



**THE WORLD BANK**  
IBRD • IDA | WORLD BANK GROUP

# GRI INDEX 2019



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This *2019 World Bank GRI Index* is an inventory of the sustainability considerations utilized in the World Bank's lending and analytical services, as well as within its corporate practices. This index of sustainability disclosures has been prepared in accordance with the GRI Standards: Core option (<https://www.globalreporting.org>). The GRI Index covers activities from fiscal year 2019, July 1, 2018, through June 30, 2019.

## ABOUT THE WORLD BANK

The World Bank Group (WBG) plays a key role in the global effort to end extreme poverty and boost shared prosperity. It consists of five institutions: the World Bank, which includes the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA); the International Finance Corporation (IFC); the Multilateral Investment Guarantee Agency (MIGA); and the International Centre for Settlement of Investment Disputes (ICSID). Working together in over 130 countries, these institutions provide financing, technical advice, and other solutions that enable countries to address the most urgent development challenges.

The GRI Index communicates the activities of the World Bank. Except for their member countries' eligibility for support and terms of lending, IBRD and IDA are tightly integrated and work as a single unit. Certain practices and projects span across the World Bank Group and are therefore cited as such in the text.

## DEFINING THE REPORT

### Methodology for Determining Materiality

The topics deemed relevant for disclosure in the GRI Index were determined by assessing: (1) their potential impact on the Bank's business and (2) the sustainability impacts from the Bank's operations.

The business case was determined based on three key categories: (1) the linkages with the Bank's mission and goals; (2) potential reputational risks to the organization, and (3) the importance to stakeholders.

In addition to understanding the business case and stakeholder concerns, equal weight was given to three aspects of the sustainability impact of the Bank's business. After assessing the various sustainability frameworks available, the basic environmental, social, and economic conditions, as outlined by the Natural Step (see box on page 22), were considered most appropriate.

Each criterion above (the three for the business case and the three for the sustainability impact) is given a point, and a threshold is set to prioritize GRI aspects to include in the report. The Bank's material topics were determined and validated by an internal focus group that met in May 2018.

## RESULTS: WHAT IS MATERIAL?

### Report Boundary

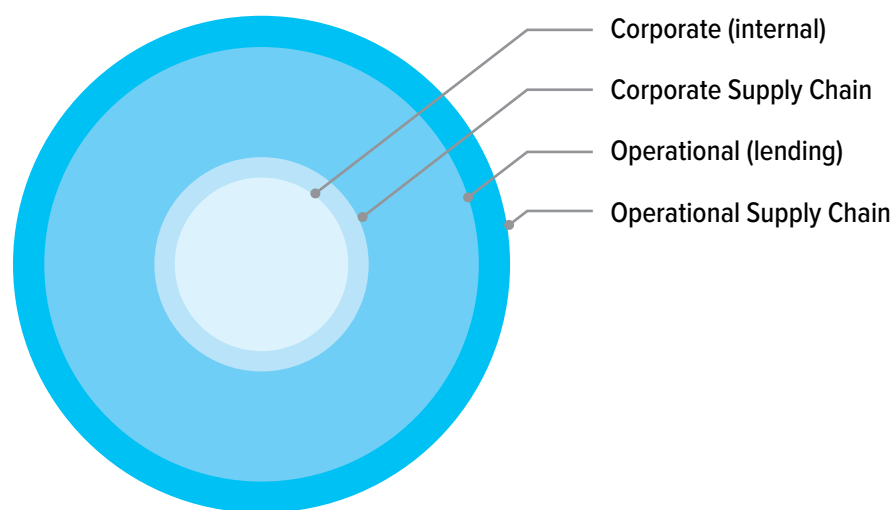
Boundaries are defined based on the management control of impacts – indirect impacts lay within the “operational” boundary while direct impacts fall within the “corporate” boundary. For each material topic, boundaries are specified in the management approach disclosures.

#### Impacts external to the organization [“operational boundary”]

“Operational boundary” denotes indirect impacts that occur in member countries as a result of World Bank lending and analytical services and may not be directly controlled by the Bank’s management. Impacts stemming from the World Bank’s work with clients are specified as “operational impacts.”

#### Impacts internal to the organization [“corporate boundary”]

“Corporate boundary” refers to the impact from activities over which the Bank has direct control, such as operating World Bank facilities and managing staff members.



### Operational impact

The World Bank’s most pertinent sustainability impacts from financial and technical services to clients can be summarized in the following GRI-related aspects:

- 1. Economic Performance** - Creating and distributing economic value is part of the mission of eliminating extreme poverty. Shareholders and investors care about the sustainable economic performance of the institution.
- 2. Indirect Economic Impacts** - Indirect Economic impacts are an essential aspect of the Bank’s goal of reducing poverty and boosting shared prosperity.
- 3. Human Rights / Child Labor / Indigenous Rights** - The World Bank promotes human rights through its projects: for example, improving poor people’s access to health, education, food, and water; promoting the participation of Indigenous Peoples in decision making; strengthening the accountability and transparency of governments to their citizens; supporting justice reform; and fighting corruption. In addition, civil society actively followed the World Bank’s process of updating its safeguard policies, concluded in fiscal 2016.
- 4. Local Communities** - The World Bank recognizes that community-designed development approaches and actions are important elements of an effective poverty-reduction and sustainable-development strategy.
- 5. Anti-corruption** - Critical to the World Bank’s mission to alleviate extreme poverty is a well-functioning public sector that delivers quality public services consistent with citizen preferences and fosters private, market-led growth while managing its fiscal resources in a

prudent manner. Opinion leaders in the Bank's client countries listed anti-corruption as one of their development priorities.

- 6. Supplier Environmental and Social Assessment** – Projects supported by the World Bank have extensive supply chains and these are assessed through the Procurement Policies.

## Corporate Impact

The most material aspects of the Bank's internal operations include the following:

- 1. Staff are the World Bank's greatest asset.** They bring a wide range of perspectives to bear on poverty-reduction issues and emerging development challenges, and are critical to the effectiveness of the Bank's core operational and knowledge services. Staff-related indicators are pulled from the following GRI aspect categories: Economic Performance, Market Presence, Employment, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, and Nondiscrimination.

- 2. The Bank recognizes that reducing its own corporate environmental impacts** is in line with the institutional mission to reduce poverty, as environmental degradation affects the world's poor disproportionately. Increasing the efficiency of how the organization runs its business—through facility-level and staff-behavior changes—reduces natural-resource waste and decreases the cost of day-to-day operations. Key aspects related to the Bank's environmental footprint include: Materials, Energy, Water, Emissions, Effluents and Waste, and Procurement Practices.

Questions and comments about the GRI Index should be addressed to the World Bank Corporate Responsibility Program, [crinfo@worldbank.org](mailto:crinfo@worldbank.org).

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## GRI 100 General Disclosures

### 102-1: **NAME OF THE ORGANIZATION**

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The World Bank consists of the International Bank of Reconstruction and Development (IBRD) and the International Development Association (IDA). It is part of the World Bank Group, which includes the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for Settlement of Investment Disputes (ICSID). For more information, see <http://www.worldbank.org/about>.

### 102-2: **ACTIVITIES, BRANDS, PRODUCTS, AND SERVICES**

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The World Bank is a vital source of financial and technical assistance to developing countries around the world. The work of the World Bank is anchored in its goals: to end extreme poverty—reducing the share of the global population living in extreme poverty to no more than 3 percent by the year 2030; and to promote shared prosperity—promoting income growth of the bottom 40 percent of the population. Both goals must be met in a sustainable manner.

To attain its goals, the World Bank offers:

- Innovative financing instruments and products for an array of investments in such areas as education, health, public administration, infrastructure, financial and private sector development, agriculture, and environmental and natural resource management. Some of the Bank's projects are cofinanced with governments, other multilateral institutions, commercial banks, export credit agencies, and private sector investors. The Bank also provides or facilitates financing through trust fund partnerships with bilateral and multilateral donors. Many partners have asked the Bank to help manage initiatives that address needs across myriad sectors and developing regions.
- Research, analysis, partnership coordination, and technical assistance services that are designed to share the best knowledge available to achieve development results and that underpin World Bank financing.

Established in 1944, the World Bank has funded over 13,000 development projects, via traditional loans, interest-free loans, and grants.

The Bank also offers support to developing countries through policy advice, research and analysis, and technical assistance. Analytical work often underpins World Bank financing and helps inform developing countries' own investments.

The World Bank's Access to Information Policy was the catalyst for initiatives such as Open Data, the Open Knowledge Repository, and Open Finances. The World Bank's Open Learning Campus (OLC) is a destination for development learning that builds the leadership and technical capabilities of all development stakeholders—partners, practitioners, policy makers, staff, and the public. For more information, see [www.worldbank.org/en/about/what-we-do](http://www.worldbank.org/en/about/what-we-do) and [www.worldbank.org/en/projects-operations/products-and-services](http://www.worldbank.org/en/projects-operations/products-and-services).

### 102-3: LOCATION OF HEADQUARTERS

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The World Bank's headquarters are located in Washington, DC, in the United States.

### 102-4: COUNTRIES WHERE THE ORGANIZATION OPERATES AND HAS SIGNIFICANT OPERATIONS

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The World Bank is a global organization. IBRD is owned by 189 member countries and IDA by 173. World Bank staff are located in our 140 country locations globally. There are 166 World Bank facilities worldwide. For a complete list of locations, see <https://www.worldbank.org/en/where-we-work>.

### 102-5: NATURE OF OWNERSHIP AND LEGAL FORM

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The World Bank is not a bank in the traditional sense, but a unique partnership committed to reducing poverty and supporting development. IBRD is governed by and works with its 189 member countries to achieve equitable and sustainable economic growth in their national economies, and to find solutions to pressing regional and global problems in economic development and other important areas, such as environmental sustainability. Low-interest loans are financed by World Bank bonds issued in the capital markets, guarantees, risk management products, and advisory services.

IDA works with its 173 member countries—offering financing to the world's poorest countries—to reduce poverty by providing interest-free loans and grants for programs that boost economic growth, reduce inequalities, and improve people's living conditions. For a full list of member countries, see [www.worldbank.org/about/leadership/members](https://www.worldbank.org/about/leadership/members).

Each of the World Bank organizations is legally and financially independent with separate assets and liabilities, and operates according to procedures established by its Articles of Agreement. The agreements outline the conditions of membership and the general principles of organization, management, and operations. For IBRD and IDA Articles of Agreement, see <https://www.worldbank.org/en/about/articles-of-agreement>.

### 102-6: MARKETS SERVED, INCLUDING LOCATIONS, SECTORS, AND CUSTOMERS

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The World Bank works globally to achieve equitable and sustainable economic growth in member country economies and to find solutions to the pressing regional and global problems in economic development. Its work is distributed throughout the following regions: Africa, East Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, and South Asia.

World Bank projects cover the following Global Practices: Agriculture; Education; Energy; Environment and Natural Resources; Finance, Competitiveness and Innovation; Governance; Health, Nutrition and Population; Jobs and Development; Macroeconomics, Trade and Investment; Poverty; Social Protection; Social, Urban, Rural, & Resilience; Transport; Digital Development; and Water.

In addition, Global Themes bring together five thematic areas that are priorities for the World Bank Group: Climate Change; Fragility, Conflict and Violence; Gender; Infrastructure, Public Private Partnerships and Guarantees; and Knowledge Management. These themes represent the big development challenges of our time and are

**140**  
WORLD BANK  
COUNTRY LOCATIONS

**189**  
IBRD MEMBER  
COUNTRIES

**173**  
IDA MEMBER  
COUNTRIES

fundamental to the twin goals of ending poverty and boosting shared prosperity. For more information, on the Bank's work by region, sector, and themes see <https://www.worldbank.org/en/about/unit> and <https://www.worldbank.org/en/where-we-work>.

## 102-7: SCALE OF THE ORGANIZATION

**Total World Bank commitments:** World Bank lending commitments for development support totaled \$45.1 billion in fiscal year 2019.

**IBRD commitments and resources:** New lending commitments by IBRD totaled \$23.2 billion in fiscal year 2019. IBRD raised U.S. dollar equivalent \$54 billion by issuing bonds in 27 currencies. IBRD's equity comprises primarily paid-in capital and reserves.

**IDA commitments and resources:** IDA commitments amounted to \$21.9 billion in fiscal year 2019, including \$14.1 billion new loan commitments (of which \$358 million are guarantees) and \$7.8 billion in grants. IDA is financed largely by contributions from partner governments. Additional financing comes from transfers from IBRD's net income, grants from the International Finance Corporation, and borrowers' repayments of earlier IDA loans. Total resources for the IDA18 Replenishment, which covers fiscal years 2018-20, amounted to \$52.9 billion in Special Drawing Rights (equivalent to \$75 billion). For more information, see the World Bank Annual Report 2018: [www.worldbank.org/annualreport](http://www.worldbank.org/annualreport).

**\$45.1 BILLION**  
IN COMMITMENTS

**\$23.2 BILLION**  
BY IBRD

**\$21.9 BILLION**  
BY IDA

## 102-8: TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT BY GENDER AND REGION

In fiscal year 2019, the World Bank employed 12,283 staff, 6,757 on permanent contracts and 5,526 on fixed-term contracts (including special assignments). 43 percent of World Bank staff are located in our 140 country locations. Over 52 percent of our staff are female.

Additionally, the World Bank employed 409 extended term consultants and 5,097 full-time equivalent short-term consultants in fiscal year 2019. These self-employed workers represent 28.7 percent of the workforce.

The World Bank employed 0.4 percent more short-term consultants than fiscal year 2018. The purposes for hiring short-term consultants are as follows: backfill, surge staffing, and specialized skills. Short-term consultants are reported on a full-time equivalent (FTE) basis which are calculated based on the number of days paid divided by 220.

World Bank staff who hold regular, open, or term appointments are eligible for reduced work schedule (RWS), which can be used in three kinds of arrangements: (1) part-time—the staff member works less than full-time; (2) job share—two staff work less than full-time and share responsibility for one job; or (3) phased retirement—the staff member works reduced hours to help transition from full-time work to retirement. A staff member on RWS works no less than 50 percent of the regular work-week schedule. Data are not available broken down among these three arrangements. In total, at the end of fiscal year 2019, 23 Bank staff were on reduced work schedule, of which 96 percent were female.

There are no significant variations in the categories described above.

**12,283**  
STAFF

**43%**  
OUTSIDE  
OF THE U.S.

**52%**  
ARE FEMALE



## 102-9: A DESCRIPTION OF THE ORGANIZATION'S SUPPLY CHAIN

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**Corporate Procurement:** Each year, about \$1.6 to \$2 billion in goods and services are purchased by the World Bank Group globally. Major contracts include consulting services, travel, information technology and telecommunications, health and benefits, and construction services. All vendors are required to adhere to the World Bank Corporate Procurement Policy. For more information, see: <http://www.worldbank.org/en/about/corporate-procurement>.

**Operational Procurement:** World Bank projects have a global footprint, and therefore a geographically diverse supply base. Bank operations have varied supply chain characteristics depending on the nature of the items being procured and location (for instance, supply chain characteristics in fragile states have unique market features). In general terms, about 70 percent of the Bank's projects by value are infrastructure-related, typically transport, water, and energy projects.

In fiscal year 2019, the Bank supported its borrowers in procurement from 1,842 different suppliers; about \$7.9 billion was paid to these suppliers. The Bank does not currently track subcontractors beyond the primary provider; however, the majority of these contracts by value are for infrastructure projects and, as such, it is estimated that about 18,000 subcontractors could be involved beyond the primary supply chain (a factor of 9-10 subcontractors to one primary supplier).

## 102-10: SIGNIFICANT CHANGES TO THE ORGANIZATION'S SIZE, STRUCTURE, OWNERSHIP, OR SUPPLY CHAIN

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There were no significant changes to the World Bank's organization size, structure, or ownership.

The Bank's corporate supply chain is diverse and global. Around 60 percent of all vendors by spend are located in North America. The remaining 40 percent are located globally. This has remained stable for a number of fiscal years. No major changes were made to capital structure or World Bank physical locations. The Bank maintains a list of non-responsible vendors who are ineligible to receive its contract awards or bid on solicitations, excluded from doing business with the Bank Group as agents or representatives of other vendors, and are precluded from having discussions with the Bank Group concerning the awarding of contracts for the period listed because they were found to be non-responsible under the World Bank Vendor Eligibility Policy.

The Bank's operational supply chain is truly diverse and global and has remained stable overall. As old projects conclude and new ones begin, there are fluctuations in the major supply chains depending on project procurement awarded. In the main geographic supply chains (supplier-registered locations) of fiscal years 2017, 2018, and 2019, the top three supplying countries (supply chains) are China, India, and Turkey in all three years. France is in the list of top 10 supplying countries every year, with Brazil, Bangladesh, and Italy entering the list in two out of the last three years. As the Bank's operational portfolio is highly focused on infrastructure, the supply chains can vary depending on the results of one large project award. For more information, see the new [Procurement Framework](#).

#### Top supplying countries for World Bank Operational Procurement

Rank	FY19	FY18	FY17
1.	China	India	China
2.	India	China	India
3.	Turkey	Turkey	Turkey
4.	Spain	Spain	Belarus
5.	France	France	Indonesia
6.	Brazil	Italy	France
7.	Italy	Poland	Bangladesh
8.	Vietnam	Bangladesh	Germany
9.	Portugal	Argentina	Pakistan
10	South Africa	Brazil	Russian Federation

#### 102-11: WHETHER AND HOW THE ORGANIZATION APPLIES THE PRECAUTIONARY PRINCIPLE OR APPROACH

The World Bank applies the precautionary approach through its Environmental and Social Framework (ESF), effective as of October 2018, as well as its previously existing suite of safeguard policies, which continue to apply to projects conceived before October 2018. The ESF and the Bank's existing environmental and social safeguard policies are cornerstones of its support to sustainable poverty reduction. The objectives of these policies and standards are to prevent and mitigate harm to people and their environment in the development process. They provide guidelines for Bank and borrower staff in the identification, preparation, and implementation of programs and projects.

The effectiveness and development impact of programs and projects supported by the Bank has substantially increased as a result of attention to these policies. They provide a platform for the participation of stakeholders in project design, along with being an important instrument for building ownership among local populations. For more information, see the [ESF site](#).

#### 102-12: A LIST OF EXTERNALLY-DEVELOPED ECONOMIC, ENVIRONMENTAL AND SOCIAL CHARTERS, PRINCIPLES, OR OTHER INITIATIVES TO WHICH THE ORGANIZATION SUBSCRIBES, OR WHICH IT ENDORSES

The World Bank is committed to helping developing countries end extreme poverty and boost shared prosperity in a sustainable manner. The Bank is a partner of choice for countries seeking to reach many of the Sustainable Development Goals (SDGs), adopted by the United Nations (UN) General Assembly in September 2015, particularly in the context of financing, data, and supporting implementation. The World Bank is also an active member of many external initiatives, such as the UN Environmental Management Group and the Multilateral Financial Institutions Working Group on the Environment. As a UN-specialized agency, the Bank supports the mission of the UN and the multilateral agreements for which the Bank acts as an implementing agency, such as the Global Environment Facility (GEF), the Multilateral

Fund for the Montreal Protocol, and the Convention to Combat Desertification. These facilities have enabled the Bank to become the largest funder of projects in support of the Convention on Biological Diversity and the Stockholm Convention on Persistent Organic Pollutants.

The World Bank recognizes the importance of a positive organizational culture in attracting, retaining, and motivating staff to contribute their best in pursuit of the mission. Organizational culture is built on the foundation of a shared set of values, and in fiscal year 2019, the Bank integrated a refreshed set of core values to reflect the behaviors agreed-upon by staff and management to be most critical in driving the organization's performance and fostering a healthy work environment. The revised core values—impact, integrity, respect, teamwork, and innovation—have been brought to life by embedding them into core HR processes, from recruitment to performance and talent management.

#### 102-13: **A LIST OF THE MAIN MEMBERSHIPS OF INDUSTRY OR OTHER ASSOCIATIONS, AND NATIONAL OR INTERNATIONAL ADVOCACY ORGANIZATIONS**

The World Bank Group is not a formal member of industry or a business association, or a national or international advocacy organization, but it works with a wide range of civil society organizations, foundations, and private sector partners on multiple global issues. It is also a sitting observer in the UN Development Group. These partnerships build support for the Bank Group's twin goals of ending extreme poverty and boosting shared prosperity. The Bank partners with key stakeholders on a number of programs and on specific development challenges facing our partner countries, such as financial inclusion, forced displacement, climate change, as well as human capital investments, including education and health.

#### 102-14: **A STATEMENT FROM THE MOST SENIOR DECISION-MAKER OF THE ORGANIZATION**

Refer to the *World Bank Annual Report 2019* for messages from David Malpass, President of the World Bank Group; Kristalina Georgieva, Chief Executive Officer of IBRD and IDA; and a statement from the World Bank's Board of Executive Directors. For more information, see: [www.worldbank.org/annualreport](http://www.worldbank.org/annualreport).

#### 102-15: **A DESCRIPTION OF KEY IMPACTS, RISKS, AND OPPORTUNITIES**

The work of the World Bank is anchored in its goals: to end extreme poverty—reducing the share of the global population living in extreme poverty to 3 percent by the year 2030; and to promote shared prosperity—increasing the income of the bottom 40 percent of the population. Both goals must be met in a sustainable manner.

**IMPACTS:** The World Bank Group Strategy, released in 2013, discusses the significant areas in which the World Bank makes economic, social, and environmental impacts, as well as the associated challenges and opportunities along the path toward ending poverty and boosting shared prosperity in a sustainable manner. World Bank-supported project impacts and results can be found online: <https://www.worldbank.org/en/results>.

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Refer to the *World Bank Annual Report 2019* for messages from David Malpass, President of the World Bank Group; Kristalina Georgieva, former Chief Executive Officer of IBRD and IDA; and a statement from the World Bank's Board of Executive Directors.  
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**RISKS:** As a cooperative institution, IBRD seeks not to maximize profit but to earn enough income to ensure its financial strength and sustain its development activities. Of fiscal 2019 allocable net income, the Executive Directors recommended to the Board of Governors the transfer of \$259 million to IDA, the transfer of \$100 million to the Surplus, and the allocation of \$831 million to the General Reserve. As part of its lending, borrowing, and investment activities, IBRD is exposed to market, counter-party, country credit, and operational risks. The World Bank Group's Chief Risk Officer leads the risk oversight function, independently reports to the Board on an ongoing basis, and supports the institutional decision-making process via dedicated risk committees. In addition, IBRD has put in place a strong risk management framework, which supports management in its oversight functions. The framework is designed to enable and support IBRD in achieving its goals in a financially sustainable manner. One summary measure of IBRD's risk profile is the ratio of equity to loans, which is closely managed in line with its financial and risk outlook. This ratio stood at 22.8 percent as of June 30, 2019.

To download the IBRD Financial Report and IDA Financial Report, visit: [www.worldbank.org/financialresults](http://www.worldbank.org/financialresults).

**PRIORITIES:** World Bank headquarters and country-based staff work together with IFC, MIGA, and country partners to prioritize the World Bank Group's program of financial, analytical, advisory, and convening support, based on the Bank Group's comparative advantage and the client's priorities, and in response to development challenges highlighted in a Systematic Country Diagnostic (SCD). The SCD identifies the barriers to eliminating extreme poverty and boosting shared prosperity within a country, and is undertaken by the Bank Group before developing a new partnership framework with a country. The diagnostic guides the development of the Country Partnership Framework (CPF), which outlines the strategic interventions and support on which the Bank Group and partner country will engage. This SCD was introduced in July 2014, and as of the end of fiscal year 2019, the Bank Group had prepared SCDs in 104 countries and new CPFs in 79 countries.

During the fiscal year 2019-21 planning period, the Bank Group will focus on the following priorities: (1) support for client-facing work, particularly for the IDA18 scale-up and areas affected by fragility, conflict, and violence, and for meeting the IBRD capital increase policy commitments; (2) the Bank Group-wide partnership to crowd-in private sector investment and create new markets to mobilize finance for development; (3) a renewed focus on human capital and on enhancing the Bank Group's leadership on global issues; and (4) improvement of the business model for greater effectiveness and efficiency.

**OPPORTUNITY:** Fiscal 2019 was witness to ongoing impacts to the financial resources for both IBRD and IDA, which are anticipated to open new opportunities for the World Bank to provide support to its client member countries.

As part of the groundbreaking IDA18 package, IDA shareholders agreed to transform IDA's financing model, leveraging its strong capital base to pioneer a new model for development finance that combines donor funding with funding raised in the capital markets. IDA received its first-ever public credit rating—triple-A—in 2016. IDA's financial strength is based on its robust capital position and shareholder support, as well as on its prudent financial policies and practices, which help to maintain its triple-A credit rating. On April 17, 2018, for the first time, IDA issued \$1.5 billion of debt in the international capital markets. This inaugural IDA bond received strong reception in the market, with total orders reaching \$4.6 billion from around the world. Since then, IDA has also launched an IDA Bills Program (beginning March 2019) that has raised over \$1.5 billion thus far, via 16 transactions and across one- to eight-month maturities. The program has been successful in raising liquidity in both EUR and US\$, and IDA will continue to seek opportunities to diversify the currency composition. The program has also attracted new investors to IDA in both Asia and Europe, further benefiting the continued development of IDA's capital markets presence. IDA's borrowing program will enable IDA to significantly scale up its support toward achieving the SDGs, while offering investors an efficient way to contribute to global development.

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IDA received its  
first-ever public  
credit rating—  
triple-A—in 2016.  
In April 2018, for  
the first time, IDA  
issued \$1.5 billion  
of debt in the inter-  
national capital  
markets.  
”

At the 2018 Spring Meetings, the Development Committee of the Board of Governors endorsed a package of measures that include a \$13 billion paid-in capital increase for the World Bank Group, including \$7.5 billion for IBRD, as well as a \$52.6 billion increase in callable capital for IBRD. The boost in capital is augmented by a broad range of internal measures to create an even stronger Bank Group. This will enable the Bank to support our borrowers with an average annual financing capacity of about \$100 billion during fiscal 2019-30, up from \$65 billion during fiscal 2014-16. In fiscal 2019, the Bank continued to work with its partners to implement the provisions related to the capital increase agreement. See: the [World Bank Group Strategy](#). See: the [World Bank Group's Forward Look](#). See: [IBRD and IDA funding programs](#). See: [Corporate scorecard for progress towards corporate targets](#).

## 102-16 A DESCRIPTION OF THE ORGANIZATION'S VALUES, PRINCIPLES, STANDARDS, AND NORMS OF BEHAVIOR

**Values:** In 2018, the World Bank Group launched its Core Values, which define how staff engage with partners and each other. They are:

- **Impact** - We help our clients solve their greatest development challenges.
- **Integrity** - We do what is right.
- **Respect** - We care for our people, our clients, our partners, and our planet.
- **Teamwork** - We work together to achieve our goals.
- **Innovation** - We learn and adapt to find better ways of doing things.

**Code of Ethics and Conduct:** A new Bank Group Code of Ethics and Conduct will be launched in fiscal year 2020 in line with the new Core Values. There is a separate Code of Conduct for Board officials. Business partners are informed of ethics expectations through a separate document. Adherence to high ethical standards is specified in contracts with employees, Board officials, and business partners. Section 1(c) of the Code for Board Officials requires them to sign the code document upon assuming duty and deposit it with the Ethics Committee of the Board. In addition to the required training for new staff, the institution offers a number of ethics training courses on values, expected business conduct, resources available against misconduct and retaliation, and the prevention of conflicts of interest.

Staff members are required to uphold World Bank Group Staff Rules as a condition of employment. There is a mandatory e-learning training on the Code of Conduct for all new staff, including consultants with contracts of more than 30 days. A summary of the Code of Conduct is available in nine languages.

**Sexual Harassment:** In May 2019, the Bank Group launched an action plan to prevent and address sexual harassment. The action plan will be monitored and evaluated by a staff-led working group on a biannual basis. To enhance trust and accountability, the Bank Group's Ethics and Business Conduct Department (EBC) has made increased transparency a key factor in its strategy. In May 2019, for the first time ever, EBC published in the Bank Group intranet a short summary of all the cases substantiated by EBC and sanctioned by the Human Resources Vice President (HRDVP) in the last three years. Staff are able to read a description of the case, the type of sanction, the grade level of the subject as well as if it took place in headquarters or in a country office.



### CORE VALUES

*which define how staff engage with partners and each other.*

- Impact
- Integrity
- Respect
- Teamwork
- Innovation

In addition, a mandatory e-learning on preventing and addressing sexual harassment was completed by 91 percent of staff and 72 percent of consultants by March 31, 2019. Preventing and addressing sexual harassment is inextricably linked to the Bank Groups's core values of integrity, teamwork, and respect.

**Governance:** The head of EBC is a Chief Ethics Officer, who reports directly to the Bank Group President. The leadership of this function by a Chief Ethics Officer reflects the importance of EBC's mandate, composed of four key areas of responsibility: (1) setting standards through the design and stewardship of ethical policy, practices, decisions, and behavior, including administering Declarations of Interest Programs to ensure public confidence; (2) reaching out to staff and offering training to strengthen values, foster a culture of respect and integrity, and build bridges between scientific research and practice in ethical development; (3) advising staff and clients by sharing ethics expertise and spotting trends, and providing counsel on conflicts of interest and compliance-related issues as needed; and (4) addressing misconduct by reviewing concerns, recommending actions, and facilitating resolutions. For more information on the World Bank's Code of Conduct and EBC functions, see <http://worldbank.org/ethics>.

#### 102-17: A DESCRIPTION OF INTERNAL AND EXTERNAL MECHANISMS FOR: I. SEEKING ADVICE ABOUT ETHICAL AND LAWFUL BEHAVIOR, AND ORGANIZATIONAL INTEGRITY; II. REPORTING CONCERNS ABOUT UNETHICAL OR UNLAWFUL BEHAVIOR, AND ORGANIZATIONAL INTEGRITY

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**Seeking advice about ethical and lawful behavior, and organizational integrity:** The World Bank encourages staff members (both past and present) to seek ethics-related advice and report suspected misconduct and other ethical issues through its Ethics and Business Conduct Department (EBC). Modes of seeking advice include: (1) via the Ethics Helpline (800-261-7497) that is available 24 hours and administered in multiple languages by an outside vendor; (2) via email ([ethics\\_helpline@worldbank.org](mailto:ethics_helpline@worldbank.org)); and (3) employees can seek advice directly from EBC staff during office hours or arrange to speak with team members at a convenient time. Advisory requests are treated with the highest possible level of confidentiality given the requirements of the case. Requests for advice can be made anonymously. For reports of suspected misconduct, all information is confidential and subject to disclosure on a strict need-to-know basis. Anonymous complaints are accepted.

**Reporting concerns about unethical or unlawful behavior, and organizational integrity:** There were 1,053 requests for advice in fiscal year 2019. In more than 90 percent of the cases, answers were provided within two business days. The most frequently received queries concerned a staff member's outside activities, a couple's or family's relationship, or vendor procurement. In fiscal year 2019, 224 allegations of misconduct were received. The most frequently received involved allegations of harassment excluding sexual harassment, non-compliance with rules, and sexual harassment, on par with fiscal year 2018. The large majority of allegations were reviewed and closed after intake or initial review. Of those, 19 resulted in the submission of an investigative report to the Vice President of Human Resources, who has the authority to determine if misconduct occurred and to impose sanctions.

**Retaliation:** The Bank Group has a non-retaliation policy that protects against any direct or indirect detrimental action threatened or taken because a person engaged in a protected activity. Retaliation is considered misconduct and is investigated and sanctioned accordingly.

**Corruption:** In addition, the Bank's Integrity Vice Presidency works to improve compliance with corruption-related policies. The unit trains staff to detect and deter fraud and corruption, and investigates allegations in activities conducted or financed by the Bank Group, as well as allegations of significant fraud and corruption involving staff. Details are outlined for staff in the World Bank Group Code of Conduct. See <http://worldbank.org/ethics>.

## 102-18: **GOVERNANCE STRUCTURE OF THE ORGANIZATION, INCLUDING COMMITTEES OF THE HIGHEST GOVERNANCE BODY**

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The World Bank is a development institution for which its 189 member countries are shareholders. Member countries govern the Bank through the Boards of Governors and the Board of Executive Directors. The Boards of Governors consists of one Governor and one alternate Governor appointed by each member country. The office is usually held by the country's minister of finance, governor of its central bank, or a senior official of similar rank. The Governors and alternates serve for terms of five years and can be reappointed. The Governors delegate specific duties to the 25 Executive Directors, who sit as a resident Board of Directors in Washington, DC. The five largest shareholders appoint an Executive Director, while other member countries are represented by elected Executive Directors.

Together, the Boards of Governors and the Executive Directors make all major decisions for the organization, including policy, financial, and membership issues. In addition to representing their own countries and others they are elected to represent, Executive Directors serve on one or more of five standing committees: Audit Committee, Budget Committee, Committee on Development Effectiveness (CODE), Human Resources Committee, and Committee on Governance and Executive Directors' Administrative Matters (COGAM). The committees help the Board execute its oversight responsibilities through in-depth examinations of policies and practices, overseeing and making decisions about the Bank's policies and procedures, financial condition, risk-management and assessment processes, adequacy of governance and controls, and effectiveness of development and poverty-reduction activities. In addition, the Ethics Committee provides guidance on matters covered by the Code of Conduct for Board officials. These committees function independently of all Bank Group executive officers.

The CODE supports the Boards in assessing the development effectiveness of the Bank Group, providing guidance on strategic directions of each member institution, monitoring the quality and results of Bank Group operations, and overseeing or liaising on the work of the entities that are part of the Bank Group's accountability framework, including with regard to economic, environmental, and social topics. For more information on the World Bank Group Strategy: [www.worldbank.org/en/about/leadership](http://www.worldbank.org/en/about/leadership).

## 102-20: **WHETHER THE ORGANIZATION HAS APPOINTED AN EXECUTIVE-LEVEL POSITION OR POSITIONS WITH RESPONSIBILITY FOR ECONOMIC, ENVIRONMENTAL, AND SOCIAL TOPICS**

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The World Bank Group integrates the principles of sustainable environmental and social development into its work with clients across all sectors and regions. This is done through the Infrastructure, Sustainable Development, Human Development, and Equitable Growth, Finance and Institutions Vice Presidencies.

Vice Presidents report to the President. The Board of Governors is the highest governance body.

[Click here to see organizational chart.](#)

## 102-21: **PROCESSES FOR CONSULTATION BETWEEN STAKEHOLDERS AND THE HIGHEST GOVERNANCE BODY ON ECONOMIC, ENVIRONMENTAL, AND SOCIAL TOPICS**

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There are a range of processes for stakeholder consultations on economic, environmental, and social topics, at national, regional, and global levels. In most cases, consultation is delegated to World Bank Group management and staff, who integrate feedback in operational design, and report on consultations to the Board of Directors. For more information, see <http://consultations.worldbank.org>.



## 102-22: COMPOSITION OF THE HIGHEST GOVERNANCE BODY AND ITS COMMITTEES

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All powers of the World Bank Group are vested in the Board of Governors (Ministers of Finance and Development or equivalent of 189 member countries), the Bank's senior decision-making body according to the Articles of Agreement. They are the only non-executives who can decide on the following:

- Admit and suspend members;
- Increase or decrease the authorized capital stock;
- Determine the distribution of the net income of the World Bank;
- Decide appeals from interpretations of the Articles of Agreement by the Executive Directors;
- Make formal comprehensive arrangements to cooperate with other international organizations;
- Suspend permanently the operations of the World Bank;
- Increase the number of elected Executive Directors; and
- Approve amendments to the Articles of Agreement.

All other decisions are delegated to the Executive Directors.

## 102-23: WHETHER THE CHAIR OF THE HIGHEST GOVERNANCE BODY IS ALSO AN EXECUTIVE OFFICER IN THE ORGANIZATION

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The Chair of the Board of Executive Directors serves as the President of the organization, as set out in the World Bank's Articles of Agreement, Section 5. Click here to see [IBRD Articles of Agreement](#).

## 102-24: NOMINATION AND SELECTION PROCESSES FOR THE HIGHEST GOVERNANCE BODY AND ITS COMMITTEES

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Nominating Governors of the World Bank depends on the political systems of the individual member governments. The main criterion is that a Governor is a minister of finance, development, or other national ministry. Other criteria like diversity, independence, and expertise may factor into the independent, government-led decision making process. The World Bank has no direct influence over Governor nomination, which is a sovereign matter related to countries' internal governance and decision-making. For details, see <http://www.worldbank.org/en/about/leadership/governors>.



## 102-26: HIGHEST GOVERNANCE BODY'S AND SENIOR EXECUTIVES' ROLES IN THE DEVELOPMENT, APPROVAL, AND UPDATING OF THE ORGANIZATION'S PURPOSE, VALUE OR MISSION STATEMENTS, STRATEGIES, POLICIES, AND GOALS RELATED TO ECONOMIC, ENVIRONMENTAL, AND SOCIAL TOPICS

Governors of the World Bank meet twice per year to discuss issues related to the organization's purpose and strategy to eliminate extreme poverty and reduce inequality in a manner that is economically, environmentally, and socially sustainable. See [www.worldbank.org/devcom](http://www.worldbank.org/devcom).

## 102-35: REMUNERATION POLICIES FOR THE HIGHEST GOVERNANCE BODY AND SENIOR EXECUTIVES

**Board Salaries:** Per the World Bank Articles of Agreement, "[T]he Board of Governors shall determine the remuneration to be paid to the Executive Directors and the salary and terms of the contract of service of the President." To recruit and retain highly qualified staff, the World Bank Group has developed a compensation and benefits system designed to be internationally competitive, to reward performance, and to take into account the special needs of a multinational and largely expatriate staff. The Bank Group's staff salary structure is reviewed annually by the Executive Directors and, if warranted, is adjusted on the basis of a comparison with salaries paid by private financial and industrial firms and by representative public sector agencies in the U.S. market.

The Articles also state that Governors (the highest governance body) "...shall serve as such without compensation from the Bank, but the Bank shall pay them reasonable expenses incurred in attending meetings."

**Senior Management salaries** are disclosed in the Annual Report. See Annexes: <http://www.worldbank.org/en/about/annual-report>.

## 102-40: A LIST OF STAKEHOLDER GROUPS ENGAGED BY THE ORGANIZATION

As a global employer, the World Bank consults and collaborates with thousands of stakeholders throughout the world. The World Bank categorizes stakeholders into two main groups: internal and external.

**Internal stakeholders** include shareholder governments (the Boards of Governors), Executive Directors and Senior Management, and Bank employees.

**External stakeholders** include multilateral and bilateral development organizations; parliamentarians; civil society; faith-based organizations; academics; professionals; the private sector (including companies, financial institutions, sustainable responsible investors in World Bank bonds, and social entrepreneurs); beneficiaries of Bank-supported activities, and international, national, and local media, among others.

## 102-41: PERCENTAGE OF TOTAL EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

At the World Bank Group, the percentage of total employees covered by collective bargaining agreements is zero. However, the Bank Group Staff Association, founded in 1972, represents and protects the rights and interests of all (that is, 100 percent) of

“Currently, there are 11,631 Bank Group staff who are members of the Staff Association, and 90 country offices have established Country Office Staff Associations.”

the staff as part of its mandate. The Staff Association negotiates with the Human Resources Vice Presidency, senior management, line management, and the Executive Directors to ensure the interests of staff are met. The Staff Association is not a union and does not engage in collective bargaining. It serves a critical role by representing the rights of all staff, as provided in Staff Rule 10.01. Currently, there are 11,631 staff who are members of the Staff Association, and 90 country offices have established Country Office Staff Associations.

## 102-42: THE BASIS FOR IDENTIFYING AND SELECTING STAKEHOLDERS WITH WHOM TO ENGAGE

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The World Bank works with diverse stakeholders who share the commitment to advance the Bank Group's goals—to end extreme poverty and promote shared prosperity. Continuous engagement with all the stakeholders is essential and challenging, given the wide spectrum of internal and external stakeholders, ranging from donor and client governments to civil society and media to the poorest and most marginalized communities.

In the context of World Bank-supported activities, stakeholders are considered to be anyone who is in some way—positively or negatively—impacted by the potential outcomes of these activities. The stakeholders vary, so what impacts a segment or segments of this group depends on the scope, mobilized resources, and outcomes of these Bank-supported activities.

## 102-43: THE ORGANIZATION'S APPROACH TO STAKEHOLDER ENGAGEMENT, INCLUDING FREQUENCY OF ENGAGEMENT BY TYPE AND BY STAKEHOLDER GROUP, AND AN INDICATION OF WHETHER ANY OF THE ENGAGEMENT WAS UNDERTAKEN SPECIFICALLY AS PART OF THE REPORT PREPARATION PROCESS

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The Bank Group engages with a broad cross-section of stakeholder groups in ways that are both context-specific and situational. Engagement takes the form of numerous approaches, including policy dialogue; operational partnerships; consultations; convenings and global platforms such as the Annual and Spring Meetings; and joint issue-based advocacy on campaigns.

**1. Member Governments:** Executive Directors and Board of Governors engage regularly with a wide spectrum of stakeholders, including national stakeholders in their own country and with international civil society organizations (CSOs) on the margins of the organization's Spring and Annual Meetings, as well as during travel to client countries for Bank Group operations. Each fall and spring, the Boards of Governors of the Bank Group and International Monetary Fund (IMF) hold Annual and Spring Meetings to discuss a range of issues related to poverty reduction, international economic development, and finance. The Annual Meetings provide a forum for international cooperation and enable the Bank Group and the IMF to better serve their client countries. In addition to the Annual and Spring Meetings, the Development Committee convenes to advise the Boards of Governors on issues of global concern, including the world economic outlook, poverty eradication, economic development, and aid effectiveness. See the recent Communiqués: <http://worldbank.org/devcom>.

Outcomes of the Development Committee are included in the GRI materiality exercise.

**2. Employees:** Staff engagement, pride in the institution, and commitment to a shared mission are key to the World Bank's success. Staff are kept informed at all times and have formal and informal opportunities to engage and have dialogue with senior management through various avenues, such as internal events, live webcast leadership town halls, online chats, leadership blogs, Staff Association Updates, Staff Association Working Groups, and so on. The World Bank's intranet is available to all staff across 140 countries and is easily accessible on employee devices. Management ensures flow of information through communications campaigns, announcements, stories, webinars, learning opportunities, targeted briefings, broad-reach newsletters, and emails. More broadly, to support staff in feeling part of an integrated

community, there are additional engagements such as cultural performances, staff profiles, and staff conversations. The Bank also promotes various corporate communication campaigns, such as the Community Connections Campaign to raise funds for the local community in Washington and client countries, campaigns around staff health and wellness, safety and security, etc. Monitoring the staff level of engagement is very important. Regularly, the in-depth employee Engagement Survey invites staff to voice their opinions on comprehensive key issues, from leadership to career development, and from inclusiveness to the work environment. The Bank engagement index and the participation rate in the Engagement Survey remain consistently high. As indicated in the 2018 survey, released in June 2019, the Bank's participation rate and the engagement index continued this trend, respectively at 83 and 79 percent. [Click here to read the report.](#)

**3. Civil Society:** The World Bank engages Civil Society Organizations (CSOs) regularly at the global, regional, and local levels. The Bank shares information, solicits input on policy reforms, consults with CSOs on corporate strategies, collaborates with them on Bank-financed projects, and forges partnerships to further shared goals. For example, the Bank's Civil Society team hosts a monthly call with CSOs and distributes a monthly CSO eNewsletter that reaches roughly 8,000 subscribers.

Twice a year, during the Annual and Spring Meetings, the Bank Group hosts the Civil Society Policy Forum (CSPF), which enables the Bank and CSOs to deliberate on critical issues such as citizen engagement, accountability, decreasing space for civil society, education, energy, and climate change. More than 1,000 CSO participants attended the event at the 2019 Spring Meetings—a record-setting attendance to date—demonstrating the continued interest from CSOs in engaging with the Bank. The CSO Innovation Fair, launched during the 2018 Spring Meetings and continued for the 2019 Spring Meetings, provided a unique opportunity for CSOs to interact with each other and Bank staff through a showcase of their advocacy campaigns, online data tools, and other innovative products and interventions focused on the theme of human capital. In the lead-up to the 2018 Annual Meetings in Bali, Indonesia, the Civil Society team, in cooperation with regional colleagues, organized workshops for CSOs in the region to enhance awareness of the Bank's work and discuss ways for them to be involved during the Bali meetings.

In addition to Bank-led convenings, senior management also participates in public advocacy activities with civil society, including the annual Interaction Annual Forum and the RESULTS International Conference. As part of the RESULTS Advocacy Day, approximately 65 grassroots activists came to the Bank in fiscal 2019 for a series of meetings with Bank leadership on a variety of topics.

At the country level, the World Bank consults with a broad spectrum of CSOs on the Systematic Country Diagnostic, the Country Partnership Framework, and individual Bank-funded development projects, as well as knowledge products and advisory work. Consultations at the country-level involve multiple stakeholders such as citizens and affected communities, government, private sector, development institutions, and donors who may engage at different points in the project or program cycle. By incorporating consultation into its operations, the Bank is helping to build sustainable national systems for citizen engagement that give citizens a stake in decision making with the objective of improving development outcomes.

Through the Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations, the Bank Group engages with CSOs and citizens to achieve better development results. This effort is grounded in the commitment to include beneficiary feedback in Bank Group-financed projects in which there are clearly identifiable beneficiaries. See: <http://www.worldbank.org/en/about/what-we-do/brief/citizen-engagement>.

As part of the Bank's new Environmental and Social Framework (ESF), launched in October 2018, engaging with stakeholders is a mainstreamed part of regular operations. Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure recognizes the importance of open and transparent

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More than 1,000  
CSO participants  
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event at the 2019  
Spring Meetings  
”

engagement between the Borrower and project stakeholders as an essential element of good international practice. As part of this, all projects under the new ESF will be required to have a Stakeholder Engagement Plan as well as a Grievance Mechanism.

[Click here to read the ESF.](#)

Topics raised by CSOs are used as inputs to the GRI materiality exercise.

**4. Opinion Leaders:** The Country Opinion Survey (COS) Program systematically assesses and tracks the views of external opinion leaders across client countries. The Bank Group has collected thousands of opinions in this mandated program since its inception, in fiscal year 2012. Each client country is surveyed once every three years; each year, about 40 to 45 countries are included. In this manner, over a three-year cycle, the COS Program obtains feedback from stakeholders in nearly all client countries. No other multilateral organization engages in a feedback mechanism of such breadth and depth. Priorities identified by opinion leaders through the COS are used as input to the GRI materiality exercise.

**5. ESG Investor Community:** The World Bank engages with investors of World Bank (IBRD) bonds. Investors include those with environmental, social, and governance (ESG) investment considerations. Many of these investors consult reports published by ESG firms that rate and rank issuers based on specific environmental, social, and governance indicators. The firms believe that the ratings reflect the investors' general areas of interest. In their issuer profile reports, ESG firm research teams analyze the World Bank's approach to how to lend and conduct business internally as it pertains to, for example, staff satisfaction, health, and safety; board member composition; and carbon footprint based on business-as-usual activities. The World Bank frequently receives requests to review and provide feedback on ESG report drafts, and in many cases, there is already a draft response, which the Bank fact-checks and balances with additional resources (for example, reports, talking points, press releases, etc.) so that the requestors have a more holistic and complete understanding of our corporate and development activities.

The questions the World Bank regularly provides feedback on to ESG research and rating firms are used as part of the materiality exercise for the GRI Index.

**6. Local, National, and Internal Media:** The World Bank regularly reaches out to media to cover corporate priorities, including events involving senior management. At key opportunities, such as the Annual and Spring Meetings, the Bank proactively drives the primary messages of the institution, such as its commitment to its goals of ending extreme poverty by 2030 and promoting shared prosperity. The World Bank uses traditional media outlets and social media to promote issues that need to be addressed to achieve those goals, such as major reports on climate change, forced displacement, and gender inequality. The Bank also responds to media queries to help the media better understand the Bank's role and responsibilities. Press releases, statements, transcripts, and feature stories from the Bank appear on the World Bank's website homepage, <http://www.worldbank.org>, and on the news site, <http://worldbank.org/en/news>.

Topics raised by media are used as inputs to the GRI materiality exercise.

**7. Foundations and the Private Sector:** The World Bank Group builds political and financial support from foundations, philanthropists, impact investors, social entrepreneurs, and the private sector. These partnerships mobilize innovative ideas, provide new sources of funding, and enable the institution to build an active network of expert partners.

The Bank Group currently partners with philanthropic and private partners from across all regions of the world, across a diverse portfolio of programs. Engagement with these stakeholders takes different forms, from individual dialogues with prospective and existing partners to group discussions on key development areas, and it entails the participation of Bank Group experts at the operational and/or management levels. In fiscal year 2019, the Bank Group focused on how to work with key private and philanthropic partners to tackle difficult challenges by taking innovations to scale, assessing the overall efficacy of our engagement, and identifying areas where our comparative strengths could be better leveraged to make a significant impact. For example, the Bill & Melinda Gates Foundation strategic dialogue from the previous fiscal year resulted in three new, potentially game-changing collaborations in fiscal year 2019: (i) the Urban Sanitation Innovation Partnership, which will change the incentives around how urban sanitation projects are prepared and implemented to scale up access, even in the poorest communities; (ii) the 50 by 30 Agriculture

Initiative, which is designed to overcome data gaps in agriculture that stand in the way of better evidence-based policymaking; and (iii) the India Agtech Initiative, which will invest in companies that are deploying innovative technologies and business models to address critical constraints faced by smallholder farmers.

The Bank Group's Partnerships team also engages with partners at key private and philanthropic forums and events such as the Annual General Assembly conference of the European Foundation Centre, the Global Philanthropy Forum, and One Young World.

## 102-44: KEY TOPICS AND CONCERNS THAT HAVE BEEN RAISED THROUGH STAKEHOLDER ENGAGEMENT

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**Member States:** Member states issue communiques during Annual and Spring Meetings. These can be found online. See, for instance, the Development Committee Communique from April 2019: <http://www.devcommittee.org/communiques>.

**Employees:** In surveys, Bank staff continuously show high levels of engagement and pride in working for the organization. Following up on the 2017 survey, we have developed Vice Presidential Unit (VPU) action plans that focus on areas of concern such as institutional practices, leadership development, work-life balance, and so on. The status of action plans is updated and monitored on a regular basis. This approach has led to improvement in a number of areas at both the VPU and corporate level.

**Civil Society.** CSOs raise issues and concerns throughout the year as a regular part of their engagement through consultations, meetings, and in ad-hoc advocacy. The Civil Society Policy Forum at the Annual and Spring Meetings allows CSOs to propose sessions on topics of interest and concern for civil society, and to raise these topics directly with Bank leadership through the Roundtable with Executive Directors (Spring and Annual Meetings) and the Townhall with the World Bank President and IMF Managing Director (Annual Meetings). While CSO issues and concerns are broad and diverse, they can largely be grouped into the following focus areas:

*Citizen Engagement:* How will the Bank track and implement its commitments under the Strategic Framework for Mainstreaming Citizen Engagement. CSOs have also raised concerns on the shrinking space for civic engagement across the world.

*Gender:* CSOs have shown an interest in the Gender-Based Violence (GBV) action plan. In the past year and a half, many CSOs have themselves grappled with issues of safeguarding against sexual harassment and GBV in their own operations. Civil Society were involved in a workshop on the topic with the World Bank Ethics office.

*Environment and Social Framework (ESF):* CSOs were heavily involved in consultations on the development of the new ESF released in October 2018. The ESF team continues to update them regularly. Related to this, CSOs have raised issues regarding corruption in Bank operations. In addition, CSOs have pushed for more explicit language on human rights, and the need for the Bank to prevent retaliation against communities that raise grievances associated with World Bank projects and operations.

*Inclusion:* CSOs have used their platforms to give voice to the concerns of marginalized communities and have asked the Bank to ensure its activities consider the needs of religious, ethnic, and sexual minorities, indigenous peoples, women and girls, youth, the disabled, and other groups who may be excluded.

*Climate Change:* Civil Society have pressed the Bank on its commitments to ending all direct and indirect financing of fossil fuels and to align its strategies with the Paris Agreement.

*IDA:* Many CSOs have been regular supporters of past and current IDA replenishments. During the ongoing IDA 19 replenishment discussion, CSOs have been engaged through regular updates on the CSO monthly call, roundtable discussions, bilateral meetings, and at the IDA Forum at the Spring and Annual Meetings.

**Opinion Leaders:** In fiscal year 2019, the mean rating for the Bank Group's effectiveness and impact on development results (combined rating for two variables) in client countries was 6.7 on a 10-point scale across all COS respondents. Participants in the fiscal year 2019 COS had significantly higher ratings for the Bank Group's effectiveness and impact on development results compared to participants in the fiscal year 2018 COS (the mean in fiscal year 2019 was 6.7; the mean in fiscal year 2018

was 6.4). Clients (those respondents who work with the institution) rated the Bank Group's collaboration with other donors and development partners in IDA countries statistically the same as participants in the fiscal year 2018 COS (the mean in fiscal year 2019 was 7.0; the mean in fiscal year 2018 was 7.0). On responsiveness and staff accessibility (combined rating for two variables), the client ratings were the same: 6.8 (statistically similar to the fiscal year 2018 COS rating: 6.7). For more information, see <http://countriesurveys.worldbank.org>.

**ESG Investor Community:** Investors have asked for clarification about the project implementation process and how safeguards help reduce social and environmental risks. Their questions focused on, for example, issues around the resettlement of communities and ESG policies around corporate procurement. In addition, investors may ask about labor and the supply chain during project implementation by contractors helping to install projects on the ground alongside local agencies. In the past, investors have asked about how well these companies that were procured for project implementation are vetted in order to prevent any violation of human rights and child labor within countries where projects are being financed.

**Foundations and the Private Sector:** Our private and philanthropic partners share many of the same concerns as the Bank Group. Our partners are focused on addressing some of the toughest development challenges such as climate change, forced displacement, and investments in people, as well as inclusive and sustainable economic growth. Partners are interested in developing mechanisms for engagement with our institution, including financial instruments and learning from each other's operational knowledge to identify comparative strengths that can best leverage our impact on key development areas.

As a direct result of stakeholder discussion, the Bank Group launched several important partnerships that focused on scaling up investment and advocacy efforts on key priority issues, including forced displacement, gender, disruptive technology, climate, and human capital. In addition, the Bank Group continued to strengthen its engagement with existing partners. Some highlights include:

- The Refugee Investment and Matchmaking Platform is a multi-stakeholder initiative designed to mobilize the private sector in support of refugees and their host communities. Formally launched at the 2018 UN General Assembly, the Platform brings together a coalition of partners (e.g., European Investment Bank, the Confederation of Danish Industry, Open Society Foundations) to promote business-to-business deals between global and local companies and develop a pipeline of investable opportunities in support of refugees and host communities. The Platform is initially being piloted in Jordan, which currently hosts nearly 3.5 million Syrian and Palestinian refugees.
- The Umbrella Facility for Gender Equality is a multi-donor partnership of governments and international foundations (e.g., Bill and Melinda Gates Foundation, Ford Foundation) to catalyze work that pushes the frontiers of gender equality and promotes smart project design by equipping policymakers and development experts with data, knowledge, and evidence. In fiscal 2019 this included the report *Profiting from Parity: Unlocking the Potential of Women's Businesses in Africa*, which proposes a menu of evidence-based solutions to address wide gender gaps in the performance and profitability of firms in sub-Saharan Africa.
- A partnership with LinkedIn is helping governments assess the skills needed for current and future jobs so that they can plan investments in education and job skills training. Launched in fiscal year 2019, the Bank Group and LinkedIn teams created a data dashboard website, offering datasets and automated visuals for over 100 countries in three categories: industry employment, skills, and migration trends. This three-year partnership pilots the use of private company data to generate insights on development trends, further helping inform national policies.



## 102-45: A LIST OF ALL ENTITIES INCLUDED IN THE ORGANIZATION'S CONSOLIDATED FINANCIAL STATEMENTS OR EQUIVALENT DOCUMENTS

The content and data in this document relate to the International Bank of Reconstruction and Development (IBRD) and the International Development Association (IDA), together, the World Bank. The 2019 GRI Index does not cover activities of the other three agencies of the World Bank Group: the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for Settlement of Investment Disputes (ICSID). These agencies publish separate annual reports. Some references to the World Bank Group have been made in this report as appropriate. For more about the World Bank and its sibling agencies, see <https://www.worldbank.org/en/who-we-are>.

## 102-46: AN EXPLANATION OF THE PROCESS FOR DEFINING THE REPORT CONTENT AND THE TOPIC BOUNDARIES

The topics deemed relevant for disclosure were identified by assessing annual corporate priorities outlined by the institution's Boards and President, considering stakeholder input, as well as ascertaining sustainability impacts of carrying out the mission and vision. Stakeholder feedback is gained through three key channels: the COS Program, civil society feedback, and queries from ESG research groups.

To determine if a GRI aspect is material for the World Bank to report on, an assessment is carried out based on the potential impacts on the Bank's business, and sustainability impacts stemming from its business. The business-case category evaluates potential reputational risks to the organization, the importance to stakeholders (based on the above sources), the linkages with the Bank's mission and goals and those identified as material in the World Bank Corporate Responsibility Strategic Plan. The sustainability impact refers to environmental and social criteria, as outlined by the Natural Step, namely, material extracted from the earth's crust; the accumulation of persistent or toxic emissions; extractive industry or destructive processes; and the extent to which people's ability to meet their needs are undermined. To ensure representation of sustainable development, an additional criterion was added to give preference for impact on the local economy.

The Principles for Defining Report Content have been applied to identify, prioritize, and validate the information to be disclosed by considering the World Bank's activities, impacts, and the substantive expectations and interests of its stakeholders. Each criterion above is given a point, and a threshold is set to prioritize GRI aspects to include in the report.

## 102-47: A LIST OF THE MATERIAL TOPICS IDENTIFIED IN THE PROCESS FOR DEFINING REPORT CONTENT

Boundaries are defined based on the management control of impacts:

The **Natural Step framework**, which complements the GRI, defines three basic "system conditions" that must be met if we want to maintain the essential environmental services that sustain human society. Further, because human action is the primary cause of the rapid change we see in the natural environment today, the framework includes a fourth system condition that focuses on the social and economic considerations that drive those actions.

For the purposes of this exercise, the sustainability principles of the Natural Step are applied by asking: (1) Does this aspect draw upon material extracted from the earth's crust and lead to accumulation of persistent or toxic emissions, or is it an extractive industry or involve destructive processes? (2) Does this aspect undermine the extent of people's ability to meet their needs? A criterion was added to ensure economic representation within the tool. (3) Does this aspect impact the local economy?

- Impacts external to the organization (“operational boundary”) are indirect impacts that occur in member countries as a result of World Bank lending and analytical services and may not be directly controlled by the Bank’s management. Impacts stemming from the World Bank’s work with clients are specified as “operational impacts.”
- Impacts internal to the organization (“corporate boundary”) refers to the impacts from activities over which it has direct control, such as operating World Bank facilities and managing staff members.

### **Operational impact**

The World Bank’s most pertinent sustainability impacts from financial and technical advisory services to clients can be summarized in the following GRI-related aspects:

1. Economic Performance - Creating and distributing economic value is part of the mission of eliminating extreme poverty and boosting shared prosperity; shareholders and investors care about the sustainable economic performance of the institution.
2. Indirect Economic Impacts - Indirect economic impacts are an essential aspect of the Bank’s goal of reducing poverty and boosting shared prosperity.
3. Human Rights / Child Labor / Indigenous Rights - The World Bank promotes human rights through its projects, for example, improving poor people’s access to health, education, food, and water; promoting the participation of Indigenous Peoples in decision making, strengthening the accountability and transparency of governments to their citizens; supporting justice reform; and fighting corruption. In addition, civil society actively followed the World Bank’s process of updating its safeguard policies, concluded in fiscal 2016.
4. Local Communities - The World Bank recognizes that community-designed development approaches and actions are important elements of an effective poverty reduction and sustainable development strategy.
5. Anti-corruption - Critical to the World Bank’s mission to alleviate extreme poverty is a well-functioning public sector that delivers quality public services consistent with citizen preferences and fosters private, market-led growth while managing its fiscal resources in a prudent manner. Opinion leaders in the Bank’s client countries listed anti-corruption as one of their development priorities.
6. Supplier Environmental and Social Assessment - Projects supported by the World Bank have extensive supply chains and these are assessed through the Procurement Policies.

### **Corporate impact**

The most material aspects of the Bank’s internal operations include the following:

1. Staff are the World Bank’s greatest asset. They bring a wide range of perspectives to bear on poverty-reduction issues and emerging development challenges, and are critical to the effectiveness of the Bank’s core operational and knowledge services. Staff-related indicators are pulled from the following GRI aspect categories: Economic Performance, Market Presence, Employment, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, and Nondiscrimination.
2. The Bank recognizes that reducing its own corporate environmental impacts is in line with the institutional mission to reduce poverty, as environmental degradation affects the world’s poor disproportionately. Increasing the efficiency of how the organization runs its business—through facility-level and staff-behavior changes—reduces natural-resource waste and decreases the cost of day-to-day operations. Key aspects related to the Bank’s environmental footprint include: Materials, Energy, Water, Emissions, Effluents and Waste, and Procurement Practices.



#### **102-48: THE EFFECT OF ANY RESTATEMENTS OF INFORMATION GIVEN IN PREVIOUS REPORTS, AND THE REASONS FOR SUCH RESTATEMENTS**

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IDA net revenues have been restated to align with financial statement presentation which includes investment revenue and excludes transfers from affiliated organizations.

#### **102-49: SIGNIFICANT CHANGES FROM PREVIOUS REPORTING PERIODS IN THE LIST OF MATERIAL TOPICS AND TOPIC BOUNDARIES**

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There were no changes from previous reporting periods in the list of material topics and topic boundaries.

#### **102-50: REPORTING PERIOD FOR THE INFORMATION PROVIDED**

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The GRI Index 2019 covers fiscal year 2019, which spans July 1, 2018 through June 30, 2019.

#### **102-51: IF APPLICABLE, THE DATE OF THE MOST RECENT PREVIOUS REPORT**

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The previous GRI Index was made available in October 2018.

#### **102-52: REPORTING CYCLE**

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The World Bank updates its GRI Index annually and should be used in conjunction to the World Bank Annual Report. A Sustainability Review is published biennially.

#### **102-53: THE CONTACT POINT FOR QUESTIONS REGARDING THE REPORT OR ITS CONTENTS**

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For more information, email the Corporate Responsibility Program: [crinfo@worldbank.org](mailto:crinfo@worldbank.org).

#### **102-54: THE CLAIM MADE BY THE ORGANIZATION, IF IT HAS PREPARED A REPORT IN ACCORDANCE WITH THE GRI STANDARDS**

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The GRI Index 2019 has been prepared in accordance with the GRI Standards: Core option.

## GRI 200 Economic Standards Series

### MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): ECONOMIC PERFORMANCE

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With 189 member countries, staff from more than 170 countries, and offices in over 130 locations, the World Bank is the world's largest development bank. The World Bank is an important source of financial resources and technical assistance for developing countries around the globe. It is not a bank in the ordinary sense, but a unique partnership formed to support economic development. Two goals—ending extreme poverty and promoting shared prosperity—guide the World Bank's mission. Sustainability, an overarching theme, frames our goals. To support this mission, the Bank provides a wide array of investments in such areas as education, health, public administration, infrastructure, financial and private sector development, agriculture, and environmental and natural resource management. The areas that Bank investments support present enormous challenges and opportunities for development, making it essential that they be tackled in an integrated way.

Climate change lies at the front and center of the World Bank's mission. Our 189 client countries put faith in the World Bank to support them with the best solutions to end poverty with long-standing resilience against climate risks and boost shared prosperity in a low-carbon and sustainable world economy.

This section's topic applies to the World Bank's operational boundary impacts. The World Bank's lending is aimed at two different groups of countries: the International Bank for Reconstruction and Development (IBRD) strives to reduce poverty in middle-income and credit-worthy poorer countries through loans, guarantees, risk-management products, and analytical and advisory services. Its companion organization, the International Development Association (IDA), offers below-market-rate financing to the world's 75 poorest countries, primarily through credits and grants. IBRD funds itself through high-quality bonds offered in the international capital markets. IDA's funding is traditionally from contributions by donor countries, including OECD countries and, increasingly, middle-income nations. Beginning in its current funding cycle, IDA has also begun issuing bonds in the capital markets.

This response does not cover activities of the other three agencies of the World Bank Group: the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for Settlement of Investment Disputes (ICSID). Some references to the Bank Group have been made in this report as appropriate.

**The Forward Look: A Vision for the World Bank Group in 2030**, lays out the critical role that its institutions can play in global economic development in the years ahead. See full text of the [Forward Look](#).

**The World Bank Corporate Scorecard** is designed to provide a snapshot of the Bank's overall performance in the context of development results. It facilitates strategic dialogue between Bank management and its Board of Executive Directors on progress made and areas that need attention. Aspects of financial sustainability are measured under the Scorecard's Tier III, which reviews the overall success of Bank activities in achieving development goals and examines the effectiveness of Bank operations, including the performance of its lending portfolio. For more information on the Corporate Scorecard, see <http://scorecard.worldbank.org>.

**The IDA Results Measurement System (RMS)** tracks results in countries supported by IDA as a key reporting and accountability tool for tracking progress and reporting results achieved by IDA during each replenishment cycle. Progress made on increasing the share of climate-related financing over total WBG commitments is reported under both systems, along with the GHG emissions as another result indicator. The **IDA RMS** and **Corporate Scorecard** are both publicly available.

The World Bank Group set a wide range of goals and targets on climate change in its **Climate Change Action Plan 2016-2020 (CCAP)**, as well as Climate Change Targets 2021-2025. These targets were set in an approach that, driven by client demand, focuses on activities that support the Bank Group's core mission and builds on its comparative advantage. The delivery of these targets depends on client demand as well as sustained financing resources.

The CCAP lays out the Bank Group's ambitious commitments to push the climate agenda by (i) supporting transformative policies and institutions, (ii) scaling up sectoral climate actions, (iii) integrating climate change across its operations, and (iv) working more closely with others. Every year, the Bank Group reports to the Executive Directors of the Board from its member countries on the implementation progress of the CCAP. See the full text of the **WBG Climate Change Action Plan 2016-2020**.

**The Independent Evaluation Group (IEG)** evaluates the development effectiveness of the World Bank Group. IEG provides evaluative evidence to help the Bank Group deliver better services and results to its clients. IEG generates lessons from past experience and accountability to shareholders and stakeholders at large. IEG is independent of Bank Group Management, reporting directly to the Board. IEG evaluates impact at the project level for every project which has closed and undertakes strategic or systemic evaluations. Learn more about the **IEG**.

#### **201-1: DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED (EVG&D) ON AN ACCRUALS BASIS, INCLUDING THE BASIC COMPONENTS FOR THE ORGANIZATION'S GLOBAL OPERATIONS**

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In fiscal year 2019, IBRD's net revenues totaled \$2.3 billion (\$2.16 billion and \$1.91 billion for 2018 and 2017, respectively), and IDA's net revenues were \$1.7 billion (\$1.65 billion and \$1.52 billion for 2018 and 2017, respectively). Sources of IBRD revenues include net revenue from loans, net revenue from equity management and revenue from investments trading. IDA's revenues include revenue from loans and from investments, net of borrowing costs. The financial performance of IBRD reflects the impact from the measures put in place in previous years to increase its financial capacity and ensure its long-term financial sustainability.

In fiscal year 2019, IBRD's administrative expenses were \$1.17 billion (\$1.18 billion and \$1.34 billion for 2018 and 2017, respectively), and IDA's administrative and development grant expenses for fiscal year 2019 were \$9.2 billion (\$6.43 billion and \$4.08 billion for 2018 and 2017, respectively). Significant progress has been made to ensure budget spending discipline and efficiency, which has resulted in an improvement in the budget anchor (an efficiency measure that shows net administrative expenses as a percentage of loan spread revenue.) To better understand the business models of each entity, please see the IBRD Management's Discussion & Analysis (MD&A) and the IDA MD&A. See Financial Statements, <http://www.worldbank.org/financialresults>.

## 201-2: RISKS AND OPPORTUNITIES POSED BY CLIMATE CHANGE THAT HAVE THE POTENTIAL TO GENERATE SUBSTANTIVE CHANGES IN OPERATIONS, REVENUE, OR EXPENDITURE

It is impossible to end extreme poverty and boost shared prosperity without tackling climate change. Without urgent action, climate change impacts could push an additional 100 million people into poverty by 2030. The financing required for an orderly transition to a low-carbon, resilient global economy must be counted in the trillions, not billions.

At the same time, climate change indicates tremendous opportunities for the Bank Group's client countries to embark on a low-carbon and climate resilient development pathway. From renewable energy access, electric mobility, and compact urbanization to sustainable forests, climate smart agriculture, and efficient water-use, the wide range of measures to address climate change also present transformative potential to tackle the most challenging development issues. The Bank Group is stepping up its mitigation, adaptation, and disaster risk management work and will increasingly look at all its business through a climate lens.

The Bank Group has committed to increase its climate financing to 28 percent of its portfolio by 2020, in response to client demand. To meet this commitment, the organization adopted the Climate Change Action Plan 2016 - 2020 (CCAP) that lays out ambitious targets to be met by 2020 in such areas as clean energy, climate-smart agriculture, disaster risk management, and sustainable urbanization, including helping client countries add 30 gigawatts of renewable energy, put in place early warning systems for 100 million people, and develop climate-smart agriculture investment plans for at least 40 countries. The Bank Group is on track to meet or exceed the key objectives of the CCAP.

At COP24 in Poland in December 2018, the Bank Group announced its 2025 Climate Change Targets and Actions for raising the ambition of the current CCAP. The 2025 Targets have an increased focus on and ambition to: (1) deepen climate mainstreaming and increase direct climate financing; (2) increase leverage of private finance and create markets for climate action; (3) systematically strengthen adaptation and resilience; (4) drive for larger systemic impact at the country level; and (5) elevate climate actions in key sectors and areas. The Bank Group aims to step up support to clients, especially as they implement and update their Paris Agreement commitments and drive for more ambition. Key targets and actions include:

- Investing from its own resources and mobilizing from the private sector US\$ 200 billion over FY21-25 toward ambitious climate action. This includes ramping up the Bank Group's direct adaptation financing to reach \$50 billion over FY21-25 and significantly increasing leverage of private finance (\$67 billion from WBG) and creating markets for climate business;
- Screening 100 percent of World Bank operations for climate and disaster risks and integrating resilience measures as needed;
- Undertaking GHG accounting, disclosing gross and net emissions, and applying a shadow carbon price in economic analyses for all material investment operations, where such methodologies exist;
- Fully reflecting climate risks and opportunities in country engagement strategies and tailoring packages of support as appropriate to implement the climate priorities of the country, including those set out in Nationally Determined Contributions (NDCs);

**Without urgent action, climate change impacts could push an additional 100 million people into poverty by 2030.**

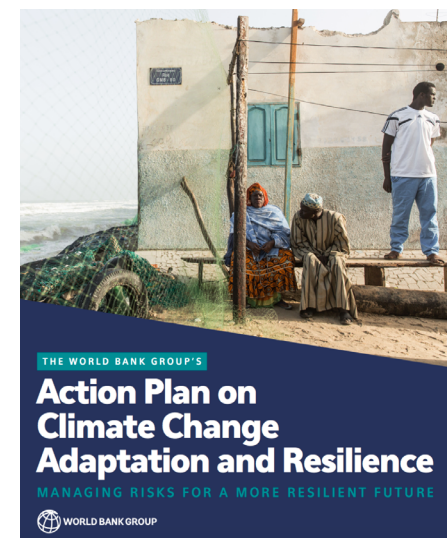
- Increasing engagement with Ministries of Finance and Planning in the design and implementation of transformative low-carbon and climate-resilient policies. Together with the NDC partnership, support at least 20 countries to systematically implement and update their NDCs and support an increasing number of countries to develop integrated mid-century low carbon and climate resilient strategies;
- Supporting the generation, integration, and enabling infrastructure for 36 GW of renewable energy, and supporting 1.5 million GWh-equivalent of energy savings through efficiency improvement; and
- Helping 100 cities achieve low-carbon and resilient urban planning and transit-oriented development.

In January 2019, the Bank Group further reflected its determination to push the agenda on climate adaptation and resilience by launching the Adaptation and Resilience Action Plan. The Plan's objectives are to (i) boost adaptation finance, (ii) drive a mainstreamed, whole-of-government programmatic approach; and to (iii) develop a new rating system to better incentivize and improve the tracking of global progress on adaptation and resilience. As part of the Adaptation and Resilience Action Plan, Bank Group funding aims to:

- Expand access to high-quality hydrometeorological data and early warning systems for an additional 250 million people in at least 30 developing countries, and support 100 agencies with improved meteorological, hydrological, and/or flood forecasting systems;
- Support at least 100 river basins with climate-informed management plans and/or improved river basin management governance and provide at least 15 million people with improved flood and drought risk-management infrastructure;
- Support at least 20 countries to adopt measures to increase their resilience to climate-related shocks and stressors in coastal areas;
- Support at least 20 climate hot-spot countries with human development engagements (education; health, nutrition, and population; social protection and jobs) to effectively implement climate-resilience strategies;
- Support at least 20 countries in their efforts to respond early to and recover faster from climate and disaster shocks with additional financial protection instruments, and reduce climate-related risks through financial sector regulatory reforms; and
- Support interventions through an integrated landscape management approach for avoiding deforestation and promoting landscape restoration or sustainable forest management for 120 million hectares of forests in 50 countries. For details on climate-related projects, see <http://www.worldbank.org/climatechange>.

Progress against the financing target are tracked in the Bank Group's Corporate Scorecards, in which annual climate-related commitments are tracked by measuring the share of climate-related financing in total commitments.

For the full text, see [CCAP](#). For more information see [2025 Climate Targets](#). Full [Action Plan on Climate Change Adaptation and Resilience](#). Risks and opportunities and the subsequent implications of the Bank's activities due to climate change are reported through the Climate Disclosure Project. For the complete report, see [www.cdp.net](http://www.cdp.net).



Ahead of COP24, the WBG announced a major new set of climate targets for 2021-2025, doubling its current 5-year investments to around \$200 billion in support for countries to take ambitious climate action, with a strong focus on increasing adaptation; leveraging private sector finance and supporting increased systemic climate action at the country level.

\* The \$200 billion across the Group is made up of approximately \$100 billion in direct finance from the World Bank (IBRD/IDA), and approximately \$100 billion of combined direct finance from the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA) and private capital mobilized by the World Bank Group.

Overall, this is a comprehensive package boosting efforts on five fronts:

1. **Systematically increasing direct financing** (\$133 billion from the WBG as a whole, double the last five years), and **deepening climate mainstreaming throughout World Bank Group**. The latter includes expanding screening of projects for climate risks and building in appropriate risk mitigation measures, disclosing both gross and net greenhouse gas emissions, and applying a shadow carbon price for all material investments, and increasing the tracking of climate outcomes in WBG country partnership frameworks and financials.
2. **Significantly increasing leverage of private finance** (\$57bn from WBG) and **creating markets for climate business**. This will focus on increasing the number and scope of activities that crowd in private investments and create markets through scaled up policy and regulatory support, complementary and enabling public investments, and use of de-risking instruments.
3. **Boosting support for adaptation**. Direct adaptation financing will reach around \$50 billion over FY21-25, while helping countries to increase the usage of financial instruments, including insurance and other contingent financing instruments, to scale up resilience, and to pilot approaches to crowd in additional private finance for resilience. Countries will be supported to mainstream adaptation and resilience into their development plans in a systematic, fashion (led at the level of Ministries of Finance and Planning and sectoral ministries). WBG will also develop, in conjunction with partners, a new rating system to track and incentivize global progress towards building systems resilience, to be piloted in FY21-25.
4. **Increasing systemic impact in countries**. For example, WBG will support the integration of climate considerations into national policy planning, investment design, budgeting, public procurement and implementation and evaluation, and increase engagement with Ministries of Finance and Planning in the design and implementation of transformative low-carbon and climate-resilient policies. Together with the NDC Partnership, the WBG will support at least 20 countries to systematically implement and update their NDCs and support an increasing number of countries to develop integrated mid-century low-carbon and climate-resilient strategies.
5. **Elevating climate actions in key sectors**. Some of the key indicative five-year targets include supporting the generation, integration, and enabling infrastructure for 36 GW of renewable energy, and supporting 1.5 million GWh-equivalent of energy savings through efficiency improvements; in cities, helping 100 cities achieve low-carbon and resilient urban planning and transit-oriented development, and in food and land use, increasing integrated landscape management in up to 50 countries, covering up to 120 million hectares of forests.

These 2025 targets build on the World Bank Group's 2016 Climate Change Action Plan.

### 201-3: IF THE PLAN'S LIABILITIES ARE MET BY THE ORGANIZATION'S GENERAL RESOURCES, THE ESTIMATED VALUE OF THOSE LIABILITIES AND ANY SEPARATE FUNDS TO PAY THE PLAN'S PENSION LIABILITIES

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The World Bank offers its staff defined benefit plans. Participation in the pension plan is mandatory. The Staff Retirement Plan (pension) and Retired Staff Benefits Plan (medical) assets are held in separate irrevocable trusts, and the Post Employment Benefit Plan assets (other benefits) are included in IBRD's investment portfolio. The assets of the plans are used for the exclusive benefit of the participants and their beneficiaries, and represent the accumulated contributions paid into the plans net of benefit payments, together with the accumulated value of investment earnings, net of related expenses.

As of June 30, 2019, the value of accrued pension liabilities for IBRD/IDA was \$20.6 billion, supported by assets of \$19.2 billion held in a trust. The funded ratio (assets over liabilities) was 93.2 percent. Assets are evaluated at their fair value, and liabilities are measured as the Projected Benefit Obligation, discounted with high-quality corporate bond rates. The two amounts are estimated in full compliance with accounting principles generally accepted in the United States (U.S. GAAP).

The World Bank's contribution to the pension plan is based on a specified funding methodology and varies from year to year in response to changes in the plan's financial position. Employees participating in the gross plan (closed plan) contribute 7 percent of the pensionable gross salary. Employees in the net plan (open to new entrants) contribute 5 percent of their net salary to the mandatory cash balance component. Participants in the net plan may choose to contribute up to an additional 6 percent of their net salary to the cash balance.

### 201-4: TOTAL MONETARY VALUE OF FINANCIAL ASSISTANCE RECEIVED BY THE ORGANIZATION FROM ANY GOVERNMENT DURING THE REPORTING PERIOD

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**Member contributions:** IBRD has a diversified shareholder base that supports IBRD's financial strength through both paid-in and callable capital. Callable capital may be called only when required to meet obligations of IBRD for funds borrowed or on loans guaranteed by it. For capital contributed by a member country, see Financial Statements, <http://www.worldbank.org/financialresults>.

**Trust funds:** Generally accounted for separately from the Bank's own resources, trust funds are financial and administrative arrangements with external donors that lead to grant funding of high-priority development needs, such as technical assistance, advisory services, debt relief, post-conflict transition, and co-financing.

**Taxes:** As an organization established by international treaty, the World Bank receives tax-exempt status from its member countries.

### MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): INDIRECT ECONOMIC IMPACTS

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The World Bank is an important source of financial resources and technical assistance for developing countries around the world. It is not a bank in the ordinary sense, but a unique partnership formed by its member country governments to support economic development. Stakeholders—including member countries, investors, and partners from across civil society as well as the private sector, among others—recognize development as a key impact of the Bank's business. The Bank supports a wide array of critical investments in areas such as education, health, public administration and institutional development, infrastructure, financial and private sector development, agriculture, and environmental and natural resource management, among others. These investments are aimed to help countries to grow their economies inclusively and sustainably; to build the human capital needed to help people seize economic opportunity; and to ensure that countries remain resilient in the face of

global shocks or threats that could undermine progress in eliminating poverty. This topic applies to the World Bank's operational impact. There is no specific limitation regarding the boundary of the topic(s).

When the World Bank provides governments with financing to invest in projects, it aims to ensure that the people and the environment are protected from potential adverse impacts. This is done through policies that identify, avoid, and minimize harm to people and the environment. These policies require the borrowing governments to address certain environmental and social risks in order to receive World Bank support for investment projects. This includes, among other things, community consultations and public disclosure of key documents. The World Bank currently applies two sets of environmental and social policies: the Safeguard Policies, for projects with concept notes before October 1, 2018; and the Environmental and Social Framework (ESF), for projects with concept notes after October 1, 2018. The ESF was adopted in August 2016. It will incrementally replace the Safeguard Policies; the two are expected to operate in parallel for about seven years. The ESF offers broader and more systematic coverage of environmental and social risks, including important advances on transparency, non-discrimination, social inclusion, public participation, and accountability. The development of the ESF is managed by the World Bank's Operations Policy and Country Services (OPCS) unit, which oversees the Bank's operational policies and provides assistance to operations staff in their engagement with client countries.

The World Bank holds itself accountable to its clients and shareholders through institutional mechanisms that monitor operational performance. These include the World Bank Corporate Scorecard, the IDA Results Measurement System, and regular opportunities to discuss progress on operations with the Bank's Executive Directors. The Bank also benefits from the expertise of key units within and independent of the institution. The Independent Evaluation Group (IEG) aims to strengthen the World Bank Group's development effectiveness through evaluations that assess results and performance and recommends improvements. IEG's evaluations contribute to accountability and learning and inform the Bank Group's new directions, policies and procedures, and country partnership frameworks. IEG's annual Results and Performance of the World Bank Group report assesses the Bank Group's efforts to mainstream environmental sustainability in its country- and project-level work.

- For more information, see <http://www.worldbank.org/en/projects-operations/environmental-and-social-policies>
- For information on the [World Bank Corporate Scorecard](#).
- For information on [IDA results](#).
- For information on [Independent Evaluation Group](#) and links to IEG's publicly available reports.

## 203-1: EXTENT OF DEVELOPMENT OF SIGNIFICANT INFRASTRUCTURE INVESTMENTS AND SERVICES SUPPORTED

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Infrastructure development in sectors such as energy, transport, and information and digital technology is critical to accelerating economic growth, helping build human capital, and reducing poverty. The World Bank supports governments through analysis and advice, financial instruments, convening power, and by providing a solid evidence base to help them make informed decisions about improving the accessibility and quality of infrastructure services. This includes, where appropriate, utilizing public-private partnerships and other ways to leverage private sector financing and expertise.

Building modern, sustainable, and reliable infrastructure is critical for meeting the rising aspirations of billions of people around the globe. A significant increase in infrastructure investments in developing countries is needed to achieve poverty reduction and shared prosperity, reach the Sustainable Development Goals, and tackle climate change. To meet these goals, infrastructure projects must follow rigorous environmental and social standards, and be fiscally sustainable.



When a project is completed and closed, the World Bank and the borrower document the results achieved; the problems encountered; the lessons learned; and the knowledge gained from carrying out the project. The World Bank compiles this information and data in an Implementation Completion and Results Report, using input from the borrower's implementing agency, co-financiers, and other partners/stakeholders. These reports describe and evaluate final project outcomes and are available [here](#). The final outcomes are compared against expected results.

IEG also conducts evaluations of selected projects to measure outcomes against the original objectives, sustainability of results, and institutional development impact. These evaluations can be accessed online at: [ieg.worldbankgroup.org/evaluations](http://ieg.worldbankgroup.org/evaluations).

World Bank investment project financing is based on the long-term (five- to 10-year) horizon and supports a wide range of activities, including capital-intensive investments, service delivery, credit and grant delivery, and institution building. Through its high-quality rating in the capital markets, the World Bank is able to raise funds at favorable market terms and pass the savings on to its borrowing members.

For more information on World Bank products and services, see: <http://www.worldbank.org/en/projects-operations/products-and-services>.

For more information on infrastructure projects financed by the World Bank in fiscal year 2019, see the [World Bank Annual Report 2019](#).

- Click for information on [public-private partnerships](#).
- Click for information on [energy](#).
- Click for information on [extractive industries](#).
- Click for information on [transport](#).
- Click for information on [digital technology](#).

## 203-2: SIGNIFICANCE OF THE INDIRECT ECONOMIC IMPACTS IN THE CONTEXT OF EXTERNAL BENCHMARKS AND STAKEHOLDER PRIORITIES

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The Sustainable Development Goals (SDGs), adopted by the UN General Assembly in 2015, are 17 targets in areas such as health, gender, jobs, and poverty reduction that are part of a comprehensive global agenda to end poverty in a single generation. The SDGs were formulated with strong participation from the World Bank and are fully consistent with the Bank's own goals to alleviate poverty and promote shared prosperity in a sustainable manner. The World Bank helps catalyze the SDGs and the rest of the 2030 agenda through thought leadership, global convening, and country-level uptake. It is working with client countries to deliver on the 2030 agenda through three critical areas—finance, data, and implementation—and by supporting country-led and country-owned policies to attain the SDGs. Global efforts around the SDGs will guide the World Bank's partnership efforts, especially with UN institutions, through 2030. Click for more information on the [World Bank and the SDGs](#).

## MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): PROCUREMENT PRACTICES

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Procurement practices are material to both the World Bank's corporate and operational boundaries. Supply chain was identified as a key impact area by stakeholders, including sustainable and impact investors, and represents an important means of supporting strategic priorities of the World Bank Group through our purchasing power.

**Corporate Procurement:** The Bank Group's Corporate Procurement unit is responsible for coordinating and overseeing the sourcing strategy, selection, and contract execution for Bank offices around the globe, including adherence to the Bank's policies on socially and environmentally responsible corporate procurement policies. For



lower-value procurement in country offices, responsibility for purchases sits with the country office management, with oversight provided by the Corporate Procurement unit. The purpose of the management approach for the Bank's corporate procurement practices is to enhance positive impacts of purchases where possible, and to avoid and then mitigate negative impacts where required. The Bank Group's supply chain impacts are potentially the largest of its sustainability effects, with annual purchasing of the Bank Group averaging between \$1.6 and \$2 billion. Around 60 percent of purchases of goods and services occurs at headquarters in Washington, DC, with the other 40 percent divided among the Bank Group's country offices. Many of the impacts from the procurement of goods and services are not directly caused by the Bank Group but occur as a result of its business relationship with suppliers. In order to mitigate potential impacts, the Bank Group identifies major impacts in each purchasing category, and uses mandatory specifications, evaluation criteria, and contract management to reduce the indirect impact of goods and services delivered to the Bank Group. Major corporate material purchases (including office construction and renovations, paper, computers, and furniture) are made with environmental life-cycle assessments in mind, and incorporate mandatory environmental specifications and social as well as evaluation criteria to reward sustainability best practice.

A sustainability framework for corporate procurement is under development to manage the sustainability impacts of Bank Group purchases and better connect these purchases to supporting the Bank Group's strategic priorities. Portions of the framework are already being applied—major purchases with contract values over \$1 million must address the sustainability impacts of the purchase in presentations to governance committees composed of senior management.

The World Bank has analyzed the inherent impacts of major categories that the Bank Group purchases, and is prioritizing those categories with higher inherent sustainability impacts for interventions within the procurement process. These include purchases in categories such as building construction and renovation, IT hardware, and food and catering services, among others. Review of purchases in these categories is overseen by the Sustainability Manager, sitting within the Corporate Procurement unit, independent of the value. Procurement Committees of senior managers review all planned procurement valued above \$1 million to ensure that socially and environmentally responsible criteria are present from the project's outset.

**Operational Procurement:** Operational Procurement relates to purchases made under the international development projects financed by the World Bank. Operational Procurement opportunities are largely supervised by the Bank's global practice units (GPUs). In Operational Procurement the borrower is the buyer, not the Bank. The borrower is required to follow certain Operational Procurement rules, either the Bank's previous Procurement Guidelines (for goods, works and non-consulting services) and Consultant Guidelines (for the selection and employment of consultants); or the new Procurement Framework (introduced on July 1, 2016). For details, see [Procurement for Projects and Programs](#).

Through investment project financing, \$15 to \$24 billion of operational procurement is supported annually in over 130 borrowing countries. This creates a material contribution to global development outcomes. The main types of operational procurement financed by the Bank are:

- Infrastructure and major plant and equipment, e.g., railways, power stations, water treatment plants, generators, wind turbines, pumps, rail stock, etc.;
- Information technology, e.g., computers, mobile phone networks, etc.;
- Critical supplies, e.g., emergency medical supplies, shelters, food, etc.;
- Consultancy services, e.g., engineering design and supervision, tax collection advice, research and development, etc.; and
- Other services, e.g., aerial surveying, cartography, site investigations, etc.

Operations procurement grievance mechanisms are explained in the Bank's "Procurement-Related Complaints" guide. Integrity is governed by the Bank's sanctions framework and anti-corruption guidelines. Specific actions include enhancements to the Bank's Operations Procurement standard bidding documents to include

additional criteria on Environmental, Health and Safety and Social matters, including, among others, enhancements to the prevention of gender-based violence. The Bank has also provided seminars and webinars on Environmental, Health and Safety, and Social matters. On October 1, 2018, the Bank launched its new Environmental and Social Framework including, inter alia, assessment and management of environmental and social risks and impacts, labor and working conditions, resource efficiency, and pollution prevention and management.

Operational Procurement practices are audited by the Bank's Internal Audit Department and by the Bank's external auditors. The Bank's Independent Evaluation Group also periodically reviews Operational Procurement's performance. For more, see: [“The World Bank Group and Public Procurement- An Independent Evaluation”](#) and [The World Bank and Public Procurement](#).

#### 204-1: PERCENTAGE OF THE PROCUREMENT BUDGET USED FOR SIGNIFICANT LOCATIONS OF OPERATION THAT IS SPENT ON LOCAL SUPPLIERS

**Corporate Procurement:** The World Bank currently uses in-country vendors as the definition for “local.” If the office address for the vendor in our system is in the country where the service occurs, then it is considered local and the assumption is made that it is employing and conducting business locally. For the Bank's corporate procurement, significant locations of operation include major World Bank offices located in Washington, DC, as well as field offices with more than 100 employees.

The Bank Group is refining its approach to local vendor screening, leveraging the newly established category management and electronic tendering system. Commodity segmentation has been completed, and the identification and inclusion of local criteria in the screening and evaluation process is under way. A new eProcurement system capable of tracking spend with local suppliers will begin to be implemented in late 2019 and results of this tracking will be reported on in future publications.

**Operational Procurement:** For World Bank operational procurement, “local” is defined as a procurement supplied to a borrower by a supplier registered in the country of the borrower. For the Bank's operational procurement, significant locations are defined as any country that borrows investment project financing from the World Bank. Of operational procurement, 77 percent was from suppliers registered in borrower countries in fiscal year 2019, totaling \$6,083 million out of \$7,873 million.

#### MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): ANTI-CORRUPTION

The World Bank Group considers corruption a major challenge to its goals of ending extreme poverty by 2030 and boosting shared prosperity for the poorest 40 percent of people in developing countries. In addition, reducing corruption is at the heart of the SDGs and achieving the ambitious targets set for Financing for Development, a pledge to use billions in investment funding, aid, and grants to catalyze trillions more in public and private sector finance, consistent with the Addis Ababa Action Agenda. It is a priority for the Bank Group and many of its partners. The Bank Group has included Governance and Institutions as a theme in IDA-18 in order to focus

“  
The Integrity Vice  
Presidency (INT)  
is an independent  
unit within the  
Bank Group that  
investigates and  
pursues sanctions  
related to allegations  
of fraud and  
corruption in Bank  
Group financed  
projects.  
”

global attention on the issue. Operations across sectors systematically incorporate governance and anticorruption measures into project design. The objective is to better mitigate corruption and fiduciary risks and ensure that development funds are used for their intended purposes.

At Transparency International's International Anti-Corruption Conference in October 2018, the Bank Group joined 21 governments and nine international organizations in reaffirming its commitment made at the global Anti-Corruption Summit in May 2016 to confront corruption as a core development issue wherever it exists and to support integrity in public sector institutions. In 2018, the Bank Group gave updates on how it is:

- building the capacity of country clients to deliver on their commitments to enhance transparency and reduce corruption;
- enhancing its support for implementation of anti-money laundering requirements and for the recovery of stolen assets; and
- extending its work on tax reform, illicit financial flows, procurement reform, and preventing corrupt companies from winning state contracts.

The Bank Group hosted its fourth biennial International Corruption Hunters Alliance meeting in Copenhagen, Denmark in October 2018, bringing together people who are working on the front lines to stop corruption in more than 100 countries. The meeting offers anti-corruption agency heads and directors of public prosecution or investigations the opportunity to jointly analyze national and global developments in anti-corruption and to exchange information critical to the success of their work.

The Bank Group participates in a number of other collective action initiatives at the regional and global levels, including: (i) leadership in creating international transparency standards (Global Initiative on Financial Transparency, Open Contracting Standard, Asset Disclosure Standards), and support for the implementation of open government (through support for the Open Government Partnership); (ii) active assistance in the implementation of transparency and accountability efforts such as the Extractive Industries Transparency Initiative, Publish What You Pay, Fisheries Transparency, and anti money-laundering rules; (iii) engagement and active support for international alliances and regional anti-corruption forums, such as the Latin America Regional Parliamentary Network; and (iv) engagement in international forums on anti-corruption, including the G20 Anti-Corruption Working Group, the Financial Accountability Task Force, and the OECD Anti-Corruption Task Team. This topic is material within the Bank's operational boundary.

The Integrity Vice Presidency (INT) is an independent unit within the Bank Group that investigates and pursues sanctions related to allegations of fraud and corruption in Bank Group-financed projects. INT supports the main business units of the Bank Group and external stakeholders, mitigating fraud and corruption risks through sharing investigative findings, advice, prevention, and outreach efforts. See [www.worldbank.org/integrity](http://www.worldbank.org/integrity).

The Bank Group's Governance Global Practice provides financing, intellectual leadership, and a reservoir of global experience to help countries develop practical reforms to address complex governance challenges. Its current strategic priorities focus on five key areas to help close implementation gaps: (i) strengthening public policy processes; (ii) promoting effective resource management; (iii) reinforcing public service delivery; (iv) strengthening the public-private interface; and (v) understanding the underlying drivers and enablers of policy effectiveness. See [www.worldbank.org/anticorruption](http://www.worldbank.org/anticorruption).

Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants (revised as of July 1, 2016) were designed to prevent and combat fraud and corruption. These may occur in connection with the use of the proceeds of financing from IBRD or IDA during the preparation and

**All new employees receive an overview of relevant staff rules and how to report suspected corruption issues.**

## GRI 300 Environmental Standards Series

### MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): MATERIALS, ENERGY, WATER SECURITY, CLIMATE CHANGE, EFFLUENTS AND WASTE

Stakeholders of the World Bank, including Sustainable and Impact Investors, recognize that the materials, water, and energy used and the waste and greenhouse gas (GHG) emissions generated in the Bank's internal operations and the associated supply chain practices are highly relevant to its business impact. Reducing the Bank's environmental impact by minimizing its consumption, maximizing the use of recycled or renewable alternatives, and increasing diversion from landfill helps ensure that resources are available for future generations.

This topic applies to the World Bank's corporate impact boundary. This response does not cover activities of the other agencies of the World Bank Group: the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for Settlement of Investment Disputes (ICSID). Some references to the Bank Group have been made in this report as appropriate. Since data from country offices lag by one year, fiscal year 2018 data for both Washington, DC, headquarters and country offices regarding energy, GHG emissions, and water are presented in this 2019 GRI.

#### Materials

Key materials in World Bank corporate operations include paper, furniture, office supplies, information technology, and consumables related to food service. The World Bank identifies products and services with large environmental impacts or those that it procures in large amounts. The Bank then works to identify environmentally and socially preferable alternatives. Quarterly reports from key suppliers reflect the percentage of products that meet key environmental criteria, such as the percent of recycled content, environmental certifications including Energy Star ratings and Forest Stewardship Council (FSC) certification, and other sustainability criteria. The Bank also recently instituted a preferred-vendor policy to consider purchasing from competitive women-owned businesses before considering other vendors. Responsibility for managing this impact falls with the Sustainability Manager in the Bank's Corporate Procurement unit.

#### Energy

Combustion of fossil fuels is a leading driver of human-driven climate change. The World Bank manages its energy use carefully by tracking use in each owned facility. Quarterly tracking of the Bank's energy use is evaluated by the Director of Global Corporate Solutions. Energy use is evaluated as an absolute figure and on an intensity basis to determine progress. Responsibility for increasing the energy efficiency of the Washington, DC, headquarters campus, with the goal of bringing all owned facilities to Leadership in Energy and Environmental Design (LEED) minimum requirements, falls with the Manager for Headquarters Real Estate Development and Management in the Bank's Corporate Real Estate unit.

#### Water Security

The world will not be able to overcome the sustainable development challenges of the 21st century—including human development, livable cities, climate change, food security, and energy security—without improving management of water resources and ensuring access to reliable water and sanitation services. Quarterly evaluation of

the use of water, like other utilities, is conducted by the Director of Global Corporate Solutions. Water use is evaluated both as an absolute figure and on an intensity basis to determine progress. Responsibility for increasing the water efficiency of the Washington, DC, campus, falls with the Manager for Headquarters Real Estate Development and Management in the Bank's Corporate Real Estate unit.

### **Climate Change**

Addressing climate change is part of the World Bank's core mission of helping countries end extreme poverty and boost shared prosperity in a sustainable manner. Climate change threatens to erode development gains around the world, and its effects are greatest on the poorest and most vulnerable countries, which are the World Bank's clients. The Bank continues to deepen its efforts to measure, reduce, offset, and report GHG emissions associated with its global internal operations, including its facilities, key meetings, and corporate air travel. The Bank has measured the GHG emissions from its facilities in Washington, DC, since 2005 and globally since 2007 in accordance with the World Resources Institute and World Business Council for Sustainable Development's GHG Protocol. Additional information on proxies, emissions factors, and the complete boundary are available in the World Bank Group's annually updated Inventory Management Plan. A third party periodically verifies the Inventory Management Plan and the GHG inventory to ensure they meet international best practices.

In fiscal 2019, the Bank Group announced a new corporate carbon emissions reduction target to reduce direct and indirect carbon emissions from its global facilities by 28 percent by 2026, from a 2016 baseline. Responsibility for minimizing GHG emissions from Washington, DC, headquarters campus and country offices falls under the Bank's Regional Management Teams, headed by Regional Vice Presidents, as well as the Director of Global Corporate Solutions.

### **Effluents and Waste**

The World Bank views reducing effluents and waste production as a material aspect because of potential negative environmental impacts, including the release of persistent toxic chemicals through waste disposed of in landfills and through incineration. The Bank has worked to reduce the amount of waste sent to landfills through a combination of source reduction, reuse, composting, and recycling. Its strategies include: (1) minimizing the amount of material brought into Bank facilities; (2) avoiding unnecessary packaging for purchased items; (3) encouraging minimum purchase thresholds for office supplies; and (4) mandating that large purchases from vendors be delivered in bulk instead of individually packaged. Responsibility for managing this impact area is shared by Senior Manager, Corporate Real Estate, Global Corporate Solutions; Senior Manager, Corporate Procurement, Strategy, Procurement, and Administration; and Regional Management Teams, headed by Regional Vice Presidents.

## **301-1 : TOTAL WEIGHT OR VOLUME OF MATERIALS THAT ARE USED TO PRODUCE AND PACKAGE THE ORGANIZATION'S PRIMARY PRODUCTS AND SERVICES**

In fiscal year 2019, the total amount of non-renewable materials used was 185 metric tons, including 9 tons of electronic equipment, 172 tons of office products, and 4 tons of bottled water. In the same period, the total amount of renewable material used was 420 tons, including 358 tons of paper and 62 tons of food-service-related consumables. A phase out of plastic bottles at the Bank's headquarters was completed early in fiscal year 2019. The only bottled water purchases were residual orders from the previous fiscal year.

**Climate change threatens to erode development gains around the world, and its effects are greatest on the poorest and most vulnerable countries.**

Materials Used (metric tons)	FY19	FY18	FY17
<b>Total non-renewable materials</b>	185	252	235
<b>Electronic equipment</b>	9	36	43
<b>Office products</b>	172	116	97
<b>Bottled water</b>	4	100	95
<b>Total renewable materials</b>	420	563	595
<b>Paper</b>	358	501	550
<b>Food-service related consumables (includes carry out containers, cups, cutlery and napkins)</b>	62	62	45

### 301-2: PERCENTAGE OF RECYCLED INPUT MATERIALS

The World Bank is committed to using resources that are made from recycled or rapidly renewable materials for its internal operations. The largest material purchases include paper, office supplies, office furniture, cafeteria napkins, and electronics.

**Paper:** World Bank standard copier and printer paper is 100 percent recycled content and FSC certified. The Bank tracks the percentage of all paper used at the institution that was made of recycled content. In fiscal year 2019, 57 percent of paper used was made from 100 percent recycled content, while 43 percent consisted of 10 to 85 percent recycled content.

**Office products:** The Bank also tracks the percentage by weight of all items purchased from its office supply vendor that contain at least 10 percent post-consumer recycled content. Similar to fiscal year 2018, in fiscal year 2019, 17 percent of all purchases from the office supply vendor contained at least 10 percent recycled content.

**Furniture:** The majority of furniture in use at the World Bank has been refurbished or reupholstered. Of newly purchased furniture, more than 40 percent of the new Bank's office furniture contains a minimum of 10 percent post-consumer recycled content.

**Food-service consumables:** In the Bank's food services, all cafeteria napkins are made from 100 percent recycled fibers (20 percent of which is post-consumer recycled fibers) and produced with a 100 percent bleach-free process. In fiscal year 2019, the Bank purchased 4 tons of napkins.

**Electronic equipment:** The Bank also uses sustainability criteria for its information technology purchases to ensure components of computers, laptops, and monitors are made of recycled input materials. The percentage of recycled components in technology purchases is not tracked.

“World Bank standard copier and printer paper is 100 percent recycled content and FSC certified.”

### 302-1 – 302-3: ENERGY CONSUMPTION AND INTENSITY

Fuel combustion onsite includes natural gas, propane, gasoline, and diesel fuel as well as gasoline and diesel fuel for owned vehicles. The decrease from fiscal year 2017 to fiscal year 2018 was in part due to a reduced reliance on diesel generators at some country offices.

Onsite global fuel use (GJ)	FY18	FY17	FY16
<b>Total</b>	68,594	85,861	77,494

Fuel consumption from renewable resources is not tracked because data from fuel providers globally are not appropriately detailed. Electricity, cooling, and steam consumption is provided in the table. The World Bank does not have any purchased heating, such as district heating, purchased for consumption.

Purchased Energy Consumption (GJ)	FY18	FY17	FY16
<b>Total</b>	<b>405,953</b>	<b>420,295</b>	<b>415,132</b>
Electricity	399,551	414,418	409,209
Cooling	1,184	5	0
Steam	5,217	5,873	5,923

The World Bank does not sell any electricity, heating, cooling, or steam. Total global energy use from onsite fuel use includes vehicle fuel use, and purchased electricity, cooling, and steam. In fiscal year 2018, data was collected from the Bank's 136 country office facilities outside of the United States.

Total Energy Consumption (GJ)	FY18	FY17	FY16
<b>World Bank Total Energy</b>	<b>474,547</b>	<b>506,156</b>	<b>492,626</b>
U.S. facilities and vehicles	307,651	316,337	325,712
Country office facilities and vehicles	166,896	189,819	166,915

Energy consumption outside the organization includes fuel used in contractor-owned vehicles as well as commercial airlines used for employee business travel. Data for fuel use in commercial airlines are not available as this information is not provided by commercial airlines.

Total Energy Consumption (GJ)	FY18	FY17	FY16
<b>Contractor-owned vehicles</b>	19,808	20,328	18,468

Overall there was a decrease in energy use in all Bank locations (U.S. and country office facilities) from fiscal year 2017 to fiscal year 2018.

In fiscal year 2018, there was a decreased reliance on onsite generator fuel in the Afghanistan and Chennai offices. There was also continued reduction of energy use (increased efficiency) for owned and managed offices at headquarters in Washington, DC, which are the largest source of emissions from buildings.



The energy intensity ratio is based on total occupied square meters. This ratio includes all energy (onsite combustion fuel, mobile combustion fuel, electricity, cooling, and steam) used to conduct business operations.

Energy Intensity (GJ/m2)	FY18	FY17	FY16
<b>World Bank Energy Intensity (GJ/m2)</b>	<b>0.77</b>	<b>0.81</b>	<b>0.80</b>
Total energy (GJ)	474,547	506,156	492,626
Total occupied square meters ( m2)	612,330	624,568	612,247

### 302-4: AMOUNT OF REDUCTIONS IN ENERGY CONSUMPTION ACHIEVED AS A DIRECT RESULT OF CONSERVATION AND EFFICIENCY INITIATIVES

In fiscal year 2018, the Bank's global energy usage within the organization (scope 1 and 2) was reduced by 31,457 GJ, predominately through reductions in electricity use. The Bank invested in energy reduction and efficiency initiatives at the headquarters offices and several non-U.S. offices, which includes the following projects:

- Headquarters has an ongoing project to upgrade to LED lights; the main headquarters building's electricity consumption was down 3,032 GJ between fiscal year 2017 and fiscal year 2018.
- The Kenya office updated motors on the chillers and cooling tower and installed 6.5 kW of solar. The office's electricity consumption was down 507 GJ between fiscal year 2017 and fiscal year 2018.
- Ethiopia, Lebanon, Sudan, Bangladesh, and Nigeria country offices upgraded to LED lights.
- The Ethiopia office installed solar water heaters.
- The Lebanon office installed solar security lighting throughout the compound.

Reduction reporting is based on major initiatives taken in fiscal year 2018. Reductions are calculated between fiscal years. The base year reduction in this case is fiscal year 2017. Methodologies and assumptions for calculating reductions are specific to each initiative and are sourced from engineering proposals.

### 303-3: TOTAL WATER WITHDRAWAL

Of the total 343.9 megaliters of water usage globally in fiscal year 2018, 226.7 megaliters of municipal water was used in the Washington, DC, offices, primarily for domestic and drinking water purposes. Offices outside the United States reported a total of 117.2 megaliters of water used.

In fiscal year 2018, 83 percent of World Bank-owned offices globally reported their water usage, up from 80 percent in fiscal year 2017 and 78 percent in fiscal year 2016. No estimations are calculated for offices not reporting water usage. While more offices reported their water usage in FY18, the total water used decreased due to an updated data collection methodology. Through fiscal year 2017, some World Bank offices in shared building spaces reported total water usage for the entire building. Now World Bank offices only report on water used in their own spaces.

The Washington, DC, offices use municipal water supply from the Potomac River watershed. No surface water, groundwater, rainwater collected by the organization, or wastewater from other organizations was used in the Washington offices in fiscal year 2018.



Water Usage (megaliters)	FY18	FY17	FY16
US facilities	226.7	187.1	193.7
Country office facilities	117.2	195.4	144.0

For offices outside the United States this information is not currently collected. The Bank is building systems to collect this information.

Water use is based on utility bills from the local water utility, DC Water, in Washington, DC, and from utility bills or meters in those non-U.S. offices that are able to report.

### 305-1: GROSS DIRECT (SCOPE 1) GHG EMISSIONS

The World Bank measures direct GHG emissions for its internal operations based on site-specific data for facilities. Estimates are made for those facilities with missing data.

In fiscal year 2018, there was an overall increase in World Bank Scope 1 emissions despite a decrease in energy usage; this was due to refrigerant refills in two country offices. Base year (fiscal year 2016) emissions equaled 6,970 mtCO<sub>2</sub>e.

Gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and HFCs. There are no known emissions of PFCs, SF<sub>6</sub> or NF<sub>3</sub>, as detailed in the World Bank Group's Inventory Management Plan. There are no biogenic CO<sub>2</sub> emissions. Base year for this calculation is fiscal year 2016, which began on July 1, 2015. Fiscal year 2016 was chosen as the base year because the previous target was ending. Information on methodology, emissions factors, Global Warming Potential (GWP) rates, and consolidation approach are in the Inventory Management Plan for fiscal year 2018. For more information, see <http://www.worldbank.org/corporateresponsibility>.

Scope 1 emissions (mtCO <sub>2</sub> e)	FY 18	FY17	FY16 (Base Year)
World Bank total	8,490	7,829	6,970
U. S. facilities and vehicles	877	944	975
Country office facilities and vehicles	7,613	6,885	5,996

### 305-2: GROSS LOCATION-BASED ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

The World Bank measures indirect GHG emissions for its internal operations based on site-specific data for facilities. Estimates are made for those facilities with missing data. In fiscal year 2018, Scope 2 emissions from the Bank's global offices continued to decrease, to 43,663 mtCO<sub>2</sub>e .

**In fiscal year 2018,  
83 percent of World  
Bank-owned offices  
globally reported  
their water usage.**

Scope 2 emissions (mtCO <sub>2</sub> e)	FY18	FY17	FY16 (Base year)
<b>World Bank total</b>	<b>43,663</b>	<b>45,139</b>	<b>46,050</b>
<i>US</i>	28,317	29,151	32,725
<i>Country offices</i>	15,346	15,988	13,325

Gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and HFCs. There are no known emissions of PFCs, SF<sub>6</sub> or NF<sub>3</sub>, as detailed in the World Bank Group's Inventory Management Plan. There are no biogenic CO<sub>2</sub> emissions. Base year for this calculation is fiscal year 2016, which began on July 1, 2015. Fiscal year 2016 was chosen as the base year because the previous target was ending. Information on methodology, emissions factors, Global Warming Potential (GWP) rates, and consolidation approach are in the Inventory Management Plan for fiscal year 2018. For more information, see <http://www.worldbank.org/corporateresponsibility>.

### 305-3: GROSS OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

The World Bank measures indirect GHG emissions from air travel by Bank employees, as well as delegate air travel, and other indirect emissions associated with major meetings that the Bank organizes. In fiscal year 2012, the Bank began measuring GHG emissions from contractor-owned vehicles.

In fiscal year 2018, these emissions totaled approximately 102,139 mtCO<sub>2</sub>e, an increase from fiscal year 2017's emissions of 95,216 mtCO<sub>2</sub>e due to an increase in air travel for business. Base year emissions in fiscal year 2016 equaled 90,046 mtCO<sub>2</sub>e.

Gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and HFCs. There are no known emissions of PFCs, SF<sub>6</sub> or NF<sub>3</sub>, as detailed in the World Bank Group's Inventory Management Plan. There are no biogenic CO<sub>2</sub> emissions. Base year for this calculation is fiscal year 2016, which began on July 1, 2015. Fiscal year 2016 was chosen as the base year because the previous target was ending. Information on methodology, emissions factors, Global Warming Potential (GWP) rates, and consolidation approach are in the Inventory Management Plan for fiscal year 2018. For more information, see <http://www.worldbank.org/corporateresponsibility>.

Scope 3 emissions (mtCO <sub>2</sub> e)	FY 18	FY17	FY16 (Base year)
World Bank total	102,139	95,216	90,046

### 305-4: GHG EMISSIONS INTENSITY RATIO FOR THE ORGANIZATION

Overall, the scope 1 and 2 emissions intensity for the Bank's 140 global locations remained approximately the same because the overall emissions were down, and the total global occupied office space was less than fiscal year 2017. The scope 3 emissions per full-time equivalent (FTE) employee increased due to the increase in employee air travel emissions.

The World Bank measures GHG emissions intensity in two distinct categories. Scope 1 and Scope 2 emissions are normalized per square meter, while Scope 3 emissions, pertaining to employee air travel, are normalized per full-time equivalent (FTE) employee, which consists of staff and short-term consultants. Prior to fiscal year 2017 reporting, FTE did not include consultants, just number of staff. Gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and HFCs. There are no known emissions of PFCs,

SF6 or NF3, as detailed in the World Bank Group's Inventory Management Plan. There are no biogenic CO2 emissions. Base year for this calculation is fiscal year 2016, which began on July 1, 2015. Fiscal year 2016 was chosen as the base year because the previous target was ending. Information on methodology, emissions factors, Global Warming Potential (GWP) rates, and consolidation approach are in the Inventory Management Plan for fiscal year 2018. For more information, see <http://www.worldbank.org/corporateresponsibility>.

Emissions scopes	FY 18	FY17	FY16 (Base year)
Scopes 1 and 2 (mtCO <sub>2</sub> e per square meter)	0.085	0.085	0.087
Scope 3 (mtCO <sub>2</sub> e per FTE)	6.00	5.65	5.57

### 305-5: GHG EMISSIONS REDUCED AS A DIRECT RESULT OF REDUCTION INITIATIVES

Between fiscal 2017-2018, the Bank's global emissions within the organization (scope 1 and 2) were reduced by almost 784 mtCO<sub>2</sub>e, predominantly through reductions in electricity use. Efficiency projects at headquarters contributed to an emissions reduction of around 291 mtCO<sub>2</sub>e. In addition, smaller projects in the Bank's offices in Kenya, Ethiopia, Lebanon, Sudan, Bangladesh, and Nigeria country offices contributed to the global emissions reductions. Gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and HFCs. There are no known emissions of PFCs, SF<sub>6</sub> or NF<sub>3</sub>, as detailed in the WBG's Inventory Management Plan. There are no biogenic CO<sub>2</sub> emissions. Base year for this calculation is fiscal year 2016, which began on July 1, 2015. Fiscal year 2016 was chosen as the base year because the previous target was ending. Information on methodology, emissions factors, Global Warming Potential (GWP) rates, and consolidation approach are in the Inventory Management Plan for fiscal year 2018. For more information, see <http://www.worldbank.org/corporateresponsibility>.

### 306-2: WEIGHT OF WASTE BY STREAM, WITH A BREAKDOWN BY DISPOSAL METHOD

Typical waste items from World Bank facilities include paper, bottles, cans, cardboard, food waste, toner cartridges, carpet tiles, and electronics.

Total hazardous waste for fiscal year 2019 was 678 pounds of medical waste and 125 gallons of recycled liquids, including glycol and used oil. The medical clinic on site at World Bank headquarters is the only place that generates hazardous waste, which is then disposed of appropriately by a third party. Total nonhazardous waste produced by the Bank's Washington, DC, offices in fiscal year 2019 was 2,248 metric tons, compared to 2,470 metric tons in fiscal year 2018.

Waste disposal information is provided by the Bank's waste management contractor that manages landfill, recyclables, and compostable waste and the electronic-waste recycler, subcontracted through the computer electronics provider, which provides information on the number of computers and other IT assets recycled yearly. Weights from roll-off compactors used for landfilled waste and recycling are exact weights to the closest one tenth of a ton.

“Between fiscal 2017-2018, the Bank's global emissions (Scope 1 & 2) were reduced by more than 1.5%.”

Waste streams (metric tons)	FY19	FY18	FY17
Waste diverted from landfill (%)	61	62	58
<b>Total nonhazardous waste in Washington, DC (metric tons)</b>	<b>2,248</b>	<b>2,470</b>	<b>1,871</b>
Landfill	887	933	794
Recycling*	1,021	1,152	711
Compost	334	381	365
Food donation	7	4	1

\* Includes paper, bottles and cans, cardboard, toner cartridges, carpet tiles, construction waste recycled and electronics.

## GRI 400 Social Standards Series

### MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): HUMAN RESOURCES

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This topic is material within the Bank's corporate boundary. Stakeholders, including potential employees, shareholders (the Board), as well as Sustainable and Impact investors, recognize that the way the Bank manages staff, its most valuable resource, is highly relevant to its business impact. Human Resources policies apply across the WBG agencies. However, staff numbers provided in this GRI Index pertain to World Bank (International Bank for Reconstruction and Development and International Development Association) staff only.

As a knowledge organization, the World Bank's success depends on the contributions of its staff. World Bank staff come from over 170 countries. Their diversity and global reach stand out among international financial institutions and other development organizations. Bank staff include economists, educators, environmental scientists, financial analysts, foresters, agronomists, engineers, information technology specialists, social scientists, etc., and offer clients a unique combination of global expertise and in-depth local knowledge. To deliver on its mission, the World Bank strives to be the best place to work in development by offering an Employment Value Proposition (EVP) that attracts, motivates, and retains world-class, diverse talent with the critical skills, experiences, mindsets, and behaviors needed to effectively respond to complex and constantly evolving client needs. To capitalize on these comparative advantages requires an understanding of where the business is headed and the skills mix required, coupled with the ability to identify, grow, and deploy talent in a proactive and deliberate way, as envisioned under the fiscal year 2017-19 People Strategy.

The People Strategy establishes people management as a shared accountability between executive leadership, the Human Resources Vice Presidency (HRD), managers, and staff. It sets out a three-year roadmap of HR programs and priorities focused on achieving the business objectives outlined in the [Forward Look](#).

#### Staff Policies

The World Bank's employment policies are articulated in its [Staff Manual](#), which is established by the institution and periodically reviewed and revised to ensure relevance and suitability for both staff and the business. The Manual includes the principles of staff employment and general obligations of the Bank and staff, as well as policies governing core human resource processes. Policies are supported by procedures that outline the approach to implementation.

The Bank's Human Resources Vice Presidency monitors and reports on implementation of the People Strategy through regular engagements with the Board and senior management. A People Strategy Scorecard tracks progress against a set of Key Performance Indicators that align with the priorities of the three-year strategy, and the Corporate Scorecard includes a number of talent management indicators. Regular staff engagement surveys provide crucial input on the mood of the organization and issues for management to tackle. Periodic internal audits of key HR processes identify areas for improvement and result in follow-up action plans that address highlighted findings.

## 401-1: EMPLOYEE TURNOVER

In fiscal year 2019, the rate of new employee hires equaled 6 percent. Of those hired, 51 percent were hired in non-US offices, and 54 percent were female.

Staff hired	FY19		FY18		FY17	
	Number	% of total	Number	% of total	Number	% of total
<b>United States</b>	<b>390</b>	<b>49%</b>	<b>501</b>	<b>53%</b>	<b>634</b>	<b>51%</b>
Female	209	54%	264	53%	333	53%
Male	181	46%	237	47%	301	47%
<b>Non-US offices</b>	<b>402</b>	<b>51%</b>	<b>445</b>	<b>47%</b>	<b>615</b>	<b>49%</b>
Female	216	54%	226	51%	320	52%
Male	186	46%	219	49%	295	48%
<b>Total hires</b>	<b>792</b>		<b>946</b>		<b>1,249</b>	
Of which Female	425	54%	490	52%	653	52%
Of which Male	367	46%	456	48%	596	48%

In fiscal year 2019, 820 staff left the Bank—a turnover rate of 6.7 percent (of which 2.8 percent was voluntary). 40 percent of employees who left the Bank were located in non-US offices, and 46 percent were female. In fiscal year 2018, the turnover rate was 5.2 percent (of which 2.3 percent was voluntary).

Staff hired	FY19		FY18		FY17	
	Number	% of total	Number	% of total	Number	% of total
<b>United States</b>	<b>488</b>	<b>60%</b>	<b>398</b>	<b>64%</b>	<b>515</b>	<b>68%</b>
Female	230	47%	189	47%	263	35%
Male	258	53%	209	53%	252	33%
<b>Non-US offices</b>	<b>332</b>	<b>40%</b>	<b>224</b>	<b>36%</b>	<b>239</b>	<b>32%</b>
Female	146	44%	101	45%	115	15%
Male	186	56%	123	55%	124	16%
<b>Total hires</b>	<b>820</b>		<b>622</b>		<b>754</b>	
Of which Female	376	46%	290	47%	378	50%
Of which Male	444	54%	332	53%	376	50%

## MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): HEALTH AND SAFETY

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A network of regional health advisors, under the World Bank's Health and Safety Directorate (HSD), work together to enhance staff health, safety, and well-being via technical assistance outreach and medical support missions. These include United Nations (UN) partners and international vendors through onsite and offsite clinical facilities. HSD's mission is to protect and promote the health of staff wherever they may be, taking into account their individual health status, working environment, and job demands. This is achieved by managing health and safety risks through pre-deployment briefings, offering evidence-based, quality-controlled occupational health services, enhancing capacity in offices in fragile, conflict, and violent situations, and nurturing trust in clients through professionalism and confidentiality. The World Bank Enterprise Risk Committee, and its subordinate Occupational Health and Safety Practitioners Committee is tasked with developing, implementing, and evaluating an occupational health and safety management system that applies to Bank staff worldwide.

There are multiple e-learning trainings on Occupational Health, Safety, and Well-being including Travel Health, Mental Health, and Resiliency available for all staff and consultants. These trainings are available globally through the WBG Online Learning Campus (OLC), in person, or remotely via video conferencing.

The Head of the WBG Health and Safety Directorate is a Senior Director who reports directly to the WBG Managing Director-Chief Administrative Officer.

### 403-1: OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

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The World Bank is dedicated to defining and implementing an occupational health and safety management system in accordance with external best practice (ISO 45001) and internal standards with a commitment to the health and safety of all staff. The WBG Directive on an Occupational Health and Safety Management System was approved in January 2018. Responsibility for Occupational Health and Safety is shared by all World Bank Staff, including senior management, managers, and supervisors, as well as contractors and visitors as seen in the staff manual.

### 403-2: PROCESSES USED TO IDENTIFY AND ELIMINATE WORK-RELATED HAZARDS AND ASSESS AND MINIMIZE RISKS

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The World Bank has developed a schema to identify work-related hazards and risks. This schema is covered under the online learning course available to all staff and defines the hazard identification and risk mitigation process. To ensure the quality of these processes, the World Bank adheres to a Plan, Do, Check, Act (PDCA) cycle to constantly reevaluate occupational health and safety processes. The PDCA cycle is part of the overall development and implementation of the occupational health and safety management system.

All World Bank staff are empowered and have the responsibility to identify and report any unsafe workplace acts or situations to management. Staff policies and procedures, as defined in the staff manual, clearly identify ways in which workers can report work-related hazards and hazardous situations, including reporting directly to the HSD, emailing the World Bank help desk, and reporting to management. In addition, a formal software for the reporting of any work-related hazards



**The WBG Directive  
on an Occupational  
Health and Safety  
Management System  
was approved in  
January 2018.**



and hazardous situations is under development. Workers are protected against reprisals by World Bank Internal Justice Services, which endeavors to support staff to preserve fairness in the workplace.

HSD is committed to review and investigate, where appropriate, any reported work-related incidents. Once a notification has been reviewed, HSD may investigate the complaint with an onsite visit. Further, all complaints are incorporated into the PDCA cycle to constantly improve the process. WBG Occupational Health and Safety Management System defines the WBG Risk Register, Risk Matrix, and the use of the hierarchy of controls to better assess and manage hazard identification and risk management.

### **403-3: OCCUPATIONAL HEALTH SERVICES' FUNCTIONS THAT CONTRIBUTE TO THE IDENTIFICATION AND ELIMINATION OF HAZARDS AND MINIMIZATION OF RISKS**

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The WBG Health and Safety Directorate provides a comprehensive suite of Occupational Health and Safety and personal health risk management services through the following functional units:

- Occupational Health and Safety, addressing individual, workplace, and global, health and safety issues;
- Travel Health and Wellness, addressing health risks of travel and relocation, and managing an outsourced, full-service, on-site Primary Health Care Center for staff, dependents, and retirees at headquarters in Washington, DC, run according to a Patient Centered Medical Home Model. The WBG also offers an outsourced Health and Wellness program which allows staff to identify and manage their health risks, obtain health and wellness coaching, and have clinical nurse manager support for living with chronic medical conditions;
- Field Health Services, supporting staff to access healthcare across the globe, for both routine and emergency healthcare needs;
- Counseling Unit, addressing psychosocial support needs.

Staff with clinical functions are required to have active professional registration in the countries where they are performing their clinical duties. The WBG also provides financial support to its professional staff for participation in Continuing Professional Education programs and maintenance of professional accreditation.

The Health and Safety Directorate is cross-supported by other vice presidential units, including Human Resources, and Directorates such as Global Corporate Solutions, which houses Corporate Real Estate, Corporate Security, and Travel Units.

The World Bank Occupational Health and Safety Committee, which reports to the Enterprise Risk Management Committee (ERC) of Senior Management, is tasked with developing, implementing, and overseeing an occupational health and safety management system that applies to Bank employees worldwide. The occupational health and safety management system being implemented by the Committee is based on ISO 45001 (Occupational Health and Safety Management Systems). The committee forms multidisciplinary, ad-hoc working groups to address specific concerns, such as a working group for air pollution, which developed guidelines for staff and managers in country offices where air quality is a recognized health hazard. The committee is supported by a community of practice supporting senior management and staff. The practitioner committee is able to designate multidisciplinary ad-hoc working groups, which can develop and submit guidelines to the high level ERC for decision. To address global health issues, the committee collaborates with the United Nations and other international organizations.

All staff have access to the Health and Safety Directorate. A policy of strict medical confidentiality is maintained in all dealings with staff, ensuring protection of their medical records and personal-health-related information. A specific Staff Rule has been published to ensure and guide the protection of confidential information: Staff

Rule 2.02 - Confidentiality of Medical Information and Medical Records. In addition, in May 2018 the WBG's Boards adopted a Personal Data Privacy Policy applicable to all personal data processed by the Bank and aligning to internationally accepted standards.

#### **403-4: PROCESSES FOR WORKER PARTICIPATION AND CONSULTATION IN THE DEVELOPMENT, IMPLEMENTATION, AND EVALUATION OF THE OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM**

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The World Bank's Occupational Health and Safety Practitioners Committee meets quarterly to address health and safety issues as they globally relate to staff worldwide. The committee is chaired by the Senior Director of HSD and includes occupational health specialists, environmental consultants, and senior management representatives from headquarters and offices outside the United States, HRD, Internal Justice, Corporate Real Estate, Corporate Security, Fire and Life Safety, Legal, Procurement, Corporate Responsibility, the Staff Association, Budget, and additional specialists and members as required. To address staff concerns, the committee forms multidisciplinary ad-hoc task working groups under the guidance of the ERC.

The Occupational Health and Safety Committee is a committee on occupational health and safety as described in the Work Bank Procedure with decision-making and guidance related to:

- Developing an organizational strategy for the WBG on implementing an occupational health and safety (OHS) management system;
- Providing advice to units implementing OHS strategies and programs;
- Developing internal OHS standards;
- Monitoring and evaluating the implementation and impact of the OHS management system and making recommendations for change;
- Developing training programs on risk management, accident and disease prevention, and related educational activities for staff;
- Proposing ways to incorporate lessons learned from any health and safety incidents;
- Coordinating outreach to staff on occupational health and safety issues, questions, and suggestions; and
- Overseeing the compiling of data on work-related injuries, incidents, and hazards into an annual report.

The Committee meets on a quarterly basis.

#### **403-5: OCCUPATIONAL HEALTH AND SAFETY TRAININGS PROVIDED TO WORKERS**

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HSD has developed and implemented three online learning courses for staff which are available globally through the WBG Online Learning Campus (OLC), in person, or remotely via video conferencing. Participants in the courses gain an understanding of:

- The WBG Occupational Health and Safety Management System, which considers the health and safety risks posed by personal health, workplace and the general environment in which staff work;
- The governance structure of the WBG's Health and Safety Management system;

- How workplace health and safety is a shared responsibility and what the WBG's role is in upholding a healthy and safe work environment;
- How to undertake a risk assessment and management approach for health, safety, and wellbeing;
- OHS roles and responsibilities for Managers, Supervisors and Task Team Leaders; and
- OHS Focal Point.

#### **403-6: HOW THE ORGANIZATION FACILITATES WORKERS' ACCESS TO NON-OCCUPATIONAL MEDICAL AND HEALTHCARE SERVICES, AND THE SCOPE OF ACCESS PROVIDED**

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The World Bank has introduced a Patient Centered Medical Home model that provides primary care services onsite within the World Bank headquarters. Instead of seeking outside care, staff and their dependents can elect to visit the expanded in-house clinic and receive care delivered by the MedStar Medical Group.

The key features of this model include:

- Care for whole families, with a focus on maintaining health and disease prevention;
- Patient-centered focus;
- Team-based service approach;
- Easy access to providers via an electronic portal;
- Broader spectrum of clinical services, incorporating the urgent care formerly provided by the HSD Clinic; and
- Medical home base with access to a network of specialty care.

The Health and Wellness program is composed of additional health support services provided to staff, dependents, and retirees in partnership with U.S. Preventive Medicine and the Cleveland Clinic. The program includes a health and wellness assessment, a personal preventive plan, the setting of individual health goals, and personalized support through a health coach or advisor who is available via email or telephone.

#### **403-7: APPROACH TO PREVENTING OR MITIGATING SIGNIFICANT NEGATIVE OCCUPATIONAL HEALTH AND SAFETY IMPACTS THAT ARE DIRECTLY LINKED TO ITS OPERATIONS, PRODUCTS OR SERVICES**

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The Environmental and Social Framework (ESF) will enable the World Bank and borrowers to better manage environmental and social risks of projects and to improve development outcomes. The ESF offers broad and systematic coverage of environmental and social risks linked to Bank-supported projects. It makes important advances in areas such as transparency, non-discrimination, public participation, and accountability, including expanded roles for grievance mechanisms. For more information, see <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>.

Environmental and Social Standards (ESS) 2 and 4 address negative health and safety impacts that are directly linked to Bank-supported operations for borrowing member countries.

- **ESS2:** Labor and Working Conditions recognizes the importance of employment creation and income generation in the pursuit of poverty reduction and inclusive economic growth. Borrowers can promote sound worker-management relationships and enhance the development benefits of a project by treating workers on the project fairly and providing safe and healthy working conditions.
- **ESS4:** Community Health and Safety addresses the health, safety, and security risks and impacts on project-affected communities and the corresponding responsibility of borrowers to avoid or minimize such risks and impacts, with particular attention to people who, because of their particular circumstances, may be vulnerable.

#### 403-9: THE NUMBER AND RATE OF WORK-RELATED INJURIES AND FATALITIES

All hazards and risks are managed in accordance with the principle of utilizing the hierarchy of controls. World Bank work-related rates are established based on

##### Lost Workday Case Rate All Workers Compensation Claims

Type	Employee Category	Claims	Case Rate
Illness Lost Workday Case Rate	Staff Member	14	0.09
Injury Lost Workday Case Rate	Staff Member	53	0.32
Illness Lost Workday Case Rate	Short-term Consultant	8	0.05
Injury Lost Workday Case Rate	Short-term Consultant	7	0.04

200,000 hours (100 staff x 40 hours x 50 weeks). There were 32,866,000 hours worked in calendar year 2018. All staff are included in this disclosure in accordance with WBG staff rules. Data are compiled in accordance with OSHA reporting criteria. There were zero work related fatalities in fiscal 2018.

In accordance with the WBG OHS Management System work-related hazards that pose a risk are defined in the WBG Hazard Risk Register. Each hazard is aligned to a level of risk according to industry and internal standards. A risk matrix calculates risk in accordance with severity and intensity. The WBG utilizes a 4x4 risk matrix structure. The determination of current and future control measures are applied in accordance with the hierarchy of controls to establish current and residual risk tolerances.

#### MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): STAFF LEARNING

The World Bank invests in staff learning to enhance WBG-wide technical skills and knowledge, strengthen problem-solving skills, and foster innovation to attain the Bank Group's twin goals efficiently and creatively. Staff take courses to retain and enhance cutting-edge skills as they carry out the World Bank's mission. Stakeholders, including employees, shareholders (the Boards), as well as Sustainable and Impact investors, recognize learning and knowledge sharing as highly relevant to the Bank's business impact. This topic is material to both the Bank's corporate and operational boundaries since the Open Learning Campus (OLC) provides solutions for both staff and partners globally. Human Resources policies apply across the WBG agencies. However, numbers provided in this report pertain to World Bank (International Bank for Reconstruction and Development and International Development Association) staff only.

The OLC is a single, online destination to accelerate development solutions through learning for WBG staff, clients, and global partners. The OLC offers a broad range of learning resources via Talks, Academy, and Connect to provide (1) continuous learning for staff to retain and enhance cutting edge skills; and (2) staff and clients to learn together and co-create solutions to complex development challenges. While the onus is on staff to be proactive in their learning, managers are accountable for supporting the learning of their staff. Through the World Bank's performance evaluation process and career conversations, staff and managers work together on staff development objectives and career goals. Strategically selecting appropriate learning activities is a key part of this process. Staff can choose from a wide range of internal learning activities available through the OLC, or from external learning providers. All learning in OLC is evaluated for scale and impact. On the staff side, the World Bank evaluates all classes entered in OLC that are greater than or equal to one day. All classes that are less than a day can be evaluated as needed. On the client side, the Bank evaluates all learning programs, and regularly informs senior management, including through three-year trend analysis, to guide programs, implement course corrections, and create learning innovations. For more information about OLC, see [www.olc.worldbank.org](http://www.olc.worldbank.org).

The OLC team, housed within the Knowledge and Strategy Unit of the Development Economics Vice Presidency, acts as an enabler and accelerator for learning across the WBG. The team serves as a central pedagogical resource and learning ecosystem for seven key learning programs: Operations, Leadership, Business Skills, IT skills, Technical, Corporate, and Mandatory.

Funding for formal Staff Learning is provided to each Vice Presidential Unit and then reallocated down to the Global Practice, departmental, or other level. Each year, the minimum amount to be set aside for Staff Learning per Vice Presidential Unit is communicated through the indicative expenditure directions, upon recommendation of the Learning Steering Group. The minimum amount is calculated based on two components: a minimum of five days on average that staff are expected to dedicate to formal Staff Learning, and an amount of variable budget available to support staff on activities calculated on a headcount basis. Every Vice Presidential Unit has the autonomy to allocate additional resources to Staff Learning above the required minimum.

#### 404-1: AVERAGE HOURS OF TRAINING THAT THE ORGANIZATION'S EMPLOYEES HAVE UNDERTAKEN

In fiscal year 2019, the World Bank delivered 73,291 days of learning. 53 percent of the training days were delivered either in offices outside the U.S. or via location-neutral formats, such as e-learning and webinars.

Average participant training days taken				Average participant training days taken			
	FY17	FY18	FY19		FY17	FY18	FY19
GA-GD	3.0	3.4	3.4	Male	5.0	5.3	5.2
GE	4.1	4.2	4.5	Female	4.7	4.8	4.9
GF-GG	5.7	5.6	5.9				
GH+	4.6	4.6	4.4				
ETC/ETT	N/A	N/A	3.6				
JPA/JPO/SPAS	5.0	7.0	7.6				

91 percent of the salaried workforce attended at least one learning event in fiscal year 2019, not including the corporate mandatory programs: 91 percent based in non-U.S. and 90 percent at headquarters, in Washington, DC. These individuals attended the equivalent of 62,748 days of training, averaging 4.9 days per staff member, with 4.7 in days taken by staff based in offices outside the U.S. and 5.1 days taken by Washington, DC-based staff.

WIn fiscal year 2019, investment in staff learning increased by 3 percent over fiscal year 2018 and by 9 percent from fiscal year 2017 levels. The World Bank invested \$76.1 million in staff learning, of which 36 percent was spent on developing and delivering learning activities, and 64 percent was spent to cover direct and indirect expenses for staff members to participate in learning (given internally and/or from external providers), including staff time and other costs.

#### 404-3: **PERCENTAGE OF EMPLOYEES WHO RECEIVED A REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW**

The WBG encourages ongoing peer feedback and regular check-ins with the manager or designated supervisor throughout the year. At least once in a 12-month period, typically at the close of the fiscal year, all staff (excluding short term appointments) have formal feedback discussions with their manager or designated supervisor. Evaluations are based on the staff member's performance against stated objectives, additional contributions, strengths, and areas of focus. The year-end conversation also touches on plans for the upcoming performance cycle, including any professional development and training needs. The Performance Management Process is outlined in the Staff Manual 5.03.

In fiscal year 2019, 96 percent of WBG staff completed fiscal year 2018 year-end evaluations; 78 percent of staff completed fiscal year 2019 objectives; and 96 percent of staff completed fiscal year 2019 mid-year evaluations on time.

In addition to the regular performance evaluations, an integrated talent management approach along with the end year performance evaluation is undertaken by management to give the organization a better understanding of the skills of staff and, importantly, to identify next steps for the staff's professional development, including targeted learning programs, stretch assignments, or rotations to other business units, as well as readiness to take on greater responsibilities.

#### **MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): DIVERSITY AND INCLUSION**

The World Bank is committed to creating a workplace where everyone is valued, differences are respected and celebrated, and opportunity and equitable treatment are afforded to all. Ensuring diversity and inclusion are integrated into our daily work means creating a positive culture through practices that recognize, value, and harness what makes every individual unique in the broader sense, and by acknowledging and respecting differences and similarities, including nationality, gender and gender identity, race, religion, ethnicity, age, sexual orientation, disability, and educational background. World Bank stakeholders have raised this topic as an important corporate priority.

The World Bank recognizes that meeting the demands and needs of its diverse client base more effectively means the Bank must consider a range of ideas and perspectives to find the best solution to development challenges. The Articles of Agreement for the International Bank for Reconstruction and Development and the International Development Association emphasize the need to “pay due regard to the importance of recruiting personnel on as wide a geographical basis as possible”

**“**  
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**2019 objectives; and**  
**96 percent of**  
**staff completed fiscal**  
**year 2019 mid-year**  
**evaluations on time.**  
**”**

when appointing Bank officers and staff, “subject to the paramount importance of securing the highest standards of efficiency and of technical competence.” This directive was reiterated in the 1983 Principles of Staff Employment, approved by the Executive Directors, to set forth the broad policies according to which the President shall manage staff. These principles direct the Bank to “encourage diversity in staffing consistent with the nature and objectives of the Organizations.” In addition to reflecting the World Bank’s global nature, the importance of staff diversity in enhancing the effectiveness and credibility of the Bank’s institutions has been underscored by ongoing reforms to increase the voice and participation of emerging markets and developing countries at the Bank. The World Bank manages these commitments and directives through an integrated approach that focuses on three pillars: advocacy (demonstrate leadership and build partnerships), accountability (set goals and measure outcomes), and inclusion (embed diversity and inclusion into talent processes and create an inclusive environment).

The World Bank measures the effectiveness of its efforts through Diversity and Inclusion Compacts, which establish both diversity and inclusion targets and identify specific actions to achieve the targets. The diversity targets include parity in management by gender and country part (Part I versus Part II—roughly equivalent to developed and developing countries, respectively), as well as by gender among full-time staff at professional grades (grade GF+) in non-managerial roles. An additional institutional target is 12.5 percent for Sub-Saharan African and Caribbean nationals among full-time staff at professional grades (grade GF+). Inclusion targets are derived from staff responses on the annual engagement survey, which includes a set of questions comprising the Inclusion Index. The World Bank Group Compact, which is signed by the President and his senior team, is cascaded through all Vice Presidential Units.

Progress against the Compact targets and actions are reported monthly and reviewed quarterly. In addition to the Compacts, actions to improve staff perceptions on the engagement survey, including the Inclusion Index, are developed and tracked at the World Bank and Vice Presidential Unit level.

#### 405-1: DIVERSITY OF LEADERSHIP AND EMPLOYEES BY GENDER AND AGE

**Executive Directors:** Representatives on the World Bank Boards of Governors and Board of Executive Directors are determined by member countries. Of the 25 Executive Director Board members, 4 were women in fiscal 2019. For more information about the Boards, see <http://www.worldbank.org/en/about/leadership/directors>.

Full-time staff	2019		2018		2017	
	Number	% of total	% of total	% of total	% of total	% of total
Age						
Under 30	440	4%	521	4%	597	5%
30-50	7,633	62%	7,660	63%	7,546	63%
50+	4,210	34%	4,035	33%	3,754	32%
Total	12,283		12,216		11,897	

#### WB staff:

Since 1998, nationality, gender, and race have been the dimensions of diversity for which the Bank has set and monitored quantitative targets. Nationality has been measured in the aggregate by Part I and II contributing member status, whereas Sub-Saharan African and Caribbean nationalities have served as the collective proxy for race, specifically for black staff.



The World Bank measures the effectiveness of its efforts through Diversity and Inclusion Compacts, which establish both diversity and inclusion targets and identify specific actions to achieve the targets. Inclusion targets are derived from staff responses on the annual engagement survey, which includes a set of questions comprising the Inclusion Index. The World Bank Compact, which is signed by the President and his senior team, is cascaded through all Vice Presidential Units. Progress against the Compact targets and actions are reported monthly and reviewed quarterly. In addition to the Compacts, actions to improve staff perceptions on the engagement survey, including the Inclusion Index, are developed and tracked at the World Bank and Vice Presidential Unit level.

In fiscal 2019, nationals of Part II countries accounted for 42 percent of staff in management positions. Women accounted for 43 percent of staff in management positions and for 46 percent of full-time active staff at professional grades (grade GF+) in technical cadre. Sub-Saharan African and Caribbean nationals represent 14 percent of full-time staff at professional grades (grade GF+).

	Target	FY19	FY18	FY17
<b>Part II Managers</b>	50%	42%	43%	43%
<b>Female Managers</b>	50%	43%	42%	39%
<b>Female GF+ Technical</b>	50%	46%	45%	44%
<b>SSA/CR GF+</b>	12.5%	14%	13%	13%

#### 405-2: RATIO OF THE BASIC SALARY AND REMUNERATION OF WOMEN TO MEN FOR EACH EMPLOYEE CATEGORY

To recruit and retain highly qualified staff, the WBG has developed a compensation and benefits system designed to hire the best talent in the global market, reward performance, and consider the special needs of a multinational and largely expatriate staff. The Executive Directors annually consider a proposal for a salary increase in line with a Board-approved methodology that entails a market-based approach, which compares compensation paid by private financial and industrial firms and by public sector organizations in local reference markets, including the U.S. The grading system and benchmark job positions are unified across the WBG and its locations. World Bank policies apply to all staff working in World Bank offices globally. World Bank salary structures do not differentiate by gender. This methodology was reviewed in fiscal 2018 for headquarters-appointed staff and in fiscal 2019 for country office-appointed staff. Remuneration of executive management, Executive Directors, and staff are disclosed in the World Bank Annual Report. For more information, see [www.worldbank.org/en/about/annual-report](http://www.worldbank.org/en/about/annual-report).

In fiscal year 2017, the WBG Development Research Group, in collaboration with the Gender Cross Cutting Solution Area and Human Resources, completed a landmark study: “Compensation, Diversity and Inclusion at the World Bank Group.” This study leveraged 25+ years of human resources data to explore the issue of pay parity among WBG populations, including by gender. Key results included the observation that the WBG has an aggregate salary gap between genders, but that the gap has decreased significantly over the 25+ years of the analysis. The aggregate salary gap is mainly caused by the gender composition of different grades at entry and through progression. In fiscal year 2018, follow-up actions were put in place, including the biannual production of a report that HRD and managers use to address compensation outliers and more closely monitor salary parity upon entry to the institution. These actions continued through fiscal year 2019.

## MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): DISCRIMINATION

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The WBG core values are impact, integrity, respect, teamwork, and innovation. WBG staff are strongly encouraged to work together in teams with openness and trust; empowering others and respecting differences; encouraging risk-taking and responsibility; and enjoying both work and family, as detailed in the Code of Conduct.

Stakeholders, including prospective employees, our shareholders (the Boards), as well as Sustainable and Impact investors, recognize that the way we manage discrimination, ethical behavior, and adherence to corporate core values is highly relevant to our business impact. This topic is material within the World Bank's corporate boundary.

A summary of the Code of Conduct is available in nine languages. Staff members are required to uphold WBG Staff Rules as a condition of employment and adherence to the Code of Conduct is specified in contracts with employees. A mandatory e-learning training on the Code of Ethics and Conduct for all new staff will be available in early 2020, including consultants with contracts of more than 30 days.

There is a separate Code of Conduct for Board officials. Business partners are informed of ethics expectations through a separate document. Adherence to high ethical standards is specified in contracts, Board officials, and business partners. Section 1(c) of the Code for Board Officials requires them to sign the code document upon assuming duty and deposit it with the Ethics Committee of the Board.

Due to its immunities from most national courts, the Bank provides staff comprehensive grievance mechanisms to address and resolve workplace issues through informal and formal services. These services encourage collaboration among staff, provide space for the effective management of conflict, and increase the Bank's capacity to build and retain a globally representative workforce. Various offices within the Internal Justice Services (IJS) provide evaluations to staff who retain its services. These offices include Mediation Services (MEF), Peer Review Services (PRS), and the Ethics and Business Conduct (EBC) Department. In fiscal year 2019, the evaluations and the input of stakeholders was examined as part of a formal Metrics Review. In addition to the Metrics Review, the IJS disseminated its second integrated IJS Annual Report in December 2018.

### 406-1: TOTAL NUMBER OF INCIDENTS OF DISCRIMINATION DURING THE REPORTING PERIOD

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In fiscal year 2019, EBC reviewed four allegations of discrimination. These included alleged instances of discrimination based on race, nationality, religion/creed, and gender. None of these resulted in a report of investigation or finding of misconduct. There is public disclosure of the number of cases investigated and of the resulting sanctions in EBC's annual reports. EBC recognizes that discrimination can be hard to prove because of its nature, which is often covert and subtle, and because of the "clear and convincing" standard of proof required of this and other serious allegations of misconduct, pursuant to the WBG's Administrative Tribunal jurisprudence. EBC, therefore, is reviewing the process by which the Bank Group addresses alleged discrimination to make it easier for staff members to successfully bring forward a claim of alleged discrimination, increase the effectiveness of EBC reviews, and provide more support to potential victims.

## MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): CHILD LABOR

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The World Bank recognizes that child labor is one of the most devastating consequences of persistent poverty. Stakeholders, including potential employees, shareholders (the Boards), as well as Sustainable and Impact investors, recognize this topic to be relevant to our business impact. This topic is material in the World Bank's operational boundary. The operational boundary is the project area of influence of a Bank-financed project.

All standard World Bank bidding documents contain a clause prohibiting the use of child or forced labor in contracts financed under any World Bank projects. Staff in Bank-supported operations are required to assess social issues, such as child labor, within the environmental and social aspects of the projects and develop specific measures that would be implemented during the project to mitigate the risk.

Under the new Environmental and Social Framework (ESF), which came into force in October of 2018, the Bank classifies all investment projects into one of four classifications: High Risk, Substantial Risk, Moderate Risk, or Low Risk. In determining the appropriate risk classification, the Bank will take into account relevant issues, such as the type, location, sensitivity, and scale of the project; the nature and magnitude of the potential environmental and social risks and impacts; and the capacity and commitment of the Borrower (including any other entity responsible for the implementation of the project) to manage the environmental and social risks and impacts in a manner consistent with the Environmental and Social Standards. More information on the ESF can be found at: <http://worldbank.org/esf>.

The ESF includes a standalone standard on Labor and Working Conditions (ESS2). The objectives of ESS2 are:

- To promote safety and health at work;
- To promote the fair treatment and nondiscrimination of, and equal opportunity for project workers;
- To protect project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with this ESS), and migrant workers, contracted workers, community workers, and primary supply workers, as appropriate;
- To prevent the use of all forms of forced labor and child labor; To support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law; and
- To provide project workers with accessible means to raise workplace concerns.

The specific ESS2 provision on Child Labor is the following:

- A child under the minimum age established in accordance with this paragraph will not be employed or engaged in connection with the project.
- The labor management procedures will specify the minimum age for employment or engagement in connection with the project, which will be the age of 14 unless national law specifies a higher age.
- A child over the minimum age and under the age of 18 may be employed or engaged in connection with the project only under the following specific conditions: the work does not fall under paragraph 19 below; an appropriate risk assessment is conducted prior to the work commencing; and the borrower conducts regular monitoring of health, working conditions, hours of work, and the other requirements of this ESS.
- A child over the minimum age and under the age of 18 will not be employed or engaged in connection with the project in a manner that is likely to be hazardous or interfere with the child's education or be harmful to the child's health or physical, mental, spiritual, moral, or social development.

The World Bank's Independent Evaluation Group (IEG) evaluates the development effectiveness of the WBG. IEG's work provides evaluative evidence to help the Bank Group deliver better services and results to its clients. IEG does so by generating lessons from past experience and accountability to shareholders and stakeholders at large. IEG is independent of the management of the WBG and reports directly to the Executive Board. More details can be found at <http://ieg.worldbankgroup.org>.

The World Bank's Internal Audit Vice Presidency (IAD) is an independent, objective assurance and consulting activity that helps to improve WBG operations. It assists the institution in accomplishing its objectives by evaluating the effectiveness of WBG governance, risk management, and control processes. Furthermore, IAD advises management in developing control solutions and monitors the implementation of management's corrective actions. IAD's work is carried out in accordance

with the Institute of Internal Auditors (IIA) International Professional Practices Framework. More details can be found at <http://www.worldbank.org/en/about/unit/internal-audit-vice-presidency>.

#### 408-1: OPERATIONS AND SUPPLIERS CONSIDERED TO HAVE SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR

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The Government of Uzbekistan for a long time was criticized for using child and forced labor during the cotton harvest. Since 2017, President Shavkat Mirziyoyev and senior officials in his Administration have been demonstrating strong political will to eradicate all forms of forced labor in cooperation with the international community. This commitment is a part of the government's reform agenda stimulating significant social and economic changes in the country.

With the goal of removing the incentives to use forced labor in Uzbekistan, the World Bank has been actively supporting the Government's efforts in modernizing Uzbekistan's agriculture sector and improving the vast irrigation system across the country. The World Bank-financed agriculture projects in Uzbekistan focus on diversification of agricultural production beyond cotton and wheat into other high-value crops such as fruit and vegetables, and livestock, improving agricultural productivity, promoting sustainable management of land and water resources, increasing the efficiency of irrigation infrastructure, and enhancing the economy's competitiveness. This is also supported through analytical and advisory services that support the implementation of agriculture sector reforms.

Third Party Monitoring, a monitoring mechanism on the incidence of child labor and forced labor in the World Bank-financed projects in agriculture, water and education sectors in Uzbekistan, has been implemented by the International Labor Organization (ILO) since 2015 and nowadays extended to all regions of the country. It will be continued in fiscal 2020.

Uzbekistan has demonstrated major progress in the eradication of child labor and forced labor in cotton harvesting since 2017. The ILO report covering the 2018 harvest, based on more than 11,000 unaccompanied and unannounced interviews with a representative sample of the country's 2.5 million cotton pickers, finds that school children and students were not mobilized for cotton picking. As in previous years, there were only isolated cases of minors below the legal working age participating in picking cotton, but systematic or systemic child labor can no longer be considered a serious concern, the report says.

The ILO also confirmed that even though systematic or systemic forced labor was not exacted by the government during the 2018 cotton harvest it, however, demonstrated clear political commitment and took concrete measures to stop the use of forced labor across the country. Efforts undertaken by the Government of Uzbekistan to fully eradicate forced labor are recognized by international development partners. As evidenced, in September 2018, the US Department of Labor determined in its annual reports covering child labor and forced labor in nations around the world that the incidence of child labor in the production of cotton in Uzbekistan has been significantly reduced, and available evidence supports the removal of the Uzbek cotton from the List of Goods Produced by Child Labor.

The World Bank and the ILO are continuing to cooperate on monitoring, awareness-raising activities, capacity building for National Feedback Mechanisms, Ministry of Labor, local human rights activists, and assessing labor rights and working conditions in horticulture, livestock, and textile sectors in Uzbekistan. The Bank is working on advancing policy dialogue on agricultural modernization strategy, creating employment opportunities for women affected by cotton mechanization, and expanding monitoring social risks and the engagement of citizens.

#### MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): RIGHTS OF INDIGENOUS PEOPLES

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Central to the World Bank's mission of reducing poverty and promoting shared prosperity in a sustainable manner is ensuring that the development process fully respects the dignity, economies, and cultures of Indigenous Peoples. The Bank recognizes that the identities and cultures of Indigenous Peoples are inextricably linked

to the lands on which they live and the natural resources on which they depend. These distinct circumstances expose Indigenous Peoples to different types of risks and levels of impacts from development projects, including loss of identity, culture, and customary livelihoods. Gender and intergenerational issues among Indigenous Peoples are also complex. As social groups with identities that are often distinct from dominant groups in their national societies, Indigenous Peoples are frequently among the most marginalized and vulnerable segments of the population. As a result, their economic, social, and legal status often limits their capacity to defend their interests in and rights to lands, territories, and other productive resources, or restricts their ability to participate in and benefit from development. At the same time, the Bank recognizes that Indigenous Peoples play a vital role in sustainable development and that their rights are increasingly being addressed under both domestic and international law.

The World Bank safeguards policy on Indigenous Peoples (OP/BP 4.10) underscores the need for borrowers and Bank staff to identify Indigenous Peoples, consult with them, and ensure that they participate in and benefit from Bank-funded operations in a culturally appropriate way. It also emphasizes that adverse impacts on them are avoided or, where not feasible, minimized or mitigated. For all projects that are proposed for World Bank financing and involve Indigenous Peoples, the Bank requires the borrower to engage in a process of free, prior, and informed consultation. The Bank provides project financing only where there is broad community support to the project by the affected Indigenous Peoples. [Learn more about the safeguards review process.](#)

The new Environmental and Social Framework advances the World Bank's existing Indigenous Peoples policy by including Free, Prior, and Informed Consent (FPIC) and by addressing peoples in voluntary isolation, and pastoralists. This provision is well harmonized with those of other international financial institutions. The safeguards review included a global dialogue and engagement process with Indigenous Peoples that sought to incorporate Indigenous Peoples in the review and update of the World Bank's Environmental and Social Framework, as well as to strengthen World Bank support to and engagement with Indigenous Peoples, more generally. The consultations on the framework included several dedicated Indigenous Peoples dialogue sessions, which yielded important results in terms of participation, information gathered, and the beginning of a renewed and stronger relationship with Indigenous Peoples. For more information, see <http://www.worldbank.org/indigenouspeoples>.

The ESF includes an Environmental and Social Standard (ESS) 7 on Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities, which introduces the principle of Free, Prior and Informed Consent (FPIC). FPIC is a specific right that recognizes Indigenous Peoples' right to self-determination over decisions affecting them or their territories. ESS7 adopts the principle of FPIC in projects affecting Indigenous people's territories, natural resources, cultural heritage or requiring involuntary resettlement. ESS7 also provides further guidance on Indigenous Peoples in urban areas and Indigenous Peoples living in voluntary isolation. See [ESS7](#) for details.

This topic is material in our operational boundary area of influence of a World Bank-financed project. A project's area of influence is the area likely to be affected by the project, including all its ancillary aspects, such as power transmission corridors, pipelines, canals, tunnels, relocation and access roads, borrow and disposal areas, and construction camps, as well as unplanned developments induced by the project (e.g., spontaneous settlement, logging, or shifting agriculture along access roads). The area of influence may include, for example, (a) the watershed within which the project is located; (b) any affected estuary and coastal zone; (c) off-site areas required for resettlement or compensatory tracts; (d) the airshed (e.g., where airborne pollution such as smoke or dust may enter or leave the area of influence); (e) migratory routes of humans, wildlife, or fish, particularly where they relate to public health, economic activities, or environmental conservation; and (f) areas used for livelihood activities (hunting, fishing, grazing, gathering, agriculture, etc.) or religious or ceremonial purposes of a customary nature. There is no specific limitation regarding the topic boundary.

The World Bank's Independent Evaluation Group (IEG) evaluates the development effectiveness of the World Bank group. More details can be found at <http://ieg.worldbankgroup.org>.

The World Bank's Internal Audit Vice President (IAD) is an independent, objective assurance and consulting activity that helps to improve WBG operations. More details can be found at <https://www.worldbank.org/en/about/unit/internal-audit-vice-presidency>.

The Inspection Panel is an independent complaints mechanism for people and communities who believe that they have been, or are likely to be, adversely affected by a World Bank-funded project. More details can be found at: <https://www.inspectionpanel.org>.

#### 411-1: INCIDENTS OF VIOLATIONS INVOLVING THE RIGHTS OF INDIGENOUS PEOPLES

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In fiscal year 2019, two projects that appeared to raise complaints regarding alleged non-compliance with the Indigenous Peoples policy and were processed by the Bank's Inspection Panel:

1. India: Rural Water Supply and Sanitation Project for Low Income States (Investigation)
2. Kenya: Kenya Climate Smart Agriculture Project & Kenya Urban Support Program (not registered)

For more information, see case updates on the Inspection Panel website: <https://www.inspectionpanel.org>.

#### MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): HUMAN RIGHTS

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Human rights principles essential for sustainable development, such as nondiscrimination, meaningful consultation, effective public participation, property rights, accountability, transparency and good governance, are consistently applied in the World Bank's work to end poverty and boost shared prosperity. This topic is material within the Bank's operational boundary, a project area of influence of a World Bank-financed project.

The World Bank recognizes the importance of human rights principles in development: transparency, accountability, non-discrimination, equality of opportunity, governance, empowerment, participation, and inclusion. These principles are reflected in all projects the World Bank finances.

In 2016, the World Bank issued a Directive on Addressing Risks and Impacts on Disadvantaged or Vulnerable Individuals or Groups with the purpose of establishing directions for Bank staff in respect of such individuals or groups as required under the Environmental and Social Framework. Under the directive, when a project poses specific risks and impacts to individuals or groups who, because of their particular circumstances, may be disadvantaged, the task team, through its due diligence responsibilities, supports the borrower in the ESA process, including in carrying out consultations, and ascertains whether (1) the environmental and social assessment has properly identified the disadvantaged or vulnerable individuals or groups; and (2) appropriate differentiated mitigation measures have been incorporated into project design and documented in relevant project material so that adverse impacts do not fall disproportionately on the disadvantaged or vulnerable, and they are not disadvantaged in sharing any development benefits resulting from the project. [The Directive is available online.](#)

The Environmental and Social Assessment process evaluates a project's potential environmental risks and impacts in its area of influence; examines project alternatives; identifies ways of improving project selection, siting, planning, design, and implementation by preventing, minimizing, mitigating, or compensating for adverse environmental and social impacts and enhancing positive impacts; and includes the process of mitigating and managing adverse environmental impacts throughout project implementation.

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#### **412-1: TOTAL NUMBER AND PERCENTAGE OF OPERATIONS THAT HAVE BEEN SUBJECT TO HUMAN RIGHTS REVIEWS OR HUMAN RIGHTS IMPACT ASSESSMENTS, BY COUNTRY**

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One hundred percent of the investment projects financed by the World Bank were appraised in accordance with requirements per the Bank's policies to protect the environment and people potentially affected by Bank-supported projects. The Bank screens each proposed project to determine the appropriate extent and type of environmental and social analysis to be undertaken during project preparation and whether the project may involve the application of safeguard policies. Environmental and social risk management, including risk mitigation measures, are also referenced in the project legal agreement, and therefore are part of the contract with the borrower. For details on projects, see: <http://projects.worldbank.org>.

#### **412-2: TOTAL NUMBER OF HOURS IN THE REPORTING PERIOD DEVOTED TO TRAINING ON HUMAN RIGHTS POLICIES OR PROCEDURES CONCERNING ASPECTS OF HUMAN RIGHTS THAT ARE RELEVANT TO OPERATIONS**

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World Bank environmental and social safeguard policies are a cornerstone of our support of sustainable development and poverty reduction. The objective of these policies is to prevent and mitigate undue harm to people and their environment in the development process.

In fiscal year 2019, there were 13 training sessions on the Bank's corporate safeguards training program, with 334 participants, approximately 50 percent from headquarters and 50 percent from country offices. The safeguards and ESF trainings cover two different systems and have two different curricula and benefit from separate training. The Safeguards is the old system for environmental and social risk management, while ESF is the new system as of October 1, 2018. Any IPF project that has a concept note review on or after this date will apply the ESF. Given the World Bank project cycle, the two systems are expected to run in parallel for the next seven to eight years.

To build staff capacity on the new ESF, an ESF Internal Capacity Building Program was launched in November 2017. By the end fiscal year 2019, over 2,500 staff were trained in face-to-face sessions, including Environmental and Social Specialists, Country Directors, Practice Managers, Communications Specialists, and others. 50 percent of the participants in a face-to-face training were training in the field (i.e., outside of headquarters). A series of 24 ESF Learning Labs and Clinics were also held.

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### DISCLOSURE 412-3: TOTAL NUMBER AND PERCENTAGE OF SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS THAT INCLUDE HUMAN RIGHTS CLAUSES OR THAT UNDERWENT HUMAN RIGHTS SCREENING.

Environmental and social risk management are part of the contract with the borrower. Risk management is based on the human rights principles referred to above. The World Bank does not include human rights clauses in its contracts and does not screen contracts for human rights. See the ESF website for more information: <http://worldbank.org/esf>.

### MANAGEMENT APPROACH (DISCLOSURES 103-1 – 103-3): ENVIRONMENTAL AND SOCIAL IMPACT

The Bank screens all projects proposed for financing to determine the appropriate extent and type of potential impacts on communities and the environment. The topic is material within the Bank's operational boundaries.

If it is considered that a project will have adverse impacts on a community, the borrower must carry out an environmental and social impact assessment. This impact assessment will consider gender issues as part of its social analysis. The borrower is required to consult on environmental and social impacts and mitigation measures with the communities affected by the project. For meaningful consultations between the borrower and project-affected groups and local NGOs, the borrower is required to provide relevant material in a timely manner prior to consultation, in a form and language that are understandable and accessible to the groups being consulted. For projects with significant risks (categories A and B under the old safeguards system), the Bank discloses the environmental and social assessment. The borrower is required to establish a project-level grievance redress mechanism for all projects with adverse impacts. The Environmental and Social Assessment process evaluates a project's potential environmental risks and impacts in its area of influence; examines project alternatives; identifies ways of improving project selection, siting, planning, design, and implementation by preventing, minimizing, mitigating, or compensating for adverse environmental and social impacts and enhancing positive impacts; and includes the process of mitigating and managing adverse environmental impacts throughout project implementation.

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**The Bank screens all projects proposed for financing to determine the appropriate extent and type of potential impacts on communities and the environment.**

#### **413-1: PERCENTAGE OF OPERATIONS WITH IMPLEMENTED LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND/OR DEVELOPMENT PROGRAMS**

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One hundred percent of World Bank investment projects require engagement with the local community.

#### **413-2: OPERATIONS WITH SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE IMPACTS ON LOCAL COMMUNITIES**

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In fiscal year 2019, Investment Project Financing (IPF), the category of World Bank financing instrument that falls under the ESF, was screened using the Safeguards system up to and including September 30, 2018. From October 1, 2018, IPF projects were processed under the new ESF. Of the 90 projects screened in fiscal year 2019 under the Safeguards, 21 were classified as Category A and 60 as B. Of the 109 projects screened in fiscal year 2019 under ESF, nine had an environmental and social risk classification (ESRC) of High, 34 were Substantial, 41 Moderate, and 25 Low.

