

**Barcelona,**  
a city committed  
to the environment





# Municipal greening and the green economy

**Barcelona City Council, an  
environmental benchmark for the city**

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# Municipal greening and the green economy



Vision of the future

Leading the change towards a more sustainable model by its own example

Current situation

Tourism and mobility ▶

'Biosphere World Class Destination' Certification

Greening of the fleet of vehicles used in the cleaning and waste collection contract



Procurement ▶

100 % of municipal contracts contain compulsory environmental criteria



100 % of municipal nursery schools provide organically farmed food



Environmental products and services ▶

70 % of the paper consumed is recycled



78 % of the wood consumed has some sustainable management certification

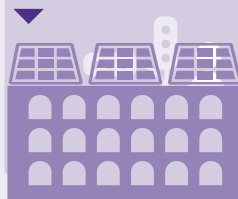


Lines of work

**Greening of contracts and procurement** 'New Government Measure' 'New Mayor's Office Ordinance'



**Efficient management of resources and facilities** 'Energy monitoring and savings in municipal buildings'



**Sectoral planning** 'The Prevention, Security and Mobility Management's Strategic Sustainability Plan'



**Networking and exchanging practices** 'Smart-spp' 'Procura plus'



**Training and awareness-raising of workers** 'Do things at the Council as you would at home' campaign



# 10.1 Vision, challenges and opportunities

## Vision of the future

**Barcelona City Council aims to lead the way towards a more sustainable model by its own example, acting consistently with the message that it conveys to city people.**

There's a firm municipal commitment to sustainability and local and global self-sufficiency in order to reduce the environmental and social impact caused by the municipal organisation. To achieve this aim the City Council seeks to foster a sustainable economy and production, using the Administration's potential as a responsible consumer, and to extend the Council's environmental and social consistency.

For some time Barcelona City Council has assumed the firm commitment to foster social action and respect for the environment in its work and management. One priority field of action is the greening of its own organisation.

- **Barcelona City Council is a compartmentalised and delocalised organisation**, with about 12,000 workers and a council structure with a large number of departments and divisions to manage the city, which makes its coordination a complex matter. What's more, the location of these employees in over a thousand buildings and/or facilities makes communication between them more difficult and relations more distant.
- **Barcelona City Council is advancing towards a new organisational culture which provides greater across-the-board management.** The coordination and extension of its sustainability strategy to the entire organisation is one of the greatest challenges of the + Sustainable Council programme.
- **Barcelona has an increasingly aware population.** Barcelona's population in general, and the municipal workers more specifically, are increasingly mindful of environmental aspects. The City Council has made an effort with internal communication (also addressing city people in general) and its awareness-raising message which has enabled better results in environmental management in the different fields of action.
- **Barcelona City Council has a big enough scale** to make its actions, apart from being an example for the other sectors of the population, also have a real effect on the greening of the city in such domains as the quality of air, noise or mobility, among others.
- **Barcelona City Council has a wide range of its own communication and information media** (captive transport fleets, information channels in buildings and the underground, etc.) which make it easier to put across messages and consequently boost the exemplifying nature of internal measures.

## 10.2 General context and current situation

In the process of transition towards sustainability, Barcelona City Council has the main responsibility to further policies and schemes incorporating social and environmental criteria. This is a key strategy for reducing the impact of public activity and for giving incentives for sustainable production using the administration's potential as a responsible consumer and also through its exemplifying role.

The European Union fosters and regulates a type of public procurement known as "socially responsible procurement". Public expense on products and services makes up 19% of Europe's GDP, which reflects the enormous potential of the public administration in restructuring supply chains and fostering a change in the markets. With the Publication of Directive 2004/18/EC of the European Parliament and the Council<sup>1</sup>, of 31 March 2004, on the coordination of the procedures for awarding public works, supply and service contracts, the European Union is going to update the norms regulating public contracts based on the principles in force on the internal market while bringing in innovations in

<sup>1</sup> In March 2014 the Official Journal of the European Union intends to publish a new directive on public procurement that the member States will have to incorporate. The directive will require public contracts to comply with the obligations applicable in environmental, social or employment fields established by EU Law and in the ILO Agreements on trade union freedom, forced labour, minimum age for child workers, discrimination and pay, among other agreements.

an endeavour to simplify, harmonise and modernise this area. The use of environmental and sustainability criteria is authorised through this update.

In 1995, the Council agreed to sign the Aalborg Charter, a first step towards creating the Local Agenda 21 plan. After an intense participatory procedure, Barcelona drew up its Agenda 21 in the Citizens' Commitment to Sustainability ⊕, a document with widespread consensus which defined the objectives and fields of action for the 2002-2012 period. In late 2012 the content of the Commitment was updated with the participation of the signatories for the 2012-2022 period ( See Chapter 11. Joint responsibility ⊕ ). The City Council, as a signatory of the Commitment, has undertaken the + Sustainable Council programme (A+S Programme), based on the positive experience of the Green Office programme.

The A+S Programme ⊕ is led by *Hàbitat Urbà* and works across sectors with the other municipal areas, districts and institutions. It sets out to improve the environmental and social sustainability of everyday operations of municipal services and facilities. Its strategic objectives were defined in 2010 in the A+S (More Sustainable Council) Convention, an internal participatory process lasting one year which involved over 300 council staff. The social and environmental objectives, specified in 30 fields of action,

act as guides for the internal greening programme in the medium and long term (2020). The programme envisages everything from procurement of products and services to works for urban development, building or refurbishing buildings and the greening of events.

The change towards a more sustainable Council is bolstered by the following internal rules that have already been passed: the Government Measure on the greening of municipal services (2001), the Government Measure on the greening of municipal contracts (2006) to ensure the overall incorporation of environmental criteria in contracts and two Government Measures on responsible procurement (2008 and 2013) to include environmental and social aspects and detail their incorporation in public contracts, and the Government Measure for energy savings and efficiency for municipal installations, which led to the approval of the Energy Self-Sufficiency of Municipal Buildings plan (PAEEM) (2009). In 2013 the Mayor's Office Ordinance for responsible procurement with social and environmental criteria was also approved.

The participation of the A+S (More Sustainable Council) Programme in regional and international projects and networks represents an opportunity to swap best experiences: Network of Cities and Peoples towards Sustainability ⊕, Procura + Campaign ⊕, SMART SPP ⊕,

Sustainable Timber Action ⊕ , Projecte LandMark ⊕ , Electronics Watch ⊕ , Clean Clothes Campaign ⊕ , Eurocities ⊕ , amongst others. The city also works in close cooperation with other key city agents such as universities, manufacturers' associations, suppliers, NGOs etc.

## 10.2.1 Barcelona City Council, a benchmark in responsible public procurement

**Recognition received.** In recognition of its role in this sphere, the Council has received the following distinctions: prize for the best example of good practice in green public procurement in the Seminar for Green Public Procurement in Avilés (2006); case chosen as good practice by the European EPSA Awards 2011; Diamante prize for procurement awarded by the Spanish Association of Professionals in Purchasing, Contracting and Supplies (2012) in the Sustainability Category and a second prize in the Public Sector category.

*EPSA is a prize open to all levels of European public administration with the aim of publicising experiences, making these transparent, accessible and useable.*

## 10.2.2 Coordination with the main Catalan public administrations

**Work group for integrating responsible public procurement.** In 2012 a working group was created made up of representatives of Barcelona City Council, the Diputació de Barcelona regional administration and the Catalan government, in order to integrate socially responsible public procurement as a feature across the board in the Catalan administration's purchasing and contracts, through the demand for social criteria made on suppliers in their contract conditions, and also to raise their awareness on respect for social rights (mainly employment) in their production chain.

## 10.2.3 Furthering the greening of public contracts

**Furthering green contracts.** 100% of municipal contracts incorporate compulsory environmental criteria, such as the contractor's obligation to ensure the proper environmental management of the service or including risks on the environment as serious infringements. 37% include at least one optional environmental criterion, for example the possibility of requiring technical capability in the environmental field or giving marks for environmental improvements. In 2010 environmentally focused contracts represented 43 million euros in economic terms, equivalent to 96% of municipal

expense and to 71% of the schedules of conditions for these groups of products.

## 10.2.4 The City Council consumes environmentally friendly products and services

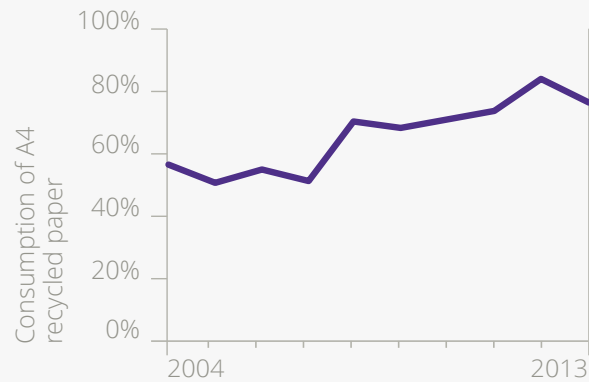
**Fostering green public procurement.** In line with the products and services identified by the European Commission as priorities for implementing green public procurement (COM/2008/400), the main contracts for paper, cleaning services, computer equipment, transport, furniture, electricity, food, textiles and gardening now include environmental clauses.

For years now the Council has been giving priority to purchasing environmentally friendly products and services.

→ **Wood.** In the 2004-2012 period, 78% of the 8,437.73 m<sup>3</sup> of wood purchased, for which information is available, has some kind of certification of sustainable management or documents accrediting that this is in the certification process and a fifth of the wood has origin certificates.

→ **Cleaning products and waste collection.** The contract for cleaning municipal buildings includes the use of less toxic products, selective collection and reduction of the waste generated.

Consumption of recycled paper represents over 75% of total paper consumption.



→ **Food.** The catering services at municipal nursery schools incorporate food produced by organic farming.

→ **Paper.** Actions are carried out in two areas: minimising the total consumption of paper (this has been reduced by 35% as compared with 2009) and for any waste paper to be recycled.

→ **Electronic equipment.** The equipment purchased by the Council complies with energy efficiency criteria and is Energy Star and/or TCO-certified, as well as meeting other environmental standards.

→ **Textile.** Including environmental and social criteria in the schedules of conditions for clothing represents a

benchmark. The working clothes of the staff for Parks and Gardens and BSM incorporate environmental criteria for their fabrics, minimising the use of toxic substances during the manufacture of the cloth and fostering the use of fibres from organic farming.

In the sphere of sustainability in public thoroughfares we should note the acquisition of bins adapted for the handicapped and the greening of the fleet by incorporating hybrid and electric vehicles. As regards the greening of building work, noise and contaminating emissions have been reduced, amongst other aspects.

**Implementation of environmental management systems.** Four municipal organisations involving over 12,000 workers are currently certified in accordance

Body	Fields of action with ISO 14001 certification
<i>Hàbitat Urbà</i>	Management and maintenance of public green zones and street trees in the city of Barcelona, urban cleaning, maintenance of paving and road and street structures, furnishings and signposts, maintenance of public lighting, control of ventilation in tunnels, maintenance of escalators and lifts, maintenance and control of the urban drainage system, purity of bathing water on the coast, maintenance of public, artistic and illuminated fountains, making use of groundwater, noise control work, environmental promotion activities, administrative work proper to the area, maintenance of the building where its headquarters are located.
<i>Transports Metropolitans de Barcelona (TMB)</i>	Management of buses in public thoroughfares.
<i>Clavegueram de Barcelona (CLABSA)</i>	Management of the sewer system by means of an integrated system of environmental quality.
<i>Barcelona de Serveis Municipals (BSM)</i>	Olympic Ring Divisions (Palau Sant Jordi and the Olympic Stadium) and Montjuïc-Fòrum (management work for Montjuïc Park and the Fòrum Park).

with ISO 14001 environmental management system.

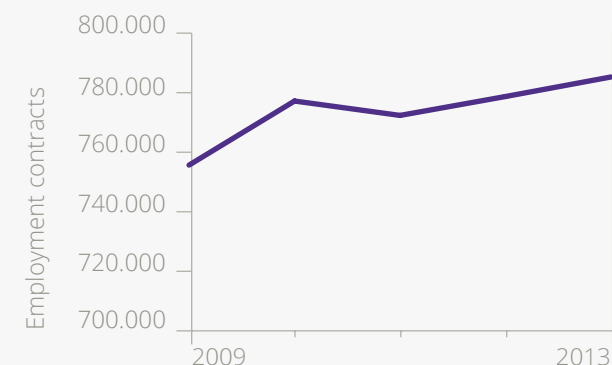
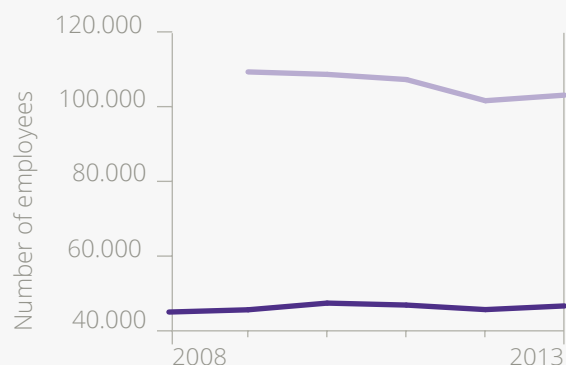
In 2013 the expenditure of Barcelona City Council in urban maintenance and environment was 445.2 M€, which represents 24.21% in respect of the budget for the year (current expenses).

## 10.2.5 Creation of jobs with high added value

### Barcelona is a venue for high knowledge activity sectors.

The business sectors connected with new information and knowledge technologies, the green economy, the social economy, biotechnology or sustainability, amongst others, are niches for job creation which show how far the city's development and innovation have gone. 22@Barcelona takes in part of these professional profiles.

The creation of jobs of work is one of the main priorities for Barcelona City Council, which opts for the social economy and technology as generators of well-being to achieve this.



**Creative sectors**, includes the following activities: clothing manufacture, the leather and footwear industry; graphic arts and printing; publishing; cinema, video and music; radio and television; software, videogames and electronic publication, architecture and engineering; research and development; advertising, design and photography, writers, performing arts, visual arts and crafts; and activities connected with public heritage.

**Ground-breaking technology sectors**, which includes the following activities: cinema, video and music; radio and television, telecommunications, information technology services; information services and research and development.

The creation of jobs of work with high added value has remained relatively stable in spite of the impact of the economic crisis on employment.



# 10.3 Measures carried out to environmentally enhance the Council



Selective collection is encouraged at the offices of Barcelona City Council through the installation of bins for separating waste into its different fractions.

The Council's commitment to greening has gradually consolidated over recent years, with successive internal rules promoting responsible procurement, as well as improvement actions promoted as part of the + Sustainable Council scheme.

## 10.3.1 Environmental criteria in the procurement of products and services

### New Government Measure and new Mayor's Office Ordinance

In 2013 a new Government Measure on responsible procurement was passed, as well as the Mayor's Office Ordinance on responsible procurement with social and environmental criteria. The ordinance is applicable to public sector contracts signed by Barcelona City Council and the organisations reporting to this which have powers to award contracts.

### Environmental improvement of the schedule of conditions for cleaning and waste collection from municipal premises

The new contract includes the use of less toxic products and the encouragement of use of cleaning products with eco-labels, improvement of internal selective collection (paper/cardboard, glass, light packaging and organic fractions, as well as toners and ink cartridges) the use of memory sticks, using one's own glasses or cups and choosing products with the least packaging.

*The advancement of large-scale responsible procurement ensures consistency between the government's social and environmental policy and procurement and purchasing services and products.*

### Greening of offices

In accordance with the instruction given to services for use of recycled paper (2002) and the Mayor's Office Ordinance on responsible wood purchasing policy

(2004), the A+S (+Sustainable Council) Programme strives to have recycled paper used and to minimise total consumption of paper. This is done by means of measures such as the distribution of bins for reusing paper, establishing printing on both sides of paper as default setting, the use of new technologies or minimising paper consumption in the dissemination of information. As regards office material, the Council's endorsement includes items with positive environmental characteristics. Lastly, the council fosters the "Do things at the Council as you would at home" awareness-raising campaign, focussing on workers' active cooperation in the selective collection and saving of water, energy and other resources.



#### Introduction of more sustainable, supportive and healthy products at municipal premises and services

Since 2008, the municipal nursery school meals service has been fostering the incorporation of food from organic farming (seasonable fruit and vegetables, cereals, dairy products and juices). Some catering contracts are awarded to social integration companies with triple - environmental, social and ethical - added value. Work is also being done for the Council's automatic food and beverage machines to consider environmental criteria (such as organic farming or energy efficiency of these machines), social aspects (products from fair trade or integration companies) and health criteria (drinks with low sugar content, natural juices, cereals, wholemeal biscuits, fresh fruit or dried fruit and nuts). Food from organic farming and fair trade is

also being introduced in contracts for assigning the use of different public amenities with a bar service, such as civic centres or bars on the beach.

*The Catalan Network for Ethical Public Purchasing is made up of administrations wishing to fight against work exploitation in poorer countries through their consumption and purchases.*



#### Responsible procurement of clothes

Environmental and ethical criteria are included in competitive tenders for supply of working clothing. The use of toxic substances during the manufacture of the fabric in the garments worn is minimised, fostering the use of fibres from organic agriculture. The City Council also takes part in national and international initiatives such as the Landmark Project, the Clean Clothing Campaign and the Catalan Network for Ethical Public Procurement.



#### Responsible purchasing of wood

The incorporation of sustainability criteria in the procurement of wood products for public space, works, furniture, etc. is also promoted to guarantee that wood from illegal sources is excluded and give priority to products accredited with the most demanding certifications.



#### Greening of building works

The Decree for the Greening of municipal building works has the aim of reducing the environmental and social impact of public works with a budget of 450,000 euros or more. Along with works designs, a compulsory environmental report also has to be submitted, in which the measures intended to reduce the environmental impact possibly caused by the work are detailed.

### 10.3.2 Efficient management of water and energy for municipal use



#### Measures for energy saving and efficiency

In keeping with the aims defined in Barcelona Energy Self-Sufficiency Plan, work is being carried out on rationalising the use of energy in new and existing facilities. Other objectives are to reduce the impact of municipal mobility and lower the proportion of primary fossil fuel energy with an extension of the current network of municipal photovoltaic and solar-thermal power stations, the heating and cooling network or the increased use of energy produced by renewable sources.

Barcelona's generation map currently has 44 photovoltaic installations, 167 solar-thermal plants, 1 biomass installation, 1 hybrid photovoltaic and mini-wind power

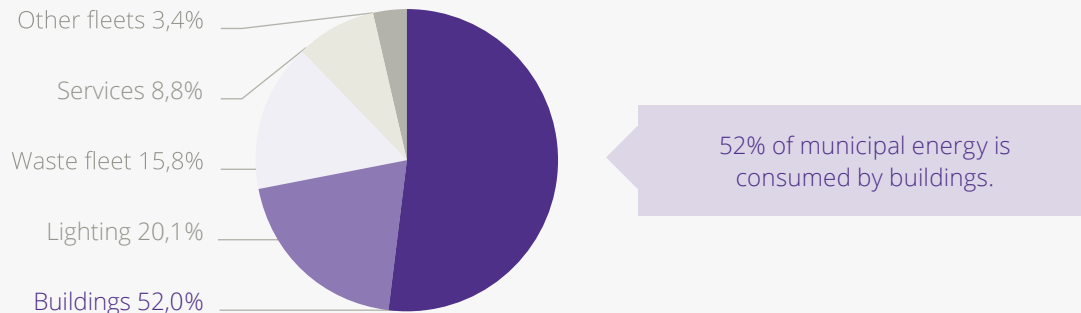
plant, 2 solar cooling units and different installations with a geothermal heat pump. The production of photovoltaic energy of municipal facilities as a whole is 2,203,978 kWh/year and thermal solar production is 9,573,560 kWh/year.

The consumption of the City Council's own buildings and facilities makes up nearly 52% of the total energy consumption associated with municipal services. The Plan for Energy Self-Sufficiency of Municipal Buildings (PAEEM) includes measures for improving energy efficiency and savings and carrying out work for energy improvement and renewable energy installations, with the aim of improving its energy self-sufficiency. To this end, Barcelona Energy Agency is implementing a project for monitoring energy consumption of 37 municipal buildings, for 46 services. With this measure and the information on production of photovoltaic installations located in municipal buildings, also being monitored, it will be possible to ensure ongoing evaluation of the energy self-sufficiency of these facilities.



### Measures for saving and reusing water

In accordance with the Government Measure for promoting the rational use and saving of water (2007) measures are being promoted to increase the reuse of groundwater and treated waste water for watering parks and gardens, cleaning streets and drains or ornamental fountains, for improving the efficiency of the irrigation network in parks and gardens and for fostering water savings in municipal facilities and services.



Mains water consumption of municipal services has dropped from 8,158,331 m<sup>3</sup> in 2001 to 5,067,482 m<sup>3</sup> in 2013, through the increase in use of groundwater and improvements in management (the installation of economisation mechanisms in washbasins and taps, use of dry urinals, campaigns for disseminating advice, etc.).



### Measures to environmental enhance the mobility generated

In keeping with the Urban Mobility Plan 2013-2018, the environmental improvement of mobility generated by municipal activity is advancing in two fields of action:

→ **Greening of the council's own fleet of vehicles and those of service contracts.** Bringing environmental criteria into the contract for city cleaning and waste collection has enabled reducing the environmental impact of the vehicles, since 35% of

these run on biodiesel, 35% with natural gas and 30% are electric or hybrid. Apart from this we should also note TMB's commitment to natural gas and hybrid buses or that of BSM to electrical mobility. TMB has incorporated a 100% electric bus made by Chinese firm BYD and two units of the Irizar model i2e. Two units of the Solaris Urbino 18e articulated model are intended to be brought into service in 2015. Lastly, the Live+ platform was created in Barcelona in 2012 to encourage electric vehicles and turn the city into a worldwide source of innovation in electric mobility.

→ **Fostering sustainable internal mobility.** The use of the bicycle for municipal staff is promoted through the "BICIA't" (Get Biking!) project.

### 10.3.3 Integration of sustainability in the city's events, parks and gardens

#### More sustainable acts and events

A large number of public acts and events are held every year, such as district festivals. The incorporation of environmental criteria enables more sustainable habits to be promoted. Some of the actions carried out are the prevention and selective collection of waste, the use of organic and fair trade products and the encouragement of sustainable mobility.

#### Management and sustainable maintenance of parks and gardens

The improvements in the management and maintenance of the city's parks and gardens include: application of good practice in sustainable gardening (selection of species or use of products of organic origin); increased efficiency and savings of water in irrigation, composting, etc.; introduction of criteria in purchasing clothing, urban mobility and vehicles; hiring services from employment integration companies or special work centres and incorporating environmental requirements in permits for the assignment of spaces for filming, festivals and other events.

### 10.3.4 The Council seeks to become 'smart'

#### Innovation and smartoffice

The aim is to make the Council more efficient and productive through innovation, creativity and talent. The City Council is a pioneer in developing innovation at the service of technology and in building a city of people for people, what is known as the smart city (*See section 12.3.2 The commitment to a new model of governance* ⊕). Innovative solutions have been introduced in procurement through the following initiatives:

- Prior contact activities with the market to foster the introduction of innovative and energy-efficient technologies in municipal services, for example, participation in the international SMART-SPP ⊕ project.
- Introduction of new tools for intelligent management of the city's resources, such as the smart irrigation system and the New Lighting Master Plan to illuminate the city more efficiently.
- To empower the use of the city as an urban laboratory in 22@.
- Introduction of new projects such as the OpenData ⊕ and the eContracte ⊕ to facilitate the consultation and use of public data and to make procedures more efficient.



One of the actions carried out by Barcelona City Council to ensure the events it organises are more sustainable is to hire sustainable catering services.

### 10.3.5 Participation, joint responsibility and training for all agents involved

**i** Communication and awareness-raising to foster more sustainable habits and conduct in daily work

The involvement of all the agents involved in the internal and external greening strategy is vital for the success of the A+S Programme. The main channels of communication and awareness-raising used are: regular electronic newsletter INFO A+S (1101 subscribers in 2013), website for the A+S programme [+](#), email for consultancy [ajuntamentsostenible@bcn.cat](mailto:ajuntamentsostenible@bcn.cat), distribution of material resources (eco-paper bins, brochures on reuse of paper, reusable cups, etc.) and dissemination of communication materials (posters, brochures, etc.).



The 'Do things at the Council as you would at home' campaign attempts to raise the staff's awareness so that they only use the materials required and thereby reduce their volume.

**i** Training to accomplish the cultural change towards sustainability

Training sessions are given, as well as collaboration in the publishing of environmental education guides [+](#) (Sustainable selection of wood in urban items [+](#), Guide to the Green Office [+](#), More Sustainable Congresses [+](#), More Sustainable Hotels [+](#) o More Sustainable Festivals [+](#)) and other publications and materials for awareness-raising with the aim of spreading examples of greening to other production sectors.

### 10.3.6 The Prevention, Security and Mobility Management's Strategic Sustainability Plan for the transition to the green economy

**📄** Strategic Sustainability Plan 2013-2022

The Management Unit, Security and Mobility (PSM) has drawn up the Strategic Sustainability Plan 2013-2022, the PES, in order to move towards sustainable development in the different areas of its work on a gradual, cross-sector and participative basis.

Its purpose is to foster the transition towards a green economy and a smart, environment-friendly city while respecting social rights. A good deal of its content consists of applying a responsible procurement policy

at all levels of management.

Its content is being implemented via more than 100 measures grouped into action programmes and strategic tools (infrastructures, logistics, telecommunications, mobility, communication and training).

### 10.3.7 Biosphere certification accredits Barcelona as a sustainable tourist destination

**🌐** "Biosphere World Class Destination" Certification [+](#)

In 2011 Barcelona was given this certification by the Responsible Tourism Institute (ITR), a body associated with the UNESCO and the World Tourism Organisation (WTO) and a member of the Global Sustainable Tourism Council (GSTC), sponsored by the United Nations Foundation. Barcelona has therefore become the first city in the world to obtain the Biosphere certificate, a byword for responsible tourism management and a sustainable tourist destination in economic, socio-cultural and environmental terms. This certificate, along with the introduction of the Responsible Tourism System, marks the creation of a quality tourism model in Barcelona, furthering the balance between residents and visitors to guarantee the sustainability and continuity of this phenomenon's success in the future. The tourist tax levied for staying in the city will also be used to resolve environmental challenges.

## 10.4 Future goals and measures

The greening of the Council is a challenge in the medium and long term (2020), which is why work will continue to be carried out in different fields of action to accomplish this in coming years.

### 10.4.1 Barcelona will continue to forge ahead in the greening of its work

#### Review of the A+S Programme's strategic objectives to align this with the new Commitment

As part of the Citizens' Commitment to Sustainability 2012-2022, the Strategic Plan of the A+S (+ Sustainable Council) plan is being reviewed with the definition of new objectives:

- Extending and reinforcing green space and biodiversity in municipal areas and buildings.
- Promoting sustainable internal mobility.
- Improving the environmental quality and health of municipal workers.

→ Furthering a smart, efficient organisation with zero emissions.

→ Making a rational use of resources and promoting responsible procurement.

→ Exercising good governance and social responsibility.

→ Guaranteeing the well-being of workers and social cohesion.

→ Fostering the green economy.

→ Extending a new internal organisational culture of sustainability.

→ Increasing the organisation's resilience and minimising its ecological footprint on the planet.

These objectives will be materialised in actions in the following strategic fields: communication, training and awareness-raising, support tools, observatory, working as a network, continuous improvement and consultancy, differentiation of three levels depending on the degree of involvement (leadership, cooperation and influence). The main strategic tools are responsible procurement (2014-2018) and the strategic sectoral plans (2015-2022).



#### Responsible Procurement Ordinance

With regard to this new regulation, which came into force on 15 December 2013, Barcelona City Council will, in coordination with the different areas in charge, define specific criteria for different groups of priority products and services such as food, electricity, vehicles, wood, clothes, etc. These criteria will be formalised by means of circulars, guides or instructions of compulsory compliance by all contracting bodies.



#### Definition of an action Plan to improve sustainability in Managing the Urban Habitat

The Strategic Plan entitled 'More Sustainable Urban Habitat 2014-2022' will include actions to guarantee sustainability in the internal management of Hàbitat Urbà's administration, in order to progress towards sustainable development in different areas on a gradual, cross-sector and participative basis. Its objectives are:

- To be a good model in the management of internal organisation, establish best practices and make environmental quality an element in change management.

→ To carry out actions at an internal level to accomplish the city's strategic objectives and foster an economy based on innovation, clean energies and the efficient use of natural resources.

→ To compile existing good practices, consolidate continuous improvement processes and generate a suitable framework for improvement of the environment and the staff's well-being.

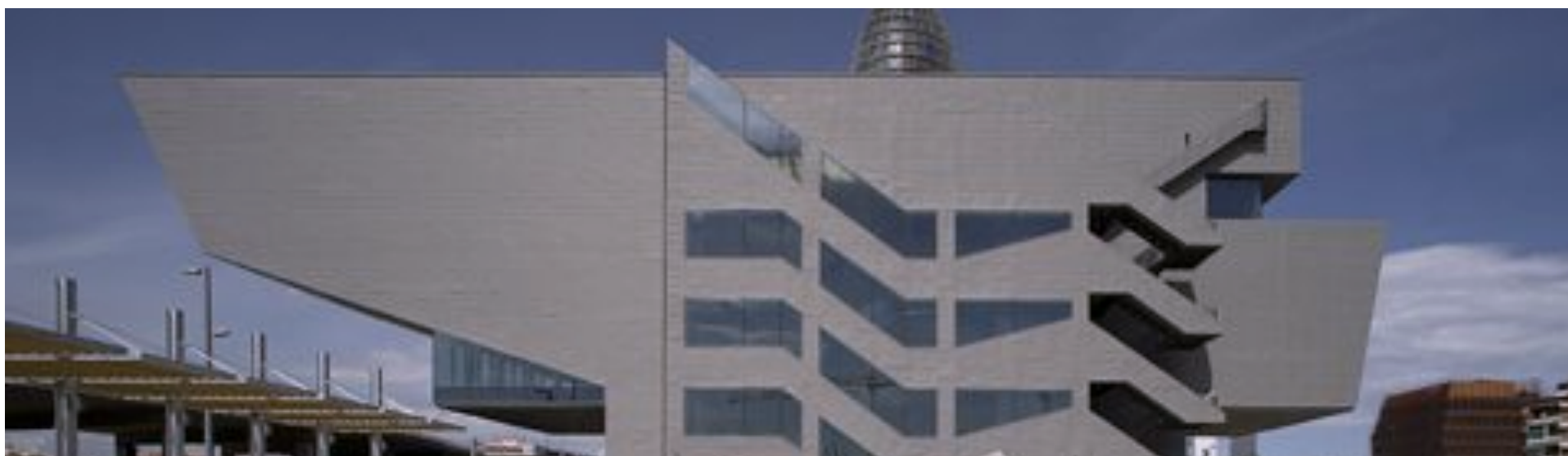
The following measures are worthy of mention: eco-audits in buildings, demand management, monitoring,

greening of procurement (Smart Tendering), prevention of waste at offices (Circular Procurement) and internal mobility, teleconferences and teleworking.

#### Implementation of the Environmental Quality Label for cultural facilities

Five culture facilities, The City's Historic Archive, the Frederic Marès Museum, the Arús Public Library, the Born Cultural Centre and the HUB Design Centre, are in the process of obtaining the environmental quality guarantee label in the category of cultural facilities. The objectives

of this process are to promote eco-efficiency and environmental sustainability in the planning, projection and management of these services, to minimise environmental impact and to promote sustainable development, beyond the requisites stemming from compliance with current legislations. The environmental criteria for granting this label involve energy savings and efficiency, waste management, procurement, mobility, the efficient use of spaces, environmental qualifications, noise and vibration and environmental training.



The HUB Design Centre is currently in the process of obtaining an Environment Quality seal for the category of cultural facilities. Some of the environmental criteria applied are: sewerage (separate system to take advantage of rain water), heating (using heat from refrigeration plants, natural gas boilers, etc.), centralised management of the facilities, etc.