

MAKING WORK ORGANISATION PRACTICES MORE FLEXIBLE

HAZARD



RAINFALL AND
FLOODS



COASTAL
DYNAMICS



GEOTECHNICAL
DROUGHTS



HEAT



WILDFIRES



STORMS AND
STRONG WINDS

IMPLEMENTATION STEP



BUILDING IN
OPERATION

AREA OF ACTION



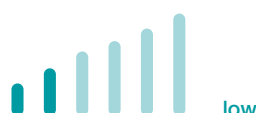
USES

COST



low medium high

LEVEL OF SKILL



In addition to the technical adaptation solutions that can be applied at building or regional level, the resilience of buildings partly depends on the resilience of their occupants. For buildings housing professional activities (tertiary or industrial), the corporate culture can be a resilience factor. The concept of organisational resilience has been theorised by scientists and is based mainly on the flexibility of operating methods within the organisation and the empowerment of individuals.

IMPACTS

The consequences of climate change can threaten the pursuit of professional activities: deterioration of the integrity of the building, which can no longer perform its functions (fire, flooding, building damage, etc.), excessively high temperatures leading to a drop in productivity, disruption of networks (building access, water or electricity outages), etc. Relaxing organisational standards and encouraging greater freedom in management strategies should help to ensure that activities can continue to some extent within the building in times of crisis, in degraded mode, and limit economic losses.

Heat stress and **higher temperatures** reduce workers' productivity and increase the risk of fatigue, which may lead to a "loss of alertness" and a higher **risk of work-related accidents** (falls, collisions, etc.). The most vulnerable workers are those who work outdoors, particularly on building sites, farms, etc. It is essential to take account of these effects on their **working** conditions in order to guarantee their health and safety. According to the *Bulletin de santé publique* (public health report) on heatwaves for the summer of 2022, seven fatal occupational accidents possibly linked to heat were reported by the authorities. These fatal accidents occurred mainly in the context of an outdoor professional activity, including three in the construction sector ([Santé Publique France, 2022](#)).

INSTALLATION GUIDE

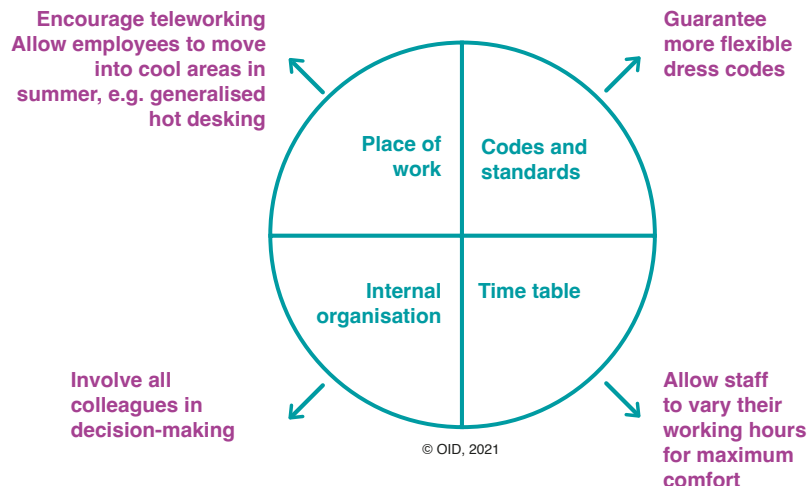
Adaptation needs to be considered at all levels of an organisation, both at management level and within teams in the field. In fact, teams are an important factor in resilience, guaranteeing the continuation of activities in the event of a crisis. To enable them to be a strong link in this resilience, there are several ways in which organisation can **become more flexible** (see diagram).

This greater flexibility for employees must still maintain exchanges and visibility of their activities; to achieve this, it must be accompanied by the development of appropriate managerial practices.

As a general rule, employees should be involved in drawing up the adaptation strategy, so that they can directly identify the best ways of improving their working conditions, and make proposals for solving problems arising from the crisis they encounter, whether related to climate, health or anything else. Collective resilience is thus based on **the commitment of stakeholders to the organisation's adaptation strategy**. In addition, by communicating transparently about the risks to occupants, individuals are empowered and feel involved in preserving the building.



GUIDELINES TO MAKE WORK MORE FLEXIBLE



WEAK POINTS AND STRONG POINTS

- ⊕ Bringing greater flexibility and resilience to organisational processes does not mean breaking away from existing models but rather involves a form of **hybridisation of working methods** (not all profiles and positions are suited to this model). The traditional framework of the organisation (structure, decision-making processes, resources, etc.) can continue to serve as a reference point, leaving open the possibility of temporary adaptation by those involved in extreme conditions.
- ⊕ New ways of working **require high-performance connectivity tools** accessible to all employees. This means providing training to ensure that everyone is included.
- ⊕ It is important to ensure that all **employees have satisfactory working conditions**, particularly for teleworking, and if this is not the case, to offer alternative solutions.
- ⊖ Lastly, these developments do not exempt the building manager or the organisation from setting up emergency systems.

! MALADAPTATION

Maladaptation can result from the following:

Work overload

Flexibility can sometimes lead to work overload if employees are constantly solicited, whether outside their normal working hours or in crisis situations. It is important to maintain a balance between flexibility and employee workload to avoid increased pressure and burnout. This needs to be done in consultation with employees, considering their needs and well-being to ensure a healthy, productive working environment.

Neglect of preparation for climate risks

When organisations focus on immediate flexibility, they may be tempted to postpone long-term investments, such as infrastructure renovation or adaptive actions in the face of climate change. By focusing on operational flexibility, organisations can overlook current climate risks and the uncertainties of future ones, thereby increasing their vulnerability.

Transfer of vulnerability, particularly in residential areas

When organisations adopt flexible working practices such as teleworking, they enable their employees to work from a variety of locations, including their homes. However, working from home or other locations doesn't necessarily guarantee that employees will be less vulnerable and/or less exposed to weather events, and in some cases it may even increase their vulnerability. Furthermore, in the event of a crisis or disaster, employees working from home may find themselves socially isolated and have less access to help and support than they would in the office with their colleagues.

MONITORING INDICATORS



MONITOR MY ACTIONS FOR CLIMATE CHANGE ADAPTATION

+/- : Quantitative indicator

★ : Qualitative indicator

INDICATORS OF MEANS

INTERPRETATION



Percentage of employees able to work remotely (%)



To be maximised



Percentage of employees with access to cool areas in the building during the summer (%)



To be maximised



Percentage of employees allowed to adjust their working hours for maximum comfort (%)



To be maximised

INDICATORS OF RESULTS

INTERPRETATION



Percentage of employees satisfied with their working conditions (%)



To be maximised



Percentage of activities for which continuity is ensured (%)



To be maximised



REGULATION

● According to [article L4121-1](#) of the French Labour Code: “The employer shall take the necessary measures to ensure the **safety of workers and protect their physical and mental health. These measures include:** 1° action to prevent occupational risks, including those mentioned in article [L. 4161-1](#); 2° information and training; 3° the establishment of appropriate organisation and resources. The employer shall ensure that these measures are adapted to take account of changing circumstances and aim to improve existing situations.”

● According to [article R4121-1](#) of the French Labour Code: “The employer shall transcribe and update in a single document the results of the assessment of risks to the health and safety of workers carried out in application of article [L. 4121-3](#). This assessment includes an inventory of the risks identified in each work unit of the company or establishment, including those related to thermal environments.”

● According to [article R4213-7](#) of the French Labour Code: “The equipment and characteristics of the work premises are designed to allow **temperatures to be adapted to the human body during working hours**, taking into account the working methods and physical stress of the workers”.

FIND OUT MORE

Bégin et al (2010), [La résilience des organisations. Le cas d'une entreprise familiale](#)

CEREMA (2020), [La boussole de la résilience](#)

European Trade Union Confederation (2020), [Adapting to climate change and the world of work](#)

Observatoire National sur les Effets du Réchauffement Climatique (ONERC), *Entreprises pour l'Environnement (EpE) (2014), [Les entreprises et l'adaptation au changement climatique](#)*



CLICK HERE TO CONSULT THE GUIDE TO ACTION FOR CLIMATE CHANGE ADAPTATION