

Message from the Secretary-General on the United Nations Values and Behaviours Framework

I am pleased to introduce the United Nations Values and Behaviours Framework, which reflects our goals for our organizational culture over the next decade. This framework, the first of its kind, represents who we are and connects with the values enshrined in our Charter. The framework was created through an inclusive and participatory process with colleagues across the Secretariat, and I thank all who contributed to it.

Our shared values and how we demonstrate them form the basis of the Secretariat's culture: how we in the Secretariat relate to each other, to our work and to the world, and how those with whom we interact experience us. Our culture defines us as an institution; it is more than the sum of each of us. It includes the norms that shape everything we do, from how we engage with each other day-to-day, to how we partner with others to deliver on our most ambitious hopes for the future.

This framework provides a strong foundation for us to build the United Nations 2.0, based on four values: Inclusion, Integrity, Humility and Humanity. These values are brought to life by five behaviours: Connect & Collaborate; Analyse and Plan; Deliver Results with Positive Impact; Learn and Develop; and Adapt and Innovate.

Accompanying the new framework is 'Living Our Values', an attempt to articulate our vision for the culture of the United Nations Secretariat. This vision describes who we are, who we want to be, and why each aspect of our future culture matters. It is aspirational while also rooted in present-day experience.

While this is the first framework of its kind, the values and behaviours referenced in it reflect many previous efforts to build a strong organizational culture, from the competency framework launched twenty years ago to the United Nations System Leadership Framework and the reform process initiated in 2017.

Over time, we have seen significant changes to the mandate and work of the United Nations and to the environment in which we operate, including technological change, social change and demographic change. The framework attempts to reflect this. It considers the constantly changing nature of the world and renews our commitment to the people we serve.

We will only succeed in strengthening the Secretariat as an inclusive and people-oriented organization if we show resolve in working together in alignment with our common values. I invite all colleagues to familiarize yourselves with the framework and to bring the values and behaviours to life in your daily work.



António Guterres,
UN Secretary-General

