality, impartiality and independence, endorsed by the General Assembly in its resolutions [46/182](#) and [58/114](#).

(b) **Leave no one behind:** the pledge made by Member States to “leave no one behind”, as provided for in the 2030 Agenda for Sustainable Development, represents a commitment to eradicate poverty in all its forms, end discrimination and exclusion, and reduce inequalities and vulnerabilities, as well as recognition that such a pledge is necessary to shift the world onto a sustainable path. The role of the United Nations in realizing that pledge is described in “Leaving No One Behind: A Shared United Nations System Framework for Action”,⁹ which provides United Nations entities, their staff and other interested stakeholders with guidance on promoting respect for human rights and eliminating all forms of discrimination.¹⁰ United Nations entities must enshrine the commitment to equality in all strategic planning, prioritize interventions that address the situation of the most marginalized and disadvantaged, and proactively seek to give visibility and voice to marginalized and disadvantaged groups in all areas of decision-making. Specific strategies to mainstream attention for certain marginalized or disadvantaged groups have also been endorsed, including the system-wide action plan for ensuring a coherent approach to achieving the ends of the United Nations Declaration on the Rights of Indigenous Peoples ([E/C.19/2016/5](#)) and a call to action on building an inclusive, sustainable and resilient future with indigenous peoples (see [CEB/2020/2/Add.1/Rev.1](#)); the United Nations Youth Strategy on children and young people, developed by the Inter-Agency Network on Youth Development; the United Nations Disability Inclusion Strategy on persons with disabilities ([CEB/2019/1/Add.6](#)); and the United Nations Network on Migration¹¹ workplan for coordination on migrants.

(c) **Pursue gender equality and the empowerment of women:** sustainable development cannot occur without the equal and active participation of women and girls at all levels. The basis for all work on gender equality is provided by the Convention on the Elimination of All Forms of Discrimination Against Women, which requires countries to eliminate discrimination against women and girls in all areas of life and promotes women’s and girls’ equal rights. The mainstreaming of gender equality and women’s empowerment into the work areas of the United Nations system is outlined in the United Nations System-Wide Action Plan on Gender Equality and

⁸ Available at https://www.ohchr.org/Documents/Issues/CivicSpace/UN_Guidance_Note.pdf.

⁹ Available at https://unsceb.org/sites/default/files/imported_files/CEB_equality_framework-A4-web-rev3_0.pdf, CEB/2016/1.

¹⁰ Pursuant to article 2 of the Universal Declaration of Human Rights, discrimination on the basis of race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status is prohibited. Other international human rights mechanisms have since specified that “other status” includes discrimination on the basis of age, nationality, marital and family status, sexual orientation and gender identity, health status, place of residence, economic and social situation, and civil, political or other status.

¹¹ The United Nations Network on Migration, through its annual workplans, seeks to provide system-wide support to Member States and partners in the implementation of the Global Compact for Safe, Orderly and Regular Migration.

the Empowerment of Women, the first version of which was endorsed by CEB in 2012 (see [CEB/2012/1](#)), which sets out performance indicators for corporate processes and institutional arrangements at the individual entity level. A specific system-wide strategy on gender parity was launched by the Secretary-General in 2017 with the aim of achieving gender parity across the United Nations system by 2028.

(d) **Protect the health, safety and security of all:** the United Nations must protect the health, safety and security of the communities it serves by upholding the right to the highest attainable standard of health, as enshrined in the International Covenant on Economic, Social and Cultural Rights, and by protecting communities from sexual exploitation and abuse, as described in the 2017 report of the Secretary-General entitled “Special measures for protection from sexual exploitation and abuse: a new approach” ([A/71/818](#)). The United Nations must also ensure a working environment for its own personnel¹² that is healthy, safe, respectful and free of sexual harassment, as outlined in the core principles for a healthier, safer and more respectful United Nations workplace,¹³ the United Nations system model policy on sexual harassment (see [CEB/2018/2](#))¹⁴ and the United Nations System Mental Health and Well-Being Strategy.

(e) **Uphold labour rights:** the pursuit of sustainable development requires the protection of workers’ rights, their fair treatment and the provision of safe and healthy working conditions, as set out in international conventions and instruments, in particular, but not limited to, the core labour conventions of the International Labour Organization (ILO) enshrined in the ILO Declaration on Fundamental Principles and Rights at work.¹⁵ The United Nations needs to be a leader when it comes to realizing ILO labour standards for its own personnel including through the application of the Staff Regulations and Rules of the United Nations. In addition, the United Nations has the responsibility to advance the application of labour rights through the delivery of projects and programmes, benchmarks for which are set out in the Model Approach to Environmental and Social Standards in United Nations Programming. Those benchmarks should apply not only to workers directly employed for the delivery of projects and programmes, but also to populations participating in labour-based programmes, third parties performing work on behalf of the United Nations, and primary suppliers.¹⁶

¹² In the present strategy, the term “personnel” is used in a broad sense and includes staff personnel (internationally or locally recruited) and other non-staff personnel with a direct contractual relationship with a United Nations entity (including as consultants, individual contractors, interns and United Nations Volunteers).

¹³ See <https://unsceb.org/occupational-safety-health-overview-deliverables> and CEB/2019/HLCM/27/Add.1, available at <https://unsceb.org/occupational-safety-health-overview-deliverables>.

¹⁴ Available at https://unsceb.org/sites/default/files/imported_files/UN_System_Model_Policy_on_Sexual_Harassment_FINAL_0.pdf.

¹⁵ Includes the following International Labour Organization conventions: the Forced Labour Convention, 1930 (No. 29); the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87); the Right to Organise and Collective Bargaining Convention, 1949 (No. 98); the Equal Remuneration Convention, 1951 (No. 100); the Abolition of Forced Labour Convention, 1957 (No. 105); the Discrimination (Employment and Occupation) Convention, 1958 (No. 111); the Minimum Age Convention, 1973 (No. 138); and the Worst Forms of Child Labour Convention, 1999 (No. 182).

¹⁶ In the present strategy, the term “primary suppliers” refers to those suppliers who, on an ongoing basis, provide goods or services to a United Nations entity, its programmes or projects that are essential to the core functions of the entity, programme or project. In most cases they are “first-tier suppliers”, a term indicating that there is a direct contractual relationship with the United Nations entity.

Related to the planet

(f) **Protect and restore biodiversity and ecosystems:** the 2030 Agenda for Sustainable Development cannot be realized without determined action to prevent the loss of, protect and restore biodiversity and ecosystems. The United Nations has pledged, in phase I of the Strategy, to identify and avoid adverse impacts on biodiversity and habitats from United Nations facilities, operations and activities, in consultation with relevant, affected stakeholders. In relation to its programme functions, the United Nations system has agreed on a System-wide Framework of Strategies on the Environment¹⁷ to enhance the coherence of the projects and programmes of United Nations entities in the environmental sphere, and on a Common Approach to Integrating Biodiversity and Nature-based Solutions for Sustainable Development into United Nations Policy and Programme Planning and Delivery (CEB/2021/1/Add.1) so as to mainstream attention to biodiversity in all planning and delivery of United Nations policies and programmes.

(g) **Prevent pollution and maximize resource efficiency:** commitments regarding air, soil, water and marine pollution have been made in various international agreements.¹⁸ The United Nations has the duty to prevent pollution in line with those same international agreements and to maximize resource efficiency within its own operations. Phase I of the Strategy includes commitments on pollution prevention and resource efficiency in the area of management. The Model Approach to Environmental and Social Standards in United Nations Programming includes benchmarks for pollution prevention and resource efficiency in the delivery of projects and programmes.

(h) **Take action on climate change:** it is imperative to immediately curb greenhouse gas emissions in line with the obligations of the United Nations Framework Convention on Climate Change and the commitments of the Paris Agreement in order to combat dangerous human interference with the climate system. In phase I of the Strategy, the United Nations set itself the objective of reducing, by 2030, its absolute greenhouse gas emissions in order to limit the increase in global temperature to 1.5°C, in line with the recommendations of the special report entitled *Global Warming of 1.5°C* of the Intergovernmental Panel on Climate Change. On that basis, several United Nations entities have developed their own climate action plans or environmental management plans.¹⁹ The system-wide strategy and the entity-specific action plans build on the long-standing commitment and work of the United Nations system to track and reduce greenhouse gas emissions arising from management functions and to become climate neutral.²⁰ The United Nations system has also agreed on a United Nations System Strategic Approach on Climate Change Action (CEB/2017/4/Add.1) aimed at improving and coordinating the delivery of support on climate change action to Member States, including by building on

¹⁷ Endorsed by the senior officials of the United Nations Environment Management Group and launched at the second session of the United Nations Environment Assembly of the United Nations Environment Programme on 25 May 2016.

¹⁸ These include the Montreal Protocol on Substances that Deplete the Ozone Layer, the Minamata Convention on Mercury, the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal, the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, the Stockholm Convention on Persistent Organic Pollutants, the Convention on Long-range Transboundary Air Pollution, and the International Code of Conduct on Pesticide Management.

¹⁹ Including the United Nations Secretariat, the Food and Agriculture Organization of the United Nations, the Office of the United Nations High Commissioner for Refugees, the United Nations Children's Fund, the United Nations Development Programme, the United Nations Environment Programme and the United Nations Population Fund.

²⁰ The Strategy for a climate-neutral United Nations is available at <https://unsceb.org/un-climate-neutral-strategy>.

human rights-based and gender-responsive approaches and working through partnerships such as with the private sector and civil society.

Related to peace

(i) **Prevent conflict, reduce disaster risk and foster resilience:** a conflict-sensitive and risk-informed approach to humanitarian and development work and peacebuilding that empowers and gives voice to local actors can significantly limit human, environmental and economic losses in the event of a crisis or disaster. In the long run, it also reduces vulnerabilities and builds resilience. The “United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development” (see [CEB/2016/4](#), annex V) represents the commitment of the United Nations to strengthen system-wide coherence in support of the Sendai Framework for Disaster Risk Reduction 2015–2030, adopted by the General Assembly in its resolution [69/283](#); to build the system’s capacity to deliver coordinated, high-quality support to countries with regard to disaster risk reduction; and to maintain disaster risk reduction as a strategic priority. The United Nations Common Guidance on Helping Build Resilient Societies²¹ serves to provide a system-wide reference and guidance on building resilience for delivering on the 2030 Agenda, which is embedded in the reform of the United Nations and the prevention agenda of the Secretary-General.²² The Common Guidance builds on the CEB analytical framework on risk and resilience ([CEB/2017/6](#), annex III).

Related to partnership

(j) **Be transparent, inclusive and accountable:** the 2030 Agenda for Sustainable Development includes a strong commitment by all stakeholders to greater accountability towards each other and towards citizens. Transparency, inclusiveness and accountability are human rights principles that go hand in hand; accountability requires transparent information-sharing, inclusive decision-making and the creation of independent mechanisms that allow partners to hold each other to account. Principles and standards for Member States on information-sharing, public participation and justice in environmental matters are set out in principle 10 of the Rio Declaration on Environment and Development,²³ the guidelines for States on the effective implementation of the right to participate in public affairs,²⁴ the Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters (Aarhus Convention), and the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement). Those principles and standards can be interpreted for application within the United Nations, as described in the Model Approach to Environmental and Social Standards in United Nations Programming, the Common Minimum Standards for Multi-stakeholder Engagement in the United Nations Development Assistance Framework and the United Nations Guidance Note on the Protection and Promotion of Civic Space. In practice, for the United Nations system, the commitment to transparency, inclusiveness and accountability requires the active and meaningful involvement of all stakeholders in decision-making processes, the protection and promotion of the civic space in which those processes take place, the timely disclosure of all information that is relevant to stakeholders, transparent and public reporting, and the creation of mechanisms for

²¹ Available at <https://unsdg.un.org/resources/un-common-guidance-helping-build-resilient-societies>.

²² See <https://www.un.org/sg/en/priorities/prevention.shtml>.

²³ See [A/CONF.151/26/Rev.1 \(Vol.I\)](#), annex I.

²⁴ [A/HRC/39/28](#), adopted by the Human Rights Council through its resolution [39/11](#) of 28 September 2018.

internal accountability (to personnel and governing bodies) and external accountability (to donors, partners, communities served by the United Nations, affected populations and the general public). The latter may take the form of independent accountability and grievance redress mechanisms.

13. The 10 principles outlined in the preceding paragraphs are inextricably linked, in the same way as are the Sustainable Development Goals. For instance, the “leave no one behind” principle needs to be gender-responsive, while the implementation of the “be transparent, inclusive and accountable” principle needs to be consistent with the human rights-based approach. In addition, each principle is based on both a precautionary and a restorative approach to sustainability. According to the precautionary approach, which is enshrined in principle 15 of the Rio Declaration on Environment and Development, a lack of data or evidence should not be used as a reason for postponing cost-effective measures to prevent serious or irreversible damage. Under the restorative approach, proactive measures should be taken to repair existing damage and to lift current practices to a higher standard of sustainability.

V. Strategy

A. Envisaged impact

14. **The United Nations has a positive impact on people and the planet.** Fostering peace, security, prosperity and a healthy planet is central to the United Nations mandate. The Organization seeks to realize this mandate primarily by setting standards and by convening and supporting Member States. However, as an institution with hundreds of thousands of employees and thousands of offices around the world, the United Nations must also seek, through the management of its own presence and operations, to have a positive impact on people and the planet, to minimize inadvertent harm and to leave a long-term, positive legacy. That is the impact envisaged by phase II of the Strategy. Since the adoption of the 2030 Agenda, the world has clear goals and indicators to guide and measure positive impacts on people and the planet. The same goals can and should also guide the sustainability management of the United Nations.

B. Expected outcome

15. **The United Nations is a leader in integrating environmental and social sustainability principles across its work.** By mainstreaming the environmental and social sustainability principles described in the present document, the United Nations demonstrates practical pathways for sustainability management that are consistent with the normative frameworks it promotes, in particular human rights and the 2030 Agenda. The United Nations, as an organization, shows exemplary leadership in sustainability management and inspires Governments, organizations and citizens around the globe.

C. Suggested outputs at system level

16. **System-level output 1: the United Nations system has a mechanism in place to track and report in a comprehensive manner on the environmental and social sustainability performance of the Organization.** The United Nations system identifies an entity, or coalition of entities, to take ownership of phase II of the Strategy, steer the implementation thereof and facilitate public reporting on the sustainability of the United Nations system. Reporting will be comprehensive,

meaning that it will cover the whole United Nations system and that it will consider priority areas of focus across all functions (governance, programme and management functions) and all sustainability principles (see section IV above). It will also be qualitative (e.g. based on a scorecard, as proposed in annex III) and quantitative (e.g. based on a list of outcome indicators²⁵). Reporting on the sustainability of the United Nations will need to build on and align with the existing, topic-specific reporting processes in place for the strategies, frameworks and action plans listed in annex I (such as phase I of the Strategy, the annual Greening the Blue report, the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations Disability Inclusion Strategy) to avoid duplication and foster coherence. This may require the development of shared vocabularies and methodologies. Reporting will be streamlined to ensure that it provides a clear picture without imposing a heavy reporting burden on entities. Entity-level reporting on the implementation of phase II of the Strategy will be voluntary, and the scorecard will include a rating of “not applicable” in the grading system. Comprehensive reporting on the sustainability of the United Nations can also be used in reports to Member States, such as in the regular reporting requested by the General Assembly in its resolution [75/233](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

17. System-level output 2: the United Nations system has a mechanism in place to facilitate knowledge-sharing on the integration of environmental and social sustainability principles across its work. Enhancing sustainability is an iterative and incremental process of change that needs to be based on practical experience. A distinctive feature of phase II of the Strategy is the vision that greater coherence across different areas of sustainability, different functional areas and different entities will lead to greater positive impacts on people and the planet. Knowledge exchange will therefore need to build on and strengthen connections between the inter-agency initiatives already in place on specific aspects of sustainability (see annex I). Successful experiences of combining and mainstreaming environmental and social sustainability in entities, or of building sustainability synergies between entities, will be shared between entities and with relevant external partners to foster greater transparency, cohesion, comparability and continuous improvement.

D. Suggested outputs at entity level

18. Entity-level output 1: the entity is committed to mainstreaming environmental and social sustainability across all functions. The entity develops a comprehensive vision of what environmental and social sustainability means for its own work, within its specific mandate. That vision is described in one or more governance documents, such as entity-level policies, that are communicated internally, externally and made publicly available. The entity is committed to implementing its vision, which is championed by its senior management and is backed by an implementation plan and a budget. The vision and commitment can build on or integrate existing commitments on specific aspects of sustainable management, such as environmental sustainability, gender equality, human rights and disability inclusion.

19. Entity-level output 2: the entity has defined environmental and social sustainability standards for its own work. The entity clearly defines quality

²⁵ It is expected that the list of outcome indicators will serve to provide an overview of the environmental and social sustainability of the United Nations, in accordance with the 10 sustainability principles. The list of indicators may contain some that are already in use within the United Nations system, complemented by other, new indicators in order to cover all sustainability principles and all functional areas.

standards, indicators and targets for the environmental and social sustainability of its work, within its own operational context. While those standards, indicators and targets build on the existing work of the entity in sustainability management, the complete set of environmental and social sustainability standards of the entity covers all the principles described in section IV above. The standards, indicators and targets are developed in consultation with relevant stakeholders and made publicly available. The indicators and targets may be differentiated per functional area. The Model Approach to Environmental and Social Standards in United Nations Programming can serve as a reference, particularly with regard to programme functions.

20. Entity-level output 3: the entity has a mechanism in place for the comprehensive tracking of and public reporting on its environmental and social performance. United Nations entities are already tracking and reporting on certain aspects of environmental and social sustainability, such as environmental sustainability in the area of management, gender equality and disability inclusion. It is proposed that the entity report comprehensively on its performance with regard to the priority dimensions of environment and social sustainability, preferably on an annual basis and by building on established reporting mechanisms. Such comprehensive reporting should take into consideration all functions (governance, programme and management functions) and all areas of environmental and social sustainability (as outlined in section IV above). Sustainability reporting should be transparent and provide meaningful opportunities for relevant stakeholders to review it and share their views. Once the United Nations system has agreed on a scorecard and the outcome indicators for environmental and social sustainability (see paras. 16 above and 27 below), they can be used to inform entity-level tracking and reporting. Entity-level reporting on the implementation of phase II of the Strategy will be voluntary, and the scorecard will include a rating of “not applicable” in the grading system.

21. Entity-level output 4: the entity has procedures in place to ensure the mainstreaming of environmental and social sustainability across its programming. The entity builds procedures into each stage of the programme cycle (design, implementation, monitoring, evaluation) to ensure that its projects and programmes comply, at all times, with its environmental and social standards (entity-level output 2, see para. 19 above). As a bare minimum, the environmental and social risks and impacts of projects and programmes are identified and managed through appropriate due diligence processes. Ideally, projects and programmes also proactively seek environmental and social co-benefits, in line with the sustainability principles. The Model Approach to Environmental and Social Standards in United Nations Programming serves as a benchmark reference to facilitate alignment across entities.

22. Entity-level output 5: the entity has procedures in place to ensure that its implementing partners adhere to its environmental and social standards when delivering United Nations programming. If the entity works with implementing partners,²⁶ the entity puts in place an approach, framework or procedures to ensure that its partners are guided by its environmental and social standards, use due diligence to prevent or mitigate environmental or social harm and have their own environmental and social management systems in place. The entity also establishes mechanisms that can be activated in the event that the implementing partner fails to adhere to the environmental and social standards of the entity. Ideally, all agreements with implementing partners and fund recipients contain an overview of the roles of all parties in complying with the entity’s environmental and social standards.

²⁶ In the present strategy, “implementing partners” are defined as third parties that deliver projects and programmes on behalf of the entity or with funds received from the entity.

23. Entity-level output 6: the entity has procedures in place to ensure that primary suppliers apply the environmental and social standards of the United Nations. The procurement of goods and services constitutes an important part of the United Nations impact on people and the planet. Therefore, the United Nations aspires, through phase I of the Strategy, to integrate sustainability considerations into its procurement practices and has committed to reporting publicly thereon. The Procurement Network of the High-level Committee on Management has a definition of sustainable procurement that covers the three dimensions of sustainable development,²⁷ as well as a set of sustainable procurement indicators.²⁸ For suppliers and service providers, the United Nations Supplier Code of Conduct²⁹ has been put in place to ensure that companies doing business with the United Nations are aware of the environmental, social and economic principles of the Organization. The entity will strengthen its use of those instruments to further integrate sustainability considerations into its procurement policies and processes.

24. Entity-level output 7: the entity has procedures in place to evaluate and continually improve its environmental and social sustainability. The pathway towards leadership in environmental and social sustainability management is complex and requires constant evaluation and adaptive learning. Entity-level tracking of and reporting on sustainability (entity-level output 3, see para. 20 above) needs to be used to evaluate the progress of the entity towards meeting its sustainability standards and targets (entity-level output 2, see para. 19 above) and to make adjustments to the processes that it has put in place. This iterative cycle of constant evaluation and adaptive learning is central to good management and can be applied to all aspects of sustainability, although it may have to be tailored to the different functional areas. Phase I of the Strategy already includes the commitment that all entities will put one or more environmental management systems in place to gradually improve the environmental performance of their management functions.

25. Entity-level output 8: the entity has appropriate human and financial resources in place to ensure the mainstreaming of environmental and social sustainability across all functions. Commensurate with the size of its activities and organizational structure, each United Nations entity has human resources, with clear accountabilities and adequate financial resources, in place to promote environmental and social sustainability across all functional areas of the entity and to ensure coordination. This may include establishing dedicated sustainability capacity, such as a sustainability coordinator or sustainability coordination unit, with adequate financial resources; mainstreaming sustainability management into relevant existing roles; building the capacities of personnel to deliver on sustainability commitments; and ensuring the internal accountability of personnel with regard to the delivery of sustainability commitments.

26. Entity-level output 9: the entity has mechanisms in place for accountability and remedy with regard to issues of environmental and social sustainability. The entity needs mechanisms that allow different stakeholder groups to hold each other accountable regarding the delivery of the environmental and social sustainability commitments. This includes mechanisms for internal accountability between the governing body, management and employees of the entity, and mechanisms for external accountability to the Governments and people that the entity serves. The mechanisms for accountability need to be commensurate with the severity and likelihood of the environmental and social risks incurred by the entity. The entity will

²⁷ Available at <https://www.ungm.org/Shared/KnowledgeCenter/Document?widgetId=4108&documentId=823605>.

²⁸ Available at <https://www.ungm.org/Shared/KnowledgeCenter/Pages/SustainableProcurementIndicatorProject>.

²⁹ Available at <https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct>.

also ensure that affected parties have access to effective remedy through legitimate, transparent and accessible grievance redress processes and mechanisms.³⁰

VI. Proposed implementation plan

27. It is suggested that implementation of phase II of the Strategy should take a staged approach, as follows:

(a) **Establish the foundations** (2022):

- (i) A coalition of entities willing to steer the implementation of phase II of the Strategy creates a steering committee, the composition of which reflects the diversity of the mandate, size and structure of the entities;
- (ii) The steering committee establishes a mechanism for coordination, knowledge exchange and capacity-building across entities and levels of the United Nations;
- (iii) The steering committee seeks synergies with other system-wide initiatives at the system level (listed in annex I), country level (the United Nations Sustainable Development Cooperation Framework, business operations strategies) and regional level (issue-based coalitions);
- (iv) Entities start exchanging experiences and best practices on the suggested outputs of phase II of the Strategy (and continue those exchanges throughout the implementation of the Strategy);
- (v) Entities identify possible gaps in the suggested outputs;
- (vi) Entities agree on a first version of the scorecard, the list of outcome indicators and the reporting medium;

(b) **Pilot the strategy and scorecard** (2023):

- (i) A select number of entities report on the scorecard and the outcome indicators on a pilot basis; those entities also reflect on possibilities for harmonizing internal data collection to fulfil the requirements of different system-wide reporting initiatives;
- (ii) Entities agree on an updated version of the scorecard, the list of outcome indicators and the reporting medium;
- (iii) Detailed guidance is developed;

(c) **Roll out the strategy and scorecard** (2024):

- (i) At least 50 per cent of entities report on the scorecard and the list of outcome indicators;
- (ii) A first system-wide sustainability report is produced on the basis of the scorecard and the list of outcome indicators;

(d) **Review implementation and the reporting mechanism** (2025):

- (i) The coordination mechanism, the scorecard, the list of outcome indicators and the reporting medium are reviewed;

³⁰ The effectiveness criteria for grievance mechanisms described in principle 31 of the Guiding Principles on Business and Human Rights can serve as guidance, while also bearing in mind the elements contained in paragraph 6 of the present document with regard to the specific mandates and governance of the different international organizations.

(e) **Become a leader in integrating sustainability principles (2026–2030):**

(i) Entities aim to meet all the requirements of the scorecard by 2030 or earlier;

(ii) A system-wide sustainability report, based on the scorecard and the list of outcome indicators, is produced annually.

28. Given the need for urgent sustainability action and leadership from the United Nations, every effort will be made to further accelerate the proposed implementation timeline.

VII. Assumptions and opportunities

29. The success of phase II of the Strategy hinges on the following assumptions:

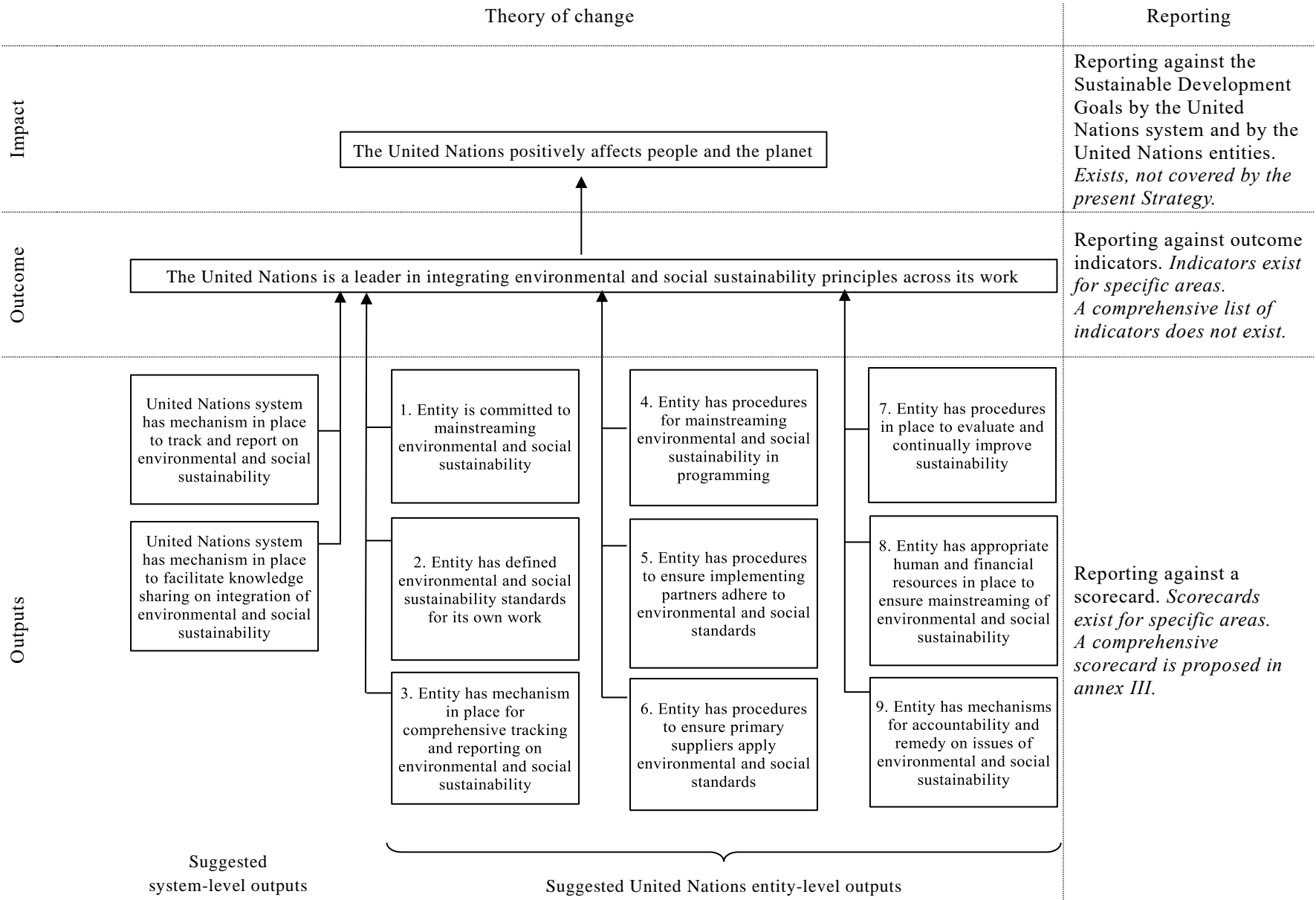
(a) There is the willingness and capacity within the United Nations system entities to harmonize initiatives related to different aspects of environmental and/or social sustainability;

(b) Resources are mobilized for the implementation of this strategy, both at system level and entity level. The entities have sufficient internal capacity to absorb the strategy and report on it.

30. Through phase II of the Strategy, the following opportunities can be seized:

(a) The growing attention being paid by Member States to the environmental and social sustainability of the United Nations, as expressed in recent General Assembly resolutions (see paragraph 4);

(b) The political will among Member States and United Nations management to increase the coherence and efficiency of the United Nations system.



Annex I

Existing United Nations-wide frameworks, strategies and action plans on one or more aspects of sustainability management

<i>Sustainability principle</i>	<i>Title of the framework/strategy/action plan</i>	<i>Proponent</i>	<i>CEB reference</i>	<i>Acronym</i>
Apply a human rights-based approach	The Human Rights-Based Approach to Development Co-operation – Towards a Common Understanding among United Nations Agencies	–	–	HRBA
Apply a human rights-based approach	The Highest Aspiration: a Call to Action for Human Rights	Secretary-General	–	HRca
Apply a human rights-based approach	United Nations Guidance Note: Protection and Promotion of Civic Space	OHCHR	–	CIVIC
Apply a human rights-based approach	Principles of neutrality, humanity and impartiality for the provision of humanitarian assistance	General Assembly	–	HUM
Leave no one behind	Leaving No One Behind: Equality and Non-Discrimination at the Heart of Sustainable Development	CEB	CEB/2016/1	LNOBf
Leave no one behind	Leaving no one behind: a UNSDG operational guide for United Nations country teams – Interim Draft	UNSDG	–	LNOBg
Leave no one behind (disability)	Disability Inclusion Strategy	HLCM	CEB/2019/1/Add.6	DIS
Leave no one behind (youth)	United Nations Youth Strategy	IANYD	–	YTH
Leave no one behind (indigenous peoples)	System-wide action plan on the rights of indigenous peoples	USG-ESA	CEB/2015/2	IPap
Leave no one behind (indigenous peoples)	Building an Inclusive, Sustainable and Resilient Future with Indigenous Peoples: A Call to Action	CEB	CEB/2020/2	IPca

<i>Sustainability principle</i>	<i>Title of the framework/strategy/action plan</i>	<i>Proponent</i>	<i>CEB reference</i>	<i>Acronym</i>
Leave no one behind (migrants)	United Nations Network on Migration Workplan	United Nations Network on Migration	–	MIGR
Pursue gender equality and the empowerment of women	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (SWAP 2.0)	UN-Women	CEB/2012/1	GENap
Pursue gender equality and the empowerment of women	System-wide Strategy on Gender Parity	Secretary-General	–	GENpar
Protect the health, safety and security of all	Core Principles for a healthier, safer and more respectful United Nations workplace	HLCM	–	HSR
Protect the health, safety and security of all	United Nations system workplace mental health and well-being strategy	HLCM	–	MENT
Protect the health, safety and security of all	Special measures for protection from sexual exploitation and abuse: a new approach	Secretary-General	–	PSEA
Protect the health, safety and security of all	United Nations system model policy on sexual harassment	HLCM	CEB/2018/2	HARAS S
Uphold labour rights	Staff Regulations and Rules of the United Nations	General Assembly		STAFF
Protect and restore biodiversity and ecosystems	Strategy for Sustainability Management in the United Nations System 2020–2030 – Phase I: Environmental sustainability in the area of management	UNEMG and UNEP-SUN	CEB/2019/3/Add.2	SSM1
Prevent pollution and maximize resource efficiency				
Take action on climate change				

<i>Sustainability principle</i>	<i>Title of the framework/strategy/action plan</i>	<i>Proponent</i>	<i>CEB reference</i>	<i>Acronym</i>
Protect and restore biodiversity and ecosystems	A common approach to integrating biodiversity and nature-based solutions for sustainable development into the United Nations policy and programme planning and delivery	CEB	CEB/2021/HLCP41/CRP.2 ^a	BIO
Protect and restore biodiversity and ecosystems	System-wide framework of strategies on the environment for the United Nations system	UNEMG	CEB/2016/1	SWSF
Prevent pollution and maximize resource efficiency				
Take action on climate change				
Take action on climate change	Strategy for a climate-neutral United Nations	CEB	EMG/AM.07/11, annex 1 ^b	NEUTR
Take action on climate change	United Nations System Strategic Approach on Climate Change Action	HLCP	CEB/2017/4/Add.1	CCA
Prevent conflict, reduce disaster risk and foster resilience	Adopting an analytical framework on risk and resilience: a proposal for more proactive, coordinated and effective United Nations action	CEB	CEB/2017/6	afRIRE
Prevent conflict, reduce disaster risk and foster resilience	Secretary-General's prevention agenda	Secretary-General	–	PREV
Prevent conflict, reduce disaster risk and foster resilience	United Nations Common Guidance on Helping Build Resilient Societies	UNSDG	–	RESIL
Prevent conflict, reduce disaster risk and foster resilience	United Nations Plan of Action on Disaster Risk Reduction for Resilience	UNDRR	CEB/2016/4 , annex V	DRR

<i>Sustainability principle</i>	<i>Title of the framework/strategy/action plan</i>	<i>Proponent</i>	<i>CEB reference</i>	<i>Acronym</i>
Be transparent, inclusive and accountable	Common Minimum Standards for Multi-stakeholder Engagement in the United Nations Development Assistance Framework	UNSDG	–	MSENG
Be transparent, inclusive and accountable	United Nations system leadership framework	HLCM	CEB/2017/1	LEAD
Be transparent, inclusive and accountable	Management and Accountability Framework of the UN Development and Resident Coordinator System	UNSDG		MAF
Multiple (mainly programme functions)	United Nations Sustainable Development Cooperation Framework – Internal Guidance	UNSDC	–	SDCF
Multiple (mainly programme functions)	Model Approach to Environmental and Social Standards for United Nations Programming	UNEMG	–	maESS
Multiple (in procurement only)	United Nations Supplier Code of Conduct	HLCM		SCC
Multiple (in procurement only)	Sustainable Procurement Indicators	HLCM	CEB/2019/3/Add.2	SPRI

Abbreviations: CEB, United Nations Chief Executives Board for Coordination; HLCM, High Level Committee on Management; HLCP, e High-level Committee on Programmes; IANYD, Interagency Network on Youth Development; OHCHR, Office of the United Nations High Commissioner for Human Rights; UNEMG, United Nations Environment Management Group; UNSDC, United Nations Sustainable Development Cooperation Framework; UNSDG, United Nations Sustainable Development Group; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; USG-ESA, Under-Secretary-General for Economic and Social Affairs.

^a Available from https://unemg.org/wp-content/uploads/2021/04/HLCP41-CRP.2-A-common-approach-to-integrating-biodiversity-and-nature-based-solutions_Rev-12-Apr-2021.pdf.

^b Available from <https://unemg.org/wp-content/uploads/2018/11/EMG07Report.pdf>.

Notes:

The table includes frameworks, strategies and action plans that apply across the United Nations system. Not all have been endorsed by the United Nations Chief Executives Board for Coordination (CEB).

Single entities may have their own frameworks, strategies or action plans, but these are not included in the table.

The acronyms are not official acronyms but have been coined solely for use in annex II.

Annex II

Mapping of existing United Nations system-wide frameworks, strategies and action plans against the sustainability principles and functional areas described in phase II of the Strategy for Sustainability Management in the United Nations System, 2020–2030

	Governance functions						Programme functions						Management functions					Information and communications technology
	Policy and Strategy	Organizational set-up	Leadership	Enterprise risk management	Performance management	Reporting	Audit	Planning	Implementation	Monitoring	Evaluation	Facilities	Human resources	Financial resources	Procurement	Travel	Events	
Apply a human rights-based approach	HRca CIVIC HUM	HUM	LEAD HUM			HRca HRBA SDCF maESS		HRca HRBA CIVIC SDCF maESS HUM	HRca HRBA CIVIC SDCF maESS HUM	HRca HRBA CIVIC SDCF maESS		STAFF HUM	HUM	SCC SPRI				CIVIC
Leave no one behind	LNOBf DIS IPap HUM	DIS YTH HUM	DIS YTH LEAD HUM		DIS YTH	LNOBf LNOBg DIS IPap IPca YTH SDCF maESS		LNOBf LNOBg DIS IPap IPca YTH MIGR SDCF maESS HUM	LNOBf LNOBg DIS IPap IPca YTH MIGR SDCF maESS HUM	LNOBf LNOBg DIS IPap IPca YTH SDCF maESS		DIS YTH HUM	YTH HUM	SCC SPRI DIS		DIS IPap IPca	LNOBf YTH	
Pursue gender equality and the empowerment of women	GENap	GENap	GENap GENpar LEAD		GENap GENpar	GENap SDCF maESS	GENF	GENap SDCF maESS	GENap SDCF maESS	GENap SDCF maESS	GENap SDCF maESS	GENap GENpar	GENap	SPRI				
Protect health, safety and security of all	HSR PSEA		MENT HSR LEAD PSEA HARASS			maESS PSEA		maESS maESS PSEA	maESS	maESS	HSR	MENT HSR PSEA HARASS	MENT	SCC SPRI				
Uphold labour rights		STAFF	STAFF LEAD			maESS		maESS maESS	maESS	maESS		STAFF		SCC SPRI				
Protect and restore biodiversity and ecosystems	SWSF		LEAD	SSM1	SSM1	SSM1 BIO SDCF maESS SWSF		BIO SDCF maESS SWSF	BIO SDCF maESS SWSF	BIO SDCF maESS SWSF		SSM1	SSM1	SSM1	SSM1	SSM1	SSM1	SSM1
Prevent pollution and maximize resource efficiency	SWSF		LEAD	SSM1	SSM1	SSM1 maESS SWSF		maESS SWSF	maESS SWSF	maESS SWSF		SSM1	SSM1	SSM1	SCC SSM1 SPRI	SSM1	SSM1	SSM1

	Governance functions						Programme functions				Management functions							
	Policy and Strategy	Organizational set-up	Leadership	Enterprise risk management	Performance management	Reporting	Audit	Planning	Implementation	Monitoring	Evaluation	Facilities	Human resources	Financial resources	Procurement	Travel	Events	Information and communications technology
Take action on climate change	CCA		LEAD	SSM1	SSM1	SSM1 maESS CCA		maESS CCA	maESS CCA	maESS CCA	maESS CCA	SSM1	SSM1	SSM1	SSM1 SPRI	SSM1	SSM1	SSM1
Prevent conflict, reduce disaster risk and foster resilience	DRR PREV				DRR		DRR afRIRE PREV RESIL	DRR afRIRE RESIL	DRR afRIRE RESIL	DRR afRIRE RESIL	DRR afRIRE RESIL	SSM1	DRR afRIRE SSM1	DRR SSM1	SSM1	SSM1	SSM1	PREV
Be accountable and transparent			LEAD			MSENG SDCF maESS MAF	MSENG SDCF	MSENG SDCF maESS MAF	MSENG SDCF	MSENG SDCF maESS MAF	MSENG SDCF maESS MAF	SSM1	SSM1	SSM1	SSM1 SPRI	SSM1	SSM1	SSM1

Notes:

Acronyms as defined in annex 1.

Frameworks/strategies/action plans in **bold** include explicit commitments regarding the area in question. Frameworks/strategies/action plans not in bold only include guidance regarding the area in question and no explicit commitments.

Annex III

Draft proposal for a scorecard to measure progress towards the suggested entity-level outputs

The scorecard in the present annex is indicative and will be further developed and agreed during the implementation of the Strategy, as per the implementation plan described in section VI. As a result, the scorecard is not meant for adoption as part of the current phase II of the Strategy for Sustainability Management in the United Nations System, 2020–2030.

Like other United Nations reporting systems, the proposed scorecard would allow entities to report their performance on the suggested entity-level outputs using a graduated five-point rating system:

- *Exceeds requirements*
- *Meets requirements*
- *Approaches requirements*
- *Missing*
- *Not applicable*

The tables below suggest milestones that could characterize the levels “Approaches requirements”, “Meets requirements” and “Exceeds requirements” of each of the suggested entity-level outputs.

1. The entity is committed to mainstreaming environmental and social sustainability across all functions.		
<p><i>Approaches requirements</i></p> <p>The entity has a number of governance documents (such as policies, guidelines, frameworks) in place on environmental and social sustainability. These governance documents may be disconnected from each other and may not cover all sustainability principles.</p>	<p><i>Meets requirements</i></p> <p>The entity has outlined a coherent vision for its environmental and social sustainability in one or more governance documents (such as policies, guidelines, frameworks), covering all sustainability principles and all functional areas.</p> <p>AND</p> <p>This is accompanied by an implementation plan or plans and dedicated funding that cover all sustainability principles and all functional areas.</p>	<p><i>Exceeds requirements</i></p> <p>The entity has outlined a coherent vision for its environmental and social sustainability in one or more governance documents (such as policies, guidelines, frameworks), covering all sustainability principles and all functional areas.</p> <p>AND</p> <p>This is accompanied by an implementation plan or plans and dedicated funding that cover all sustainability principles and all functional areas.</p> <p>AND</p> <p>The entity provides an update at least every two years to its governing body or equivalent.</p>

2. The entity has defined environmental and social sustainability standards for its own work.		
<p><i>Approaches requirements</i></p> <p>The entity has sustainability standards. The standards may not cover all sustainability principles and may not be applicable to all functional areas of the entity.</p>	<p><i>Meets requirements</i></p> <p>The entity has environmental and social standards, covering all sustainability principles. The standards may be differentiated per functional area.³¹</p> <p>AND</p> <p>The standards come with key performance indicators and targets for each of the areas of sustainability.</p>	<p><i>Exceeds requirements</i></p> <p>The entity has environmental and social standards, covering all sustainability principles. The standards may be differentiated per functional area.</p> <p>AND</p> <p>The standards come with key performance indicators and targets for each of the areas of sustainability.</p> <p>AND</p> <p>The standards, indicators and targets are reviewed periodically and updated as necessary.</p>

3. The entity has a mechanism in place for the comprehensive tracking of, and public reporting on its environmental and social performance.		
<p><i>Approaches requirements</i></p> <p>The entity reports periodically and transparently on its performance in some areas of environmental and social sustainability. This reporting may not cover all areas of environmental and social sustainability, or all functional areas.</p>	<p><i>Meets requirements</i></p> <p>The entity reports annually and transparently on its performance in all areas of environmental and social sustainability and all functional areas, in a comprehensive manner, in both qualitative and quantitative terms.</p>	<p><i>Exceeds requirements</i></p> <p>The entity reports annually and transparently on its performance in all areas of environmental and social sustainability and all functional areas, in a comprehensive manner, in both qualitative and quantitative terms.</p> <p>AND</p> <p>The qualitative and quantitative data is used in an annual meta-analysis to assess the performance of the organization over time.</p>

³¹ The *Model Approach to Environmental and Social Standards in United Nations Programming* (available from <https://unemg.org/modelapproach/>) can serve as a reference, in particular for standards in projects/programmes.

4. The entity has procedures in place to ensure the mainstreaming of environmental and social sustainability across its programming.		
<p><i>Approaches requirements</i></p> <p>The entity has procedures in place to check that the design and implementation of projects/programmes does not cause environmental or social harm.</p>	<p><i>Meets requirements</i></p> <p>The entity has built procedures into each stage of the programme cycle (design, management, monitoring, evaluation) to ensure that its projects/programmes comply, at all times, with the entity's environmental and social standards. These procedures have been checked for alignment with the Model Approach to Environmental and Social Standards in United Nations Programming.</p>	<p><i>Exceeds requirements</i></p> <p>The entity has built procedures into each stage of the programme cycle (design, management, monitoring, evaluation) to ensure that its projects/programmes comply, at all times, with the entity's environmental and social standards. These procedures have been checked for alignment with the Model Approach to Environmental and Social Standards in United Nations Programming.</p> <p>AND</p> <p>The procedures are reviewed periodically and updated as necessary.</p>

5. The entity has procedures in place to ensure that its implementing partners adhere to its environmental and social standards when delivering United Nations programming.		
<p><i>Approaches requirements</i></p> <p>The entity has built some requirements on environmental and social sustainability into its agreements with implementing partners.</p>	<p><i>Meets requirements</i></p> <p>The entity has an approach, framework or procedures in place that lay out how implementing partners are expected to adhere to its environmental and social standards.</p> <p>AND</p> <p>Agreements with implementing partners clearly outline the roles and responsibilities of all parties in complying with the entity's environmental and social standards.</p>	<p><i>Exceeds requirements</i></p> <p>The entity has an approach, framework or procedures in place that lay out how implementing partners are expected to adhere to its environmental and social standards.</p> <p>AND</p> <p>Agreements with implementing partners clearly outline the roles of all parties in complying with the entity's environmental and social standards.</p> <p>AND</p> <p>The entity proactively seeks to build the capacities of the implementing partners to comply with its environmental and social standards.</p>

6. The entity has procedures in place to ensure that primary suppliers apply the environmental and social standards of the United Nations.³²		
<p><i>Approaches requirements</i></p> <p>The entity is compliant with the commitments of Phase I of the Strategy for Sustainability Management on procurement, including the commitments to:</p> <ul style="list-style-type: none"> – develop policies and guidance to integrate sustainability considerations (e.g. circular procurement, innovation, phase-outs, gender and diversity, disability and inclusion, human rights) in its procurement cycle; – monitor, and publicly report on the inclusion of sustainability considerations in the entity’s tenders, based on the sustainable procurement indicators.³³ 	<p><i>Meets requirements</i></p> <p>The entity is compliant with the commitments of Phase I of the Strategy for Sustainability Management on procurement.</p> <p>AND</p> <p>The entity has an approach, framework, or procedures in place that lay out how primary suppliers are expected to adhere to the environmental and social standards of the entity and/or the United Nations Supplier Code of Conduct.</p>	<p><i>Exceeds requirements</i></p> <p>The entity is compliant with the commitments of Phase I of the Strategy for Sustainability Management on procurement.</p> <p>AND</p> <p>The entity has an approach, framework, or procedures in place that lay out how primary suppliers are expected to adhere to the environmental and social standards of the entity and/or the United Nations Supplier Code of Conduct.</p> <p>AND</p> <p>The entity has an approach or procedures in place to monitor the compliance of primary suppliers with the entity’s standards and/or United Nations Supplier Code of Conduct.</p>

7. The entity has procedures in place to evaluate and continually improve its environmental and social sustainability.		
<p><i>Approaches requirements</i></p> <p>The entity is compliant with the commitment of Phase I of the Strategy for Sustainability Management that an environmental management system is approved by senior management.</p>	<p><i>Meets requirements</i></p> <p>The entity has one or more procedures in place for the evaluation of its sustainability performance and for adaptive learning, covering all areas of sustainability across all functions. The procedure(s) may be differentiated per functional area.</p>	<p><i>Exceeds requirements</i></p> <p>The entity has a unified system in place for the evaluation of sustainability performance and for adaptive learning, covering all areas of sustainability.</p>

³² The entity-level output 6 and related milestones will be further discussed and agreed in the relevant networks and working groups of the High-Level Committee on Management.

³³ *Sustainable Procurement Indicators*, High-Level Committee on Management – Procurement Network.

8. The entity has appropriate human and financial resources in place to ensure the mainstreaming of environmental and social sustainability across all functions.		
<p><i>Approaches requirements</i></p> <p>The entity has human resources in place with clear responsibilities to ensure sustainability coordination in the entity. This could be a sustainability coordinator or sustainability coordination unit.</p>	<p><i>Meets requirements</i></p> <p>The entity has human resources in place with clear responsibilities to ensure sustainability coordination in the entity. This could be a sustainability coordinator or sustainability coordination unit.</p> <p>AND</p> <p>Sustainability management is integrated into the capacity-building of all personnel.</p>	<p><i>Exceeds requirements</i></p> <p>The entity has human resources in place with clear responsibilities to ensure sustainability coordination in the entity. This could be a sustainability coordinator or sustainability coordination unit.</p> <p>AND</p> <p>Sustainability management is integrated into the capacity-building of all personnel.</p> <p>AND</p> <p>Sustainability management is mainstreamed to the extent possible in the terms of reference of relevant existing roles and in senior managers' compacts.</p>

9. The entity has mechanisms in place for accountability and remedy with regard to issues of environmental and social sustainability.		
<p><i>Approaches requirements</i></p> <p>The entity has grievance redress mechanisms in place. The mechanisms may not be fully equipped, in terms of mandate or capacities, to handle grievances of potential or actual environmental or social nature harm.</p>	<p><i>Meets requirements</i></p> <p>The entity has grievance redress mechanisms in place that are fully equipped, in terms of mandate and capacities, to handle grievances of potential or actual environmental or social harm. The mechanisms respect the effectiveness criteria outlined in Principle 31 of the Guiding Principles on Business and Human Rights.³⁴</p>	<p><i>Exceeds requirements</i></p> <p>The entity has grievance redress mechanisms in place that are fully equipped, in terms of mandate and capacities, to handle grievances of potential or actual environmental or social harm. The mechanisms respect the effectiveness criteria outlined in <i>Principle 31</i> of the <i>Guiding Principles on Business and Human Rights</i>.</p> <p>AND</p> <p>The grievance redress mechanisms have a demonstrated record of effectively receiving and responding to grievances.</p>

³⁴ Principle 31: effectiveness criteria for non-judicial grievance mechanisms, contained in the Guiding Principles on Business and Human Rights (A/HRC/17/31, annex), endorsed by the Human Rights Council in its resolution 17/4 of 16 June 2011.