The World Bank has set ambitious goals: to eliminate extreme poverty and boost shared prosperity in a sustainable manner. This means managing the resources of the planet for generations to come, ensuring social inclusion, and adopting fiscally responsible policies. Through our work in urban development, energy, transportation, infrastructure, agriculture, water, environment, climate change, and information and communication technologies, we help countries create the policies, development plans, and practices that form the necessary foundation for sustainable growth.

We are equally committed to incorporating these values into how we operate on a daily basis, aspiring to lead by example as we manage our resources.

I am pleased to present the World Bank’s 2015 Sustainability Review, which shares our endeavors to reduce our corporate environmental footprint, increase the wellbeing of our staff, and engage our host communities, all this while ensuring that we use our resources in the most efficient way possible. Similarly, we are committed to the diversity, health, and safety of staff, consultants, and contractors—our most valuable business resources—as they help achieve the development goals our country members set.

We have achieved a great deal over the past year:

**Our Climate** We work with our partners in confronting climate change and laying the groundwork for a new global climate agreement, and are similarly committed to climate neutrality for our global facilities. We measure, manage, reduce, and offset greenhouse gas emissions from our global offices, business travel and major meetings. We continue to reduce our emissions—nearly 10,000 metric tons between fiscal 2014 and 2013 (the most recent data). Reductions were achieved, for example, by upgrading lighting in many offices, installing solar panels at the Islamabad office, and efficiently managing the heating, ventilation, and air conditioning (HVAC) demand in the Washington, DC, and Chennai offices.

**Our Places** Our sustainability commitments extend to the way we work with our supply chain and maximize the efficiency of resources used, such as energy, water, food, paper, and public goods, including landfill space. This year, our Nairobi Country Office became the first facility in Kenya to earn LEED Certification, joining Chennai, Juba, Manila, and New Delhi offices with similar certifications. Our commitment to our host communities also drive record-breaking contributions from staff to our annual workplace Community Connections Campaign. Staff from across the World Bank Group and retirees pledged $2.6 million. The institution matched these gifts dollar for dollar, putting $5.2 million into DC and surrounding communities.
**Our People** Our staff are our most important asset. We offer staff a compelling mission, an opportunity to work globally, receive competitive pay and benefits, and enjoy meaningful careers in a diverse and inclusive environment. We place great emphasis on engaging and protecting our staff, and on continual learning. In fiscal 2015, 88 percent of the Bank’s salaried workforce attended at least one learning event (not including mandatory corporate programs). This was an increase of 5 percent over fiscal 2014.

**Our Finances** In the current global economic environment, we have an obligation to our stakeholders to ensure we use our resources in the most efficient way possible. Our commitment requires a strong business model, long-term partnerships, and well-managed resources in the delivery of our services. With continuing focus on climate change, efforts to mobilize private sector financing have taken center stage. Green bonds are a successful example of how the private sector has been engaging in climate finance. The World Bank has issued $8.5 billion in green bonds since it launched the first labeled green bond in 2008, with more than 100 transactions in 18 different currencies. By leveraging our financial strength, technical expertise, and knowledge resources, we help our clients and partners in making real impact on development in a sustainable manner.

**Our Mission** I am proud that our institution models our mission. We are a leader in the development community in part because of our strong commitment to environmental, social, and economic sustainability at the local level as well as in the global context.

> “We have committed to lead by example as we manage our corporate environmental, social, and economic impacts.”

– Bertrand Badré

Bertrand Badré
Managing Director and WBG Chief Financial Officer
Sustainability is the overarching theme that frames the twin goals of the World Bank Group: to eliminate extreme poverty by 2030 and to boost shared prosperity.
Our Climate

The World Bank strives to be a leader in climate action with its comprehensive program to measure, reduce, offset, and report greenhouse gas emissions from Bank facilities and corporate activities. Its Washington, DC-based buildings and travel have been carbon-neutral since 2007. On the global corporate level, facilities and travel achieved carbon-neutrality in 2009.

- Measure Impact
- Offset Emissions
- Reduce Emissions
- Report Results
Step 1: Measure Impact

Since 2005, the World Bank has actively measured and managed greenhouse gas (GHG) emissions from its facilities, employee air travel, vehicle fleet, and major meetings. (Read the Inventory Management Plan for information on the methodology and assumptions used in calculating the Bank’s greenhouse gas inventory. GHG emissions lag by a year because data collection from Country Offices requires manual entry by dedicated focal points.)

Overall GHG emissions in fiscal 2014 were around 165,000 metric tons of carbon dioxide equivalent, a decrease of nearly 10,000 metric tons from fiscal 2013. The largest decrease was seen in business travel, where emissions reduced by nearly 7,000 metric tons. Additional savings were seen in electricity emissions, with a decrease of around 700 metric tons globally.

The Inventory Management Plan and the GHG inventory are verified by a third party regularly to ensure they meet international best practices.

The World Bank believes a 4°C warmer world can and must be avoided. Immediate global action is needed to slow the growth in greenhouse gas emissions and help countries adapt to changes that are already locked in. Getting there will require economic transformations and a path to net-zero emissions before the end of the century. The Bank is stepping up its mitigation, adaptation, and disaster-risk-management work, and will increasingly look at its business through a climate lens.

The World Bank is making an impact through its many projects in developing countries. Visit the Climate Change website.
Step 2: Reduce Emissions

In fiscal 2012, the World Bank set an emissions reduction goal, aspiring to reduce emissions from its owned and managed facilities by 10 percent from a fiscal 2010 baseline by fiscal 2017. Emissions reduction efforts are aimed primarily at the Bank's largest sources of facility emissions—in Washington, DC, and around a dozen owned offices globally. Efforts in fiscal 2015 included upgrading lighting to LEDs in many offices, installing solar panels on the Islamabad office, and using more variable frequency drives in the Chennai office to help efficiently manage HVAC demands.

Step 3: Offset Emissions

The first priority is reducing GHG emissions wherever feasible. However, a zero-emission business is not possible in the near term given the Bank's activities. In fiscal 2015, the World Bank purchased and retired certified emission reductions (CERs) and verified emission reductions (VERs) to offset the remaining direct and indirect carbon emissions, predominately from operational travel. (Read about offset purchasing guidelines.)

The Bank concentrated on purchasing offsets from underrepresented regions of the carbon markets in fiscal 2015. It required that at least 20 percent of the offsets purchased met Gold Standard certification to ensure that projects not only produced climate benefits, but also supported local communities and conserved biodiversity. During this time, the Bank purchased credits totaling nearly $200,000 from a portfolio of projects. These included a Gold Standard efficient cook stove project and a small-scale hydropower project, both in Uganda, and energy-efficiency and wind-power projects in India. These credits were publicly retired.

Step 4: Report Results

In the spirit of transparency, the World Bank reports its GHG emissions to the UN Climate Neutral Initiative. In fiscal 2015, the Bank continued to be the only multilateral development institution responding to the Carbon Disclosure Project (CDP), a forum that reviews risks, policies, and impacts on the lending side, as well as corporate emissions.
Our Places

The World Bank believes in living its mission of ending poverty, boosting shared prosperity, and promoting a sustainable future. To this end, the Bank endeavors to be an environmentally responsible partner and a good corporate citizen. These commitments are clearly outlined in the Code of Conduct.

- Sustainable Offices
- Rethinking Food
- Lean Printing
- Smart Connections
- Principled Purchasing
- Low-Impact Commuting
- Engaging with Our Communities
Increasing the efficiency of how we run our business—by managing resources such as energy, water, and paper; diverting waste from landfills; and promoting sustainable staff behavior reduces natural resource use—and decreases the costs of day-to-day operations. The World Bank’s Corporate Responsibility Program works with numerous partners around the Bank to measure, manage, and report on the Bank’s environmental impacts.

Striving to be engaged members of society, World Bank staff participate in the communities where they live. The Bank encourages and coordinates charitable workplace giving and staff volunteerism. By donating both time and money to their host communities, staff further the Bank’s twin goals on a local and personal level.

“We can only achieve these goals if we are all committed; the decisions each of us make every day determine the collective impact we have on the planet and society. Our corporate sustainability commitment sets a pathway for each of us to ensure that as we collectively work towards our WBG mission, the planet and people equally profit. It also enables us to model corporate sustainability for our clients and partners.”

– Jim Yong Kim, World Bank Group President

Sustainable Offices

Ensuring the World Bank’s offices are safe and resource-efficient is key to the institution’s sustainability strategy.

Since 2007, the Bank has used sustainable building standards as a way of benchmarking performance, both among Bank facilities and against other public- and private-sector organizations. Three of its headquarters facilities, in Washington, DC, are certified by the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) Certified program. LEED recognizes best-in-class building strategies and practices around the world. As a part of LEED certification, these facilities also have earned Energy Star certification for energy-efficient operations.

In the Field

Providing people with a safe place to work at the World Bank might seem like a given. But acquiring secure, efficient buildings for employees, especially in Country Offices, is a challenge with many facets.

The World Bank operates 127 Country Offices, with most in developing countries where operating superior office facilities means facing numerous hurdles. These include the procurement of sustainable building materials, local knowledge of green building technologies, and local building codes that are often incongruous with international sustainability standards.

The Bank employs its years of experience in operating in these challenging conditions to shepherd many of its facilities to sustainable performance. For example, in fiscal 2015, the Nairobi Country Office became the first facility in Kenya to earn LEED Certification (Gold). Now five World Bank offices overseas hold this distinction. In addition to Nairobi, the honorees are in Chennai, Juba, Manila, and New Delhi.
To formalize these efforts, design parameters for Country Offices were updated in fiscal 2015. These set expectations around optimum building standards and ensured they would be met.

Progress Toward Sustainable Facilities

The Bank takes a proactive approach to overseeing building operations. The focus is not only on ensuring proper internal operations, but on making them more resource-efficient. The Bank is committed to using natural resources efficiently, reducing waste, and ensuring staff safety in the way its buildings are operated.

Energy Efficiency

In the Washington, DC, offices, energy consumption has dropped steadily each year for the past eight years. In fiscal 2015, electricity consumption for DC offices was just over 75,000 MWh, a decrease of around 1,000 MWh from fiscal 2014. There were a number of technological and operational upgrades that led to this reduction.

“Demand flow” was introduced in the Bank’s main complex building early in the 2015 fiscal year. The process optimizes the entire mechanical central plant by modifying its fans, pumps, chillers, and cooling towers simultaneously to find energy efficiencies. As a result, summer electricity use dropped by 7 percent in 2015 from a 2013 and 2014 average.

In line with the Bank’s efforts to remain best in class and reduce energy use, in fiscal 2015 LED lighting was installed in stairwells and bathrooms in the main complex building, saving 50 percent in energy consumption in those areas. The lights are also being used in a World Bank building garage at headquarters. More widespread installations are planned for fiscal 2016.

The Bank made a number of upgrades in Country Offices in fiscal 2015. In the Islamabad office, solar panels were installed on the roof of the security facility, powering all lighting and HVAC loads in the facility. In the Chennai facility, two projects to increase the amount of LED lighting throughout the facility and improve the use of variable-frequency drives in the HVAC system yielded savings of more than 300,000 kWh per year, with a simple ROI of less than one year.

Energy savings realized in fiscal 2015 have led to a reduction in the Bank’s greenhouse gas emissions. Read the chapter “Our Climate” to learn more about the Bank’s progress toward lowering GHG emissions and how they’re measured.
Clean Slate
The Bank’s most important assets are its people. Ensuring their wellbeing at work is essential. Every 18 months, the Bank conducts indoor environmental-quality testing by taking air and swab samples, conducting visual inspections, inspecting air distribution systems, testing drinking water, testing for airborne contaminants, and talking with staff.

Workplace paper products are all Green-Seal certified, and cleaning products contain no hazardous or toxic ingredients. Any product brought into the building is registered with a Material Safety Data Sheet (MSDS). MSDSs for new chemicals being brought into the Bank are reviewed by the Bank’s environmental consultant and, if deemed safe, are added to a master file.

In fiscal 2015, an issue that was studied was how staff could dispose of waste for recycling, composting, and landfill more efficiently to live up to the Bank’s sustainability commitment. The Bank investigated various means to ensure that employees were able to easily choose the right bin at the moment of diversion, and that various contractors handling waste were properly trained to maintain proper diversion through the waste process. The most effective way to communicate to staff what goes into which bin was studied through a partnership with the World Development Report’s Behavior Lab. The research also pointed to the need for a standardized, universal receptacle and clear signage on desk-side bins. These will be placed throughout the Washington, DC, campus in the coming fiscal year.

Simultaneously, the Bank’s cafeteria kitchens aimed to increase the amount of waste being composted and recycled—improving the diversion rate from 60 to 80 percent. The target was broadly met. In fiscal 2015, only 22 percent of cafeteria kitchen-based waste ended up as landfill. This was the outcome of working with the restaurant vendor’s staff to pay closer attention to sorting trash accurately and efficiently (see below).

WHAT GOES WHERE
In fiscal 2015, the World Bank began a series of training games and competitions that helped kitchen staff better understand the impact of their disposal practices. Learning what (containers, foods) goes where (in receptacles for composting, recycling, or landfill) ensures that the Bank directs minimal materials to landfills.

The training instilled a sense of concern about the environment in the workers, and thus improved their habits. The training will be held again in fiscal 2016.
Rethinking Food

The cafeterias in the World Bank’s Washington, DC, offices provide staff with affordable, fresh, local, sustainable food. The emphasis is on good health, environmental conscientiousness, and global equity. Building sustainable relationships enables the Bank to deliver on its commitment. It partners with local farmers to order in-season produce. Internally, persuading employees to offer pitchers of water at meetings and events instead of bottles is high on the agenda. In fiscal 2015, there was a 10 percent reduction in bottled water consumption. The goal for fiscal 2016 is reduction by an additional 10 percent.

Certified standards have been adopted throughout the cafeterias. The partnership with ProFish, for example, protects endangered species. ProFish sells only sustainable seafood to the World Bank and other clients. The practice prioritizes species of fish that can be found on the Monterey Bay Aquarium’s green and yellow lists, and avoids the use of fish on the red list. Other core issues related to food sourcing include the use of only fair trade coffee—3,500 pounds per month, or 42,000 pounds per year—in coffee service for meetings and right-sizing ordering to ensure that overproduction is eliminated. Any excess food produced is donated to the DC Central Kitchen.

World Bank cafeterias emphasize staff wellbeing, environmental awareness, and global equity.

Lean Printing

The World Bank is a knowledge bank. Disseminating in sustainable ways to our stakeholders is essential. At headquarters, this means most knowledge products are now produced by the Bank’s state-of-the-art print shop and its creative multimedia team.

Inside Job

With more than 11,000 printing jobs annually, the Bank brought commercial printing in house in fiscal 2015, saving approximately 20 percent in costs over the previous practice of going through outside vendors. The facility has transitioned from being a basic document printer to a high-quality book publisher. The result has been an increased volume of production printing as well as institutional cost savings. To realize greater efficiencies, the Bank’s print shop has also accommodated print requests from other international organizations located in the Washington, DC, area.

Outside Impact

The World Bank’s new cutting-edge, high-speed inkjet digital printer not only saves money—it lessens the Bank’s impact on the environment. Digital printing means less spoilage, less print time, and more eco-friendly supplies, such as sustainable paper certified by the Forest Stewardship Council (FSC).
Clients usually print on demand—requesting only the amount they need—which reduces the carbon footprint and reduces waste. In addition, a new workflow to decrease the use of ink has meant savings on the sustainability and financial fronts. The water- and soy-based inks largely used further the Bank’s sustainability commitment.

The revamped printing operation was honored by the In-Plant Printing and Mailing Association (IPMA) with an Innovation Award for the organization’s cost-saving digital printing installation, and was also the recipient of six awards as part of an industry-wide printing-quality competition.

In fiscal 2016, the Bank plans to issue new paper contracts to contribute to efforts to decrease the organization’s environmental footprint. This is also expected to finalize the migration of all paper items to be FSC-certified institution-wide.

You Are Here
To amplify the user experience of print materials, the World Bank first used augmented reality at the 2014 World Bank—IMF Annual Meetings. Scanning an image on a poster or a book launched videos, websites, and the like. In fiscal 2016, R&D on virtual reality for the Bank will continue. The tool could allow people in the field to experience the “before” and the “after” of development projects.

Smart Connections
The Bank is committed to fostering greater communication and knowledge sharing among staff and clients in a sustainable way. Technology is helping to enable this—by cutting costs, reducing resource use, and bringing people closer together.

Print Smart
Until fiscal 2015, there was one printer for every 2.5 people working in the Bank’s Washington, DC, offices, and, in line with industry standards, about 25 percent of print jobs were never picked up from the printers. By any measure, this print method was inefficient and unsustainable.

A new WBG Print System was launched in January 2015, and implementation will be completed in all headquarters facilities by January 2016.

The new system provides easy access to state-of-the-art multifunction printers—within 25 steps of each employee’s office area—that print, scan, copy, and fax. Of particular value, the system allows staff to print directly from an iPhone, iPad, Android, desktop, or laptop to any printer in the DC offices. With few exceptions, all personal printers will be eliminated, recycled and repurposed, cutting the number of printers by more than 5,000.

FROM THE STATES TO THE FIELD
The Bank is growing its reputation as a knowledge bank while supporting clients in member countries. A fast-turnaround print-and-ship job in fiscal 2015 delivered instructional field books to Angola. Teachers and parents there used the guides to learn about effective teaching methods. A clear and immediate connection was made.
Sustainability is embedded in the new program, which reduces waste and energy consumption and lowers costs. Staff begin a print job by swiping their ID badge on the printer, eliminating abandoned paper projects. In January 2017, the new printing system will be on track to lower headquarters print spending by 30 percent. Proactive monitoring of supplies eliminates unnecessary expenditures on paper, toner, and miscellaneous supplies, which currently cost the organization approximately $7 million a year. The Bank is now able to accurately track monthly print activity, volume, and cost.

Adopting New Collaborative Communication Tools
In fiscal 2015, the Bank provided staff with new virtual meeting tools that reduce the need to travel, thus helping to minimize the organization’s environmental footprint. From video conferencing to TelePresence, from instant messaging to WebEx and Jabber, staff can now easily communicate whenever they want, from wherever they are. In June 2015, staff placed 68,000 calls via Jabber. Every day, staff around the globe conduct hundreds of video conferences, and, on average, hold 14,000 WebEx meetings each month. From January through June 2015, more than 5,000 hours of TelePresence meetings were held.

The Power of the Cloud
In the past fiscal year, approximately 26,000 staff, consultant, temporary, contractor, and service email accounts transitioned to a new cloud-based email system. As a cloud service, the new system gives Bank employees a 50 GB email inbox—increasing previous storage by a factor of 25. An additional 100 GB of online storage for archives meant no more physical storage for email archives, eliminating the need for future use of plastic CDs and DVDs for thousands of employees on a monthly basis. And thanks to the power of the cloud, the back-end infrastructure in data centers and Country Offices will be eliminated: In total, about 250 Lotus Notes servers and associated costly data storage will be decommissioned Bank-wide.

Simultaneously, a cloud-based file-sharing and storage solution was introduced that changed the way staff access, store, share, and collaborate on a variety of content. This tool decreased the amount of paper being printed.

Prior to the use of the file-sharing system, large amounts of paper were printed for reports, briefing binders, and meeting materials. In some cases, several versions were printed to ensure that the latest information was reflected. In the first year since the file-sharing system’s launch, more than 8,000 staff have used it on a daily basis, uploading a total of over 75 TB of data. In addition to saving paper, the cloud-based solution is changing the way staff collaborate.

The WBG Print System gets employees out of their offices and literally brings people closer together.
Principled Purchasing

The World Bank is committed to working with vendors who incorporate sustainability principles into their practices. Corporate Procurement works with business managers to help them consider sustainability issues—environmental, social, and economic—as they plan project requirements. The Bank leverages spend to advance the sustainability solutions it pursues within procurement operations.

Each year the Bank purchases about $1.6 billion in goods and services for its headquarters, in Washington, DC, and in the Bank’s 127 Country Offices. Its portfolio covers major categories of Bank-executed contracts, including consulting firms, travel, IT and telecommunications, health and benefits, facilities management, and construction for both HQ and Country Offices.

Improving Transparency

Visibility and transparency of the procurement process increased in fiscal 2015 when the Bank implemented scorecard reports and the use of new metrics, including cycle times, savings targets, and qualitative performance measures. Quantifying these key components led to enhanced planning, innovation, and collaboration between internal stakeholders and procurement teams. Management of the Minority, Women, Disabled Owned Business Enterprise (MWDBE) and Socially Responsible initiatives supports the values of fairness and openness in the Bank’s procurement sourcing strategy.

The Bank also began disclosing its contract awards for $250,000 or more online on a quarterly basis.

Addressing Sustainability in Travel Contracts

Bank employees fly more than a half-billion miles a year to carry out the Bank’s global work. To identify preferred airlines to reach its clients, the Bank requested sustainability information from airlines. The inquiry delved into the use of cleaner alternative fuels, carbon emissions, wages, international labor standards, and, specifically, how each airline advanced environmental sustainability in order to determine the most efficient carriers. The results gave the Bank a clearer picture of trends in the airline community related to sustainability.

Sustaining Human Rights

Modern slavery is the practice of subjecting workers to any form of forced, compulsory, bonded, indentured, or prison labor work. In fiscal 2015, Corporate Procurement partnered with Walk Free, a nonprofit community of anti-slavery activists, to strengthen the Bank’s policy framework on addressing forced labor in vendor supply chains.

Sustaining Financial Strength

The Bank’s Procurement Review Committee transformed its post-award review to a pre-solicitation review in fiscal 2015. This allowed for strategic input to the procurement process—including specific discussion around sustainability and economic efficiency—before hiring external parties. Senior Bank management from Finance, Legal, Risk, and Operations joined the Committee to provide broader organizational input on high-risk procurements.

Information was gathered to develop a fiscal 2016 procurement plan that details the projected individual projects and relevant spend for the fiscal year. The plan is now used as a strategic tool for governance, client education, and Bank synergies. It gives clients the knowledge and the Bank the influence to shape projects for the optimum cost savings.

ENGAGING SUPPLIERS TO SERVE THEM BETTER

In fiscal 2015, the Bank held a Supplier Engagement Workshop for strategic suppliers and internal clients. The objective was to exchange knowledge and ideas about innovative practices, including sustainability issues.

As a result, the Bank discussed the relevance of category management to build supplier relations for major contracts. This resulted in a mutually beneficial relationship for the Bank and suppliers to improve the Bank’s service delivery and quality.
Low-Impact Commuting

The World Bank encourages its staff to choose clean ways to commute to the office, and rewards their alternative choices with transportation credits, cycling incentives, and discounted memberships in car-share programs. Low-impact commuting supports the wellbeing of employees, the environment, and the economy—the Bank’s “triple bottom line.”

A Sustainable Decision

Convenient. Economical. Healthy. Good for the environment. These are all reasons that 70 percent of the World Bank staff at headquarters, in Washington, DC, decide to use a commuting option other than jumping in the car—unless it’s a hybrid or electric.

The Bank has six dual charging stations for the current employees’ electric cars installed in each of its owned garages on the HQ campus. Plans were made in fiscal 2015 to expand the project to a total of 12 dual stations to serve the growing number of staff driving electric cars to work.

Employees who drive electric cars and fuel-efficient vehicles, as well as carpoolers, are offered preferred parking spaces, near garage elevators and stairwells, as an incentive to respect the environment and also to support the Bank’s LEED certification efforts (see “Sustainable Offices”).

Free Wheeling

The Bank staff have formed a strong community of cyclists, contributing greatly to a healthier environment and to their personal wellbeing. Fourteen percent of Bank staff have registered their bikes to park in Bank garages. The World Bank provides parking for these mission-driven cyclists with 458 spaces at its DC buildings.

Cycling to work takes commitment from the uninitiated. To encourage staff, the Bank offers discounted memberships in the Capital Bikeshare program. In fiscal 2015, subscriptions numbered around 350. To further support staff who wish to switch to commuter cycling, in fiscal 2015, the Bank upgraded amenities in cycling areas with repair stands and tools.

The annual Bike to Work Day events raised awareness of the Bank’s offerings to cyclists and taught safe cycling techniques. A seminar on how to maintain a bike for city travel, which included such practical giveaways as helmets, lights, locks, and tire repair kits, was popular. More than 100 staff attended functions during the week long campaign.

Engaging with Our Communities

The World Bank Group takes seriously its responsibility as a neighbor in its host communities. Its Community Connections program promotes giving back by the World Bank Group and staff together. The program is made up of a workplace giving program, disaster relief drives, local grants, volunteerism, in-kind donations, and an internship program for students from local public high schools. With Community Connections’ support, staff can live the twin goals locally.

Giving Time

The World Bank Group gives every employee a paid day off each year to volunteer, but this doesn’t begin to capture how much time staff donate in their communities. Community Connections knows from reports by Bank Group staff and nongovernmental organization (NGO) personnel that staff volunteered at least 11,900 hours around the world in fiscal 2015. Their contributions included book drives, tree plantings, technical assistance, teaching, and more. Employees were especially responsive to emergencies: During the
Ebola crisis, staff in Guinea collected beds, mattresses, and medicine for a health clinic. After Cyclone Pam in the Pacific, local staff delivered food, medicine, and tools to the tiny island of Tuvalu.

By communicating these stories inside the organization, Community Connections inspires staff to get involved in their own communities. The Bank Group’s annual headquarters volunteerism expo demonstrated their vast participation. In fiscal 2015, staff made 2,900 connections with more than 40 NGOs in DC, and nine Country Offices hosted their own expos and volunteer events in conjunction with HQ’s event.

### Giving More

In fiscal 2015, the Bank Group and its staff gave more—$6.4 million in cash, boosted by record giving in the annual workplace Community Connections Campaign. Bank Group staff and retirees pledged a record-setting $2.6 million, and the Bank Group matched these gifts dollar for dollar, putting $5.2 million into the DC region and the world. Sixty-four percent of headquarters staff donated to the campaign.

Campaigns in 36 Country Offices continued to set growth records as well, raising $160,000, including the corporate match, for their participating NGOs.

Staff responded quickly and generously to such devastating disasters as the earthquake in Nepal, floods in Malawi, and the Ebola outbreak in West Africa. Disaster relief amounted to about $540,000 in fiscal 2015, including staff gifts and corporate matching. In the same year, Community Connections began using microsites to run disaster-relief drives. This allowed staff in DC and Country Offices to give by using credit cards, making the drives more available to more staff and helping them give more conveniently to those in need.

The Bank Group and its people also think creatively when they give, donating toys, toiletries, meeting and event space, and assets such as computers and furniture during the fiscal year. This variety of support helped sustain NGOs as they served their clients and provided additional ways for Bank Group staff to connect with their communities.

### Targeted Giving

The Bank Group’s local grants support two major areas: capital campaigns to improve NGOs’ facilities and performance-measurement grants. These grant programs were designed to respond to real needs in the NGO community.

For example, following a dramatic increase in family homelessness and an ongoing affordable-housing crisis in the Washington, DC, region, in fiscal 2015, Community Connections contributed to two permanent supportive-housing projects being built in the city. Together, these projects will provide 266 units of affordable housing and wraparound services for residents and neighbors.

Also in fiscal 2015, the Bank Group’s capacity-building program, Measure4Change, entered its second year. This program, run in collaboration with the Urban Institute, provided cash support, technical assistance, and a community of practice to help local NGOs improve their ability to use data to measure their impact on clients and the community.
Our People

The World Bank’s nearly 12,000 staff—the institution’s most valuable resource—are drawn from more than 170 countries and united by a common mission: to eliminate extreme poverty by 2030 and to promote shared prosperity, and to do so in a sustainable manner. To attract, retain, and leverage the talents of the best global development professionals, the Bank must provide a compelling employment value proposition (EVP) while ensuring that the right skills are deployed at the right place at the right time to be able to deliver sustainable business solutions to clients’ development challenges.

EVP
Resolving Conflict
Sharing Knowledge
Staff Representation
The EVP the Bank seeks to offer staff begins with the engaging and purposeful mission, and includes a competitive and modern package of benefits, a rewarding career experience, and a diverse and inclusive environment.

**Strengthening the New Employment Value Proposition**

In fiscal 2015, a number of major change efforts sought to make the institution more agile and adaptable, providing management and staff with the support needed to continue to deliver high-quality results while strengthening the employment value proposition. Guiding this effort was the HR strategy, which focuses on five key objectives:

1. Building a culture of performance and accountability by aligning individual performance to the organization’s mission;
2. Driving a more effective organization by assessing current contracts, benefits, and compensation structures;
3. Fostering a more diverse and inclusive workforce;
4. Creating career opportunities through increased mobility; and
5. Ensuring HR excellence and business-driven delivery.

The past year has seen significant progress in a number of these areas, where new initiatives were undertaken or existing EVP elements were strengthened for long-lasting positive impact.

<table>
<thead>
<tr>
<th>FY13 Total</th>
<th>US-based</th>
<th>Non-US*</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,214</td>
<td>55%</td>
<td>47%</td>
</tr>
<tr>
<td>4,832</td>
<td>45%</td>
<td>53%</td>
</tr>
<tr>
<td>FY14 Total</td>
<td>7,449</td>
<td>4,879</td>
</tr>
<tr>
<td>55%</td>
<td>47%</td>
<td></td>
</tr>
<tr>
<td>45%</td>
<td>53%</td>
<td></td>
</tr>
<tr>
<td>FY15 Total</td>
<td>7,209</td>
<td>4,724</td>
</tr>
<tr>
<td>55%</td>
<td>47%</td>
<td></td>
</tr>
<tr>
<td>45%</td>
<td>53%</td>
<td></td>
</tr>
</tbody>
</table>

*Country Offices and satellite offices
Matching Staff Skills to Business Needs

With the guidance of HR, and in an effort to ensure that the organization has the right number of positions and mix of skills aligned to the strategy, the Bank embarked on a comprehensive strategic staffing effort. This began with the Institutional, Governance, and Administrative (IG&A) units in the first half of the fiscal year, with the operational units following later. The exercise considered evolving client demand, business needs, and funding parameters.

The implementation of the strategic staffing plans is focusing on redeployment and development of existing staff, with recruitment and separation decisions carefully considered as necessary to align staffing with strategic priorities and available resources. The outcome of the IG&A strategic staffing exercise will be a net reduction of around 250 positions.

To support impacted staff as they prepare to transition to other internal or external positions, the Bank established a Transition Support Unit in fiscal 2015 as a central resource for information and guidance. It includes career coaching; assistance with job searches; and help with navigating the often-complex areas of pensions, taxes, and visas. In addition, staff can benefit from a series of monthly career seminars on job search strategy, interviewing, and networking. By the end of fiscal 2015, the Transition Support Unit had met with about 400 staff members seeking individual assistance. Further, 250 additional staff participated in the unit’s monthly information and career management seminars.

Creating Career Opportunities to Boost Staff Expertise

A robust career framework is an integral piece of the Bank’s EVP. There is a longstanding—and growing—demand for a framework that clearly articulates the types of experiences and roles that the institution values; better prepares staff for success in their current jobs; and positions them for professional development opportunities and growth.

To address this need, which was further reinforced through the Employee Engagement Survey conducted in April 2015, the Bank launched a comprehensive career management program, led by a dedicated career management unit, which will focus on, among other areas: designing career frameworks with illustrative paths for managerial and technical tracks, establishing talent pipelines, and succession planning. A career portal will provide a one-stop shop for external and internal opportunities. As the framework evolves, managers will be equipped with training and knowledge to better manage their staff’s careers.

Enabling Global Mobility

The Bank approved a Global Mobility Support Framework to deploy staff with appropriate skills where and when needed to increase organizational capabilities over the long term. The new framework, coming into effect on January 1, 2016, is characterized by three significant changes:

1. Simplification of the administration and processing of mobility benefits;
2. Harmonized support to all mobile staff, regardless of their appointment types; and
3. Targeting and rebalancing support elements to incorporate best practices and market alignment into the framework.

The new framework helps provide an improved employment value proposition to globally mobile staff, while better meeting the development needs of our clients. The modernized approach is also designed to promote greater workforce integration. Thus, the framework will play a key role in the overarching Career Development Framework, strengthening the Bank’s EVP.

Providing guidance to staff on potential career assignments and paths, the framework also clarifies responsibilities for career management, and establishes a system that offers all staff similar opportunities to build local, regional, or global careers within the institution, regardless of where they are hired or stationed. The framework ensures that both the organization and staff members have selected assignments that are business driven and
meet real client needs, deliver tangible results, and simultaneously form part of a longer-term career development plan.

In tandem, a global mobility portal was launched in fiscal 2015. It offers vital information for staff moving to overseas assignments. The portal’s features include country-specific information for more than 120 locations; a virtual planning tool for guiding staff through the relocation process; real-time relocation status reports for tracking progress; a multimedia knowledge center for accessing various mobility-related resources; and an interactive social collaboration platform for sharing experiences.

**Improving Staff Benefits**

**Compensation in volatile conditions**

Although the current Bank Group compensation system is well prepared to manage salary scales and pay in countries where conditions are relatively calm, difficulties arose in markets with extremely volatile conditions. In fiscal 2015, the Board approved a framework for Special Compensation Measures for staff. The framework supports the organization in responding quickly and consistently to challenging situations, thereby ensuring a more transparent and standardized approach.

In consultations with the Staff Association, a process was introduced to constantly monitor the macroeconomic conditions across all countries where the Bank has a pay line. This helps the Bank to track and proactively identify potential countries where such Special Compensation Measures may be required in the future. The purpose of Special Compensation Measures is to provide some level of stability to local compensation, while recognizing that these are temporary relief measures until salaries can be aligned again to the prevailing conditions in the local market.

**Planning for retirement**

Effective January 1, 2015, the WBG made changes to the Staff Retirement Net Plan (SRP) to provide staff with the opportunity to contribute more to increase retirement income, strengthen financial security for staff and families, and maintain the SRP’s competitiveness. The improvements to the SRP allow participants to contribute up to 11 percent of net annual salary to the plan, up from the previous maximum and mandatory level of 5 percent. As of July 2015, only 20 percent of staff were contributing at the minimum of 5 percent, while 68 percent were contributing at the full 11 percent.

In addition, in the event of a staff member’s death in service, his or her eligible spouse/registered domestic partner now has the option to receive earned pension benefits as a lifetime annuity, or a combination of a lifetime annuity and a lump sum payment. Eligible children will receive children’s benefits to age 22.

**Life insurance**

In fiscal 2015, the Bank’s Country Office Life Insurance plans were aligned to those offered to staff at headquarters, in Washington, DC. Starting in mid-fiscal 2015, Country Office staff gained access to Optional Life Insurance of up to five times net annual salary, Optional Dependent Life Insurance, and Optional Accidental Death and Dismemberment Insurance for the first time. As of July 31, 2015, 3,812 Country Office staff were enrolled in the Optional Life Insurance. Of these, 2,925 opted for the maximum coverage. The changes in these benefits have helped to protect the financial security of staff and families, and the alignment has increased internal equity with the Life Insurance program available at headquarters.

The headquarters plan was also improved, allowing staff to elect Optional Life Insurance of up to five times net annual salary. This represents an increase from the previous option of three times. As of July 31, 2015, 4,032 headquarters staff had taken advantage of the new Optional Life Insurance options—an improvement in the Bank’s EVP.

“**The Global Mobility Framework ensures staff with appropriate skills are placed where and when needed.**"
Aligning Business Needs to Contract Architecture

Over the past six years, the Bank’s complement of staff on term contracts has grown to more than 50 percent of the workforce. Recognizing the inequities that have arisen as a result, with job security determined less by business need but rather by date of joining, efforts were launched in 2015 to address this imbalance, which directly impacts both employee engagement and the Bank’s EVP. Over the next year, efforts will be undertaken to “convert” staff to open-ended appointments where there is a current and future (anticipated) business need, allocated funding, and a record of strong performance. This will align the Bank with contract practices in other International Financial Institutions.

Promoting Wellness

In fiscal 2015, Health and Global Wellness was presented for the first time as one of the five core pillars of the Employee Value Proposition and “Total Rewards” package for World Bank Group staff. The focus of this key element is not only on financing health benefits though the provision of healthcare insurance plans, but also increasing the emphasis on effective wellness and disease management initiatives that reduce healthcare risks, improve health, and save healthcare costs.

Supporting staff globally

Currently, the Bank’s Health Services Department offers a range of healthcare services to staff located in Washington, DC, including an onsite urgent care and travel medicine clinic at headquarters, occupational health services, personal and work stress counseling, domestic abuse prevention and assistance, and field health advisory services (including coordination of medical evacuations when needed). A wide variety of supplementary services and events are also offered, including health fairs, biometric health screenings, and health monitoring at multiple locations.

The Bank’s field-based teams in Dakar, Douala, Johannesburg/Pretoria, and Nairobi cover the Africa Country Offices. The team in Singapore aids the East Asia and Pacific region. Field Health Services Staff at HQ support the other regions.

These teams support staff and their dependents by providing health advice, organizing health education and prevention events, coordinating medical evacuations, and providing health briefings to staff who are relocating. The teams regularly visit the countries they support to assess and monitor local healthcare resources, and to interact directly with Country Office staff. Specific advice and support includes informing staff about current health risks or outbreaks in their region, advising on risk reduction, and referring staff to vetted medical providers.

Moving toward active health management

Numerous positive changes are underway in the manner in which staff health is addressed. The aim is to move from simply providing or facilitating access to healthcare to proactively helping people manage their health risks and wellbeing. Risk factors (mostly related to chronic conditions) drive up healthcare costs, reduce productivity, and impact results. Proactively managing health and changing unhealthy lifestyles is a proven method to enhance health, reduce costs, and increase staff wellbeing, which in turn enhances staff’s ability to serve the institution’s mission.
The Bank is conducting an in-depth market analysis on current practice and vendor capabilities in the fields of Wellness and Health Promotion, Chronic Disease Management, Telehealth Services, and the role of Onsite Clinical Services in supporting effective population health management. Combined with an opportunity analysis assessing healthcare use data, and the results of a recently conducted staff Health Risk Assessment, analysis is informing the design of new programs to improve staff health, reduce healthcare costs, and increase staff engagement and productivity.

Concurrently, the Bank is conducting a review and update of its health insurance plans, aimed at improving provider network access and encouraging informed healthcare consumerism.

**Fostering a Diverse and Inclusive Workforce**

Drawn from over 170 countries and speaking more than 140 languages, the World Bank’s diverse staff is its greatest resource, reflecting the rich diversity of its client base.

The World Bank is committed to fostering and strengthening Diversity and Inclusion (D&I) in both its work and its workplace. This means providing staff an environment where different backgrounds and perspectives are valued and celebrated, and where opportunity and equitable treatment is afforded to all, regardless of nationality, gender, race, religion, ethnicity, age, sexual orientation/gender identity, disability, or educational background.

Through the Diversity and Inclusion unit, which reports to both the President’s Chief of Staff and the Vice President of Human Resources, the Bank is putting that commitment into action from the top down, to ensure that all differences and perspectives are valued, celebrated, and leveraged for business impact.

**High-level support**

The Bank’s President and Senior Management Team renewed their commitment to D&I in fiscal 2015, signing a fiscal 2015–16 D&I compact. The document outlines specific goals, actions, and deliverables within the areas of advocacy, accountability, and inclusion.

The compact details several indicators and targets for the World Bank Group. These include reaching the 50 percent mark for women managers employed by the Bank Group, and increasing the sense of inclusion for all staff, as measured through the 2015 Employee Engagement Survey, with questions about nondiscrimination, dignity, and respect.

These objectives flow downward from the senior management team to every vice president, director, and manager in the organization. Individual compacts and scorecards have been customized at the unit level. The Diversity and Inclusion unit is supported by two advisory groups. An External Advisory Panel for Diversity and Inclusion met for the first time in fiscal 2015. The Advisory Panel is composed of global leaders in the private and public sectors, as well as academia, who have driven extraordinary change in their organizations and/or the community. The Advisory Panel is tasked with providing an external perspective to balance the strategies and views of the internal Council on Diversity and Inclusion.

The new Council on Diversity and Inclusion, established in fiscal 2015, is a cross-section of senior management, staff from across the Bank Group, and the Staff Association. D&I advocates within each Vice Presidency unit at headquarters and in Country Offices work closely with the Council, their management teams and staff, and Human Resources to implement institutional D&I strategies at the unit level.

---

**Diversity Indicators**

<table>
<thead>
<tr>
<th>Part II Managers (primarily from developing countries)</th>
<th>Women GF+ (Technical level)</th>
<th>Sub-Saharan/Caribbean GF+ (Technical and managerial level)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY13 41.2%</td>
<td>FY13 41.9%</td>
<td>FY13 11.9%</td>
</tr>
<tr>
<td>FY14 40.8%</td>
<td>FY14 42.5%</td>
<td>FY14 11.7%</td>
</tr>
<tr>
<td>FY15 41.4%</td>
<td>FY15 43.1%</td>
<td>FY15 11.6%</td>
</tr>
<tr>
<td>WBG Target 50%</td>
<td>WBG Target 50%</td>
<td>WBG Target 12.5%</td>
</tr>
</tbody>
</table>

---

The 2015 Sustainability Review

Our People

The 2015 Sustainability Review
Who am I?
Recognizing that staff diversity is more than nationality and gender, in fiscal year 2015, the World Bank requested staff to identify themselves by different diversity dimensions. As a first step, staff were asked to voluntarily self-identify within four aspects: (1) race/ethnicity, (2) multiple nationalities, (3) nationality at birth, and (4) sexual identification/gender identity. This effort was undertaken to gain a more accurate picture of the dimensions and perspectives that staff bring to work every day.

Measuring Staff Engagement
Despite the ongoing changes, many staff remained proud and positive about the World Bank as an employer. According to the 2015 Engagement Survey — in which 79 percent of staff participated — the World Bank Group has a strongly engaged workforce, with an engagement index of 69 percent, robust compared to other organizations in both public and private sectors. The vast majority of staff are proud to work for the institution; 82 percent understand how their work contributes to the institution’s goals; 73 percent feel they are treated fairly regardless of gender, age, race, national origin, religion, disability, or sexual orientation; and 75 percent feel their job makes good use of their skills.

However, challenges were highlighted in the areas of senior leadership, institutional practices, and career management, all of which registered declines from the previous survey. Efforts are underway to take meaningful action to address the areas of weakness, at both the institutional and VPU level in these and other areas in the year ahead.

Sharing Knowledge
As a development solutions provider, the World Bank places emphasis on staff learning that ensures beneficial exchange of knowledge and experiences among staff. This promotes the delivery of well-informed products to country clients, and provides the cutting-edge knowledge and skills that staff need to carry out the Bank’s twin goals. Under the new Global Practices structure, the Bank has focused on helping staff understand their new roles; adopt innovative approaches to development challenges; collaborate and share knowledge through communities of practice, mentoring, and peer learning; and improve technical and leadership skills.

The World Bank’s Employee Learning effort is coordinated by the Learning Board with representatives from across the organization. This forum is used to share best practices and address issues institution-wide. In fiscal 2015, the Bank created a new vice presidency, the Leadership Learning and Innovation (LLI) Vice Presidency, which reports directly to the President of the World Bank Group. This signals the importance given to the employee development agenda.

LEVERAGING OUR CULTURAL DIFFERENCES
In a year of transition and in a multicultural organization such as the World Bank, fiscal 2015 saw the increased popularity of the Intercultural Competencies training. The program aims to help teams experience deeper awareness of their cultural values and assumptions, and reflect on personal strategies to work, collaborate, and communicate with colleagues and clients across diverse cultural styles. As an example, a Vice Presidency unit rolled out the program to its entire 467 staff in fiscal 2015. Reported outcomes included improved work relationships with colleagues and clients, better listening skills, and a greater ability to efficiently establish relationships and achieve results in a new Country Office location.
To ensure a decentralized but coordinated approach to staff learning in the newly formed Global Practices, the Bank also created a learning steering committee co-led by the Global Practice Chief Economist and the Leadership Learning and Innovation Vice Presidency. This has helped increase the link between learning being offered and business needs while ensuring high-quality processes, consistency, and collaboration throughout the Bank.

The Numbers of Learning and Knowledge-Sharing

The Bank delivered 1,821 learning activities in fiscal 2015, compared to 1,667 the year before, for a 9 percent increase. In fiscal 2015, the total days of learning delivered shrunk to 52,751 from fiscal 2014’s 65,496, a 19 percent drop. Eighty-eight percent of the Bank’s salaried workforce attended at least one learning event during fiscal 2015 (not including the mandatory corporate programs). This was an increase of 5 percent over fiscal 2014. Eight-five percent of all staff based in Country Offices attended at least one event, and 89 percent of all those based at headquarters, in Washington, DC, completed at least one learning activity. The Bank’s workforce attended the equivalent of 3.2 days of training on average per employee in fiscal 2015, with 3.3 days taken by Country Office-based employees and 3.1 days taken by headquarters-based employees.

Although this was a significant decline from fiscal 2013 (4.2 days average), as employees sought to understand their new work programs and unit objectives, and to identify new ways of working together across the changed organizational structure, many reported that the learning they did receive was of higher impact than ever. In fiscal 2015, more than 95 percent of respondents to employee learning surveys rated the overall quality of learning as favorable—compared to about 93 percent in fiscal 2014, 91 percent in fiscal 2013, and 89 percent in fiscal 2012. Shorter learning activities taken by an increased number of employees who are more selective in their learning choices is consistent with delivering learning activities that are more closely aligned with business needs, and therefore valued more by employees.

The World Bank invested $65.8 million in employee learning in fiscal 2015, up 2 percent from fiscal 2014, but a drop of 13 percent from fiscal 2013. Fifty-six percent of the investment was spent on developing and delivering learning activities, and 44 percent was used to cover learning received—direct and indirect expenses for employees to participate in learning (provided internally and/or from external providers), including employee time and other costs.

The decline in spending on learning between fiscal 2013 and 2015 was in part a result of competing priorities in a year of organizational transition. The spending decline was felt across the institution and is consistent with the Employee Engagement Survey results, which show a low of 38 percent positive response on Learning and Development. The Bank continues to try to identify the pressure points felt by the institution’s staff and clients, and provide the most effective learning that can address those business needs and further the Bank’s mission.

Establishing an Open Learning Campus

A transformative Open Learning Campus (OLC) will launch on December 12, 2015. The OLC will allow development partners, policy-makers, specialists, World Bank staff, and a broader public to learn together, applying just-in-time learning to key development challenges and working through solutions together. It builds on the success of the e-Institute, which has piloted a systematic and structured
approach to e-learning for clients over the past three years. The OLC is envisioned as a single destination for both employee and client learning.

The Open Learning Campus will consist of three “schools”: WBx (talks or bite-size learning); WBa (academy or structured learning, including online courses, facilitated learning, and Massive Open Online Courses [MOOCs]); and WBc (connect or peer learning, exchanging experiences through communities of practice and knowledge hubs).

The innovative learning initiative aims to help employees plan more intentionally their learning journey in line with business needs and career path aspirations. The initiative also aims to increase knowledge-sharing with clients. A preview of the Open Learning Campus, consisting of five MOOCs developed by the World Bank, attracted more than 100,000 participants from 201 countries and territories.

Resolving Conflict

Promoting a positive and respectful workplace helps the Bank retain the world’s top talent. Conflict, a natural occurrence in the workplace, is addressed through the Bank’s sophisticated Internal Justice System, which offers both informal and formal mechanisms. Staff are encouraged to raise their concerns so that they can be actively addressed, ensuring a better and more productive working environment for everyone.

Informal Services Available for Bank Staff

When staff seek help early, their issues can be resolved by one of the following informal services. Ninety-five percent of cases are handled successfully—and confidentially—by an informal procedure.

Respectful Workplace Advisors (RWAs) are volunteer staff members trained to guide other staff. There are a total of 216 RWAs, 183 in Country Offices where more than 15 staff operate. The other 33 are located at headquarters, in Washington, DC. RWAs conducted 676 consultations with staff during fiscal 2015.

Ombuds Services are provided by three highly trained and experienced full-time professionals who are independent from formal management. Two Ombuds are located in Washington, DC, and one works in Bangkok. They respond to staff with confidential advice, and also provide management with feedback about general trends that may be affecting staff at the Bank, making recommendations for changes. In some situations, Ombuds may facilitate informal conversations between staff and others, at the request of the initiating staff member. During fiscal 2015, Ombuds held 773 consultations with staff.

Mediation Services offers staff an impartial third party who helps two or more participants better understand their issues, interests, and needs in an effort to reach voluntary agreements. Seventy-three percent of cases that complete the mediation process—those that are not withdrawn or closed by the mediator—are settled. The other cases may continue to other Internal Justice services. When a case is settled by mediation, a final, binding agreement defines the specific terms reached by the parties involved. During fiscal 2015, Mediation Services opened 168 cases.
Formal Services Available for Bank Staff

**Peer Review Services** include an independent review of managerial decisions, actions, or inactions affecting a staff member. The review determines whether the decisions were consistent with the staff member’s terms of appointment or conditions of employment.

A panel of trained volunteer staff peers conducts the review and may recommend that the Bank award relief to the staff member and/or take corrective measures. The recommendation is sent to the line Vice President, who consults with the Vice President of Human Resources to reach a final decision. During fiscal 2015, 54 cases were brought to Peer Review Services, and the decision-makers accepted all of the Peer Review Panel’s recommendations.

**The World Bank Administrative Tribunal** is the independent judicial forum of last resort for the resolution of cases alleging nonobservance of contracts of employment or terms of appointment. The Tribunal is composed of seven external judges appointed for fixed terms. Their decisions—24 in fiscal 2015—are final and binding.

**Other Internal Justice System Services**

Other formal investigation services under the umbrella of the Internal Justice System include the Office of Ethics and Business Conduct Vice Presidency (EBC) and the Integrity Vice Presidency (INT).

EBC engages in training and communication on business conduct, provides advice on conflict-of-interest risks, and investigates allegations of staff misconduct. Additional information can be found in EBC’s Annual Reports.

In fiscal 2015, EBC received 297 complaints about possible staff misconduct leading to 46 formal investigations. The largest categories of allegations were harassment (32 percent), non compliance with Staff Rules (23 percent), and abuse of authority (18 percent). EBC investigations resulted in 29 substantiated cases that were referred to the Bank’s Vice President of Human Resources for a determination of whether the matter constituted misconduct and of appropriate disciplinary measures.

INT investigates allegations of fraud and corruption in World Bank-supported activities (external investigations), as well as allegations of significant fraud and corruption involving Bank staff and vendors (internal investigations). INT also pursues sanctions against firms and individuals who have engaged in sanctionable misconduct. The resulting debarments prevent these parties from participating in future Bank-financed projects and serve as a deterrent to other potential wrongdoers.

In fiscal 2015, INT received 323 complaints about possible fraud and corruption in World Bank-financed projects leading to 99 new investigations. Among those reporting allegations of possible misconduct were 25 government officials in countries of operations and 89 Bank Group staff. The investigations that substantiated sanctionable misconduct in fiscal 2015 involved 61 projects and 93 contracts worth about $523 million.

**A Growing Caseload in a Time of Change**

Demand for informal services provided by Internal Justice units (RWA, Ombuds, and Mediation) has grown by 30 percent in the past two years, from 1,242 cases in fiscal 2013 to 1,617 cases in fiscal 2015. The caseload for formal services went from 57 to 82 cases in the same period. Increased outreach to Country Offices and the recent institutional change agenda have accounted for the growth in overall caseload. Ninety-five percent of cases are still being addressed by one of the informal services, which is in line with the overall Internal Justice objective of addressing and resolving issues at the lowest possible level.

Promoting a positive and respectful workplace helps the Bank retain the world’s top talent.
Internal Justice Services has continued to deliver quality assistance. For instance, 96 percent of staff using Ombuds Services believe that they were treated with respect and that Ombuds maintain confidentiality. The same percentage feels that using Ombuds Services was easy and convenient. Ninety-five percent of users of Mediation Services report that the process was useful regardless of the outcome. These high levels of satisfaction reported by users of informal services have remained fairly constant for several years.

Global Involvement
Country Office staff were historically underserved by Internal Justice Services. During the past five years, the Internal Justice System has focused on outreach to staff located in Country Offices.

One hundred eighty-three RWAs, and one of the Ombuds, are located outside of Washington, DC. Mediation Services has a network of 26 professional mediators, of which 20 are located outside of DC. Staff working in Country Offices represent 75 percent of the caseloads for RWAs, 42 percent of Ombuds Services, and 35 percent of Mediation Services.

At headquarters and in Country Offices, Internal Justice Services conducts presentations designed to introduce staff to the Internal Justice Services, and to help new Country directors and managers understand how these services support the mission of the Bank. Internal Justice Services also provides trainings, some of which are delivered to the volunteer RWAs and Peer Reviewers. From fiscal 2010-15, 963 staff in DC and Country Offices received "Conflict Competencies" training.

Staff Representation
The right of staff to associate is expressly recognized in Principle 10 of the World Bank Group Principles of Staff Employment, and applies to all staff at all locations. The Staff Association (SA), established in 1972 to serve a critical role by representing the rights of Bank staff, “promotes and safeguards the rights, interests, working conditions, and welfare of all members of the World Bank Group staff, at headquarters and in country.”

That’s evidenced by the record 10,400-plus paying members (full-time and consultants) at the close of fiscal 2015. That’s roughly 65 percent of the entire Bank Group population—at headquarters and in the 127 Country Offices.

The SA’s impact reaches beyond its membership. The Association is committed to serving 100 percent of the Bank’s employees. Its goals are to foster a sense of common purpose, and to protect and boost staff to feel empowered to do their jobs. The SA’s Employee Value Proposition (EVP) scorecard is intended to encourage people to join the World Bank and to keep the organization competitive, in support of its twin goals.

The Staff Association Chair meets regularly with Advisors to the Board of Executive Directors. The SA composes statements to present to the Board, and posts them on the employee Intranet, usually in response to a Bank management proposal.

65% of the entire World Bank Group population are Staff Association members.
ADDRESSING COUNTRY OFFICE ISSUES

Before fiscal 2015, when a country’s currency was devalued, World Bank staff applied for restitution. Each case was treated on an ad hoc basis. Resolution could take time. Country Office compensation during economic disruption was devalued in Mali, Argentina, Ukraine, Russia, and other member countries.

The Staff Association assisted HR in liaising with staff in affected countries, and HR presented the jointly developed proposal to the Board for approval. The result was the establishment by HR of a process that constantly monitors global macroeconomic conditions. In this way, the Bank can provide Special Compensation Measures when needed by Country Office staff.

Adopting a New Approach

In fiscal 2015, the Staff Association changed its approach to communicating with its membership — from casual to corporate. The website is currently under a redesign to reflect the SA’s new persona and administration.

Much of fiscal 2015 was devoted to the biannual election, which was high-pressure and highly contested this term because of aggressive support for a number of candidates. In addition to the new Chair, 69 delegates and 13 Executive Committee Members were elected.

On the Horizon

A big challenge for fiscal 2016 will be working to ensure senior management follows up on the Employee Engagement Survey results with concrete solutions. In addition, the SA will be actively involved in a host of thematic issues such as strategic staffing, career development, global mobility, changes in the medical benefits plan, strengthening the Employee Value Proposition, and improving the performance management system.

Advocating for Staff in a Time of Change

The SA reached out to the President’s office and the Human Resources VP to request greater collaboration and two-way communication with staff. This culminated in a town hall in October 2015, at which the President spoke directly with staff and answered a host of questions about the reorganization.

In 2014, the SA organized events to answer staff questions about the impacts of the reorganization, bringing in legal counsel to share their expertise. Both “Know Your Rights” and “Five Things You Need to Know during This Time of Change” seminars were held in every headquarters building. Country Office Staff Associations (COSAs) were included via WebEx videoconferencing.

The gatherings covered legal support available, staff rights, where to turn in the Bank with an issue, and what it means to be designated as “redundant.” Both seminars were highly popular, and led to a Bank-wide Staff Association town hall in November 2014. More than 3,000 staff participated (both in person and connected online).

Throughout the fiscal year, SA office staff, including the SA Chair and Legal Counsel and Staff Relations Officers, traveled to more than 15 countries in four of the Bank’s regions. This enabled SA management to learn about employee concerns and to address the issues specific to each Country Office.
Our Finances

The World Bank combines an integrated package of premier development knowledge and expertise with significant financial resources to advance the twin goals of ending extreme poverty and boosting shared prosperity. Fiscal 2015 efforts continued the focus on enhancing the Bank’s capacity and resources by increasing revenues, reducing costs, and reinvesting in the institution. These enhance the Bank’s financial strength to serve growing demand from clients and meet an ambitious development agenda.

- How It Works
- Green Bond Growth
- Strengthening our Finances
- Lending to Support the Twin Goals
How It Works

The World Bank lends to 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 poorest countries, primarily through credits and grants. (See www.worldbank.org/ibrd and www.worldbank.org/ida.)

Projects funded by IBRD and IDA include the following sectors: education, health, public administration, infrastructure, financial and private-sector development, agriculture, and environmental and natural resource management. These are specifically designed to achieve social and environmental development outcomes. Projects are designed in partnership with country members and take into account the World Bank’s policies that serve to protect vulnerable people and the environment in World Bank investment projects.

IBRD

To fund development projects in member countries, IBRD’s loans are financed through its equity and from money borrowed in the capital markets through the issuance of World Bank bonds. IBRD is rated—Aaa/AAA (Moody’s/S&P)—by the major rating agencies, and investors view its bonds as high-quality securities. The funding strategy is aimed at achieving the best long-term value on a sustainable basis for borrowing members. IBRD’s ability to intermediate the funds it raises in international capital markets to developing member countries is important in helping to achieve its goals.

IBRD’s business model

IBRD issues its securities both through global offerings and bond issues tailored to the needs of specific markets or investor types. This is done by offering bonds to investors in various currencies, maturities, and markets, and with fixed and variable terms, often opening up new markets for international investors by offering new products or bonds in emerging-market currencies. IBRD’s annual funding volumes vary from year to year. This strategy has enabled IBRD to borrow at favorable market terms and pass the savings on to its borrowing members. Funds not immediately deployed for lending are held in IBRD’s investment portfolio to supply liquidity for its operations.

The World Bank’s funding program reached a record $57 billion in fiscal year 2015. The large amount was achieved because of bigger lending volumes over the past few years as well as higher liquidity needs, which are essential in today’s markets. To raise that record amount, IBRD offered large global transactions as well as customised and innovative products to its broad and diverse investor base from around the world.

Funding for development

IBRD’s main business activity is extending loans to its eligible member countries to support their development efforts with an emphasis on social and environmental sustainability. It offers its borrowers long-term loans that can have a final maturity of up to 35 years.
Borrowers may customize their repayment terms to meet their debt management or project needs. Loans are offered at both fixed and variable interest rates, and borrowers can choose the currency denomination of their loans from a variety of currencies, though borrowers generally prefer loans in US dollars and euros. IBRD also provides risk-management tools such as derivative instruments, including currency and interest-rate swaps.

Managing IBRD’s risk
As part of IBRD’s lending, borrowing, and investment activities, IBRD is exposed to market, counterparty, and country credit risks. To manage these risks, IBRD has put in place a strong risk-management framework, which supports management in its oversight functions. This framework is designed to enable and support IBRD in achieving its goals in a financially sustainable manner. (See IBRD Management’s Discussion & Analysis [MD&A]).

IDA’s business model

IDA is currently in its Seventeenth Replenishment of resources (IDA17), which began on July 1, 2014. After the effects of hedging for certain foreign-exchange risk related to IDA17, the revised lending envelope for IDA17 was Special Drawing Rights (SDR) 33.7 billion (US dollar equivalent 50.8 billion). Of these resources, as of June 30, 2015, $28.4 billion was available for commitments of development credits, grants, and guarantees.

Managing IDA’s risk
IDA’s risk-management processes and practices continually evolve to reflect changes in activities in response to market, credit, product, operational, and other developments. As with IBRD, these processes are based on a strong risk-management framework, which supports management in its oversight functions. (See IDA Management Discussion and Analysis).

IBRD and IDA’s financial statements and MD&As provide a high-level and strategic overview of the business models, governance, risk-management strategies, and performance of each entity.
Green Bond Growth

The World Bank started issuing green bonds in 2008 to respond to investor requests that came at a time when the World Bank was seeking to support innovation in the area of climate finance. Projects eligible for green bonds include wind power, solar power, technologies to reduce greenhouse gas (GHG) emissions, waste management, transport efficiency, energy efficiency, reforestation, and sustainable forest management.

With its first green bonds, IBRD developed a new, liquid, "plain vanilla" product that mobilized private-sector financing for projects that help mitigate climate change and help affected countries adapt to it and build climate resilience. By the end of fiscal 2015, the World Bank had issued about $8.4 billion through 100 green bond transactions in 18 different currencies.

Measuring and reporting the expected impact of projects so that investors can inform their stakeholders is an important part of an issuer's green bond process. In July 2015, the first World Bank Green Bond Impact Report was published to give investors an overview of the expected social and environmental outcomes for each project.

Strengthening our Finances

We introduced a range of measures to increase IBRD’s lending capacity by growing revenues, by making “smart” changes to loan terms and revising our prudential ratios to reflect improvements in our portfolio credit quality, and by controlling costs. This fiscal year the World Bank Group concluded an expenditure review, which was intended to strengthen the institution’s financial base and ensure the institution’s financial sustainability. The review identified savings of $404 million during fiscal 2016–2018—8 percent of the World Bank Group’s total expenditures. Because almost three-quarters of the savings comes from reductions in general service and administrative costs, the impact on client services will be minimal.

Lending to Support the Twin Goals

By leveraging its strengths, expertise, and resources, the World Bank helped countries and other partners make a real impact on development—by driving economic growth, promoting inclusiveness, and ensuring sustainability. The Bank’s fiscal 2015 lending activities prioritized projects that will help clients to achieve the twin goals of ending extreme poverty in a generation and boosting shared prosperity. The institution’s efforts are recounted in The World Bank Annual Report 2015 and the Financial Statements and Management’s Discussion and Analysis for IBRD and IDA.
Our Mission

The World Bank, one of the world’s largest sources of funding and knowledge for developing countries, is committed to eliminating extreme poverty, increasing shared prosperity, and promoting sustainable development. Not a bank in the ordinary sense but a unique partnership to reduce poverty and support development, the World Bank comprises two of five institutions.
Supporting the Developing World

The International Bank for Reconstruction and Development (IBRD) lends to governments of middle-income and credit-worthy countries. The International Development Association (IDA)—through interest-free loans, or credits, and grants—supports the poorest developing countries. Together, these agencies of the World Bank support 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. IBRD and IDA are two of the five institutions that make up the World Bank Group. The others—the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for Settlement of Investment Disputes (ICSID)—have separate reports.

The World Bank offers a wide range of investment solutions, including innovative financing instruments and banking products, to meet development challenges. They are all designed to support governments in eliminating extreme poverty and boosting prosperity. Some projects are co-financed with governments, other multilateral institutions, commercial banks, export credit agencies, and private-sector investors. In addition, the Bank provides or facilitates financing through trust-fund partnerships with bilateral and multilateral donors.

The World Bank also supports developing countries through policy advice, research and analysis, and technical assistance. Its analytical work often underpins Bank financing and helps inform developing countries’ own investments. Even more support goes toward capacity development in member countries. In addition the World Bank sponsors, hosts, or participates in many conferences and forums on issues of development, often in collaboration with partners.

OUR MEMBERS

Operating as a cooperative, IBRD’s 188 member countries and IDA’s 173 member countries are represented by a Board of Governors. They meet once a year at the Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund.

For more information, see the list of the current Boards of Governors, the Articles of Agreement, and voting shares.

Twenty-five Executive Directors work onsite at the Bank and oversee the World Bank Group’s policies and procedures, financial condition, risk-management and -assessment processes, adequacy of governance and controls, and effectiveness of development and poverty-reduction activities. The five largest shareholders appoint an executive director, while other member countries are represented by elected executive directors.

For more information about the Board of Executive Directors, visit Boards at Work, Board Calendar, Board Minutes, Voting Powers, and Board FAQ.

The World Bank Group operates day to day under the leadership and direction of the President, senior management, and the vice presidents in charge of Global Practices, Cross-Cutting Solutions Areas, Regions, and Functions. Each of the Bank Group agencies differs in its management structure. See the Organization Chart for details.
An Aggressive Strategy with Ambitious Goals

At the 2013 Annual Meetings, the World Bank adopted a new World Bank Group Strategy. It aligns the work of all Bank Group institutions with the twin goals of eliminating extreme poverty and boosting shared prosperity in a sustainable manner.

The strategy’s three pillars

1. The World Bank Group will deliver results for clients through country programs and regional and global engagements by offering knowledge and solutions to the toughest development challenges.

2. Closer collaboration across the Bank Group will multiply the strengths of each institution by using their combined resources and expertise to serve clients as the “Solutions World Bank Group.”

3. Leveraging the partnerships, resources, and expertise of the private sector and other development actors will help the Bank Group maximize the impact of development in alignment with the twin goals.

Living Our Values

The World Bank Group’s Core Values embody the high ethical standards of the organization and underlie the mission of ending extreme poverty and boosting shared prosperity. The Core Values are:

- Personal honesty, integrity, and commitment;
- Working together in teams—with openness and trust;
- Empowering others and respecting differences;
- Encouraging risk-taking and responsibility; and
- Enjoying our work and our families.

The success of the World Bank Strategy is dependent on an institutional culture that embraces these values. For this purpose, the Bank has established a Vice Presidency dedicated to the promotion, development, and application by staff of these mission-driven values.

The Office of Ethics and Business Conduct (EBC) reports directly to the President, and is set up to provide training, outreach, and communication to foster awareness of and adherence to ethical obligations of Bank Group staff members, advise staff members on conflict-of-interest risks, review and investigate allegations of staff misconduct, and track trends and provide insights to senior management.

The office is accessible to all staff members and their families. It can be contacted through the Ethics Helpline email (ethics_helpline@worldbank.org) and anonymously through the Ethics Helpline toll-free number (800–261–7497) 24 hours a day, 7 days a week. Visit the Code of Conduct page.

Tracking Progress

The ability to make progress relies on the commitment to painstakingly measure and interpret collected data—both quantitative and qualitative, both positive and negative. The World Bank employs many mechanisms for tracking progress toward a sustainable future.

Explore The World Bank Annual Report 2015 for progress on the twin goals during the fiscal year. The International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA)—together, the World Bank—joined with countries in its six global regions to end extreme poverty by 2030, promote shared prosperity, and support the global sustainable development agenda.

Examine the World Bank Corporate Scorecard for results of client projects supported by the Bank and operational and organisational effectiveness, plus an overview of progress on key development challenges faced by member countries.

Watch the President’s Delivery Unit’s real-time reports for progress toward specific targets leading to achievement of the twin goals: investing in a zero-carbon future, supporting crisis response and recovery, and 10 more.
ABOUT THE REPORT

The 2015 Sustainability Review provides insights into World Bank activities undertaken between July 1, 2014, and June 30, 2015, to manage the environmental, social, and economic impacts of internal business operations. The Review is based on the internationally recognized standard for sustainability reporting—the Global Reporting Initiative (GRI). A stand-alone index of indicators in accordance with the GRI guidelines: core option can be found here.

Materiality: The topics deemed relevant for disclosure in The Sustainability Review were identified by considering annual corporate priorities outlined by the institution’s Boards and President and by valuing stakeholder input, as well as by ascertaining sustainability impacts of carrying out the Bank’s mission and strategy. GRI aspect categories were used to determine topics to be included in The Sustainability Review. Relevance was determined by assessing (1) the potential impact on the Bank’s business and (2) the sustainability impacts stemming from its business. Details of the materiality exercise carried out are available in the GRI Index.

Boundary: The World Bank’s corporate operations address how Bank buildings and staff, and the communities that host Bank offices, are managed with the environment, society, and economy in mind. This type of impact is referred to as “corporate,” and is the basis of this year’s Sustainability Review. Simultaneously, GRI indicators related to these impacts are categorized as “corporate” indicators. This Review complements The World Bank Annual Report 2015, which addresses the World Bank’s impacts from work with member countries. This type of impact is referred to as “operational” impact. Topics stemming from Bank work with clients are discussed in further detail in the GRI Index indicators specified as “operational,” as well as in The World Bank Annual Report 2015.

Scope: The World Bank consists of two agencies: the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). Except for the eligibility of support and terms of lending to member countries, the agencies are tightly integrated and work as a single unit.

RESULTS: WHAT IS IN THE REPORT?

The impacts discussed in The 2015 Sustainability Review are related to the Bank’s “corporate” impacts. The most material aspects of the Bank’s internal operations include the following:

1. 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 the following: energy, emissions, effluents and waste, and procurement practices (including supplier environmental assessment, supplier assessment for impacts on society, and supplier human rights assessment). Based on the materiality methodology, the aspects “materials” and “procurement practices” were not deemed important to report on. This was mainly because World Bank stakeholders were not asking the Bank how it managed its corporate procurement practices. The Bank continues to consider its procurement practices an essential part of reducing its footprint impact; therefore, information about these practices are included in The 2015 Sustainability Review.

2. The World Bank’s staff is its 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, labor practices, grievance mechanisms, and nondiscrimination.

3. As a development institution, it is essential to maintain the Bank’s financial strength to serve growing demand from clients and meet an ambitious development agenda. Our economic performance is better understood by grasping the unique business models and associated risks for the two agencies that make up the World Bank.

Send questions and comments about the GRI Index to crinfo@worldbank.org.