

GRI Index 2021



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1818 H Street NW
Washington DC 20433
Telephone: 202-473-1000
Internet: www.worldbank.org

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GRI INDEX 2021

This 2021 World Bank GRI Index is an inventory of the sustainability considerations used in World Bank (Bank) lending and analytical services as well as its corporate practices. This sustainability disclosure index has been prepared in accordance with the Core option of the **GRI Standards**.¹ The GRI Index covers activities carried out during fiscal 2021, from July 1, 2020, to June 30, 2021. The COVID-19 pandemic has impacted the Bank's operations and staff activities through reduced travel, an extended shutdown of its offices, and a shift in staff health services. Where significant, these impacts have been noted in the report.

About The World Bank

The World Bank Group (Bank Group) plays a key role in global efforts to end extreme poverty and boost shared prosperity. It consists of five institutions: the World Bank, which includes the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA); the International Finance Corporation (IFC); the Multilateral Investment Guarantee Agency (MIGA); and the International Centre for Settlement of Investment Disputes (ICSID).

Working together in over 140 countries, these institutions provide financing, technical advice, and other solutions that enable countries to address the most urgent development challenges.

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

1. The Core option indicates that a report contains the minimum information needed to understand the nature of an organization, its material topics and related impacts, and how these are managed.

Defining The Report

Methodology for Determining Materiality

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

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

The **Reporting Principles** or defining report content, outlined by the GRI, have been applied to identify, prioritize, and validate the information to be disclosed by considering the activities and impacts of the Bank and the substantive expectations and interests of its stakeholders. Each criterion above is given a point, and a threshold is set to prioritize GRI aspects to include in the report, as determined and validated by an internal focus group that met in May 2021. The Bank reports on each topic that garners four or more points, deeming them to be material topics.

2021 RESULTS: WHAT IS MATERIAL?

Boundaries are defined based on where the impacts occur for a material topic. Indirect impacts lay within the “operational” boundary. Direct impacts fall within the “corporate” boundary. For each material topic, boundaries are specified in the management approach disclosures.

Impacts external to the organization [“operational boundary”]

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

Impacts internal to the organization [“corporate boundary”]

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

Operational impact

The World Bank’s most pertinent sustainability impacts from financial and technical services to clients can be summarized in the following.

GRI-Related Aspects

- 1. Economic Performance:** Creating and distributing economic value is part of the mission of eliminating extreme poverty and boosting shared prosperity; shareholders and investors care about the sustainable economic performance of the institution.
- 2. Indirect Economic Impacts:** Indirect economic impacts are an essential aspect of the Bank’s goal of reducing poverty and boosting shared prosperity.

- 3. Biodiversity:** Through lending and grant support to client countries, the Bank Group is one of the largest international funding sources for biodiversity worldwide.
- 4. Human Rights/Child Labor/Indigenous Rights:** The Bank promotes human rights through its projects, for example, improving poor people’s access to health, education, food, and water; promoting the participation of Indigenous Peoples in decision making; strengthening the accountability and transparency of governments to their citizens; supporting justice reform; and fighting corruption.
- 5. Local Communities:** The Bank recognizes that community-designed development approaches and actions are important elements of an effective poverty reduction and sustainable development strategy.
- 6. Anti-corruption:** Critical to the Bank’s mission to alleviate extreme poverty is a well-functioning public sector that delivers quality public services consistent with citizen preferences and fosters private-sector and market-led growth while managing its fiscal resources in a prudent manner. Opinion leaders in the Bank’s client countries have listed anti-corruption as one of their development priorities.

Corporate Impact

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

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

2. The Bank recognizes that reducing its own corporate environmental impacts is in line with the institutional mission to reduce poverty, as environmental degradation disproportionately affects the world's poor. Increasing the efficiency of how the institution runs its business, through facility-level and staff behavior changes, reduces natural-resource waste and

decreases the cost of day-to-day operations. Key aspects related to the Bank's environmental footprint include: materials, energy, water, emissions, effluents and waste, biodiversity, and procurement practices.

Questions and comments about the GRI Index should be addressed to the World Bank Corporate Responsibility Program at: crinfo@worldbank.org.

List of Acronyms

AED	Alternate Executive Director	EUR	Euro
AHC	Anti-Harassment Coordinator	FCV	Fragile, Conflite, and Violence
APEC	Asia Pacific Economic Cooperation	FSC	Forest Stewardship Council
CCAP	Climate Change Action Plan	FTE	Full-Time Equivalent
CDP	Carbon Disclosure Project	GAAP	Generally Accepted Accounting Principles
CEN	Country Engagement Note	GBP	British Pound Sterling
CODE	Committee on Development Effectiveness (Board)	GDP	Gross Domestic Produce
COGAM	Committee on Governance and Executive Directors' Administrative Matters (Board)	GEF	Global Environment Facility
COS	Country Opinion Survey	GFDRR	Global Facility for Disaster Reduction and Recovery
CPF	Country Partnership Framework	GHG	Greenhouse Gas
CSO	Civil Society Organization	GRS	Grievance Redress Service
CSPF	Civil Society Policy Forum	GWP	Global Warming Potential
DAC	Development Assistance Committee	HRD	Human Resources Vice Presidency
DSSI	Debt Service Suspension Initiative	HSD	Health and Safety Directorate
EBC	Ethics and Business Conduct Department	IAD	Internal Audit Vice Presidency
EC	European Commission	IBRD	International Bank for Reconstruction and Development
ERC	Enterprise Risk Management Committee	ICR	Implementation Completion and Results Report
ESA	Environmental and Social Assessment	ICSID	International Centre for Settlement of Investment Disputes
ESF	Environmental and Social Framework	IDA	International Development Association
ESG	Environment, Social, and Governance	IEG	Independent Evaluation Group
ESS	Environmental and Social Standards		

IFC	International Finance Corporation	OHS	Occupational Health and Safety
IMF	International Monetary Fund	OLC	Open Learning Campus
INCAF	International Network on Conflict and Fragility	PPE	Personal Protective Equipment
INT	Integrity Vice Presidency	RIMP	Refugee Investment and Matchmaking Platform
IPF	Investment Project Financing	RMS	Results Measurement System
JCR	Joint Committee on Remuneration of Executive Directors and Alternate Executive Directors (Board)	RWS	Reduced Work Schedule
MD&A	Management Discussion & Analysis	SAC	Sanctions Advisory Committee
MDB	Multilateral Development Bank	SCD	Systematic Country Diagnostic
MIGA	Multilateral Investment Guarantee Agency	SDG	Sustainable Development Goals
OECD	Organisation for Economic Co-operation and Development	SEP	Stakeholder Engagement Plan
		UN	United Nations

NOTE: All dollar amounts are U.S. dollars unless otherwise indicated.

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MATERIAL TOPICS: ORGANIZATIONAL PROFILE, STRATEGY, ETHICS AND INTEGRITY, GOVERNANCE, STAKEHOLDER ENGAGEMENT, REPORTING PRACTICE

102-1: NAME OF THE ORGANIZATION

The World Bank consists of the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). It is part of the World Bank Group, which also includes the International Finance

Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for Settlement of Investment Disputes (ICSID). For more information, see: <https://www.worldbank.org/en/about>.

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

Established in 1944, the Bank works in every major area of development. The Bank provides a wide array of financial products and technical assistance to developing countries and helps countries apply innovative knowledge and solutions to the challenges they face.

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

To attain its goals, the Bank offers:

Financial Products and Services

- Since 1947, the Bank has funded more than 12,000 development projects, via traditional loans, interest-free credits, and grants to developing countries. These projects support investments in areas such as agriculture, education, environmental and natural resource management, financial and private-sector development, health, infrastructure, and public administration. Some of the Bank's projects are co-financed with governments, other multilateral institutions, commercial banks, export credit agencies, and private sector investors.
- The Bank also provides or facilitates financing through trust-fund partnerships with bilateral and multilateral donors. Many partners have asked the Bank to help manage initiatives that address needs across a wide range of sectors and developing regions.

Innovative Knowledge Sharing

- The Bank offers support to developing countries through policy advice, research and analysis, and technical assistance. The Bank's analytical work often underpins its financing and helps inform developing countries' own investments. In addition, the Bank supports capacity development in its member countries. It also sponsors, hosts, and participates in many conferences and forums on development issues, often in collaboration with partners.

- The Bank's Access to Information Policy has been the catalyst for initiatives such as Open Data, Open Knowledge Repository, and Open Finances. The Bank's Open Learning Campus (OLC) is a destination for development learning that builds the leadership and technical capabilities of development stakeholders, partners, practitioners, policy makers, staff, and the public.

For more information, see www.worldbank.org/en/about/what-we-do and www.worldbank.org/en/projects-operations/products-and-services.

102-3: LOCATION OF HEADQUARTERS

The Bank headquarters are located in Washington, D.C., in the United States.

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

The Bank is a global organization. IBRD is owned by 189 member countries and IDA is owned by 173 member countries. Bank staff work out of more than

140 locations worldwide. There are 168 Bank facilities worldwide. For a complete list of locations, see: <https://www.worldbank.org/en/about/contacts>.

102-5: OWNERSHIP AND LEGAL FORM

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

IDA is governed by and works with its 173 member countries to provide zero-to low-interest loans (called "credits") and grants to the world's 74 poorest countries for programs that boost economic growth, reduce inequalities, and

improve people's living conditions. In addition to concessional loans and grants, IDA provides significant levels of debt relief through the **Heavily Indebted Poor Countries** (HIPC) Initiative and the **Multilateral Debt Relief Initiative** (MDRI).

For a full list of World Bank member countries, see: <https://www.worldbank.org/en/about/leadership/members>.

IDA and IBRD operate according to procedures established by its Articles of Agreement. The agreements outline the conditions of membership and the general principles of organization, management, and operations. For IBRD and IDA Articles of Agreement, see: <https://www.worldbank.org/en/about/articles-of-agreement>

IBRD and IDA each publish an annual Information Statement containing their most recent Management's Discussion & Analysis and Financial Statements, an institutional description, and a description of their respective capital, operations, administration, Articles of Agreement, and legal status.

For IBRD's most current Information Statement, see: <https://treasury.worldbank.org/en/about/unit/treasury/ibrd/ibrd-financials-and-ratings>.

For IDA's most current Information Statement, see: <https://treasury.worldbank.org/en/about/unit/treasury/ida>.

102-6: MARKETS SERVED

The Bank works in the following regions: Africa, East Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, and South Asia.

For information, on the Bank's work by region, sector, and theme, see: <https://www.worldbank.org/en/where-we-work>.

102-7: SCALE OF THE ORGANIZATION

Total World Bank Commitments: World Bank lending commitments for development support totaled \$66.5 billion in fiscal 2021.

IBRD Commitments and Resources: Net lending commitments by IBRD totaled \$30.5 billion in fiscal 2021. IBRD raised \$67.5 billion in fiscal 2021 (\$75 billion in fiscal 2020). IBRD's equity comprises primarily paid-in capital and reserves.

IDA Commitments and Resources: Net lending commitments by IDA totaled \$36 billion in fiscal 2021, including \$24 billion in credits and \$12 billion in grants. IDA is financed largely by contributions from partner governments. Additional financing comes from transfers from IBRD's net income, grants from

the International Finance Corporation, and borrowers' repayments of earlier IDA credits. In fiscal 2021, IDA also raised \$9.5 billion from capital markets, compared to \$5.7 billion in fiscal 2020. Total resources for the IDA19 Replenishment totaled \$82 billion.

Total Employees: The Bank employed 12,528 full-time staff and 5,944 temporary staff as of June 30, 2021.

For more information, see the World Bank Annual Report: www.worldbank.org/annualreport.

102-8: INFORMATION ON EMPLOYEES AND OTHER WORKERS

In fiscal 2021, the Bank employed 12,528 full-time staff, of which 53 percent are female and 47 percent are male, and 5,944 temporary staff (short-term consultants) over the same period. Short-term consultants are reported on a full-time equivalent (FTE) basis, which is calculated using the total number of days paid divided by 220. As of June 30, 2021, temporary staff (short-term consultants) accounted for 32.3 percent of the Bank's total (permanent and temporary) workforce of 18,472.

About 55 percent of Bank staff are located in the U.S. and the remainder are located in over 140 locations globally. In total, 142 staff were on a Reduced Work Schedule (RWS) in Fiscal 2021, of which 46 were male and 96 female. There are no significant variations in the categories described above.

102-9: SUPPLY CHAIN

Corporate Procurement: Annually, the Bank Group purchases around \$2 billion in corporate goods and services. Its major contracts include consulting services, travel, information technology and telecommunications, health services and benefits, and construction services. All vendors are required to adhere to the **Bank Corporate Procurement Policy**. For more information, see: <https://www.worldbank.org/en/about/corporate-procurement>.

Operational Procurement: Bank projects have a global footprint and a diverse supply base, thus supply chain characteristics depend on the nature and location of the procured item(s). For instance, the supply chain characteristics in

fragile states have unique market features. In general terms, about 70 percent of Bank projects by value relate to infrastructure, typically transport, water, and energy projects.

In fiscal 2021, the Bank procured \$17.1 billion in goods and services for operations from more than 20,000 different suppliers. Most contracts by value are for water, sanitation, and waste-management projects. The Bank does not track subcontractors beyond the primary provider but estimates a factor of 8–10 subcontractors to 1 primary supplier or, about 18,000 subcontractors.

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

There were no significant changes to the Bank's organization size, structure, or ownership. As of June 30, 2021, the capital adequacy of IBRD and IDA remained stable. Both entities had sufficient resources to meet their liquidity requirements and to access capital markets, despite increased market volatility since the COVID-19 outbreak.

Corporate Procurement: The COVID-19 pandemic continued to impact the Bank Group's corporate supply chain in fiscal 2021. To enable a safe return to work for headquarters and country office staff and clients, Corporate Procurement facilitated the sourcing of vaccines, oxygen concentrators, health care services, and personal protective equipment (PPE). It also modified on-site contracts for the provision of services to the Bank Group such as food services vendors, security contractors, and others.

Operational Supply Chain: The Bank's operational supply chain is diverse and global and has remained stable overall. As older projects conclude and new ones begin, the major supply chains fluctuate depending on the project procurement awarded. In the main geographic supply chains (supplier-registered locations) of fiscal 2017–21, the top three supplying countries (supply chains) were: China, India, and Turkey in most years, with Poland entering the top three in fiscal 2020–21. France ranks among the top 10 supplying countries in every year except fiscal 2020–21, with Bangladesh, Brazil, Germany, and Italy ranking among the top 10 supplying countries in two out of the last five years. As the Bank's operational portfolio is focused on infrastructure, the supply chains can vary depending on the results of one large project's awarded contract. For more information, see the new **Procurement Framework**.

Top Supplying Countries					
Rank	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
1.	China	India	China	China	China
2.	India	China	India	India	Poland
3.	Turkey	Turkey	Turkey	Turkey	India
4.	Belarus	Spain	Spain	The Netherlands	Brazil
5.	Indonesia	France	France	Nigeria	Viet Nam
6.	France	Italy	Brazil	France	Turkey
7.	Bangladesh	Poland	Italy	Japan	Switzerland
8.	Germany	Bangladesh	Vietnam	Egypt	Tunisia
9.	Pakistan	Argentina	Portugal	Vietnam	Nigeria
10.	Russian Federation	Brazil	South Africa	Germany	Egypt

102-11: PRECAUTIONARY PRINCIPLE OR APPROACH

The Bank applies a precautionary approach through its **Environmental and Social Framework (ESF)**, which became effective as of October 1, 2018, and its prior suite of safeguard policies, which were effective prior to October 2018. As a result of these policies, there have been substantial increases in the effectiveness and development impact of Bank-supported projects and programs.

The objectives of these policies and standards are to prevent and mitigate harm to people and their environment in the development process. They provide

guidelines for Bank staff and Borrowers in the identification, preparation, and implementation of programs and projects. Further, they provide a platform for the participation of stakeholders in project design and are an important instrument for building ownership among local populations.

Together, the ESF and the prior suite of safeguard policies are the cornerstones of Bank support for sustainable poverty reduction.

102-12: EXTERNAL INITIATIVES

The Bank is committed to helping developing countries end extreme poverty and boost shared prosperity in a sustainable manner. The Bank is a partner of choice for countries seeking to reach the Sustainable Development Goals, particularly in the context of financing, knowledge, and implementation. The Bank is an independent, international organization with a collective governance structure

that represents the views of all 189 member countries; it establishes its own environmental and social standards. While the Bank supports many external initiatives, it does not have a legal obligation to comply with external standards.

102-13: MEMBERSHIP OF ASSOCIATIONS

The Bank Group is not a formal member of an industry or a business association or of a national or international advocacy organization. The Bank Group works with civil society organizations, foundations, and private-sector partners on global issues and has an observer in the United Nations Development Group.

These partnerships build support for the Bank Group's twin goals of ending extreme poverty and promoting shared prosperity. The Bank Group partners with key stakeholders on programs and specific development challenges in its 189 member countries.

102-14: STATEMENT FROM SENIOR DECISION MAKER

Please refer to the [World Bank Annual Report 2021](#) for messages from David Malpass, President of the World Bank Group and the World Bank Board of Executive Directors.

102-15: KEY IMPACTS, RISKS, AND OPPORTUNITIES

The work of the Bank is anchored in its twin goals: to end extreme poverty by reducing the share of the global population living on less than \$1.90 a day and to promote shared prosperity by increasing the incomes of the poorest 40 percent of people. The Bank works to meet these goals in a sustainable manner.

Impacts: The Bank's "Forward Look: A Vision for the World Bank Group in 2030" (which was endorsed by Bank shareholders in 2016) guides its work sustainably. In 2018, the Bank negotiated and agreed upon a historic capital package for IBRD and IFC. Bank-supported project impacts and results can be found at: <https://www.worldbank.org/en/results>.

Risks: As a cooperative institution, IBRD seeks not to maximize profit but to earn enough income to ensure the long-term financial capacity necessary to sustain its development activities. Of fiscal 2021's allocable net income, the Executive Directors approved the allocation of \$874 million to the General Reserve and recommended to the Board of Governors the transfer of \$274 million to IDA and of \$100 million to the Surplus. As part of its lending, borrowing, and investment activities, IBRD is exposed to market, counterpart, country credit, and operational risks.

The Bank Group's Chief Risk Officer leads the risk oversight function and supports the institutional decision-making process via dedicated risk committees.

In addition, IBRD has put in place a strong risk management framework, which supports management in its oversight functions. The framework is designed to enable and support IBRD in achieving its goals in a financially sustainable manner. One summary measure of IBRD's risk profile is the ratio of equity to loans, which is closely managed in line with its financial and risk outlook. As of June 30, 2021, this ratio stood at 22.6 percent, and the cumulative subscribed capital of IBRD totaled \$297.9 billion, including \$19.2 billion in paid-in capital.

To download the IBRD Financial Report and IDA Financial Report, visit: <https://financesapp.worldbank.org/summaryinfo/overview/>.

Priorities: The Bank Group has a systematic, evidence-based model for providing financial, analytic, and advisory services to countries, focusing on strong country ownership and good development outcomes. The Country Partnership Framework (CPF) guides the Bank Group's support to a country over a period of four to six years, while retaining flexibility amid rapidly changing global and national circumstances. The CPF is the central tool for management and the Board to review and guide country programs. The Bank, IFC, and MIGA jointly prepare and implement the CPFs by:

- Taking into account the country's development goals.

- Drawing on the Systematic Country Diagnostic (SCD), prepared in close consultation with national authorities, the private sector, and other stakeholders.
- Considering the Bank Group’s comparative advantage, lessons learned, and partners’ activities.
- Aligning with the Bank Group’s goals and the Bank’s 2018 capital increase commitments.

In fiscal 2021, the Bank Group prepared SCDs in eight countries and new CPFs in nine countries.

During the pandemic, the Bank adjusted country programs to help countries respond to the crisis and to prepare for recovery, while maintaining a strong focus on the long-term development agenda. This work aligns with the four pillars of the Bank Group’s [COVID-19 Crisis Response Approach Paper](#).

Opportunities: In fiscal 2021, IBRD drew on its triple-A rating and strong standing in the markets to raise \$68 billion in Sustainable Development Bonds to support the Bank’s development activities, including its work with clients to respond to COVID-19 and to build resilience to future shocks.

Highlights from the fiscal year included an innovative \$100 million five-year bond, issued by IBRD in March 2021, to support sustainable development and the global response to COVID-19. To address the pandemic’s impact on children, the issuance channeled \$50 million to UNICEF, with IBRD facilitating the risk transfer. In February 2021, IBRD issued a \$600 million 10-year floating rate bond—the longest maturity floating rate benchmark to date for the Secured Overnight Financing Rate (SOFR). This supports development of the SOFR market, boosting alternatives to the U.S. dollar London Inter-Bank Offered Rate (LIBOR) and helping ensure the efficient functioning of the global financial system.

Typically, IDA partners meet every three years to review IDA’s policies, assess its financial capacity, agree on the amount of financing for the next replenishment period, and commit to additional contributions of equity that are required to meet IDA’s objectives and development goals. The replenishment process for

IDA19, originally set to cover fiscal 2021–23, was finalized in December 2019, with implementation beginning in fiscal 2021.

For IDA19, development partners agreed to a financing envelope of \$82 billion to provide credits, grants, and guarantees to IDA’s client countries. Of this, \$73.8 billion was expected to be used on concessional terms, \$5.7 billion on IBRD terms for the Scale-Up Window, and \$2.5 billion for the Private Sector Window (PSW). To help countries address the health, economic, and social impacts of the COVID-19 crisis, the Bank allocated 43 percent of IDA19 resources in fiscal 2021. This was followed by an agreement to frontload resources from fiscal 2023 to fiscal 2022 in order to sustain the scale of financing at \$35 billion for fiscal 2021–22. As of June 30, 2021, \$34.3 billion was committed on concessional terms, \$1.8 billion on non-concessional terms including \$1.4 billion for the Scale-Up Window, and \$595 million for the PSW. IDA administrative expenses are recovered primarily through net charges and interest paid by recipient countries. IDA uses this funding to support an ambitious policy package with five special themes and several cross-cutting issues, which are adjusted for each replenishment cycle. For IDA19 these themes include jobs and economic transformation, climate change, gender and development, fragility, conflict, and violence, and governance and institutions. Foundational cross-cutting areas include debt, human capital, technology, and disability.

The G20’s Debt Service Suspension Initiative (DSSI), established in May 2020 at the urging of the Bank and the IMF, delivered more than \$5 billion in debt relief to more than 40 participating countries. Originally set to end in December 2020, the initiative was extended twice because of the COVID-19 crisis and is expected to end in December 2021. In addition, the Bank has helped the G20 establish the Common Framework for Debt Treatment Beyond the DSSI, which will help countries that face unsustainable debt burdens to secure the debt relief they need, on a case-by-case basis.

- For more information on the Bank Group Strategy: <https://openknowledge.worldbank.org/handle/10986/16095>.

- For more information on the Bank Group’s Forward Look: <https://www.devcommittee.org/sites/dc/files/download/Documents/2019-04/DC2019-0003-PIBRDIFC%20capital%20package%204-13.pdf>.
- For more information about IBRD and IDA funding programs: <https://treasury.worldbank.org/en/about/unit/treasury/ida>.

- For more information on progress toward corporate targets: <http://scorecard.worldbank.org/>.

The Financing Framework for the IDA19 Replenishment is managed predominantly in Special Drawing Rights (SDRs). U.S. dollar equivalent figures given here are calculated using IDA19 reference exchange rates.

102-16: VALUES, PRINCIPLES, STANDARDS, AND NORMS OF BEHAVIOR

The Bank Group recognizes the importance of a positive organizational culture in attracting, retaining, and motivating staff to contribute their best in pursuit of its mission. In fiscal 2019, the Bank adopted an updated set of core values to reflect the behaviors agreed upon by staff and management to be most critical in driving the organization’s performance and fostering a healthy work environment. These core values—impact, integrity, respect, teamwork, and innovation—are embedded in the organizational culture, operations, and core Human Resources processes, from recruitment to performance and talent management.

The **World Bank Group Core Values** define how staff engage with clients, partners, and each other:

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

New **Code of Ethics**: Adherence to high ethical standards is specified in contracts with employees, Board officials, and business partners. Staff are required to uphold Bank Group Staff Rules as a condition of employment. Recognizing the need to go beyond mere compliance and to promote a values-based institution, the Bank Group launched a new **Code of Ethics** in fiscal 2021, which focuses on the behaviors consistent with the Core Values. Behaviors expected from staff are described in the Code of Ethics and the Principles of Employment. The consequences of non-compliance are addressed in the Staff Rules. In fiscal 2021, a new

mandatory e-learning course on the Core Values and the Code of Ethics was made available to staff. There is a separate Code of Conduct for Board officials. Section 1(c) of the Code for Board Officials requires them to sign the code document upon assuming duty and deposit it with the Ethics Committee of the Board. Business partners are informed of ethics expectations through a separate document.

In addition, a new **Code of Conduct for Vendors** was adopted in fiscal 2021, highlighting the need for the Bank’s vendors and their supply chains to prohibit and monitor “must-have” sustainability issues including child labor, modern slavery, gender-based violence, discrimination, and the use of conflict minerals.

Sexual Harassment: In May 2019, the Bank Group launched a three-year action plan to prevent and address sexual harassment. As of June 30, 2021, nearly all 70 measures had been implemented. To enhance trust and accountability, the Bank Group Ethics and Business Conduct Department (EBC) has made increased transparency a key factor in its strategy. EBC regularly publishes a short summary of all the cases it has substantiated. Staff can read a description of each case, the type of sanction given, the grade level of the respective staff member, as well as whether the incident took place at headquarters or in a country office. Since January 2020, all allegations of sexual harassment have been first reviewed by an Anti-Harassment Coordinator, who addresses or refers the matter directly to other relevant services (for instance, forwarding cases for investigation where misconduct is likely to be substantiated). In addition, each new Bank Group staff member is required to take a mandatory e-learning training on preventing and addressing sexual harassment. In fiscal 2022, a new e-learning course on sexual harassment will be rolled out among all staff.

Governance: The head of EBC is the Chief Ethics Officer, who reports once a year directly to the World Bank Group President and to the Board of Directors.

As part of the enhanced ethics and compliance governance system, EBC meets quarterly with the external auditors to review whether there is any occurrence of reputational risk or fraud that could be material to the financial reporting of the Bank Group. In addition, the external auditors review a sample of advisory consultations, situations involving harassment or sexual harassment, and alleged

102-17: MECHANISMS FOR ADVICE AND CONCERNS ABOUT ETHICS

The Bank encourages staff (both past and present) to seek ethics-related advice and to report suspected misconduct and ethical issues through its EBC department. Modes of seeking advice include: (i) the Ethics Helpline (800-261-7497), which is available 24 hours and administered in multiple languages by an outside vendor; (ii) email (ethics_helpline@worldbank.org); (iii) office hours during which employees can seek advice from the EBC team; and (iv) online forms to ask questions and to request support in situations involving harassment or sexual harassment, and/or for misconduct will be made available in fiscal 2022. Advisory requests are treated with confidentiality and may be made anonymously. For reports of suspected misconduct, all information is confidential and subject to disclosure on a strict need-to-know basis. Anonymous complaints are accepted. Retaliation against staff who contact EBC or assist EBC in its inquiries is explicitly prohibited.

There were 1,373 requests for advice in fiscal 2021. On average, EBC responded to staff queries within eight business hours. The most frequently received queries concerned a staff member's outside activities and employment, future or former employment, vendor procurement, or close relatives or supervisory relationships. In fiscal 2021, EBC, through the Anti-Harassment Coordinator, was consulted in 128 situations involving harassment, sexual harassment, or inappropriate behaviors and received 141 allegations of misconduct. The most frequent allegations of misconduct related to non-compliance with staff rules or misuse of resources. All allegations are reviewed; the depth of the review depends on the merits of the case. When there is sufficient evidence of misconduct, EBC prepares a fact-finding report to submit to the Human Resources Vice President, who has the authority to determine if misconduct occurred and to

misconduct to ensure that EBC addresses 100 percent of the queries and allegations received and follows procedures in every case. The EBC internal processes are also subject to thematic reviews by the internal audit function (GIA). EBC also reports twice a year on its activities to the Human Resources Committee of the Board of Directors of the World Bank.

For more information on EBC, see: https://www.worldbank.org/en/about/unit/ethics_and_business_conduct.

impose sanctions; during fiscal 2021, 11 allegations resulted in the submission of such a report.

The Bank Group has a non-retaliation policy that protects against any direct or indirect detrimental action threatened or taken because a person engaged in a protected activity. Retaliation is considered misconduct and is investigated and sanctioned accordingly. This is complemented by a whistleblowing policy that offers similar guarantees to those who engage in protected activities as detailed in Staff Rule 8.02.

In addition, the Bank Group's Integrity Vice Presidency (INT) works to improve compliance with corruption-related policies. The unit trains staff to detect and deter fraud and corruption and investigates allegations in activities conducted or financed by the institutions of the Bank Group as well as allegations of significant fraud and corruption involving staff. Details are outlined for staff in Staff Rule 8.01. In fiscal 2021, INT's internal investigation team received 155 complaints, of which approximately 80 percent were either referred to other parts of the Bank, as they did not fall within INT's mandate, or were closed with no further action; 17 percent of complaints were converted to cases for further investigation. Further details can be found in the Sanctions System Annual Report, which can be accessed online at the INT website: <https://www.worldbank.org/en/about/unit/integrity-vice-presidency>.

Integrity-related complaints regarding Bank Group-funded operations can be submitted directly to INT by internal or external parties, including anonymously, online at: www.worldbank.org/fraudandcorruption.

102-18: GOVERNANCE STRUCTURE

The Bank Group's 189 member countries participate in the institution's governance at different levels, through the Board of Governors, the Board of Executive Directors, and the Development Committee.

Elected every five years, the **Board of Governors** is the highest governing body and contains a seat for every member of the institution. The Board of Governors includes 189 Governors from the Bank Group's member countries. Among them, 25 Governors make up the **Development Committee (DC)**, a ministerial-level forum of the Bank Group and the International Monetary Fund (IMF), to represent the full membership. The Development Committee meets twice a year for intergovernmental consensus-building on development issues. The Governors delegate specific duties to 25 **Executive Directors**, who work on-site at the Bank. According to the Articles of Agreement, the five largest shareholders each appoint an Executive Director (ED), while other member countries are represented by 20 EDs who may represent single countries or several countries. Each ED is elected by a country or group of countries every two years. All EDs are members of the Steering Committee, which produces the Board's work program. Each ED also serves on one or more of five standing committees: Audit Committee, Budget Committee, Committee on Development Effectiveness (CODE), Human Resources Committee, and Committee on Governance and Executive Directors' Administrative Matters. There is also an Informal Subcommittee of CODE. The committees help the Board discharge its oversight responsibilities through in-depth examinations of policies and practices.

The Bank operates day-to-day under the leadership and direction of the President, management, senior staff, and the Vice Presidents in charge of regions, sectors, and functions. This complex governance system shapes everything that the Bank does.

For more information on the Bank Group's member countries: <https://www.worldbank.org/en/about/leadership/members>.

The Bank's shareholders (that is, the 189 member countries) provide recommendations and direction to the organization through their government's representatives on the Bank governing bodies, Board of Governors, and Board of Directors. The Board of Governors meets once a year at the Annual Meetings of

the Bank Group and the IMF. The Board of Executive Directors meet at least twice a week to oversee the Bank's business, including approval of loans and guarantees, new policies, the administrative budget, Country Partnership Frameworks, and borrowing and financial decisions.

The project documentation package, which is reviewed by the Board for approval, includes a summary of the project's environmental assessment as well as the negotiated environmental-related loan conditionalities. Below is a summary (with links) of the roles of all committees of the Board of Directors:

Audit Committee: The Audit Committee (AC) is appointed by the Boards for the primary purpose of assisting the Boards in overseeing the Bank Group's finances, accounting, risk management, internal controls, and institutional integrity.

Budget Committee (BC): BC's primary purpose is to assist the Boards in approving the respective budgets of IBRD, IDA, IFC, and MIGA and in overseeing the preparation and execution of their business plans.

Committee of Development Effectiveness (CODE): CODE works mainly on thematic/sector strategies and operational policies, development research and knowledge management, and issues of institutional effectiveness. CODE considers management's self-evaluations, IEG reports and management's response to EIG reports, and other relevant reports, including those prepared by external experts.

Committee on Governance and Executive Directors' Administrative Matters (COGAM): COGAM's primary purpose is to assist the Boards in issues related to the governance of the institutions of the Bank Group, the Board's own effectiveness, and the administrative policy applicable to Executive Directors and their Alternates and Senior Advisors.

Human Resources Committee (HRC): HRC was established by the Boards to strengthen the efficiency and effectiveness of the Boards in discharging their oversight responsibility on and aligning the business needs of the Bank Group with its Human Resources strategy, policies, and practices.

102-20: EXECUTIVE-LEVEL RESPONSIBILITY FOR ECONOMIC, ENVIRONMENTAL, AND SOCIAL TOPICS

Launched on October 1, 2018, the Environmental and Social Framework (ESF) enables the Bank and Borrowers to better manage environmental and social risks of projects and to improve development outcomes. The Director, Environmental and Social Standards and Chief Environmental and Social Standards Officer (CESSO), is responsible for implementing the ESF. The ESF is a key focus of the Environmental and Social Standards Department, which sits in the Bank's Operations Policy and Country Services (OPCS) Unit. The Director reports to the Vice President, OPCS. In addition, the Operations Environmental and Social Review Committee (OESRC) issues advice to task teams on complex or sensitive environmental and social aspects of Bank operations. The OESRC is chaired by the CESSO.

The Accountability Mechanism (AM) was established by the Bank's Board of Directors in 2020. The Accountability Mechanism is independent from Bank Management and reports directly to the Board. The Accountability Mechanism houses both the Inspection Panel (IPN) and the Dispute Resolution Service (DRS), the latter of which was also created in 2020. The IPN is the Board's fact-finding body that carries out investigations into whether the Bank has complied with its policies and procedures if authorized by the Board. The DRS is mandated to facilitate a dispute resolution process between affected parties and the project authorities, if they so wish, in lieu of a compliance investigation. The Accountability Mechanism is headed by a Secretary, who oversees the processing of complaints, which may be addressed through a compliance investigation carried out by the IPN or a dispute resolution process facilitated by the DRS. The Accountability Mechanism provides an avenue for individuals and communities who believe that they have been or are likely to be harmed by a project funded

by IBRD or IDA to express their concerns and have them reviewed and addressed. The Accountability Mechanism aims to promote accountability at the Bank, give affected people a greater voice in activities supported by the Bank that affect them, and foster redress by the Borrower when warranted.

For more information on the Environmental and Social Framework (ESF): <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>.

For more information on the Accountability Mechanism: <https://www.worldbank.org/en/programs/accountability>.

The Global Director for ESF reports to the Bank's Vice President responsible for economic, environmental, and social aspects of Bank operations. This Vice President reports to the Bank's Managing Director of Operations, who reports to the Bank Group President. However, the Committee of Development Effectiveness (CODE), a standing committee of the Board of Directors, oversees the implementation of ESF. As such, there are effective communications between OPCS and the Board of Governors on economic, environmental, and social topics for Bank operations.

The World Bank Accountability Mechanism Secretary, reports to the Board of Directors. Members of the Inspection Panel and the Panel Chair, report to the Board and are independent of the Bank's management. They coordinate with but are not subject to the supervision of the Secretary.

For more information on members of the Inspection Panel: <https://www.inspectionpanel.org/about-us/meet-panel>.

102-21: CONSULTING STAKEHOLDERS ON ECONOMIC, ENVIRONMENTAL, AND SOCIAL TOPICS

Direct consultations between the Board of Directors and civil society organizations (CSO) are carried out at the Annual and Spring Meetings. The Dean of the Board of Executive Directors, who by practice is the longest-serving, full-time Executive Director, and Bank External and Corporate Relations (ECR) organize a roundtable with the CSOs during the biannual

meetings. Topics of the CSO roundtable range from the Environmental and Social Framework to accountability, to the most heatedly discussed topics of the day. For more information on stakeholder consultations, please see: <https://consultations.worldbank.org/>.

The World Bank Inspection Panel (IPN) is also an avenue for consultation between stakeholders and the Board of Directors. See 102-43,

102-44 for more information. For more information on the IPN, please see: <https://www.inspectionpanel.org/>.

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

All powers of the World Bank Group are vested in the Boards of Governors. Governors are the only group that can decide on the following:

- Admit and suspend members;
- Increase or decrease the authorized capital stock;
- Determine the distribution of the net income of the World Bank;
- Decide appeals from interpretations of the Articles of Agreement by the Executive Directors;

- Make formal comprehensive arrangements to cooperate with other international organizations;
- Suspend permanently the operations of the World Bank;
- Increase the number of elected Executive Directors; and
- Approve amendments to the Articles of Agreement. All other decisions are delegated to the Executive Directors.

For more information on the Boards of Governors and Executive Directors, reference GRI 102-18 above.

102-23: CHAIR OF THE HIGHEST GOVERNANCE BODY

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

102-24: NOMINATING AND SELECTING THE HIGHEST GOVERNANCE BODY

The [nomination of Governors](#) of the Bank depends on the political systems of the individual member governments. The office is usually held by the country's minister of finance, governor of its central bank, or a senior official of similar rank. Other criteria like diversity, independence, and expertise may factor into the independent, government-led, decision-making process. The nomination of

Executive Directors also depends on the decisions and political systems of the individual member governments.

The Bank has no direct influence over Governor or Executive Director nominations. It is a sovereign matter related to countries' internal governance and decision making.

102-26: ROLE OF HIGHEST GOVERNANCE BODY IN SETTING PURPOSE, VALUES, AND STRATEGY

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

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

102-35: REMUNERATION POLICIES

Governors: The [World Bank Articles of Agreement](#) state that Governors (the highest governance body) “...shall serve as such without compensation from the Bank, but the Bank shall pay them reasonable expenses incurred in attending meetings.”

Board: Executive Directors and Alternate Executive Directors are entitled to a remuneration, determined by the Boards of Governors. A standing Joint (International Monetary Fund–World Bank Group) Committee on Remuneration of Executive Directors and Alternate Executive Directors (JCR) is constituted annually and makes recommendations to the Boards of Governors on the salary and benefits of Executive Directors and their Alternate Executive Directors (AEDs).

102-40: LIST OF STAKEHOLDER GROUPS

As a global development agency, the Bank consults and collaborates with stakeholders worldwide. The Bank categorizes stakeholders into two main groups: internal and external.

Internal stakeholders include shareholder governments (the Boards of Governors), Executive Directors, senior management, and Bank employees.

External stakeholders include multilateral and bilateral development organizations, parliamentarians, civil society organizations, faith-based organizations, academics, professionals, central banks as well as other official-sector institutions and other investors in World Bank bonds, credit rating agencies,

102-41: COLLECTIVE BARGAINING AGREEMENTS

At the Bank Group, the percentage of employees covered by collective bargaining agreements is zero. However, the Bank Group Staff Association, founded in 1972, represents and protects the rights and interests of all (that is, 100 percent) of the staff as part of its mandate in Staff Rule 10.01. The Staff Association negotiates

Senior Management: To recruit and retain highly qualified staff, the World Bank Group has developed a compensation and benefits system to be internationally competitive, to reward performance, and to consider the special needs of a multinational and largely expatriate staff. The Bank Group’s staff salary structure is reviewed annually by the Executive Directors and, if warranted, is adjusted based on a comparison with salaries paid by private financial and industrial firms and by representative public-sector agencies in the U.S. market. Senior management salaries are disclosed in the [Annual Report](#).

There is no linkage between compensation for Board members and organizational performance.

financial institutions, ESG research firms, social entrepreneurs, beneficiaries of Bank-supported activities, and international, national, and local media, among others.

The Bank Group works with appropriate representatives from governments, the private sector, communities, indigenous groups, and/or civil society organizations to engage with stakeholders who would otherwise go unheard. Many Bank Group consultations are also public, in which interested parties are provided avenues to submit comments, most often electronically or through public hearings.

with the Human Resources Vice Presidency, senior management, line management, and the Executive Directors to ensure the interests of staff are met. The Staff Association is not a union and does not engage in collective bargaining.

Currently, there are 12,281 staff who are members of the Staff Association, and 90 country offices have established Country Office Staff Associations.

102-42: IDENTIFYING AND SELECTING STAKEHOLDERS

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

In the context of Bank-supported activities, stakeholders are anyone who is impacted by the potential outcomes of these activities. The stakeholders vary, so what impacts a segment or segments of this group depends on the scope, mobilized resources, and outcomes of these activities. The [Guidance Note on](#)

[Bank Multi-Stakeholder Engagement](#) provides guidance to staff on good practice and mandate issues for the Bank's work on multi-stakeholder engagement. Guidance on good practices ensures the effectiveness of Bank interventions and that stakeholder engagement is performed in a manner consistent with the Bank's mandate.

Partners are another essential stakeholder group. The Bank works with partners who share the commitment to advance the Bank's twin goals, evidenced by their participation in the Bank's Annual and Spring Meeting dialogues, advocacy of critical causes, and involvement in issue-based campaigns.

102-43, 102-44: APPROACH TO STAKEHOLDER ENGAGEMENT AND KEY TOPICS AND CONCERNS RAISED

1. Member Governments

Executive Directors and Boards of Governors engage regularly with a wide spectrum of stakeholders, including national stakeholders in their own country and international civil society organizations (CSOs) on the margins of the Spring and Annual Meetings and during travel to client countries for Bank Group operations.

The Boards of Governors of the Bank Group and the IMF convene Annual and Spring Meetings to discuss issues related to poverty reduction, international economic development, and finance. The Annual Meetings provide a forum for international cooperation and enable the Bank Group and the IMF to better serve their client countries.

The Bank Group also engages directly with donor capitals to enhance strategic and high-level collaboration and to facilitate consultations and knowledge exchange around joint priorities and agendas as well as relationship-building both at the technical and senior management levels. Examples of recent key engagements with donor capitals include consultations on the IDA19

replenishment package and the Bank Group [Strategy for Fragility, Conflict, and Violence 2020–25](#).

In addition to the Annual and Spring Meetings, the Development Committee convenes to advise the Boards of Governors on issues of global concern, including the world economic outlook, poverty eradication, economic development, and aid effectiveness. For recent communiqués from the Development Committee see <http://www.devcommittee.org/communiqués>.

Outcomes of the Development Committee are inputs to the GRI materiality exercise.

2. Employees

Staff engagement, pride in the institution, and commitment to a shared mission are key to the Bank's success. Staff are kept informed at all times and have formal and informal opportunities to engage with senior management through avenues, such as internal events, live webcast leadership town halls, online chats,

leadership blogs, Staff Association updates and working groups, among others. Similarly, Vice Presidents, Directors, and Managers contribute to fostering staff engagement through various channels, as appropriate. The Bank's intranet is available to all staff across 140 countries and is easily accessible on employee devices. Management ensures the flow of information through communications campaigns, announcements, stories, webinars, learning opportunities, targeted briefings, broad-reach newsletters, and emails.

More broadly, to foster an inclusive and integrated community among staff, there are additional engagements such as cultural performances, staff profiles, and staff conversations. The Bank also promotes corporate communication campaigns, such as the Community Connections Campaign to raise funds for the headquarters community in Washington, D.C., and in client countries, as well as campaigns around staff health and wellness, safety, and security, among others.

Monitoring staff engagement is very important. The in-depth employee Engagement Survey invites staff to voice their opinions on comprehensive key issues, from leadership to career development, from inclusiveness to the work environment, among others. The Bank engagement index and the participation rate in the survey remain consistently high.

In fiscal 2021, nearly all Bank Group staff worked remotely and the Bank Group emphasized and monitored for staff safety, engagement and productivity. The Bank Group conducted regular surveys on home-based work. The most recent survey (completed in December 2020) indicates consistently high levels of engagement, with significant improvements from previous surveys. Overall, World Bank Group staff adjusted well to home-based work and feel that they have the support and tools to be productive. However, a significant number (41.4 percent) also reported that their mental health and wellbeing were somewhat worse or far worse than before the pandemic.

3. Civil Society

The Bank engages CSOs regularly at the global, regional, and local levels. The Bank shares information, solicits input on policy reforms, consults on corporate strategies, collaborates with on Bank-financed projects, and forges partnerships with CSOs to further shared goals. The Bank facilitates ongoing dialogue

between CSOs and Bank Group experts throughout the year, enhancing knowledge sharing and creating platforms for feedback.

The Bank hosts the Civil Society Policy Forum (CSPF) twice a year, during the Annual and Spring Meetings. The CSPF is the Bank's largest platform for engaging CSOs. The CSPF has become an integral part of the Bank Group-IMF Meetings, providing an open space for CSOs to exchange views with Bank Group and IMF staff, their peers, government delegations, and other stakeholders.

Given travel restrictions due to the COVID-19 pandemic, the CSPF was convened virtually in fiscal 2021. The virtual forum brought together over 2,400 CSO representatives during the 2020 Annual Meetings and the 2021 Spring Meetings. Led by CSOs, discussions focused on ensuring a green, resilient, and inclusive recovery from COVID-19 and ways to bring local solutions to scale. Major themes included climate action, vaccine equity, debt relief, accountability, and transparency, responding to human rights abuses, human capital, and the role of the private sector in development. CSOs also put forth queries and provided recommendations in two conversations with the Bank's Executive Directors and a Townhall discussion with Bank Group President. The CSOs expressed continued support for shared development goals—including IDA, climate action, and ensuring accountability for pandemic-related financing—during conversations with the Bank Group's senior management.

Beyond the CSPF, the Bank engages CSOs regularly through information sharing—via a monthly call with key experts and the CSO newsletter which has a circulation of roughly 11,000. In addition to Bank-led convenings, senior management also participates in public advocacy activities with civil society, including the Interaction Annual Forum and the RESULTS International Conference. In fiscal 2021, around 50 RESULTS partners participated in a series of virtual discussions with Bank leadership and technical teams.

Citizen engagement and stakeholder consultations are also a key part of the country engagement process. The preparation of SCDs, CPFs, and to the extent possible Country Engagement Notes (CENs) incorporates feedback from consultations with governments, the private sector, civil society, development partners, and other stakeholders in the country. With the introduction of High-Level Outcomes (HLOs) in the Bank Group's country engagement model in July 2021 in an effort to strengthening outcome orientation, the emphasis on continuity

across CPF cycles has increased. For Performance and Learning Reviews (PLRs) and Completion and Learning Reviews (CLRs), the focus of consultations is on how well the CPF program has been implemented, how it is expected to continue contributing to HLOs set out in the CPF and how it can be adjusted to accelerate progress towards achieving these outcomes.

The inputs obtained are used in determining the focus and scope of the CPF program. In addition to allowing the Bank Group to better inform its country programs, the engagement process with stakeholders also helps improve program implementation by collecting a wide range of views regarding potential impact, thereby increasing development effectiveness. This helps strengthen the sustainability of Bank Group engagement programs. In the consultation process, the Bank employs a variety of complementary formats to collect stakeholders' views, such as face-to-face meetings and social media forums.

Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Under the ESF, all projects are required to have a Stakeholder Engagement Plan as well as a grievance mechanism. Through the Strategic Framework for Mainstreaming Citizen Engagement in Bank Group operations, the Bank Group engages with CSOs and citizens to take beneficiary feedback into consideration in the design of Bank Group operations.

4. Opinion Leaders

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

5. ESG Investor Community

The Bank engages with investors of IBRD bonds, including increasingly those with ESG investment considerations. Many of these investors consult reports published by ESG research firms that score bond issuers based on specific ESG indicators. The firms believe that the ratings reflect the investors' general areas of interest. In their issuer profile reports, ESG research firm teams analyze the Bank's approach on how to lend and conduct business internally as it pertains to, for example, staff satisfaction, health, and safety, board member composition, and carbon footprint based on business-as-usual activities. The ESG research firms do not consider the positive development impact that the Bank makes with its member countries in their scoring methodology. However, the ESG research firm methodologies are set up based on a broader group of issuers, mostly corporate, and in many instances do not apply to the Bank.

The Bank Treasury also manages the bond issuance program for IDA. IDA began issuing bonds in 2018. When engaging with investors about IDA bonds, ESG considerations are also discussed, as they are for IBRD. ESG research firms have not yet begun scoring IDA, but as IDA's issuance program grows they will. IDA will face similar issues as IBRD does with ESG research firms.

Individual investors with a strong ESG focus that are attracted to IBRD and IDA bonds for their portfolios have asked for clarification about the project implementation process and how the environmental and social framework and other policies reduce social and environmental risks. Their questions have focused on, for example, issues around the resettlement of communities and ESG policies around corporate procurement. In addition, investors may ask about labor and the supply chain during project implementation by contractors helping to implement projects on the ground alongside local agencies. In the past, investors have asked about how well these companies that were procured for project implementation are vetted in order to prevent any violation of human rights and child labor within countries where projects are being financed. Investors have also asked about the Bank's exclusion list, including what sectors the Bank does not support in its lending operations (e.g., tobacco, nuclear reactors, goods for military purposes, etc.). Additionally, investors have asked about the Bank's alignment to the Paris Agreement, and participation in financing fossil fuels, such as coal and oil and gas. Lastly, investors often question how the Bank

prevents corruption and how it ensures that funds go where they are intended and that impact is achieved.

Additionally, IBRD and IDA use their bond issuance programs to engage the ESG investor community on the Bank's development mandate, explain how the use of bond proceeds supports the financing of sustainable development activities, and describe how these activities contribute to the Sustainable Development Goals. Dedicated themes have allowed for bonds to raise awareness around topics such as food loss and waste; gender equality/health and nutrition of women and children; water and oceans; and sustainable cities. All IBRD and IDA bonds are issued under the label Sustainable Development Bonds to draw attention to the mission of the Bank Group. Some IBRD bonds are issued as Green Bonds, aligning to the International Capital Markets Association Green Bond Principles, while the remainder are issued as Sustainability Bonds, aligning to the International Capital Markets Association Sustainability Bond Guidelines. All IDA bonds are issued as Sustainability Bonds aligning to the International Capital Markets Association Sustainability Bond Guidelines.

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

6. Local, national, and internal media

The Bank is regularly covered in the media, including events involving senior management. At key opportunities, such as the Annual and Spring Meetings, the Bank proactively disseminates the institution's key messages, including its commitment to ending extreme poverty and promoting shared prosperity, by engaging with media representatives from donor and developing countries. The Bank pitches story ideas to media outlets and through social media to promote our work on issues related to these goals or other pressing development challenges, such as the COVID-19 pandemic, debt transparency, human capital, climate change, forced displacement, and gender inequality. The Bank also constantly responds to media queries to help the media better understand the Bank's role and responsibilities. Press releases, statements, transcripts, and feature stories from the Bank appear on the Bank's homepage and on the news site.

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

7. Foundations and Private Sector

The Bank Group mobilizes innovative ideas, provides new sources of funding, and enables the institution to build an active network of expert partners.

Our global portfolio of private and philanthropic partnerships takes different forms, from individual dialogues with prospective and existing partners, to group discussions on key development areas, and it entails the participation of Bank Group experts at the operational and/or management levels. In fiscal 2021, our partnerships with key private and philanthropic organizations helped provide urgent support to communities that are disproportionately affected by the pandemic. For instance, we continued working closely with one of our largest partners, the Bill & Melinda Gates Foundation, to support programs in gender, health, social protection, and financial services. This partnership has been crucial in our work to tackle COVID-19, especially on vaccine access, equity, and distribution.

We also partnered with J.P. Morgan on the School to Work: Skilling India's Youth program, which aims to improve access to quality and market-relevant training for youth in India. It will directly benefit 37 million students and 2 million teachers in six states; indirectly, it will reach more than 90 million students and nearly 5 million teachers across the country.

In addition, we continue our partnership with the William & Flora Hewlett Foundation to support the **Women, Business, and the Law (WBL)** project that collects data on the laws and regulations that affect women's economic prosperity. The foundation's support will continue to strengthen the capacity of CSOs in Sub-Saharan Africa to understand and use information from WBL to advocate for gender equality reforms, support engagement at the local level, and organize peer-to-peer knowledge events.

Globally, our Refugee Investment and Matchmaking Platform helps create economic opportunities for refugees and host communities by bringing together businesses, foundations, and development actors such as the International Chamber of Commerce, Tent, and the UNHCR. This innovative work leverages the power of the private sector as it supports business activity of companies in refugee-affected areas, and resulted in significant increases in sales, employment, and investment.

The Partnerships team also engages with partners at key private and philanthropic forums and events such as the Global Philanthropy Forum, World Economic Forum, and One Young World.

8. Development Partners

The Bank Group engages closely with multilateral development partners to enhance operational impact in our client countries. These include the United Nations (UN) system, Multilateral Development Banks (MDBs), the European Commission (EC), key multilateral fora such as the G7 and G20, the Organisation for Economic Co-operation and Development (OECD), and the Asia Pacific Economic Cooperation (APEC).

Our engagement with the UN is focused on safeguarding global public goods and enhancing country outcomes in our client countries in line with and leveraging each institution's comparative advantage. The Bank Group participates in UN intergovernmental and interagency task forces and coordinating bodies, including the Chief Executives Board for Coordination (CEB) and Inter-Agency Standing Committee (IASC), to help set the strategic direction and to ensure maximum impact of our partnership. This is complemented by bilateral meetings between the institutions'/agencies' senior management. Our country teams are in close contact with UN agencies at the operational level to support joint program design and implementation.

The Bank Group works in close partnership with other MDBs on a variety of issues of common interest to coordinate work based on comparative advantage and to enhance impact at the country level. This exchange takes place through a working-level Sherpa group, several formal and informal working groups, and at the MDB Heads level. MDB Heads oversee and guide this work and meet two times a year to discuss strategic directions, main policy challenges, and developments

in the international development arena and overall MDB authorizing environment. The Bank Group also engage in co- and parallel financing opportunities with other MDBs to enhance joint impact.

Our partnership with the EC involves close dialogue and upstream coordination on joint priorities, collaboration on implementation at global and country level, joint assessments and knowledge sharing, and a strong financial relationship anchored in a Financial Framework Partnership Agreement. The Bank Group works with a broad range of EC Directorates-General, with cooperation underpinned by strategic coordination processes, such as "Deep Dives", High-Level Dialogues, and Country/Sector Days. There is also strong engagement with other EU institutions, including the European Parliament, the European External Action Service, and the Council of Ministers.

The Bank Group is an observer in the G7 and G20 and provides evidence-based analytical inputs and reports to the discussions. It seeks to highlight how countries, notably developing countries, may be impacted by the proposals or reforms under discussion. It backs initiatives in support of developing countries on issues ranging from debt suspension and tax to digitalization and climate.

The Bank Group has observer status in most OECD bodies and participates regularly in the Development Assistance Committee (DAC). In addition to various committees and working groups, the Bank Group participates in the International Network on Conflict and Fragility (INCAF) and the Network on Gender Equality (Gendernet). The Bank Group and OECD extensively cooperate, both ad-hoc and more systematically, around joint knowledge products and at the country level.

The Bank is represented in the APEC finance stream at the Finance Ministers' meeting, Deputy Finance Ministers' meeting, and Senior Finance Officials' Meeting.

102-45: ENTITIES INCLUDED IN THE CONSOLIDATED FINANCIAL STATEMENTS

The content and data in this document relate to the IBRD and the IDA, which together form the Bank.

The 2021 GRI Index does not cover activities of the other three agencies of the Bank Group: IFC, MIGA, and ICSID. These agencies publish separate annual

reports. Some references to the Bank Group have been made in this report as appropriate.

For more about the Bank and its sibling agencies, see: <https://www.worldbank.org/en/who-we-are>.

102-46, 102-47: DEFINING REPORT CONTENT AND TOPIC BOUNDARIES AND LIST OF MATERIAL TOPICS

See the introduction to this report.

102-48, 102-49, 102-50, 102-51, 102-52, 102-53, 102-54, 102-55, AND 102-56: RESTATEMENTS OF INFORMATION; CHANGES IN REPORTING; REPORTING PERIOD; DATE OF MOST RECENT REPORT; REPORTING CYCLE; CONTACT POINT FOR QUESTIONS REGARDING THE REPORT; CLAIMS OF REPORTING IN ACCORDANCE WITH THE GRI STANDARDS; GRI CONTENT INDEX; AND EXTERNAL ASSURANCE

The GRI Index 2021 covers fiscal 2021, from July 1, 2020, to June 30, 2021. It has been prepared in accordance with the GRI Standards: Core option. The World Bank updates its GRI Index annually and provides a summary of the year's activities in the World Bank Annual Report. A Sustainability Review is published biennially. Disclosures on Data Privacy and Biodiversity were included as material topics this fiscal year. There were no restatements of information given in

previous reports. The Bank has not set a policy on gaining external assurance for its GRI Index and Sustainability Review. In practice, the carbon inventory is assured every year by the IFC Annual Report auditors.

The previous Sustainability Review and GRI Index were made available in October 2020. The GRI Index 2020 is available at: <http://worldbank.org/corporateresponsibility>.

Economic Standard Series

GRI 200 Economic Standard Series

MATERIAL TOPICS: ECONOMIC PERFORMANCE, ECONOMIC IMPACTS, PROCUREMENT PRACTICES, ANTI-CORRUPTION

MANAGEMENT APPROACH: ECONOMIC PERFORMANCE

With 189 member countries, staff from more than 170 countries, and offices in over 140 locations, the World Bank Group (Bank Group) is the world's largest development bank. It is an important source of financial resources and technical assistance for developing countries around the globe. It is not a bank in the ordinary sense, but a unique global partnership formed to support economic development. Two goals—ending extreme poverty and promoting shared prosperity—guide the Bank's mission and sustainability is an overarching theme. In order to achieve the two goals for the welfare of future generations, the Bank provides financing for investments in areas such as education, health, public administration, infrastructure (including low-carbon energy and transport), financial and private sector development, agriculture, and environmental and natural resource management. Climate action helps countries develop sustainably: when countries act on climate change, they will also benefit from clean air and water, healthy oceans, resilient cities, and sustainable food and agriculture systems.

Countries need sustainable economic growth and good development outcomes more than ever, and climate change puts both at risk. Helping our clients act on climate is a high-level strategic priority for the Bank Group. The Bank Group is committed to playing an important role in helping client countries integrate climate action into their core development agendas, supporting them to build low-carbon, climate-resilient, inclusive economies. For the last five years, this was undertaken under the guidance of the Bank Group's first ever **Climate**

Change Action Plan (CCAP) which was implemented from 2016 to 2020. The new CCAP 2021–25 was published in June 2021 and outlines the Bank Group's strategic priorities for climate change action for the next five years.

The Bank's lending is aimed at two different groups of countries: the International Bank for Reconstruction and Development (IBRD) strives to reduce poverty in middle-income and creditworthy poorer countries through loans, guarantees, risk-management products, and analytical and advisory services. The International Development Association (IDA) offers below-market-rate financing to the world's poorest countries, primarily through credits and grants. IBRD funds itself through high-quality bonds offered in the international capital markets. IDA's funding is traditionally from contributions by donor countries, including OECD countries and, increasingly, middle-income nations. Starting in 2018, IDA has also been issuing bonds in capital markets.

This response centers on IBRD and IDA activities and as such, does not cover activities of the other three agencies of the Bank Group. Some references to the Bank Group have been made in this report as appropriate.

The Bank holds itself accountable to its clients and shareholders through institutional mechanisms that monitor operational performance. These include the **World Bank Corporate Scorecard**, the IDA Results Measurement System, updates on policy commitments associated with the Bank Group Capital Package, and regular opportunities to discuss progress on operations with the

Bank's Executive Directors. The Bank also benefits from the expertise of the Independent Evaluation Group.

The **World Bank Corporate Scorecard** is designed to provide a snapshot of the Bank's overall performance in the context of development results. It facilitates strategic dialogue between Bank management and its Board of Executive Directors on progress made and areas that need attention. Through the Scorecard, the Bank Group reports on its Scope 3 Greenhouse Gas emissions and finance directed at climate mitigation and adaptation. Aspects of financial sustainability are measured under the Scorecard's Tier III, which reviews the overall success of Bank activities in achieving development goals and examines the effectiveness of Bank operations, including the performance of its lending portfolio.

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

The **World Bank Group Capital Package** was endorsed by shareholders during the 2018 Spring Meetings and included a historic \$13 billion capital increase and ambitious set of internal reforms and policy measures, including climate change commitments. In response to the request by the Boards of Governors, the Bank Group provides an annual update to the **Development Committee** on progress in implementing the Capital Package commitments.

The **Independent Evaluation Group (IEG)** evaluates the development effectiveness of the Bank Group. IEG assessments provide evaluative evidence to help the Bank Group deliver better services and results to its clients. IEG does so by generating lessons from past experience and accountability to shareholders and

stakeholders at large. IEG is independent of the management of the Bank Group and reports directly to the Executive Board. IEG evaluates impact at the project level for every project that has closed and undertakes strategic evaluations.

As the scope of Bank Group operations and its portfolio of products has grown, IEG has continued to develop and adapt its approaches to evaluating development effectiveness. These approaches include assessing outcomes against stated objectives, benchmarks, standards, and expectations, or assessing what might have happened in the absence of the project, program, or policy (counterfactual analysis). For example, private sector investment projects are mainly assessed against absolute economic and financial performance criteria and the extent to which they contribute to private sector development. Public sector projects are assessed in relation to their relevance and the efficacy and efficiency with which they achieve their development objectives. Across projects, IEG looks at the patterns of what works under what circumstances. Evaluations undertaken by the IEG have deepened evidence about the results of Bank Group programs and activities and their contribution to the institution's strategic priorities and ultimately its twin goals.

Additionally, the **Inspection Panel** is an independent complaints mechanism for people and communities who believe that they have been, or are likely to be, adversely affected by a Bank-funded project. The Panel is an impartial fact-finding body, independent from the Bank management and staff, reporting directly to the Board. The Inspection Panel aims to promote accountability at the Bank, give affected people a greater voice in activities supported by the Bank that affect their rights and interests, and foster redress when warranted. In response to requests for inspection from affected people, the Panel has the power to carry out independent investigations of Bank-financed projects to determine whether the Bank is in compliance with its operational policies and procedures, and to make related findings of harm.

201-1: DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

In fiscal 2021, IBRD's net revenues totaled \$2.4 billion (\$2.4 billion and \$2.3 billion for 2020 and 2019, respectively), and IDA's net revenues were \$2.0 billion (\$1.8 billion and \$1.7 billion for 2020 and 2019, respectively). Sources of IBRD revenues include net revenue from loans, net revenue from other Asset Liability Management derivatives and revenue from investments trading (net of borrowing costs). The financial performance of IBRD reflects the impact from the measures put in place in previous years to increase its financial capacity and ensure its long-term financial sustainability. IDA's revenues include revenue from loans, net revenue from Asset Liability Management derivatives and from investments, net of borrowing costs.

In fiscal 2021, IBRD's administrative expenses were \$1.18 billion (\$1.17 billion and \$1.15 billion for 2020 and 2019, respectively), and IDA's administrative and development grant expenses for fiscal 2021 were \$4.2 billion (\$2.9 billion and \$9.2 billion for 2020 and 2019, respectively). Significant progress has been made to ensure budget spending discipline and efficiency, which has resulted in an improvement in the budget anchor (an efficiency measure that shows net administrative expenses as a percentage of loan spread revenue) for IBRD and IDA.

Visit the [World Bank Group Finances](#) page to better understand the business models of each entity.

201-2: FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

It is impossible to end extreme poverty and boost shared prosperity without addressing climate change. Without urgent action, climate change impacts could push an additional 100 million people into poverty by 2030. Natural disasters already cost low- and middle-income countries about \$18 billion a year through damage to power generation and transport infrastructure alone. They also trigger much wider disruptions for households and firms, costing at least \$390 billion a year. Climate change also acts as a multiplier, with the potential to make other development challenges much worse, often for the poorest and most vulnerable. The COVID-19 pandemic has highlighted this urgency all too clearly, laying bare the importance of planning for crises before they hit, as well as the destructive potential of unmanaged risk. All countries have been facing the combined impacts of climate and COVID, as was demonstrated during Cyclone Amphan, where authorities in Bangladesh and India had to handle competing goals of evacuation and lockdown to keep communities safe.

At the same time, bold climate action can unlock major economic opportunities and jobs for the Bank Group's client countries. A shift to low-carbon, resilient economies could create over 65 million net new jobs globally by 2030. Low-carbon, climate-resilient investments that could transform countries include

expanding renewable energy access, boosting electric mobility and public transit, supporting climate-smart urban development, managing forests sustainably and promoting nature-based solutions, improving agricultural practices, and making better use of water resources. Investing in resilient infrastructure in developing countries could deliver \$4.2 trillion over the lifetime of new infrastructure. Making infrastructure more resilient avoids costly repairs and minimizes the wide-ranging consequences of natural disasters for the livelihoods and well-being of people. It also unlocks significant economic benefits: an investment of \$1, on average, yields \$4 in benefits.

In order to help our clients better understand and prepare for the risks of a changing climate, as well as unleash economic opportunities from action, the Bank Group is stepping up its mitigation, adaptation, and disaster risk management work and will increasingly look at all its business through a climate lens. All eligible Bank projects account for their GHG emissions and integrate these into the economic analysis using a shadow price of carbon. In addition, all Bank projects apply systematic climate risk screening and management, and all country strategies and diagnostics are now screened for climate and disaster risks. The IFC also uses carbon pricing to help address transition risk and applies

a shadow price to the economic analysis of high-emitting projects. It also systematically screens for climate risk in 12 of its vulnerable investment sectors, and MIGA applies a risk-screening tool to identify climate risks in projects.

The Bank Group is developing new metrics and analytics to help client countries understand the risks and opportunities presented by climate change. For example, it has developed a new rating system which provides guidance on developing climate-resilient projects and a way to assess what projects are doing to increase climate resilience in client countries. The system evaluates resilience along two dimensions: the resilience of the project design - the project's ability to withstand impacts from climate and disasters -- as well as how people are being made more resilient through the project itself. Similarly, a new core diagnostic tool, the Country Climate and Development Report (CCDR), will help countries align climate action and development efforts and absorb new climate-related technologies to advance decarbonization and build climate resilience. The Bank has also published toolkits for policy makers that provide guidance on developing a greener financial sector by scaling up green investments, stimulating local green finance markets, and enhancing climate-related and environmental risk management.

Scaling up finance quickly is critical, but public budgets alone are not enough. In addition to direct financing, the Bank Group is also responding to country demand by mobilizing private investment and helping open low-carbon markets where they didn't previously exist. The Bank Group is today the largest multilateral funder of climate investments in emerging and developing countries, accounting for more than half of the total of climate finance in these countries from MDBs in fiscal 2020 - delivering \$21.3 billion out of a total of \$38 billion.

In 2016, the Bank Group committed to increase its climate financing to 28 percent of its portfolio by 2020, in response to client demand. This commitment is part of the Bank Group's previous CCAP that laid out ambitious targets to be met by 2020 in such areas as clean energy, climate-smart agriculture, disaster risk management, and sustainable urbanization. Since 2018, the Bank Group exceeded the climate finance target for three consecutive fiscal years. It has also

met or exceeded the target set for adaptation for the past two consecutive fiscal years, with the share of adaptation finance for IDA/IBRD at 52 percent in fiscal 2020 and 50 percent in fiscal 2021. The Bank Group also met or exceeded other key objectives of the CCAP, such as supporting countries to enhance and implement their Nationally Determined Contributions (NDCs), promoting energy efficiency and climate smart agriculture, and putting a price on carbon.

Progress against the financing target is tracked in the Bank Group's Corporate Scorecards, the IDA RMS, and updates on the Bank Group Capital Package. For each of these, annual climate-related commitments are tracked by measuring the share of climate-related financing in total commitments.

A new CCAP 2021-2025 was presented to the Board on June 17, 2021 and was published on June 22, 2021. The CCAP 2021-2025 aims to advance the climate change aspects of the Bank Group's Green, Resilient, and Inclusive Development (GRID) approach, which pursues poverty eradication and shared prosperity with a sustainability lens. The CCAP has a strong focus on aligning climate and development, prioritizing transitions in key systems including energy, agriculture, food, water and land, cities, transport and manufacturing, and boosting climate finance to support these priorities.

For details on the Bank's climate-related projects, see <http://www.worldbank.org/climatechange>.

Risks and opportunities of the Bank's activities due to climate change have previously been reported through CDP (formerly known as the Carbon Disclosure Project) disclosures. For the complete report, see www.cdp.net.

For detailed information on capital adequacy and liquidity, please see:

- [IDA Management's Discussion & Analysis and Financial Statements \(June 30, 2021\)](#); and
- [IBRD Management's Discussion & Analysis and Financial Statements \(June 30, 2021\)](#).

201-3: DEFINED BENEFIT PLAN OBLIGATIONS AND OTHER RETIREMENT PLANS

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

As of June 30, 2021, the value of accrued pension liabilities for IBRD/IDA was \$24.7 billion, supported by assets of \$24.4 billion held in a trust. The funded ratio (assets over liabilities) was 98.8 percent.

Assets are evaluated at their fair value, and liabilities are measured as the Projected Benefit Obligation, discounted with high-quality corporate bond rates. The two amounts are estimated in full compliance with accounting principles

generally accepted in the United States (U.S. GAAP). The funding policy in place aims at fully funding the liabilities in the long run through a systematic actuarially-based methodology. The employer contribution is adjusted every year in light of the most recent funding situation.

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

Participation in the pension plan is mandatory to staff members of the Bank Group.

201-4: FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENTS

Member contributions: IBRD has a diversified shareholder base that supports IBRD's financial strength through both paid-in and callable capital. Callable capital may be called only when required to meet obligations of IBRD. In fiscal 2021, IBRD received \$1.2 billion of paid-in capital under the General and Selective Capital Increases (GCI and SCI), bringing the cumulative amounts received to \$2.8 billion, 37 percent of the total amount expected over the subscription period. For capital contributed by member countries, see IBRD's June 30, 2021 [Financial Statements](#).

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

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

MANAGEMENT APPROACH: ECONOMIC IMPACTS

The Bank is an important source of financial resources and technical assistance for developing countries around the world. It is a unique partnership

formed by its member country governments to support economic development and work toward ending extreme poverty and promoting shared prosperity.

Stakeholders—including member countries, investors, civil society, and the private sector—recognize development as a key impact of the Bank’s work. The Bank supports a wide array of critical investments in areas such as health, education, public administration and institutional development, infrastructure, financial and private sector development, agriculture, and environmental and natural resource management. These investments aim to help countries grow their economies inclusively and sustainably, to build the human capital needed to help people seize economic opportunity, and to ensure that countries remain resilient in the face of global shocks or threats that could undermine progress in ending extreme poverty. This topic applies to the Bank’s operational impact. There is no specific limitation regarding the boundary of the topic(s).

When the Bank provides governments with financing to invest in projects, it aims to ensure that people and the environment are protected from potential adverse impacts. It does so through policies that identify, avoid, and minimize harm to people and the environment. These policies require the borrowing governments to address certain environmental and social risks in order to receive Bank support for investment projects. This includes, among other things, community consultations and public disclosure of key documents. The Bank currently applies two sets of environmental and social policies: the Safeguard Policies, for projects with concept notes before October 1, 2018; and the **Environmental and Social Framework (ESF)**, for projects with concept notes after October 1, 2018.

203-1: INFRASTRUCTURE INVESTMENTS AND SERVICES SUPPORTED

Infrastructure development in sectors such as energy, transport, and digital technology is critical to accelerating inclusive economic growth, creating jobs, helping build human capital, and reducing poverty. It is also an essential part of post-pandemic recovery and building back better. The Bank supports governments through analysis and advice, financial instruments, and convening power, and by providing a solid evidence base to help them make informed decisions for improving the accessibility and quality of infrastructure services. This includes, where appropriate, using public-private partnerships and other ways to leverage private sector financing and expertise.

The ESF was adopted in August 2016. It will incrementally replace the Safeguard Policies; the two are expected to operate in parallel for several years. The ESF offers broader and more systematic coverage of environmental and social risks, including important advances on transparency, nondiscrimination, social inclusion, public participation, and accountability. The development of the ESF is managed by the Bank’s Operations Policy and Country Services (OPCS) unit, which oversees the Bank’s operational policies and assists operations staff in their engagement with client countries. The Bank holds itself accountable to its clients and shareholders through institutional mechanisms that monitor operational performance. These include the **World Bank Corporate Scorecard**, the IDA RMS, and regular opportunities to discuss progress on operations with the Bank’s Executive Directors. The Bank also benefits from the expertise of key units within and independent of the institution. **IEG** aims to strengthen the Bank Group’s development effectiveness through evaluations that assess results and performance and that provide recommendations for improvements. It also validates the Bank Group’s self-evaluations of the results of country programs and projects. The evaluations and validations provide evidence on factors influencing success and failure as well as lessons to help inform the Bank Group’s directions, policies, programs, and operations.

For more information and IEG’s annual report, visit ieg.worldbankgroup.org.

Bank investment project financing is based on the long-term (five-to ten-year) horizon and supports a wide range of activities, including capital-intensive investments, service delivery, credit and grant delivery, and institution building. Through its high-quality rating in the capital markets, the Bank is able to raise funds at favorable market terms and pass the savings on to its borrowing members. Building modern, sustainable, inclusive, and reliable infrastructure is critical for meeting the rising aspirations of billions of people around the globe. A significant increase in infrastructure investments in developing countries is needed to achieve poverty reduction and shared prosperity, reach the Sustainable Development Goals, and tackle climate change in the spirit of the recently released CCAP. It is also integral to the Bank’s green, resilient,

and inclusive development approach. To meet these goals, infrastructure projects must follow rigorous environmental and social standards, and be fiscally sustainable.

When a project is completed and closed, the Bank and the borrower document the results achieved; any implementation issues encountered; the lessons learned; and the knowledge gained from carrying out the project. The Bank compiles this information and data in an **Implementation Completion and Results Report** (ICR), using input from the borrower's implementing agency, co-financiers, and other partners/stakeholders. The report describes and evaluates final project outcomes. These outcomes are compared against expected results. IEG also conducts evaluations of selected projects to measure outcomes against the original objectives, sustainability of results, and institutional

development impact. ICRs and IEG evaluations are publicly available and can be accessed online.

- For more information on infrastructure projects financed by the Bank in fiscal 2021, see the [World Bank Annual Report 2021](#).
- For information on World Bank [public-private partnerships](#).
- For information on World Bank [energy projects](#).
- For information on World Bank [extractive industries projects](#).
- For information on World Bank [transport projects](#).
- For information on World Bank [digital technology projects](#).
- For more information on World Bank [products and services](#).

DISCLOSURE 203-2: SIGNIFICANT INDIRECT ECONOMIC IMPACTS

The **Sustainable Development Goals (SDGs)**, adopted by the UN General Assembly in 2015, are 17 interlinked global goals in areas such as health, gender, jobs, and poverty reduction that are designed to be a “blueprint to achieve a better and more sustainable future for all.” The SDGs were formulated with strong participation from the Bank and are fully consistent with the Bank's own twin goals to alleviate poverty and promote shared prosperity in a sustainable manner. The Bank helps catalyze the SDGs and the rest of the 2030 agenda

through its thought leadership, global convening power, and work with countries. It is working with client countries to deliver on the 2030 agenda through three critical areas—financing, knowledge, and implementation—and by supporting country-led and country-owned policies to achieve the SDGs. Global efforts around the SDGs will guide the Bank's partnership efforts, especially with UN system institutions, through 2030.

MANAGEMENT APPROACH: PROCUREMENT

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

Corporate Procurement: The Bank Group's Corporate Procurement unit is responsible for coordinating and overseeing the sourcing strategy, selection,

and contract execution for Bank offices around the globe, including adherence to the Bank's policies on socially and environmentally responsible corporate procurement policies. For lower-value procurement in country offices, responsibility for purchases sits with the country office management, with oversight provided by the Corporate Procurement unit. Around 60 percent of purchases of goods and services occurs at headquarters in Washington, D.C., with the other 40 percent divided among the Bank Group's country offices. Many of the impacts from the procurement of goods and services are not

directly caused by the Bank Group but occur as a result of its business relationship with suppliers.

The Bank Group's supply chain impacts are potentially the largest of its sustainability effects, with annual purchasing of the Bank Group averaging between \$1.6 and \$2 billion. Initial analysis of supply chain emissions from purchased goods and services shows that scope 3 greenhouse gas emissions account for 10 times our direct (scope 1 and 2) greenhouse gas emissions. In addition, monitoring ESG issues throughout our supply chain poses a daunting task with over 30,000 first-tier vendors.

In order to mitigate potential impacts, the Bank Group identifies major impacts in each purchasing category, and uses mandatory specifications, evaluation criteria, and contract management to reduce the indirect impact of goods and services delivered to the Bank Group. Major corporate material purchases (including office construction and renovations, paper, computers, and furniture) are made with environmental life-cycle assessments in mind and incorporate mandatory sustainability specifications as well as evaluation criteria to reward sustainability best practice.

A sustainability framework for corporate procurement has been approved by the Bank Group Procurement Committee and endorsed by the Corporate Responsibility Oversight Committee. It is being implemented to manage the sustainability impacts of Bank Group purchases and better connect these purchases to the Bank Group's strategic priorities. The framework mandates the identification and mitigation of major sustainability impacts for high-priority categories such as IT equipment, building-related services, and others. High-value procurement with contract values over \$1 million must address the sustainability impacts and mitigation efforts of the purchase in presentations to governance committees comprised of senior management, which review all high-value procurement contracts to ensure that socially and environmentally responsible criteria are present from the project's outset.

Operational Procurement: Operational Procurement relates to purchases made under the international development projects financed by the Bank. The main types of operational procurement financed by the Bank are:

- Infrastructure and major plant and equipment, such as, railways, power stations, water treatment plants, generators, wind turbines, pumps, and rail stock;
- Critical supplies, such as, vaccines, emergency medical supplies, equipment, pharmaceuticals (such as, COVID-19 response projects), shelters, and food;
- Information technology, such as, computers, and mobile phone networks;
- Critical supplies, such as, emergency medical supplies, shelters, and food;
- Consultancy services, such as, engineering design and supervision, tax collection advice, and research and development; and
- Other services, such as, aerial surveying, cartography, and site investigations.

Finance is provided to Borrowers (Bank clients), through Investment Project Financing (IPF) where operational procurement activities take place.

Operational Procurement opportunities are overseen by the Bank, mainly through the Bank's regional teams, or its global practice units. As projects arise, they are allocated to a Team Leader (TL), usually based in the country who is responsible for overseeing project implementation. In fulfilling this function, the Bank takes a risk-based approach. In Operational Procurement the Borrower is the buyer, not the Bank. The Borrower is required to follow certain Operational Procurement rules, either the Bank's previous Procurement Guidelines (for goods, works and non-consulting services) and Consultant Guidelines (for the selection and employment of consultants); or the Procurement Regulations for IPF Borrowers (introduced on July 1, 2016). Through investment project financing, procurement amounting to \$15 to \$24 billion is carried out annually in over 130 borrowing countries. This creates a material contribution to global development outcomes.

For details, see <https://www.worldbank.org/en/projects-operations/products-and-services/procurement-projects-programs>.

When the Bank provides governments with financing to invest in projects, such as building a road, connecting people to electricity, or treating wastewater, it aims to ensure that the people and the environment are protected from potential

adverse impacts. The Bank does this through policies that identify, avoid, and minimize harm to people and the environment. These policies require the borrowing governments to address certain environmental and social risks in order to receive Bank support for investment projects. Operational procurement is carried out in accordance with the Bank's Procurement Framework and other operations policies, including the Bank's [Environmental and Social Policies](#).

Operational procurement grievance mechanisms are explained in the Bank's [Procurement-Related Complaints](#) guide. Integrity is governed by the Bank's sanctions framework and anti-corruption guidelines. Specific actions include enhancements to the Bank's Operations Procurement standard bidding documents to include additional criteria on Environmental, Health and Safety and Social matters, including, among others, enhancements to the prevention of gender-based violence (GBV). Addressing GBV, Sexual Exploitation and Abuse (SEA), and Sexual Harassment more generally in the context of its development work is a priority for the Bank. In fiscal 2021 (November 24, 2020), the Bank became the first multilateral development bank to disqualify contractors for failing to comply with GBV-related obligations. These contractors will not receive

204-1: PROPORTION OF SPENDING ON LOCAL SUPPLIERS

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

The Bank Group is refining its approach to local vendor screening, leveraging the newly established category management and electronic tendering system. Commodity segmentation has been completed, and the identification and inclusion of local criteria in the screening and evaluation process is underway. A new eProcurement system capable of tracking purchases from local suppliers has encountered delays and will be launched by the end of

Bank-financed contracts anywhere in the world for two years. After this period, the contractors will have to demonstrate their capacity to meet the Bank's requirements for preventing GBV before receiving a new Bank-financed contract. Details on this new enhancement are in the attached release and website.

The Bank also provides seminars and webinars on Environmental, Health, and Safety as well as Social matters. The Bank's new ESF includes information on assessment and management of environmental and social risks and impacts labor and working conditions, resource efficiency, pollution prevention and management, and more.

Web link: [WB GBV Press Release Nov-24-2020](#)

Web link: [WB GBV Website](#)

Operational procurement practices are audited by the Bank's Internal Audit Department and by the Bank's external auditors. IEG also periodically reviews performance on operational procurement. For additional information, see [The World Bank Group and Public Procurement — An Independent Evaluation](#).

2021, with the intention of reporting these purchases in the next reporting period.

Operational Procurement: For Bank operational procurement, "local" is defined as a procurement supplied to a borrower by a supplier registered in the country of the borrower. Significant locations are defined as any country that borrows Investment Project Financing (IPF) from the Bank. Any country which is using the Bank's IPF instrument is likely to have operational procurement funded by such IPF proceeds.

Out of total operational procurement, 61.85 percent was provided by suppliers registered in borrower countries in fiscal 2021, totaling \$10,597 million (10.6 billion) out of \$17,135 million (17.14 billion).

MANAGEMENT APPROACH: ANTI-CORRUPTION

The Bank Group considers corruption a major challenge to meeting its development goals. Corruption continues to have a disproportionate impact on the poor and most vulnerable, increasing the cost of, and reducing access to, health, education, justice, electricity and other basic services, thereby exacerbating inequality. It reduces private investment as it increases risks for investors, with consequent effects on growth and jobs. It distorts public spending decisions and weakens the quality of public investments as substandard infrastructure gets built and the regulatory systems for quality control and safety are bypassed. It erodes public trust in governments, undermining their legitimacy and posing a threat to peace and stability.

Corruption is a global problem that requires global solutions. The Bank Group has been working to mitigate the pernicious effects of corruption in its client countries for more than 20 years. The Bank Group has included Governance and Institutions as a theme in both its IDA18 and IDA19 cycles (covering the years 2017–20 and 2020–22, respectively) to underscore the importance of the issues in achieving development results on the ground. Operations across sectors systematically incorporate governance and anticorruption measures into project design. The objective is to better mitigate corruption and fiduciary risks and ensure that development funds are used for their intended purposes. Stakeholders, which include IBRD and IDA shareholders (the Boards), as well as sustainability and impact investors, recognize anti-corruption as highly relevant to the Bank's business impact.

The Bank has recently launched a set of Anticorruption Initiatives to reaffirm its commitment to helping countries address corruption, addressing changes in globalization, technology, social science, and other factors. The Anticorruption Initiatives broaden the Bank's focus beyond developing countries to also include financial centers, take on the politics of corruption more openly than before, harness new technologies to understand, address, and prevent corruption, and integrate the insights of behavioral social science.

The Bank Group participates in a number of other collective action initiatives at the regional and global levels, including:

- i. Providing leadership in creating international transparency standards (Global Initiative on Financial Transparency , Open Contracting Standards, Asset Disclosure Standards) and support for the implementation of open government (through support for the **Open Government Partnership**);
- ii. Actively assisting in the implementation of transparency and accountability efforts such as Extractive Industries Transparency Initiative (EITI), Publish What You Pay , Fisheries Transparency , Anti-Money Laundering rules;
- iii. Strategically supporting and engaging in international alliances and regional anticorruption forums, such as the International Corruption Hunters Alliance and Latin America and Caribbean Regional Parliamentary Network;
- iv. Engaging in international forums on anticorruption including the G20 Anti-Corruption Working Group, the Financial Accountability Task Force, and the OECD Anti-Corruption Task Team;
- v. Assisting countries with the coordination and mutual legal assistance required to identify and return stolen assets, through its Star initiative in partnership with United Nations Office on Drugs and Crime (UNODC); and
- vi. Helping countries identify possible sources of illicit flows and how to address them through National Risk Assessments, completed or ongoing in over 100 countries.

This topic is material within the Bank's operational boundary.

The **Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants** (revised as of July 1, 2016) are designed to prevent and combat fraud and corruption that may occur in connection with the use of the proceeds of financing from IBRD or IDA during the preparation and implementation of projects. The guidelines set out the general principles, requirements, and sanctions applicable to persons and entities that receive, are responsible for the deposit or transfer of, or take or influence decisions regarding the use of such proceeds.

The **Integrity Vice Presidency (INT)** is an independent unit within the Bank Group that investigates and pursues sanctions related to allegations of fraud and corruption in Bank Group-financed projects. INT supports the main business units of the Bank Group and external stakeholders, mitigating fraud and corruption risks by sharing investigative findings, advice, prevention, and outreach efforts. Integrity-related complaints regarding Bank Group-funded operations can be submitted directly to INT by internal or external parties, including anonymously, online at www.worldbank.org/fraudandcorruption.

The **Governance Global Practice** helps client countries build capable, efficient, open, inclusive, and accountable institutions. Such institutions are better able to deliver services and provide public goods fairly and efficiently, with lower levels of corruption. Tailoring efforts to country contexts, Governance and other global practices work to strengthen accountability institutions, harness digital technology, and maximize transparency to help countries control corruption. More information can be found at <https://www.worldbank.org/en/topic/governance>.

The **Ethics and Business Conduct Department (EBC)** helps staff assess whether their personal and professional activities follow Bank Group rules and ensures that staff disclose and address any personal conflict of interest that they may have. Under EBC's Staff Rule. 3.00, EBC also diagnoses and manages allegations of misconduct (e.g. discrimination, harassment/sexual harassment, retaliation, abuse of authority, misuse of resources, failure to meet personal legal obligations, and other violations of Bank Group rules and policies). When staff request advice from EBC on conflicts of interest, they jointly analyze the

situation and discuss alternatives. EBC also actively helps staff identify whether their situations involve conflicts of interest that need to be addressed. Through the Declaration of Interests program that EBC manages, approximately, 5,000 staff members undergo an annual review of their personal, financial, and business interests so that the Bank Group can be protected from apparent and real conflicts. During fiscal 2020, the program expanded to include most professional staff at IFC, more than doubling the number of participants in the program. In fiscal 2021, the program expanded further to include most professional staff in the Bank Treasury. Summaries of the Declarations of Interest of Senior Leaders of the Bank Group are published on the internet at: www.worldbank.org/en/about/public-financial-disclosure-for-world-bank-group-leadership.

The Bank Group's anti-fraud and anti-corruption efforts fall under the purview of the Board of Executive Directors' Audit Committee, which oversees the operation of the Bank Group sanctions regime and makes key decisions as to its policies and function. The sanctions system is also supported by a high-level Sanctions Advisory Committee (SAC), chaired by a Managing Director and the Bank Group Chief Administrative Officer. As a Bank Group-wide specialized governance body, the SAC provides important oversight over time to identify and address any policy gaps and to facilitate dialogue among key stakeholders. The SAC actively engages with stakeholders, including through multiple working groups and the coordination of dynamic bilateral and group consultations among Bank Group sanctions units.

205-1: OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION

INT assesses and investigates allegations of corruption involving Bank Group financing. In fiscal 2021, INT opened 40 external investigations into possible fraud, corruption, collusion, coercion, and obstruction in 42 Bank Group-financed projects in 28 countries. INT completed 21 Final Investigation Reports, nine of which substantiated the sanctionable practice of corruption. The 21 reports summarized the investigation of 31 IBRD/IDA projects totaling \$6.4 billion in IBRD/IDA commitments and included review of 45 contracts totaling \$692 million.

For staff who work on projects, keeping attuned to risks arising from investigations and forensic audits is critical to ensuring that high-risk operations, in particular, are able to deliver results. During project preparation, Bank experts perform due diligence screening to identify integrity risks, including for Volcker Triggers, which means that a proposed operation is in the same country and sector as an ongoing or recently completed INT investigation. In fiscal 2021, INT identified 67 Volcker Triggers and alerted the relevant project teams and senior management so that the risks could be addressed through strengthened project design or supervision.

205-2: COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

For all new Executive Directors and their staff, INT provides an overview of its mandate, structure, and case portfolio, and highlights relevant issues during the Board Induction program. The Board's Audit Committee, made up of eight Executive Directors, is briefed in more detail twice a year on these activities. In fiscal 2021, 58 Executive Directors, Advisors, and Senior Advisors attended INT's Integrity Clinic. This event raises awareness about how corruption can impact Bank Group-financed projects, so that Board members are better able to assess projects before approving them.

All Bank Group employees and consultants, during their official onboarding process, receive an overview of relevant staff rules and how to report suspected corruption issues within the institution. In fiscal 2021, INT directly engaged 860 new staff and consultants on the Bank Group's anti-corruption policies and procedures, as well as the preventive support that INT provides to the institution. INT has also developed and continues to promote an online course on dealing with fraud and corruption and staff's role in mitigating integrity risks, which is recommended for all staff. In fiscal 2021, an additional 118 staff successfully completed INT's eLearning course.

Throughout the year, INT also engages staff and internal business partners in Bank Group offices around the world, to provide trainings and educational workshops aimed at building staff capacity for identifying and mitigating integrity risks within Bank Group-financed operations, with a particular focus on procurement. Due to pandemic-related restrictions, these trainings were held virtually over the past fiscal year, by necessity. In fiscal 2021, INT led such training for

staff in offices based in Africa, Latin America, Europe and Central Asia, and South Asia, engaging 650 staff and business partners. In addition, INT jointly held operationally focused clinics with the Bank's Operations units to provide training on anti-corruption risks and considerations for project development. These clinics reached 175 of the Bank's operations staff in fiscal 2021.

The Bank Group has harmonized investigative procedures and definitions of sanctionable practices (including corruption) with the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, and the Inter-American Development Bank. Firms and individuals that are sanctioned and debarred by the Bank Group must meet specific conditions (such as, establishing and implementing an effective corporate compliance program or improving an existing program) before they become eligible again to bid on Bank Group-funded projects. These conditions are based on the Integrity Compliance Guidelines.

At the end of fiscal 2021, 396 entities had been sanctioned with such conditions. In fiscal 2021, the **Integrity Compliance Office** notified 57 newly debarred entities of their conditions for release, 30 entities met their conditions for release, and two entities met the conditions for the conversion of their debarments with conditional release to conditional non-debarments. In addition, 29 Continuation Notices were sent in fiscal 2021 to sanctioned entities whose period of sanction was extended as they have not yet met the criteria for being removed from sanction.

205-3: TOTAL NUMBER AND NATURE OF CONFIRMED INCIDENTS OF CORRUPTION

Out of 21 substantiated cases in fiscal 2021, nine involved corruption by firms or individuals working on Bank Group-funded projects. Two Bank Group employees

were dismissed or disciplined for corruption in fiscal 2021. No corporate vendors were debarred for violations related to corruption in fiscal 2021.

Environmental Disclosures

GRI 300 Environmental Standards Series

MATERIAL TOPICS: MATERIALS, ENERGY, WATER, BIODIVERSITY, CARBON EMISSIONS, WASTE

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

This topic applies to the Bank's corporate impact boundary. This response covers the activities of the World Bank (Bank), constituting the International Board of Reconstruction and Development (IBRD) and the International Development Association (IDA). This response does not cover the activities of the other institutions of the World Bank Group (Bank Group). References to the Bank Group have been made in this report as appropriate.

Country office data lag headquarters data by one year. Thus, the water, energy, and GHG emissions data here reported (in the GRI 2021) reflect 2020 data.

The Bank adopted 10 Corporate Sustainability Principles in 2017. The Principles are based on the United Nations (UN) Sustainable Development Goals (SDGs) and the Bank's Environmental and Social Framework (ESF). They are the bed-rock for systematically embedding environmental and social impacts in the Bank Group's internal operations:

- Be climate resilient;
- Be energy smart;
- Be water efficient;
- Ensuring resource efficient;
- Reduce waste;
- Promote sustainable land management;
- Eliminate corruption;
- Enhance diversity & inclusion;
- Ensure staff wellbeing; and
- Engage & preserve the community

The Bank's Corporate Responsibility Program implements the principles, and the Corporate Responsibility Oversight Committee oversees the Program. The Committee provides high-level, strategic leadership and guidance to and ensures sufficient financial and human resources for the Program's agenda. It also monitors and assesses the Program's activities for progress against the goals set.

MANAGEMENT APPROACH: MATERIALS

Key materials utilized in the Bank's corporate operations include paper and furniture, office supplies, information technology, and consumables related to its food service. The Bank identifies products and services with large environmental impacts or large procurement; it then works to identify environmentally and socially preferable alternatives. Quarterly reports from key suppliers reflect the percentage of products that meet key environmental criteria, such as

the percent of recycled content, environmental certifications including Energy Star ratings and Forest Stewardship Council (FSC) certification, and other sustainability criteria. The Bank recently instituted a preferred-vendor policy to consider purchasing from competitive, women-owned businesses before considering other vendors. Responsibility for managing this impact falls under the Sustainability Manager in Corporate Procurement.

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

In fiscal 2021, for products purchased out of the headquarters where about 55 percent of Bank staff are based, the total amount of non-renewable materials used was 20 metric tons of electronic equipment. The total weight of office products purchased was not available at time of publication. In the same period, the total

amount of renewable material used was 39 tons of paper. In fiscal 2021, no consumables related to food services were purchased, as all food services were closed due to the COVID-19 pandemic.

Materials Used (Metric Tons)	Fiscal 2021	Fiscal 2020	Fiscal 2019
Total non-renewable materials	20	100	185
Electronic equipment	20	37	9
Office products	*	63	172
Bottled water (plastic)	0	0	4
Total renewable materials	39	277	455
Paper	39	204	358
Bottled water (glass)	0	23	35
Consumables related to food services	0	50	62

*Data not available at time of publication

301-2: PERCENTAGE OF RECYCLED INPUT MATERIALS

The Bank is committed to using resources that are made from recycled or rapidly renewable materials for its internal operations. The largest material purchases at headquarters in a typical year include paper, office supplies,

office furniture, cafeteria napkins, and electronics. As the Bank food services were closed at headquarters all of fiscal 2021, there were no napkins purchased.

- **Paper:** Bank standard copier and printer paper is 100 percent post-consumer waste (PCW) recycled content and FSC-certified. The Bank tracks the percentage of all paper used at the institution that is made of recycled content. In fiscal 2021, 34 percent of paper used was made from 100 percent PCW content, 66 percent consisted of 10–85 percent PCW. The ratio of 100 percent PCW content paper is lower than prior years, as less copier paper was used since most headquarters-based staff were working from home during fiscal 2021.
- **Office Products:** The Bank also tracks the percentage by weight of all items purchased from its office supply vendor for headquarters that

contain at least 10 percent post-consumer recycled content. In fiscal 2021, this data was not available at time of publication.

- **Furniture:** Most furniture in use at the headquarters has been refurbished or reupholstered.
- **Food-Service Consumables:** The Bank's food services were closed in fiscal 2021, and no food-service consumables were purchased.
- **Electronic Equipment:** The Bank uses sustainability criteria for its information technology purchases to ensure the components of computers, laptops, and monitors are made of recycled input materials. The percentage of recycled components in technology purchases is not tracked.

MANAGEMENT APPROACH: ENERGY

Combustion of fossil fuels is a leading driver of human-driven climate change. The Bank manages its energy use carefully by tracking use in each owned facility. Quarterly tracking of the Bank's energy use is evaluated by the Director of Global Corporate Solutions. Energy use is evaluated as an absolute figure and on an intensity basis to determine progress. Responsibility for increasing the energy efficiency of the headquarters campus, with the vision

of bringing all owned facilities to LEED minimum requirements or an equivalent standard, as appropriate, falls with the Senior Manager for Corporate Real Estate in Global Corporate Solutions. This topic applies to the Bank's corporate impact boundary. Global energy use data lag by one year. For the Inventory Management Plan and additional information, see: <http://worldbank.org/corporateresponsibility>.

302-1: ENERGY CONSUMPTION WITHIN THE ORGANIZATION

Fuel combustion onsite includes natural gas, propane, gasoline, and diesel fuel as well as gasoline and diesel fuel for owned vehicles. The increase from fiscal 2019 to fiscal 2020 was primarily attributed to an increased dependence on

diesel generators in some country offices in Fragile, Conflict and Violence (FCV) countries. As noted, global energy indicators lag by one-year in data reporting.

Onsite Global Fuel Use (GJ)	Fiscal				
	2020	2019	2018	2017	2016
Total	103,761	61,659	68,594	85,709	77,494

Information about Bank standards, methodologies, and assumptions used, including conversion factors, can be found in the Bank Group's [Inventory Management Plan for fiscal 2020](#). Fuel consumption from renewable resources is not tracked because data from fuel providers globally are not appropriately detailed.

Electricity, cooling, and steam consumption are provided in the table below. The Bank does not purchase heating, such as district heating, for consumption, or sell any electricity, heating, cooling, or steam.

Purchased Energy Consumption (GJ)	Fiscal				
	2020	2019	2018	2017	2016
Total	368,168	396,656	405,953	420,295	415,132
Electricity	364,008	392,156	399,551	414,418	409,209
Cooling	415	748	1,184	5	0
Steam	3,745	3,752	5,217	5,873	5,923

Total Energy Consumption (GJ)	Fiscal				
	2020	2019	2018	2017	2016
World Bank Total Energy	471,930	458,315	474,547	506,005	492,626
U.S. facilities and vehicles	278,889	295,673	307,651	316,337	325,712
Country office facilities and vehicles	193,041	162,642	166,896	189,668	166,915

Total global energy consumption from within the organization includes onsite fuel use, vehicle fuel use, and purchased electricity, cooling, and steam. In fiscal 2020, data was collected from the Bank's 13 U.S. facilities and the 155 country office facilities. The increase in fiscal 2020 was primarily attributed to the increased dependence on diesel generators at an FCV country office, as mentioned in on-site fuel use above.

Information about Bank standards, methodologies, and assumptions, including conversion factors, can be found in the Bank Group's [Inventory Management Plan](#) for fiscal 2020.

302-2: ENERGY CONSUMPTION OUTSIDE OF THE ORGANIZATION

Energy consumption outside the institution includes fuel used in contractor-owned vehicles as well as commercial airlines used for employee business

travel. Data for fuel use in commercial airliners are not available, as this information is not provided by commercial airlines.

Total Energy Consumption (GJ)	Fiscal				
	2020	2019	2018	2017	2016
Contractor-owned vehicles	10,679	18,467	19,808	20,328	18,468

302-3: ENERGY INTENSITY RATIO FOR THE ORGANIZATION

Overall, energy use increased in the Bank's 168 global facilities from fiscal 2019 to fiscal 2020, primarily attributed to the increased dependence on diesel generators at an FCV country office, as mentioned in on-site fuel use above. There was also a small increase in total occupied office space, resulting in the same global energy intensity from the prior fiscal year.

The Bank's owned and managed facilities continued to increase energy efficiency (reduce energy use). Buildings constitute one of the largest sources of GHG emissions.

Energy Intensity (GJ/m ²)	Fiscal				
	2020	2019	2018	2017	2016
World Bank Energy Intensity (GJ/m²)	0.74	0.74	0.77	0.81	0.80
Total energy (GJ)	471,930	458,315	474,547	506,005	492,626
Total occupied square meters (m ²)	637,467	619,883	612,330	624,568	612,247

The energy intensity ratio is based on total occupied square meters. This ratio includes all energy (onsite combustion fuel, mobile combustion fuel, electricity,

cooling, and steam) used to conduct business operations. The ratio includes only energy consumption within the organization.

302-4: REDUCTION OF ENERGY CONSUMPTION

In fiscal 2020, within the organization, the Bank's global energy usage increase (scope 1 and 2) is primarily attributed to the increased dependence on diesel generators, as mentioned in on-site fuel use above. However, within the

headquarters, the Bank's energy use decreased by 16,784 GJ from fiscal 2019 to fiscal 2020. The Bank invested in energy-reduction and -efficiency initiatives

at the headquarters and several country offices, which includes the following projects:

- In **headquarters**, continued improvements to make the buildings more efficient continued, including installation of an Aquacore system to monitor gas and water; replacement of the cooling tower and controller in the Main Complex to VRF technology; incorporation of LED lighting into retrofits and new designs; and progress on an air handler project.
- In **Chennai, India (Taramani)**, the HVAC was replaced, employing Variant Refrigerant Flow (VRF) technology, providing an estimated 30 percent savings in energy consumption, and allowing the elimination of the R-22

refrigerant, which is being phased out globally due to ozone depletion potential and its implications on global warming.

- The new office in **Sofia, Bulgaria** was completed and incorporated energy-efficient HVAC and lighting into the design.

The reductions are based mainly on electricity usage. Reduction reporting is based on major initiatives taken in fiscal 2020 as well as the impact of the global COVID-19 pandemic and resulting office building closures. Reductions are calculated between fiscal years. The base year reduction in this case is fiscal 2019. Methodologies and assumptions for calculating reductions are specific to each initiative and are sourced from engineering proposals.

MANAGEMENT APPROACH: WATER SECURITY

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

Director of Global Corporate Solutions. Water use is evaluated both as an absolute figure and on an intensity basis to determine progress. Responsibility for increasing the water efficiency at headquarters, falls under the Senior Manager for Corporate Real Estate in the Bank’s Global Corporate Solutions Department. This topic applies to the Bank’s corporate impact boundary.

303-3: WATER WITHDRAWAL BY SOURCE

Of the total 261.6 megaliters of water usage globally in fiscal 2020, 158.5 megaliters of municipal water was used in the headquarters, primarily for domestic and drinking water purposes. Country offices reported a total of 103.1 megaliters of

water used. Water usage decreased in part due to the COVID-19 global pandemic and mandatory home-based work for staff the last three and a half months of fiscal 2020.

Water Usage (Megaliters)	Fiscal				
	2020	2019	2018	2017	2016
Global total	261.6	299.1	343.9	383.0	337.7
Headquarter facilities	158.5	184.7	226.7	187.1	193.7
Country office facilities	103.1	114.4	117.2	195.9	144.0

The headquarters facilities use municipal water supply from the Potomac River watershed. No surface water, groundwater, rainwater collected by the organization, or wastewater from other organizations was used in the headquarters facilities in fiscal 2020. Country offices do not currently collect this information. However, the Bank is building systems to collect this information globally.

MANAGEMENT APPROACH: BIODIVERSITY

Biodiversity supports economic growth and human well-being. It is essential for sustainability and to maintain ecological and social resilience to disturbances such as climate change. The world is experiencing a dramatic loss of biodiversity, which has negative effects on livelihoods, water supply, food security, and resilience to extreme events. It has consequences for 78 percent of the world's extreme poor who live in rural areas, many of whom rely on ecosystems and the goods they produce to make a living. The Bank estimates that crimes affecting natural resources and the environment inflict damage to developing countries worth more than \$70 billion a year. The livelihoods, welfare, and safety nets of the rural poor, especially women, are often inextricably dependent on natural and semi-natural ecosystems. Biodiversity is especially significant for the 300 million Indigenous Peoples of the world for many of whom nature, apart from being a source of livelihood and well-being, is the foundation for their cultural and spiritual identities. This topic applies to the Bank's operational impact boundary.

The Bank's Environment, Natural Resources, and Blue Economy Global Practice works with national and local stakeholders to improve natural resources management, addressing biodiversity through country-specific and regional projects, such as the following:

- Dedicated conservation projects, including with the Global Environment Facility (GEF), such as the South Africa iSimangaliso Wetland Park; the Amazon Landscape Program; and the Global Wildlife Program (supported by GEF plus IDA and Trust Funds).
- Broader agricultural and natural resource management projects (including landscape-level interventions), such as in Burundi where biodiversity-friendly shade coffee in the Sustainable Coffee Landscape Project is

Water use is based on utility bills from the local water utility (Water and Sewer Authority of Washington, D.C.) for headquarters facilities and from utility bills or meters for those country offices that are able to report.

being scaled up to a larger agriculture project; the Sahel and West Africa Program in support of the Great Green Wall (funded by GEF plus IDA and Trust Funds); and Colombia Sustainable Cattle Ranching (funded by GEF and Trust Funds).

- Infrastructure and other large-scale development projects that address biodiversity conservation in order to maintain environmental services, mitigate adverse impacts, and enhance biodiversity outcomes, such as the Cameroon Lom Pangar Dam and Lao Nam Theun 2 Dam. Both support large conservation areas as biodiversity offsets.

Wherever feasible, Bank-financed projects are sited on already converted lands to preserve critical natural habitats. The Bank does not support projects that involve the significant conversion or degradation of critical natural habitats unless there are no feasible alternatives for the project and its siting, and comprehensive analysis demonstrates that overall benefits from the project substantially outweigh the environmental costs. In response to a 2013 Independent Evaluation Group review of the Bank's portfolio in the forest sector, the Bank Group developed a **Forest Action Plan** (FAP) for fiscal 2016–20 that aims to boost the potential of forests to lift people out of poverty and generate lasting social, economic, and environmental returns in developing countries. Forests and trees provide vital resources and ecosystem services for humanity by regulating climate and hydrological systems. The number of people deriving direct and indirect benefits from trees in the form of employment, forest products, and contributions to livelihoods and incomes is estimated at \$1.3 billion. In fiscal 2021, the Bank began preparing a Forest Action Plan Update for fiscal 2021–25, building on lessons learned from the Forest Action Plan fiscal 2016–20.

304-2: SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES ON BIODIVERSITY

The Bank mandates that projects with a Project Concept Note review carried out in fiscal 2019 or later apply its Environmental and Social Framework (ESF) during project preparation and implementation. In addition, the Bank has a redress mechanism to address any questions that might arise from stakeholders or civil society during implementation.

The ESF enables the Bank and Borrowers to better manage environmental and social risks of projects and to improve development outcomes. It intends to prevent or mitigate impacts and, whenever possible, increase positive impacts on biodiversity generated by investments supported by the Bank.

The ESF has an Environmental and Social Standard (ESS) specifically on biodiversity, ESS6: Biodiversity Conservation and Sustainable Management of Living Natural Resources. ESS6 recognizes that protecting and conserving biodiversity and sustainably managing living natural resources are fundamental to sustainable development and it recognizes the importance of maintaining core ecological functions of habitats, including forests and the biodiversity they support. ESS6 also addresses sustainable management of primary production and harvesting of living natural resources and recognizes the need to consider the livelihood of project-affected parties, including Indigenous Peoples, whose access to, or use of, biodiversity or living natural resources may be affected by a project.

304-3: HABITATS PROTECTED OR RESTORED

The Bank portfolio from 2015 to 2020 supported \$1 billion of direct investments across 55 projects, funding interventions in sectors such as forestry, agriculture, and sustainable livelihoods. Within the portfolio, 21 projects specifically support 264 terrestrial protected areas and 40 marine protected areas through the protection, maintenance, and rehabilitation of natural habitats using project financing, policy, and advisory work.

The projects cover a wide range of biomes including savanna, forests, drylands, grasslands, marine, and coastal habitats across the world. In total, through Bank support, approximately 10 million hectares of new marine protected areas and over 4.3 million hectares of new terrestrial protected areas will be or have been

created. The Bank also supported investments in habitat restoration covering more than one million hectares through 18 projects.

The Bank partners with the following initiatives to help protect and restore habitats: the Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development; the International Consortium on Combating Wildlife Crime; the Amazon Sustainable Landscapes Program; the SAHEL Initiative; the Great Green Wall Initiative; African Forest Landscape Restoration Initiative (AFR 100); the UN Decade for Ecosystem Restoration; Global Landscape Forum; and the Food Systems, Land Use, and Restoration Impact Program.

MANAGEMENT APPROACH: CARBON EMISSIONS

Addressing climate change is part of the Bank's core mission of helping countries end extreme poverty and boost shared prosperity in a sustainable manner. Climate change threatens to erode development gains around the world, and its effects are greatest on the poorest and most vulnerable countries. These countries are the Bank's clients.

The Bank continues to deepen its efforts to measure, reduce, offset, and report GHG emissions associated with its global internal operations, including its facilities, key meetings, and corporate air travel. The Bank has measured the GHG emissions from its headquarters facilities since 2005 and globally since 2007 in accordance with the World Resources Institute and World Business Council for

Sustainable Development's GHG Protocol. Emissions from headquarters have been offset since 2006 and offset globally since 2009.

Additional information on proxies, emissions factors, and the complete boundary are available in the Bank Group's [Inventory Management Plan](#). A third party periodically verifies the Inventory Management Plan and the GHG inventory to ensure they meet international best practices.

In fiscal 2021, the Bank Group launched a procurement process for 100 percent renewable energy for headquarters, with the switch to a renewable power source expected in fiscal 2022. A number of country offices are pursuing renewable energy sources. In Paris, for example, the Bank Group is in the process of replacing the HVAC system and aims to connect to the Paris district cooling network in fiscal 2022, which is part of the city's phased expansion.

Responsibility for minimizing GHG emissions from headquarters facilities and country offices falls under the Bank's Regional Management Teams, headed by

Regional Vice Presidents, as well as the Director of Global Corporate Solutions. This topic applies to the Bank's corporate impact boundary. The COVID-19 pandemic impacted intended progression toward sustainability goals, including a delay in conducting an energy audit of the headquarters campus.

Gases included in these calculations are carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs). There are no known emissions of perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), or (NF₃), as detailed in the Bank Group's Inventory Management Plan. Base year for this calculation is fiscal 2016, which began on July 1, 2015. Fiscal 2016 was chosen as the base year because the previous target was ending. Information on methodology, emissions factors, Global Warming Potential (GWP) rates, and consolidation approach are in the Inventory Management Plan for fiscal 2020.

For more information, see <http://www.worldbank.org/corporateresponsibility>.

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

The Bank measures direct GHG emissions for its internal operations based on site-specific data for facilities. Estimates are made for those facilities with missing data. In fiscal 2020, there was an overall increase in Bank scope 1 emissions from fiscal 2019, primarily attributed to the increased dependence on diesel

generators at an FCV country office, as mentioned in on-site fuel use above. Unavailability of Data for natural gas at a US office in fiscal 2019 caused a dip in scope 1 emissions that year. This data was available again in fiscal 2020, hence the increase.

Scope 1 Emissions (tCO ₂ eq)	Fiscal				
	2020	2019	2018	2017	2016
World Bank Total	8,348	7,114	8,490	7,818	6,970
U.S. facilities and vehicles	931	631	877	944	975
Country office facilities and vehicles	7,417	6,482	7,613	6,874	5,996

305-2: ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

The Bank measures indirect GHG emissions for its internal operations based on site-specific data for facilities. Estimates are made for those facilities with missing data. In fiscal 2020, scope 2 emissions from the Bank's global offices

decreased due to energy-efficiency projects and the COVID-19 global pandemic, with mandatory home-based work for staff the last three and a half months of fiscal 2020.

Scope 2 Emissions (tCO ₂ eq)	Fiscal				
	2020	2019	2018	2017	2016
World Bank total	36,843	42,654	43,663	45,120	46,031
Headquarters	23,099	27,569	28,317	29,151	32,725
Country offices	13,744	15,085	15,346	15,968	13,306

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

The Bank measures indirect GHG emissions globally from business air travel by Bank employees and contractor-owned vehicles. Beginning in fiscal 2020, scope 3 emissions include emissions from food service purchases at the headquarters calculated with the World Resource Institute's Cool Food Pledge. In fiscal 2020, the Bank Group signed the [Cool Food Pledge](#), committing to reducing food-related emissions from cafeterias, coffee bars, and catering operations at headquarters by 25 percent by 2030. Also beginning in fiscal 2020, business air travel emissions have radiative forcing (RF) with an index factor of 1.9 applied. Fiscal

2019 emissions in the table below include RF for consistent comparison. Scope 3 emissions prior to fiscal 2019 and additional details are available in the [Inventory Management Plan](#) for fiscal 2020.

Business air travel emissions are the majority of the scope 3 emissions, and business travel from fiscal 2019 to fiscal 2020 decreased by 37 percent. This decrease can be primarily attributed to the COVID-19 pandemic, which significantly impacted air travel from mid-March 2020 to June 2020.

Scope 3 Emissions (tCO ₂ eq)	Fiscal 2020	Fiscal 2019
World Bank global total	136,915	200,302
Global business air travel (with RF)	124,896	198,969
Global contractor-owned vehicles	764	1,333
Headquarters Cool Food Pledge	11,255	n/a

305-4: GHG EMISSIONS INTENSITY

Overall, the fiscal 2020 scope 1 and 2 emissions intensity for the Bank’s 168 global facilities (in over 140 countries) decreased because overall emissions decreased while the total global occupied office space increased slightly from fiscal 2019. This decrease is due to increased energy efficiencies implemented globally as well as staff shifting to home-based work beginning in mid-March 2020. The scope 3 emissions per full-time equivalent (FTE) employee decreased due to the

COVID-19 global pandemic and air travel coming to a halt for staff from mid-March 2020 to June 2020.

Note: beginning in fiscal 2020, business air travel emissions have radiative forcing (RF) with an index factor of 1.9 applied. Fiscal 2019 emissions intensity in the table below also includes RF for consistent comparison. Scope 3 intensities prior to fiscal 2019 can be found in the Bank’s 2020 GRI report and additional methodology details are available in the [Inventory Management Plan](#) for fiscal 2020.

Emission Intensities	Fiscal				
	2020	2019	2018	2017	2016
Scopes 1 and 2 (tCO2eq per square meter)	0.071	0.080	0.085	0.085	0.087
Scope 3 (tCO2eq per full-time equivalent)	7.64	11.52	-	-	-

The Bank measures GHG emissions intensity in two distinct categories: (i) scope 1 and 2 and (ii) scope 3. The former emissions are normalized per square meter,

while the latter emissions are normalized per FTE employee, which consists of staff and short-term consultants.

305-5: REDUCTION IN GHG EMISSIONS

Between fiscal 2019 and fiscal 2020, the Bank’s global total emissions within the organization (scope 1 and 2) were reduced by 4,577 tCO2eq, predominantly through reductions in electricity use. The headquarters facilities had an electricity emissions reduction of 4,470 tCO2eq, but it is unclear how much of these

emissions reductions are the result of energy efficiency projects due to staff shifting to home-based work in mid-March 2020. The base year reduction in this case is fiscal 2019.

MANAGEMENT APPROACH: WASTE

The Bank views reducing effluent and waste production as a material aspect because of potential negative environmental impacts, including the release of persistent toxic chemicals through waste disposal in landfills and through incineration. This topic is material within the Bank’s corporate boundary.

The Bank has reduced the amount of waste sent to landfills through a combination of source reduction, reuse, composting, and recycling. Its strategies include:

- Minimizing the amount of material brought into Bank facilities;
- Avoiding unnecessary packaging for purchased items;

- Encouraging minimum-purchase thresholds for office supplies; and
- Mandating large purchases from vendors be delivered in bulk instead of individually packaged.

Responsibility for managing this impact area is shared by the Senior Manager of Corporate Real Estate in Global Corporate Solutions; the Senior Manager of Corporate Procurement; and Regional Management Teams, headed by Regional Vice Presidents.

306-2: TOTAL WEIGHT OF HAZARDOUS AND NON-HAZARDOUS WASTE

Total hazardous waste generated at headquarters facilities for fiscal 2021, all disposed of appropriately by a third party, was 248 pounds of medical waste and 134 gallons of recycled fluids, including paint and used oil.

Typical non-hazardous waste items from Bank facilities include paper, bottles, cans, cardboard, food waste, toner cartridges, carpet tiles, and electronics. Total nonhazardous waste generated at headquarters, where about 55 percent of Bank staff are based in fiscal 2021, was 709 metric tons, compared to 1,663 metric tons in fiscal 2020. The significant decrease in landfill and recycling is

attributed to the COVID-19 global pandemic and limited use of office buildings, with the majority of staff working from home. All food services were close at the headquarters facilities during fiscal 2021, so there was no composting or food donation. While staff primarily worked at home, the Bank facilities team took the opportunity to modernize some of the office space, resulting in increased construction waste, of which approximately 20 percent was recycled. Also at the headquarters, the Sort-It-Out waste disposal system was expanded to the recently purchased G building.

Waste Streams (Metric Tons)	Fiscal		
	2021	2020	2019
Waste diverted from landfill (%)	33	67	61
Total nonhazardous waste at headquarters (metric tons)	709	1,663	2,248
Landfill	476	548	887
Recycling*	233	693	1,021
Compost	0	415	334
Food donation	0	7	7

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

Waste disposal information at headquarters is provided by the Bank’s waste management contractor that manages landfill, recyclables, and compostable waste. Electronics disposal information at headquarters is provided by the Bank’s electronic-waste recycler, subcontracted through the computer

electronics provider, which provides information on the number of computers and other IT assets recycled yearly. Weights from roll-off compactors used for landfilled waste and recycling are exact weights to the closest one tenth of a ton.

Social Disclosures

GRI 400 Social Standards Series

MATERIAL TOPICS: HUMAN RESOURCES, OCCUPATIONAL HEALTH AND SAFETY, STAFF LEARNING, DIVERSITY AND INCLUSION, NON-DISCRIMINATION, CHILD LABOR, RIGHTS OF INDIGENOUS PEOPLES, HUMAN RIGHTS, ENVIRONMENTAL AND SOCIAL IMPACT

MANAGEMENT APPROACH: HUMAN RESOURCES

This topic is material within the corporate boundary of the World Bank (Bank). Stakeholders, including potential employees, shareholders (the Board), and sustainable and impact investors, recognize that the way the Bank manages staff, its most valuable resource, is highly relevant to its business impact. Human resources (HR) policies apply across the five institutions that comprise the World Bank Group (Bank Group). However, staff numbers provided in this GRI Index pertain to Bank staff only.

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

The Bank's HR Strategy (Fiscal 2020–22) establishes people management as a shared accountability between senior leadership, the Human Resources Vice Presidency (HRD), managers, and staff. It sets out a three-year roadmap of HR programs and priorities focused on achieving the business objectives outlined in **the Forward Look**.

In fiscal 2021, the Bank Staff Association (SA) continued to provide support to staff and contractors during the COVID-19 pandemic. The SA provided financial assistance through its Compassion Fund Program for staff severely impacted through unexpected hardships. The SA undertook a research initiative known as the Staff Wellness Project, which was launched in September 2020 as a direct result of the pandemic. The goal was to identify and assess the impact of the pandemic on the wellbeing of staff, the way staff deliver their contributions while working from home, and the impact of the corporate changes introduced by the senior leadership team.

The SA continues to provide support to its overseas representative teams, the Country Office Staff Associations (COSAs), through dialogue and advocacy. In addition, the SA supported the Task Force on Anti-Racism through its SA Updates and statements of solidarity against racism. The SA, in accordance with its mandate, provides input to HR, when consulted on policy proposals. Additional engagement takes place through the SA's Statements to the Board, which

convey the viewpoints of staff and flag broad areas of discussion, for the attention of the Bank Group leadership.

Staff Policies

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

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

401-1: EMPLOYEE TURNOVER

In fiscal 2021, the Bank hired 759 new staff, half in country offices. Just over half (52 percent) of new staff were female.

Staff Hired	Fiscal 2021		Fiscal 2020	
	Number	Percent of Total	Number	Percent of Total
Headquarters	333	44%	391	50%
Female	185	56%	213	54%
Male	148	44%	178	46%
Country Offices	426	56%	384	50%
Female	213	50%	200	52%
Male	213	50%	184	48%
Age				
Under 30	129	17%	142	18%
30-50	579	76%	560	72%
50+	51	7%	73	9%
Total Hires	759		775	
Of which female	398	52%	413	53%
Of which male	361	48%	362	47%

In fiscal 2021, 629 staff left the institution, representing a turnover rate of 5.0 percent. The table below shows the breakdown by age group, gender, and region.

Staff Exits	Fiscal 2021		Fiscal 2020	
	Number	Percent of Total	Number	Percent of Total
Headquarters	403	64%	411	64%
Female	197	49%	202	49%
Male	206	51%	209	51%
Country offices	226	36%	228	36%
Female	85	38%	113	50%
Male	141	62%	115	50%
Age				
Under 30	33	5%	37	6%
30-50	307	49%	305	48%
50+	289	46%	297	46%
Total departures	629		639	
Of which female	282	45%	315	49%
Of which male	347	55%	324	51%

MANAGEMENT APPROACH: HEALTH AND SAFETY

The Bank Group is implementing a phased strategic change process, moving from a medically-oriented service that primarily responded to emerging health needs to an integrated occupational health and safety (OHS) model emphasizing risk management and prevention. The Bank Group is committed to making every effort to protect and promote staff health and safety wherever they may be, taking account of their individual health status, working environment, and job demands. This is achieved by managing health and safety risks, offering evidence-based, quality-controlled and integrated OHS services, and nurturing trust in staff through professionalism and confidentiality.

A network of regional health and safety advisors work together to enhance staff health, safety, and well-being via technical assistance outreach and health and safety assessments undertaken at Bank Group global locations. These assessments are the foundations for managing health and safety risks through pre-deployment briefings; offering evidence-based, quality-controlled OHS services; enhancing capacity in offices in fragile, conflict, and violent situations; and nurturing trust in clients. The Bank Group's Enterprise Risk Committee and its subordinate OHS Practitioners Committee are tasked with developing, implementing, and evaluating an OHS management system that applies to Bank staff worldwide.

To determine what is a hazard to health and safety within the Bank Group and to put into place controls to reduce the risk that hazard presents, the institution has established an OHS Risk Management Program. The program provides the method by which such hazards are identified within the workplace, translates exposure to these hazards into associated risk, and transforms this risk information into control plans. These plans are applicable at all levels of OHS hazard management from the lowest level hazard through to significant hazards. The Bank Group adopted an integrated approach to provide a wider image of the health and safety hazards and associated risk inherent in the diverse operational scope of the Bank Group and how these hazards may impact the individual and/or exposed population. The basis of this integrated health and safety approach is centered around three dimensions:

1. Population Health: Individual and population health risks are defined as a combination of modifiable behaviors, genetic predisposition, and existing, treatable medical conditions. It is central that these health risks are identified and addressed before they lead to chronic conditions which negatively affect personal quality of life and productivity. Health risk categorization is based on a self-reported, industry-standard benchmark of individual health risk factors. Work activities influence staff. These effects may be both beneficial and detrimental and may influence the individual's health or well-being as part of the workforce. Inclusive in the individual health dimension is any health or medical-related preemployment criteria for staff, related biomedical and/or health screening, and prophylactics/

vaccinations, etc. that may be necessary given their exposure to specific hazards as part of their work.

2. Work Environment: Numerous hazards exist in work environments, especially in industrial settings; however, even large occupancy buildings have an industrial component among those supporting units.

3. General Environment: The Bank Group's diverse and unique workforce lives and operates within a global environment, which impacts every staff member's health and safety daily. The security risk management system covers many aspects of the general environment such as natural risks (for example, earthquakes, tsunamis, and extreme weather) and man-made risks (for example, road traffic crashes and fire safety, among other). Such events will undoubtedly generate significant OHS hazards requiring control measures that are safety oriented. To facilitate OHS communication and familiarization, there are multiple e-learning trainings on Occupational Health, Safety, and Well-Being, including Travel Health, Mental Health, and Resiliency. This training is available for all staff and consultants globally through the Bank Group OLC, in person (when offices are open) or remotely via video conferencing.

The director of the Bank Group Health and Safety Directorate reports to the Bank Group Managing Director-Chief Administrative Officer.

403-1: OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

The Bank is dedicated to defining and implementing an OHS management system in accordance with external best practice (**ISO 45001**). The Bank Group Directive on an OHS Management System was approved in January 2018. Responsibility for occupational health and safety is shared by all Bank staff, including senior

management, managers, and supervisors as well as contractors and visitors as seen in the Bank Group Health and Safety Directive and Staff Manual.

403-2: HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION

The procedure(s) for hazard identification and risk assessment considers the following:

- 1. Personal and Population Health Risk:** Medical clearance for certain categories of staff, personal health monitoring when needed, staff surveys, and health risk stratification for population health management.
- 2. Work Environment:** Measurement of air quality, water, food, work processes, and activities of all persons involved in Bank Group undertakings (including contractors and visitors); human behavior, capabilities, and other factors.
- 3. General Environment:** Monitoring pollutants in air, soil, and water; security situations; effects of seasonal change (hot/cold/wet/dry); levels of violence; and measuring and controlling hazards/risk created by organization.

The risk assessment process starts with the completion of a fully comprehensive Health and Safety Hazard Identification Survey, commissioned by the Health and Safety Directorate. Once these hazards have been identified, the control measures currently in place must be evaluated and the associated remaining risk calculated. Where the remaining risk is high or unacceptable, the development and implementation of further appropriate controls is necessary, and a re-examination of the remaining risk is conducted to determine if this is remaining risk is acceptable. This process leads to the development of an OHS Risk Management Plan. Continuing risk reviews must be undertaken when there is a reasonable OHS risk associated with: (i) the occurrence of an injury or near miss, which reveals a previously unidentified or uncontrolled hazard; (ii) the introduction of new equipment, offices, procedures, or processes; (iii) the modification of equipment, procedures, or processes; or (iv) a change in specific circumstances that increases the risk to an individual (for example, significant change in work process and structures, pregnancy, return to work from a long-term condition, or status change of the health or security-level of a country or specific location).

It is important to note that when conducting a risk assessment that relates to a process or a task, the full task or process is assessed. Risks cannot always be assessed effectively in isolation from their process. The Risk Register contains a summary of the identified hazards within the Bank Group. It provides a referenced overview of these hazards; an appreciation of what would be considered as low, medium, or high risk; and information on the current control measures that are in use in the Bank Group. Essentially, it is a living document: as more risk assessments are conducted, the information contained within the register is updated and improved. The Bank Group has a wide variety of office locations, functions, activities, and levels of risks. A hazard may exist in one country office but not in others, or the level of risk for a specific hazard may differ significantly. A knowledge base of hazards and control measures, standards and procedures, and methodologies is crucial to form a comprehensive overview of the organization and its inherent or actual OHS risk. Assessment of psychosocial risks is undertaken using the Copenhagen Psychosocial Questionnaire and by regular Staff Health and Safety Risk Assessment Survey.

All Bank Group staff are empowered—and have the responsibility—to identify and report any unsafe workplace acts or situations to management. Staff policies and procedures, as defined in the Staff Manual, clearly identify ways in which workers can report work-related hazards and hazardous situations, including reporting directly to HSD, emailing the Bank Group help desk and reporting to management. In addition, a formal software tool to report any work-related hazards and hazardous situations is under development. Workers are protected against reprisals by the Bank Group's Internal Justice Services (IJS), which endeavors to support staff to preserve fairness in the workplace.

Bank Group staff are protected by the rights and obligations as identified in the staff rules and supported by the instruments available to staff via the Bank Group Internal Justice and Business Ethics units.

403-3: OCCUPATIONAL HEALTH SERVICES

The Bank Group Health and Safety Directorate provides a comprehensive suite of OHS and personal health risk management services through the following units:

- **Occupational Health and Safety:** addresses individual, workplace, and global health and safety issues.
- **Personal Health and Wellness:** addresses health risks of travel and relocation and manages an outsourced, full-service, on-site Primary Health Care Center for staff, dependents, and retirees at headquarters in Washington, D.C., run according to a patient-centered medical home model. The Bank Group also offers an outsourced Health and Wellness Program that allows staff globally to identify and manage their health risks, obtain health and wellness coaching, and have clinical nurse manager support for living with chronic medical conditions. The Personal Health and Wellness unit also provides services that enable staff to access health care across the globe, for both routine and emergency needs.
- **Mental Health and Well-Being Unit:** addresses psychosocial support needs. Staff with clinical functions are required to have active

professional registration in the countries where they are performing their clinical duties.

The Health and Safety Directorate is cross supported by other vice-presidential units, including Human Resources and directorates such as the Global Corporate Solutions which houses Corporate Real Estate, Corporate Security, and Travel units. The Bank Group's OHS Committee, which reports to the senior management Enterprise Risk Management Committee (ERC), is tasked with developing, implementing, and overseeing an OHS management system that applies to the Bank's employees worldwide. The OHS management system being implemented by ERC is based on ISO 45001. ERC forms multidisciplinary, ad-hoc working groups to address specific concerns, such as a working group for air pollution, which developed guidelines for staff and managers in country offices where air quality is a recognized health hazard.

During the COVID-19 pandemic, the Health and Safety Directorate has provided guidance on preparedness and risk management for all Bank Group locations, in addition to decision making processes and tools to manage health and safety risks.

403-4: WORKER PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY

The Bank Group's OHS Committee meets as needed on a quarterly basis to address health and safety issues as they relate to staff worldwide. The committee is chaired by the director of HSD and includes occupational health specialists, environmental consultants, and senior management representatives from headquarters and country offices, HRD, Internal Justice Services, Corporate Real Estate, Corporate Security, Fire and Life Safety, Legal, Procurement, Corporate Responsibility, the Staff Association, Budget, and additional specialists and members as required. To address staff concerns, the committee forms multidisciplinary ad-hoc task working groups under the guidance of the ERC.

The OHS Committee provides decision making and guidance related to:

- Developing an organizational strategy for the Bank Group on implementing an OHS management system;
- Providing advice to units implementing OHS strategies and programs;
- Developing internal OHS standards;
- Monitoring and evaluating the implementation and impact of the OHS management system and making recommendations for change;
- Developing training programs on risk management, accident and disease prevention, and related educational activities for staff;
- Proposing ways to incorporate lessons learned from health and safety incidents;

- Coordinating outreach to staff on OHS issues, questions, and suggestions; and
- Overseeing the compiling of data on work-related injuries, incidents, and hazards into an annual report.

The Emergency Management Team (EMT) assumed the function of guiding the Bank Group's response to the COVID-19 pandemic in the context of employees' health and safety.

403-5: WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

HSD has developed and implemented 11 online learning courses for staff. The courses are available globally through the Bank Group's learning platform (OLC), in person or remotely via video conferencing. Participants are introduced to:

- The Bank Group OHS management system, which considers the health and safety risks posed by personal health, workplace, and the general environment in which staff work.
- The governance structure of the Bank Group's Health and Safety management system.
- How workplace health and safety is a shared responsibility, and the role of Bank Group in upholding a healthy and safe work environment.

- How to undertake a risk assessment and management approach for health, safety, and well-being; OHS roles and responsibilities for managers, supervisors and task team leaders.
- Community of practice to be developed for country office OHS focal points, including online training, virtual training, and in-person instruction.
- COVID-19 return-to-office familiarization: identifying and familiarizing staff with COVID-19 prevention, mitigation, and control measures within Bank Group workspaces.
- Mental health and resilience, automated external defibrillator (AED), cardiopulmonary resuscitation (CPR), and bleeding control training.

403-6: PROMOTION OF WORKER HEALTH

The Bank Group has introduced a patient-centered medical home model that provides primary-care services at headquarters. Instead of seeking outside care, staff and their dependents can visit the expanded in-house clinic and receive care delivered by the MedStar Medical Group.

The key features of this model include:

- Holistic care for families, with a focus on maintaining health and disease prevention;
- Patient-centered focus;
- Team-based service approach;
- Easy access to providers via an electronic portal;

- Broader spectrum of clinical services, incorporating the urgent care formerly provided by the HSD clinic;
- Medical home base with access to a network of specialty care;
- Virtual consultations; and
- Consultation, assessment, and testing related to Coronavirus SARS-cov-2 infections (COVID-19).

Additionally, HSD's Personal Health and Wellness staff identify, evaluate, and monitor health care facilities in country office locations and advise/facilitate access to care as needed, including through a 24/7 Medical Duty Officer call roster. The Bank Group provides comprehensive global health insurance coverage

for all staff and dependents, supplemented by both emergency and non-emergency medical evacuation benefits when critical care is not available locally.

The Health and Wellness Program is composed of additional health support services provided to staff, dependents, and retirees globally, in partnership with U.S. Preventive Medicine and the Cleveland Clinic. The program includes a health and wellness assessment, a personal preventive plan, the setting of

individual health goals, and personalized support through a health coach or advisor who is available via email or telephone.

In addition, the Bank Group Health and Safety Directorate provides a number of health promotion and education programs in areas such as ergonomics, physical activity, nutrition, prevention of chronic diseases, mental health, resilience, and mindfulness.

403-7: PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS

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

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

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

403-9: WORK-RELATED INJURIES

All hazards and risks are managed in accordance with the principle of hierarchy of controls. Bank work-related rates are established based on 200,000 hours (100 staff x 40 hours x 50 weeks). There were 34,258,000 hours worked in calendar year 2020.

2020 Lost Workday Case Rate - All Workers Compensation Claims

Type	Employee Category	Claims	Case Rate
Illness Lost Workday Case Rate	Staff member	3	.02
Injury Lost Workday Case Rate	Staff member	12	.07
Illness Lost Workday Case Rate	Short-term consultant	0	0.00
Injury Lost Workday Case Rate	Short-term consultant	1	.01

Note: There were no work-related deaths in calendar year 2020.

In accordance with the Bank Group OHS management system, work-related hazards that pose a risk are defined in the Bank Group Hazard Risk Register. Each hazard is aligned to a level of risk according to industry and internal standards. A risk matrix calculates risk in accordance with severity and intensity. The Bank Group uses a 4x4 risk matrix structure. The determination of current and

future control measures is applied in accordance with the hierarchy of controls to establish current and residual risk tolerances. All staff are included in accordance with Bank Group staff rules. Data are compiled in accordance with OSHA reporting criteria.

MANAGEMENT APPROACH: STAFF LEARNING

The Bank invests in staff learning to enhance -wide technical skills and knowledge, strengthen problem-solving skills, and foster innovation to attain the Bank Group's twin goals of ending extreme poverty and promoting shared prosperity. Staff take courses to retain and enhance cutting-edge skills as they carry out the Bank's mission. Stakeholders, including employees, shareholders (the Boards), and sustainable and impact investors, recognize learning and knowledge sharing as highly relevant to the Bank's business impact. This topic is material to both the Bank's corporate and operational boundaries, as the Open Learning Campus (OLC) provides solutions for both staff and partners globally.

The OLC is a single, online destination to accelerate development solutions through learning for Bank Group staff, clients, and global partners. It offers a broad range of learning resources via Talks, Academy, and Connect to: (i) provide continuous learning for staff to retain and enhance cutting-edge skills, and (ii) enable staff and clients to learn together and co-create solutions to complex development challenges. While the onus is on staff to be proactive in their learning, managers are accountable for supporting the learning of their staff. Through the Bank's performance evaluation process and career conversations, staff and managers work together on staff development objectives and career goals. Strategically selecting appropriate learning activities is a key part of this process. Staff can choose from a wide range of internal learning activities available through the OLC or from external learning providers.

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

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

All learning in OLC is evaluated for scale and impact. On the staff side, the Bank evaluates all classes entered in OLC that are greater than or equal to one day. All classes that are less than a day can be evaluated as needed. On the client side, the Bank evaluates all learning programs, and regularly informs senior management, including through three-year trend analysis, to guide programs, implement course corrections, and create learning innovations. For more information about OLC, see: <https://olc.worldbank.org>.

404-1: AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE

In fiscal 2021, the Bank delivered 55,412 days of learning. All training days were delivered via location-neutral formats, such as e-learning and webinars.

During fiscal 2021, 92 percent of the salaried workforce attended at least one learning event, not including corporate mandatory programs: 93 percent based

in country offices and 91 percent at headquarters. These individuals attended the equivalent of 41,828 days of training, averaging 3.1 days per staff member,

with 3.1 days taken by staff based in offices outside the U.S. and 3.1 days taken by Washington, DC-based staff.

Average participant training days taken			
	FY19	FY 20	FY 21
GA-GD	3.6	2.5	2.8
GE	4.4	3.7	3.0
GF-GG	6.0	4.0	3.4
GH+	4.5	2.1	2.1
ETC/ETT	4.0	4.5	3.1
JPA/JPO/SPAS	7.6	6.5	3.5

Average participant training days taken			
	FY19	FY 20	FY 21
Male	4.7	3.2	2.7
Female	5.4	3.8	3.4

In fiscal 2021, investment in staff learning decreased by 19 percent over fiscal 2020 levels and by 36 percent over fiscal 2019 levels. The Bank invested \$48.8 million in staff learning, of which 45 percent was spent on developing and

delivering learning activities, and 55 percent was spent to cover direct and indirect expenses for staff members to participate in learning (given internally and/or from external providers), including staff time and other costs.

404-3: PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW

The Bank Group performance approach is focused on encouraging regular, quality conversations and feedback between staff and supervisors throughout the year and provides a framework to support staff development and achievement of results. The process involves a cycle of setting near-term business and professional development objectives, obtaining feedback, check-in conversations, and regularly readdressing objectives in support of accomplishing the organization's strategic priorities. At least once in a 12-month period, typically at the close of the fiscal year, all staff (excluding short-term appointments) have formal feedback discussions with their manager or designated supervisor. Evaluations

are based on the staff member's performance against stated objectives, additional contributions, strengths, and areas of focus. The year-end conversation also touches on plans for the upcoming performance cycle, including any professional development and training needs. The Performance Management Process is outlined in the Staff Manual, Staff Rule 5.03.

In fiscal 2021, 95 percent of Bank staff completed fiscal 2020 year-end evaluations; 82 percent of staff completed fiscal 2021 objectives; 72 percent of staff had at least one check-in documented; and 82 percent of staff had at least one

feedback request. There are no obvious deviations per gender and employee category; see table below.

In addition to the regular performance evaluations, an integrated talent and performance management approach is undertaken by management to give

the organization a better understanding of the skills of staff and to identify next steps for the staff’s professional development, including targeted learning programs, stretch assignments, or rotations to other business units, as well as readiness to take on greater responsibilities.

Report Type	Organization	Percent	Gender		Appointment Type	
			Male (%)	Female (%)	Term (%)	Open Ended (%)
Fiscal 2020 End-year*	Bank Group	96%	47%	53%	46%	54%
	Bank**	95%	47%	53%	44%	56%
Fiscal 2021 Objectives*	Bank Group	83%	47%	53%	51%	49%
	Bank**	82%	47%	53%	47%	53%
Fiscal 2021 Check-ins*	Bank Group	78%	47%	53%	51%	49%
	Bank**	72%	48%	52%	46%	54%
Fiscal 2021 Ongoing Feedback*	Bank Group	83%	45%	55%	51%	49%
	Bank**	82%	46%	54%	47%	53%

Note: There are more females than males at the Bank Group (53 percent and 47 percent, respectively), and the same number of staff on term and open-appointment type (50 percent and 50 percent, respectively).

*Includes staff with Active, Letter of Acceptance (LOA), EXP, and EXWP Employment Status.

**Includes Global Environmental Facility (GEF), International Bank for Reconstruction and Development (IBRD), and joint units in IBRD and International Finance Corporation (IFC).

MANAGEMENT APPROACH: DIVERSITY AND INCLUSION

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

The Bank recognizes that meeting the demands and needs of its diverse client base more effectively means it must consider a range of ideas and perspectives to find the best solutions to development challenges. The Articles of Agreement for the IRBD Association emphasize the need to “pay due regard to the importance of recruiting personnel on as wide a geographical basis as possible” when appointing Bank officers and staff, “subject to the paramount importance of securing the highest standards of efficiency and of technical competence.” This directive was reiterated in the 1983 Principles of Staff Employment, approved by the Executive Directors, to set forth the broad policies according to which the President shall manage staff. These principles direct the Bank to “encourage

diversity in staffing consistent with the nature and objectives of the Organizations.” In addition to reflecting the Bank’s global nature, the importance of staff diversity in enhancing the effectiveness and credibility of the Bank’s institutions has been underscored by ongoing reforms to increase the voice and participation of emerging markets and developing countries at the Bank. The Bank manages these commitments and directives through an integrated approach that focuses on three pillars: advocacy (demonstrate leadership and build partnerships), accountability (set goals and measure outcomes), and inclusion (embed diversity, equity, and inclusion into talent processes and create an inclusive environment).

The Bank measures the effectiveness of its efforts through Diversity and Inclusion Compacts, which include diversity and inclusion targets and identify specific actions to achieve the targets. The diversity targets are based on the Diversity

Index, which sets a goal of gender parity at all grades, based on grade groups for administrative and clerical staff, entry-level and junior technical staff, senior technical staff, and managers. The Bank also tracks national diversity, based on sub-regional nationality, as an indicative indicator of geographic diversity. Inclusion targets are derived from staff responses on the annual engagement survey, which includes a set of questions comprising the Inclusion Index. The Bank Group Compact, which is signed by the President and his senior team, is cascaded through all vice-presidential units.

Progress against the compact targets and actions are reported monthly and reviewed quarterly. In addition to the compacts, actions to improve staff perceptions on the engagement survey, including the Inclusion Index, are developed and tracked at the vice-presidential unit and at the Bank level.

405-1: DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

Executive Directors: Representatives on the Bank Boards of Governors and Board of Executive Directors are determined by member countries. Of the

25 members of the Board of Executive Directors, seven were women in fiscal 2021. For more information about the Boards, see:

<http://www.worldbank.org/en/about/leadership/directors>.

(as of June 30, 2021)	Women		Men		Total Number
	Number	Percent of Total for Title	Number	Percent of Total for Title	
Executive Director	7	28.00%	18	72.00%	25
Alternate Executive Director	2	9.00%	21	91.00%	23
Senior Advisor	24	42.00%	33	58.00%	57
Advisor	46	43.40%	60	56.60%	106
Total	79	36.74%	132	63.26%	211

Since 1998, the Bank has measured the diversity of its staff based on gender and nationality. For gender, the Bank focuses on gender parity at all grades. For

nationality, the Bank focuses on having teams that represent 20 sub-regions globally, based on where and how we do business.

In fiscal 2021, women accounted for 53.0 percent of all staff, compared to 47.0 percent for men.

Diversity Profile of the World Bank Group

Full-Time Staff	Fiscal 2021		Fiscal 2020	
	Number	Percent of Total	Number	Percent of Total
Age				
Under 30	331	3%	368	3%
30-50	7,559	60%	7,610	61%
50+	4,638	37%	4,416	36%
Total	12,528		12,394	

Indicator Category	Target	Men (%)	Women (%)
Administrative and Support Staff	50%	30.2%	69.8%
Entry and Junior Technical	50%	44.8%	55.2%
Senior Technical	50%	57.8%	42.2%
Managers	50%	54.8%	45.2%

405-2: RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN-TO-MEN

To recruit and retain highly qualified staff, the Bank Group has developed a compensation and benefits system designed to hire the best talent in the global market, reward performance, and consider the special needs of a multinational and largely expatriate staff. The Executive Directors annually consider a proposal for a salary increase in line with a Board-approved methodology that entails a market-based approach, which compares compensation paid by private financial and industrial firms and by public sector organizations in local reference

markets, including the U.S. The grading system and benchmark job positions are unified across the Bank Group and its locations. Bank policies apply to all staff working in its offices globally. Bank salary structures do not differentiate by gender. This methodology was reviewed in fiscal 2018 for headquarters-appointed staff and in fiscal 2019 for country office-appointed staff. Remuneration of executive management, Executive Directors, and staff are disclosed in the appendixes of the [World Bank Annual Report](#).

MANAGEMENT APPROACH: NON-DISCRIMINATION

The Bank Group core values are impact, integrity, respect, teamwork, and innovation. Bank Group staff are strongly encouraged to respect everyone within and without the institution, nurture, and benefit from individual differences, commit to a fair and equitable treatment of all, and prioritize the interests of the Bank Group over personal interests as detailed in the Code of Ethics.

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

Staff

Staff members are required to uphold Bank Group Staff Rules as a condition of employment, and adherence to the Code of Ethics is specified in contracts with employees. All newcomers are required to complete an e-learning course on the Code of Ethics and another one on the prevention of sexual harassment and harassment.

Due to its immunities from most national courts, the Bank provides staff comprehensive grievance mechanisms to address and resolve workplace issues through informal and formal services. These services encourage collaboration among staff, provide space for the effective management of conflict, and increase the Bank's capacity to build and retain a globally representative workforce.

406-1: INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN

During fiscal 2021, over 1,000 cases were brought to the core services of the Internal Justice Services (IJS) and World Bank Administrative Tribunal (WBAT). In fiscal 2020, more than 1,500 cases were raised. This decrease can largely be attributed to the impact of COVID-19 and the associated remote-work environment. Together, these resulted in shifting staff concerns (as evidenced, for example, by a commensurate increase in the case load for HSD), changing

Board

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

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

Ethics and Business Conduct (EBC) regularly monitors the level of allegations of misconduct, and the information is part of risk management reporting. The Bank Group Staff Engagement Survey contains questions related to the occurrence of harassment and sexual harassment, which are analyzed by EBC and the Internal Justice Services (IJS). EBC is also implementing root cause analysis at the end of investigations, reviewing the factors that enabled the misconduct to take place. It has extended root cause analysis to advisory consultations when the issues raised would require a revision of the rules or procedures.

conflict patterns, and possible hesitations by staff to avail themselves of services remotely.

In fiscal 2021, EBC reviewed 16 allegations of discrimination, which were related to discrimination based on age, disability, gender, nationality, or race. There is public disclosure of the number of cases investigated and of the resulting sanctions in EBC's annual report and on EBC's internal website on a quarterly basis. The Bank Group's Task Force on Anti-Racism works on issues related to

preventing any form of racial discrimination within the Bank Group. EBC is preparing, in cooperation with the task force, a revision of the Code of Ethics to make the prohibition of discrimination and racism more prominent.

In fiscal 2021, IJS put a great deal of focus on advancing the organization's efforts to combat and prevent discrimination. In line with the recommendations from the Bank Group Task Force on Anti-Racism, a Race Equity Officer (REO) position has been created within the IJS to promote cultural change and to help staff navigate difficult situations involving race, ethnicity, and discrimination. It is expected the REO will begin taking cases in fiscal 2022. In 2019, EBC created

MANAGEMENT APPROACH: CHILD LABOR

The Bank recognizes that good working conditions, including the elimination of child labor are essential to development and to the development objectives of its investment projects. Stakeholders, including potential employees, shareholders (the Boards), as well as sustainable and impact investors, recognize this topic to be relevant to our business impact. This topic is material in the Bank's operational boundary.

All standard Bank bidding documents contain a clause prohibiting the use of child or forced labor in contracts financed under any Bank projects. Staff working on Bank-financed operations are required to assess environmental and social issues, such as child labor, and the specific measures that are to be implemented to mitigate these risks. Under the ESF, the Bank classifies all investment projects into one of four classifications: High, Substantial, Moderate, or Low Risk. In determining the appropriate risk classification, the Bank will take into account relevant issues, such as the type, location, sensitivity, and scale of the project; the nature and magnitude of the potential environmental and social risks and impacts; and the capacity and commitment of the borrower (including any other entity responsible for implementation of the project) to manage the environmental and social risks and impacts in a manner consistent with the Environmental and Social Standards (ESSs) of the ESF.

The ESF includes a Vision Statement for Sustainable Development, an Environmental and Social Policy for Investment Project Financing (IPF), which applies to the Bank, and 10 Environmental and Social Standards, which apply

the new function of Anti-Harassment Coordinator (AHC), a position that reviews cases of sexual harassment and harassment. The AHC can caution staff and managers about alleged inappropriate behaviors and to recommend remediation plans, often including the participation by management in remediation decisions. Instances of discrimination-based harassment would be either remediated on that basis or, for more egregious cases, through an investigation into misconduct. In fiscal 2021, the AHC addressed 128 cases of harassment and sexual harassment.

to the borrower. This includes a standalone standard on Labor and Working Conditions (ESS2).

The objectives of ESS2 are to:

- Promote safety and health at work;
- Promote the fair treatment and non-discrimination of, and equal opportunity for, project workers;
- Protect project workers, including vulnerable workers such as women, persons with disabilities, and children (of working age), as well as migrant workers, contracted workers, community workers, and primary supply workers, as appropriate;
- Prevent the use of all forms of forced labor and child labor;
- Support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law; and
- Provide project workers with accessible means to raise workplace concerns.

The ESF includes a standard containing specific requirements relating to the prevention of child labor. The specific ESS2 provision on child labor is:

- A child under the minimum age established in accordance with this paragraph will not be employed or engaged in connection with the project.

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

All investment projects applying the ESF are required to have a project-level grievance mechanism (GM). GMs provide project-affected parties with accessible and inclusive means to raise issues and grievances, and they allow borrowers to respond to and manage such grievances. The grievance mechanism is proportionate to the potential risks and impacts of the project and is accessible and inclusive.

The Bank's Grievance Redress Service (GRS) provides an additional, accessible way for individuals and communities to submit complaints directly to the Bank if they believe that a Bank-supported project has or is likely to have adverse effects on them, their community, or their environment. The GRS enhances the Bank's responsiveness and accountability to project-affected communities by ensuring that grievances are promptly reviewed and addressed. More details can be found at: <http://www.worldbank.org/grs>.

The Independent Evaluation Group (IEG) evaluates the development effectiveness of the Bank Group. Its work provides evaluative evidence to help the Bank Group deliver better services and results to its clients. IEG does so by generating lessons from past experience and accountability to shareholders

and stakeholders at large. It is independent of the management of the Bank Group and reports directly to the Executive Board. More details can be found at: <https://ieg.worldbankgroup.org/>.

The Bank's Group Internal Audit Vice-Presidency (GIA) is an independent, objective assurance and consulting activity that helps improve Bank Group operations. It assists the institution in accomplishing its objectives by evaluating the effectiveness of Bank Group governance, risk management, and control processes. Furthermore, IAD advises management in developing control solutions and monitors the implementation of management's corrective actions. IAD's work is carried out in accordance with the Institute of Internal Auditors (IIA) International Professional Practices Framework. More details can be found at: <http://www.worldbank.org/en/about/unit/internal-audit-vice-presidency>.

The Accountability Mechanism (AM) was established by the Bank's Board of Directors in 2020. It is independent from Bank management and reports directly to the Board. The AM houses both the Inspection Panel (IPN) and the Dispute Resolution Service (DRS), which was also created in 2020. The IPN is the Board's fact-finding body that carries out investigations into whether the Bank has complied with its policies and procedures if authorized by the Board. The DRS is mandated to facilitate a dispute resolution process between affected parties and the project authorities to resolve the matters of concern, if they so wish, in lieu of a compliance investigation. The AM is headed by a secretary, who is tasked with overseeing the processing of complaints, which may be addressed through a compliance investigation carried out by the IPN, or a dispute resolution process facilitated by the DRS. The AM provides an avenue for individuals and communities who believe that they have been or are likely to be harmed by a project funded by the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA) to express and have their concerns reviewed and addressed. It aims to promote accountability at the Bank, give people affected by activities supported by the Bank a greater voice, and foster redress by the borrower when warranted. More details can be found at: <http://ewebapps.worldbank.org/apps/ip/Pages/Home.aspx>.

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

The Bank recognizes that in certain sectors (for example, agriculture and mining) and geographical locations, the prevalence and risk of child labor are more pronounced. This risk metric is accounted for when the Bank screens proposed projects to determine the appropriate extent and type of environmental and social analysis to be undertaken by the borrower during project preparation. It is also accounted for in determining the project's risk classification, where the Bank will consider different risks associated with project activities. Risk classification of a project considers the type, location, sensitivity, and scale of the project; the nature and magnitude of the potential environmental and social risks and impacts; and the capacity and commitment of the borrower (including any other entity responsible for the implementation of the project) to manage the environmental and social risks and impacts in a manner consistent with the ESSs of the ESF. These requirements inform project design and the specific measures that the borrower will implement to mitigate potential child labor risks. Where potential risks of child labor require project-specific mitigation measures, these measures will be addressed in labor management procedures and the Environmental and Social Commitment Plan (ESCP).

The Bank supervises all projects on a regular basis and requires the borrower to report on the implementation of mitigation measures.

Under the ESF, the prohibition of child labor applies to all procurements financed by the Bank. For lower value procurements, the Bank's Procurement Regulations for IPF Borrowers requires that the borrower's "Procurement Documents include sufficient provisions, as agreed with the Bank, to adequately mitigate against environmental and social (including sexual exploitation and abuse/sexual harassment (SEA/SH)), risks and impacts" (Procurement Regulations for IPF Borrowers, November 2020, Section V, 5.4 (d)). For higher value procurements, the Bank's Standard Procurement Documents (SPDs) include specific clauses on child labor prevention reflecting the ESF. The prohibition of child labor applies to the contractor, sub-contractor and any other suppliers. For example, Request for Bids Works, January 2021, Clause 4.24.2 Child Labor: The contractor shall take measures to require its suppliers (other than sub-contractors) not to employ or engage child labor as described in Sub-Clause 6.22. If child labor cases are identified, the contractor shall take measures to require the suppliers to take

appropriate steps to remedy them. Where the supplier does not remedy the situation, the contractor shall, within a reasonable period, substitute the supplier with a supplier that is able to manage such risks. The borrower is required to ensure that the standards of the primary suppliers on child labor adhere to national law and are in line with ESS2 requirements. Additionally, in higher value procurements, the Bank's Standard Procurement Documents require for large works contracts, bidders must submit a formal declaration disclosing their past environmental and social performance. The declaration relates to any breach of environmental and social requirements resulting in a civil works contract being suspended or terminated or performance security being called in. The borrower can use this information to inform further due diligence. If a bidder misrepresents the facts or misses out an important fact, they can be disqualified from the bidding process and may be subject to the Bank's sanctions regime.

Avenues for Bank engagement on child labor included analytical work focusing on developing an understanding of child labor issues; project-level social risk management in lending operations; and activities/components embedded in advisory and lending operations and programs to support client countries in addressing child labor challenges. The Bank has implemented or participated in enhanced third-party monitoring and feedback mechanisms to mitigate child labor risk in selected projects in its portfolio, in countries and sectors where child labor is more prevalent. Work has also been carried out during the reporting period to further strengthen the link between the ESF and the Bank's Procurement Policy. The relationship between these two policy areas is important; procurement is a key ESF delivery mechanism, as many environmental and social issues need to be addressed by contractors, subcontractors, and primary suppliers. Done properly, the procurement process includes minimum requirements for bidders, creates the contractor's legal obligations to manage specified ESF risks and sets out borrower remedies if the contractor does not meet its obligations. The Bank revised the Standard Procurement Document (SPD) for large works by incorporating ESF provisions into the conditions of contract of the SPD. This is designed to make the work of task teams easier, in that the relevant ESF requirements are now included in the Bank's standard procurement documentation. The child labor provision reflects ESS2 requirements on child labor as applicable to

contractors, subcontractors, and suppliers. Training and the sharing of resources are continuing to enhance staff and client knowledge and understanding of procurement-related procedures. Labor management procedures developed by borrowers specify relevant child labor requirements for projects with the risks of child labor, such as the minimum age for employment, the process to be followed to verify the age of project workers, the procedures to be followed if underage workers are found working on the project, and the procedure for conducting risk assessments for workers aged between the minimum age and 18.

MANAGEMENT APPROACH DISCLOSURES: FORCED OR COMPULSORY LABOR

The Bank recognizes the importance of employment creation and income generation in the pursuit of economic growth. Borrowers can promote sound worker-management relationships, enhance the development benefits in the project fairly, and provide safe and healthy working conditions. Stakeholders, who include potential employees, shareholders (the Boards), and sustainable and impact investors, recognize this topic to be relevant to the Bank's business impact. This topic is material within the Bank's operational boundaries.

Under the Environmental and Social Framework (ESF), the Bank classifies all investment projects into one of four risk categories: high, substantial, moderate, or low risk. In determining the appropriate risk classification, the Bank will take into account relevant issues, such as the type, location, sensitivity, and scale of the project; the nature and magnitude of the potential environmental and social risks and impacts; and the capacity and commitment of the borrower (including any other entity responsible for the implementation of the project) to manage the environmental and social risks and impacts in a manner consistent with the ESSs of the ESF.

More information on the ESF can be found at: <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>.

The ESF includes a Vision Statement for Sustainable Development, an Environmental and Social Policy for IPF (which applies to the Bank), and 10 Environmental and Social Standards (which apply to the borrower). This includes a standalone standard on Labor and Working Conditions (ESS2). The objectives of ESS2 are to:

The Bank is continuing to feed the results from these lessons learned into dialogue with partners at international, regional, and national levels and into concrete design decisions for new Bank operations. In parallel, several regions within the Bank Group have been undertaking reviews of labor legislation and practice through the drafting of country labor profiles, including reports on child labor policy and prevalence.

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

The specific ESS2 provision on forced labor is the following: "Forced labor, which consists of any work or service not voluntarily performed that is exacted from an individual under threat of force or penalty, will not be used in connection with the project. This prohibition covers any kind of involuntary or compulsory labor, such as indentured labor, contracted labor, or similar labor-contracting arrangements. No trafficked persons will be employed in connection with the project." The Environmental and Social Assessment process evaluates a project's potential environmental risks and impacts in its area of influence; examines project alternatives; identifies ways of improving project selection, siting, planning, design, and implementation by preventing, minimizing, mitigating, or compensating for adverse environmental and social impacts and enhancing positive impacts; and includes the process of mitigating and managing adverse environmental impacts throughout project implementation.

409-1 : OPERATIONS AND SUPPLIERS CONSIDERED TO HAVE SIGNIFICANT RISK FOR INCIDENTS OF FORCED OR COMPULSORY LABOR

The ESF requires an assessment of labor risks associated with a proposed project, which include the risks associated with forced or compulsory labor. The ESS on Labor and Working Conditions (ESS2) contain a prohibition on forced labor together with a description of what forced labor may entail. Where a project has risk of forced labor, the Bank requires the borrower to design specific mitigation measures to address those risks. Where potential risks of forced labor require project specific mitigation measures, these will be addressed in labor management procedures and the ESCP.

The Bank supervises all projects on a regular basis and requires the borrower to report on the implementation of mitigation measures. Under the ESF, the prohibition of forced labor applies to all procurements financed by the Bank. For lower value procurements, the Bank's Procurement Regulations for IPF Borrowers requires that the borrower's "Procurement Documents include sufficient provisions, as agreed with the Bank, to adequately mitigate against environmental and social (including SEA/SH), risks and impacts" (Procurement Regulations for IPF Borrowers, November 2020, Section V, 5.4 (d)); For higher value procurements, the Bank's Standard Procurement Documents (SPDs) include specific clauses on forced labor prevention reflecting the ESF. The prohibition of forced labor applies to the contractor, subcontractor and any other suppliers. For example, Request for Bids Works, January 2021, Clause 4.24.1 Forced Labor:

"The Contractor shall take measures to require its suppliers [other than Subcontractors] not to employ or engage forced labor including trafficked persons as described in Sub-Clause 6.21. If forced labor/trafficking cases are identified, the Contractor shall take measures to require the suppliers to take appropriate steps to remedy them. Where the supplier does not remedy the situation, the Contractor shall within a reasonable period substitute the supplier with a supplier that is able to manage such risks."

The borrower is required to ensure that the standards of the primary suppliers on forced labor adhere to national law and are in line with ESS2 requirements. Additionally, in higher value procurements, the Bank's Standard Procurement Documents require that for large works contracts, bidders must submit a formal declaration disclosing their past environmental and social performance.

The declaration relates to any breach of environmental and social requirements resulting in a civil works contract being suspended or terminated or performance security being called in. The borrower can use this information to inform further due diligence. If a bidder misrepresents the facts or leaves out an important fact, they can be disqualified from the bidding process and may be subject to the Bank's sanctions regime.

Avenues for Bank engagement on forced labor included project-level social risk management in lending operations and activities/components embedded in advisory and lending operations and programs to support client countries in addressing forced labor challenges. Work was also done during the reporting period to further strengthen the link between the ESF and the Bank's Procurement Policy. The relationship between these is important; procurement is a key ESF delivery mechanism, as many environmental and social issues need to be addressed by contractors, subcontractors, and primary suppliers. Done properly, the procurement process includes minimum requirements for bidders, creates the contractor's legal obligations to manage specified ESF risks, and sets out borrower remedies if the contractor does not meet its obligations. The Bank revised the Standard Procurement Document (SPD) for large works by incorporating ESF provisions into the contract conditions of the SPD. This is designed to make the work of task teams easier, in that the relevant ESF requirements are now included in the Bank's standard procurement documentation.

The forced labor provision reflects ESS2 requirements on forced labor as applicable to contractors, subcontractors, and suppliers. Training and the sharing of resources are continuing to enhance staff and client knowledge and understanding of procurement-related procedures. Labor management procedures developed by borrowers specify relevant forced labor requirements for projects with the risks of forced labor. The Bank is continuing to feed the results from these lessons learned into dialogue with partners at the international, regional, and national levels and into concrete design decisions for new Bank operations. In parallel, several regions within the Bank Group have been undertaking reviews of labor legislation and practice through the drafting of country labor profiles.

MANAGEMENT APPROACH: RIGHTS OF INDIGENOUS PEOPLES

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

Stakeholders, including shareholders (the Boards), borrowers, staff, and civil society, and sustainable and impact investors, recognize this topic to be relevant to our business impact. This topic is material in the Bank's operational boundary.

The Safeguards are the Bank's previous Operational Policies for environmental and social risk management, while the ESF is the new system as of October 1, 2018. All investment projects with Concept Note meetings on or after October 1, 2018, apply the ESF, while all IPFs with concept note reviews held before that date will continue to apply the Safeguards Policies. Given the Bank project cycle, the two systems are expected to run in parallel for several years.

The World Bank Safeguards Policy on Indigenous Peoples (OP/BP 4.10) underscores the need for borrowers and Bank staff to identify Indigenous Peoples,

consult with them, and ensure that they participate in and benefit from Bank-funded operations in a culturally appropriate way. It also emphasizes that adverse impacts on them are avoided or, where not feasible, minimized or mitigated. For all projects that are proposed for Bank financing and are applying the Safeguard Policies, and involve Indigenous Peoples, the Bank requires the borrower to engage in a process of free, prior, and informed consultation. The Bank provides project financing only where there is broad community support for the project by the affected Indigenous Peoples.

The ESF advances the Bank's existing Indigenous Peoples policy by including Free, Prior, and Informed Consent (FPIC) and by addressing peoples in voluntary isolation, as well as pastoralists. FPIC is a specific right that recognizes Indigenous Peoples' right to self-determination over decisions affecting them or their territories. This provision is well harmonized with those of other international financial institutions. The review of the Bank's Safeguard Policies, which led to the development of the ESF, included a global dialogue and engagement process with Indigenous Peoples that sought to incorporate Indigenous Peoples in the review, as well as to strengthen Bank support to and engagement with Indigenous Peoples more generally. The consultations on the framework included several dedicated Indigenous Peoples dialogue sessions, which yielded important results in terms of participation, information gathered, and the beginning of a renewed and stronger relationship with Indigenous Peoples.

The ESF includes a Vision Statement for Sustainable Development, an Environmental and Social Policy for IPF (which applies to the Bank), and 10 ESS (which apply to the borrower). ESS 7 on Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities adopts the principle of FPIC in projects affecting Indigenous Peoples' territories, natural resources, or cultural heritage or requiring involuntary resettlement. ESS7 also provides further guidance on Indigenous Peoples in urban areas and Indigenous Peoples living in voluntary isolation.

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

In fiscal 2021, two requests for inspection raised issues that involved allegations of non-compliance with the Bank's Indigenous Peoples policy. These requests were regarding the following projects:

1. India: Rural Water Supply and Sanitation Project for Low Income States (Investigation); and

2. Kenya: Kenya Climate Smart Agriculture Project and Kenya Urban Support Program (Request not registered by the Panel).

For more information, see case updates on the [Inspection Panel website](#).

MANAGEMENT APPROACH: HUMAN RIGHTS

Human rights principles that are essential for sustainable development, such as non-discrimination, meaningful consultation, effective public participation, property rights, accountability, transparency and good governance, are consistently applied in the Bank's work to end poverty and boost shared prosperity. Stakeholders, including shareholders (the Boards), borrowers, staff, and civil society, as well as sustainable and impact investors, recognize this topic to be relevant to our business impact. This topic is material within the Bank's operational boundary.

The Bank recognizes the importance of human rights principles in development: transparency, accountability, non-discrimination, equality of opportunity,

governance, empowerment, participation, and inclusion. These principles are reflected in all projects the Bank finances. Given the scope of the ESF, the Bank believes that its application in projects will support borrowers in achieving their human rights commitments.

Supporting human rights through Bank-supported projects is supported by a range of guidance, including Good Practice Notes on [Gender, Non-Discrimination, and Disability; Non-Discrimination, Sexual Orientation, and Gender Identity](#); and [Addressing Racial Discrimination](#).

412-1: OPERATIONS THAT HAVE BEEN SUBJECT TO HUMAN RIGHTS REVIEWS OR IMPACT ASSESSMENTS, BY COUNTRY

The Bank does not conduct human rights reviews or human rights impact assessments. However, all Bank projects are appraised in accordance with the requirements of the Bank's policies to protect the environment and people potentially affected by Bank-financed operations. The Bank screens each proposed project to determine the appropriate extent and type of environmental and social analysis to be undertaken during project preparation. For projects applying the Safeguard Policies, this process includes a determination of and

whether the project may involve the application of different Safeguard Policies. For projects applying the ESF, all 10 of the Environmental and Social Standards (ESSs) apply, though they will have varying levels of relevance depending on the nature of the project. Environmental and social risk management, including risk mitigation measures, are also referenced in the project's legal agreement, and therefore are part of the contract with the borrower. For details on projects, see: <http://projects.worldbank.org>.

412-2: TRAINING ON HUMAN RIGHTS POLICIES OR PROCEDURES CONCERNING ASPECTS OF HUMAN RIGHTS THAT ARE RELEVANT TO OPERATIONS

The Bank's environmental and social safeguard policies are a cornerstone of its support for sustainable development and poverty reduction. Their objective is to prevent and mitigate undue harm to people and their environment in the development process. The Safeguard Policies and ESF trainings cover two different systems and have two separate curricula and course requirements. Given the Bank project cycle, the two systems are expected to run in parallel for several years. All new projects come under the ESF, but any project that had a

concept review before October 1, 2018, applies the previous Safeguard Policies. To build staff capacity on the new ESF, an Internal Capacity Building Program was launched in November 2017. In fiscal 2021, about 1,050 staff took part in ESF fundamentals training; 58 learning sessions and clinics on specific ESF topics were also held, with about 5,300 participants. Given the COVID-19 pandemic, these training sessions and clinics were virtual in fiscal 2021.

412-3: SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS THAT INCLUDE HUMAN RIGHTS CLAUSES OR THAT UNDERWENT HUMAN RIGHTS SCREENING

Environmental and social risk management are part of the contract with the borrower. Risk management incorporates the human rights principles referred

to above. The Bank does not include human rights clauses in its financing agreements and does not screen contracts for human rights.

MANAGEMENT APPROACH: ENVIRONMENTAL AND SOCIAL IMPACT ON LOCAL COMMUNITIES

The Bank screens all projects proposed for financing to determine the nature and extent of potential impacts on communities and the environment. Stakeholders, including shareholders (the Boards), borrowers, staff, and civil society, as well as sustainable and impact investors, recognize this topic to be relevant to our business impact. The topic is material within the Bank's operational boundaries.

The ESF enhances requirements for stakeholder engagement. ESS1 of the ESF covers Assessment and Management of Environmental and Social Risks, while ESS10 relates specifically to Stakeholder Engagement, covering both the preparation and implementation of the project. ESS10 establishes a systematic approach to stakeholder engagement that helps borrowers identify stakeholders and maintain a constructive relationship with them. Borrowers must assess stakeholder interest and support for the project and enable stakeholders' views to be taken into account in project design, provide means for effective and inclusive engagement with project-affected parties throughout the project life-cycle, and ensure that appropriate project information is disclosed to stakeholders

in a timely, understandable, accessible, and appropriate manner. Engagement is proportionate to the nature, scale, risks, and impacts of the project, and appropriate to stakeholders' interests. A Stakeholder Engagement Plan (SEP) is required for every project and is prepared by the borrower.

For investment projects with Concept Review prior to October 1, 2018, the Safeguard Policies apply. For these projects, if it is considered that a project will have adverse impacts on a community, the borrower must carry out an environmental and social impact assessment. This impact assessment will consider gender issues as part of its social analysis. The borrower is required to consult on environmental and social impacts and mitigation measures with the communities affected by the project. For meaningful consultations between the borrower and project-affected groups and local NGOs, the borrower is required to provide relevant material in a timely manner prior to consultation, in a form and language that are understandable and accessible to the groups being consulted. For projects with significant risks (categories A and B under the previous safeguards

system), the Bank discloses the environmental and social assessment. The borrower is required to establish a project-level grievance redress mechanism for all projects with adverse impacts. The Environmental and Social Assessment process evaluates a project's potential environmental risks and impacts in its area of influence; examines project alternatives; identifies ways of improving project selection, siting, planning, design, and implementation by preventing, minimizing, mitigating, or compensating for adverse environmental and social impacts and enhancing positive impacts; and includes the process of mitigating and managing adverse environmental impacts throughout project implementation.

Given the significant impact of COVID-19 on communities, the Bank moved quickly to provide support to developing countries to address the potential health, economic, social, and environmental impacts of the pandemic. Given the complexity of the environmental, health, social, worker, and community risks associated with COVID-19, new guidance for staff and borrowers was issued addressing different aspects of the emergency response, including medical waste management, use of military/security forces, stakeholder engagement, and labor management procedures.

413-1: PERCENTAGE WITH LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND DEVELOPMENT PROGRAMS

Every Bank investment project requires engagement with the local community.

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

The Bank recognizes that in certain sectors (for example, mining, dams) and geographical locations, the potential negative impacts on communities are more pronounced. The ESF requires the environmental and social assessment to look at a range of different risks and impacts that could affect local communities, including impacts on ecosystem services, threats to human security, impacts arising from changes to land use and tenure, and impacts associated

with climate change. The ESF introduces a new standard that deals specifically with community health and safety (ESS4) and other issues such as infrastructure design and safety, traffic and road safety, health and security issues, management of hazardous material, and emergency preparedness and response. The intention of the standards is that the design and mitigation measures for the project should address risks to the community.

MANAGEMENT APPROACH: CUSTOMER PRIVACY

Within the Bank Group, personal data has demonstrated potential to fuel operational innovation through novel financial technologies and the design and delivery of development programs. Personal data, especially when paired with technology, have expanded the frontiers of development, providing more comprehensive statistics that inform policy decisions and accelerate individuals' access to knowledge, social connectivity, and citizen engagement.

On May 24, 2018, the Boards of Executive Directors of the International Board of Reconstruction and Development (IBRD), the International Development Association (IDA), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA) and the Secretary-General of International Centre for Settlement of Investment Disputes (ICSID) issued the **World Bank Group Policy on Personal Data Privacy** (the "Privacy Policy"). The Privacy Policy sets out the core principles governing personal data processed by the Bank

Group: (i) legitimate, fair, and transparent processing; (ii) purpose limitation and data minimization; (iii) data accuracy; (iv) storage limitation; (v) data security; (vi) transfer of personal data; and (vii) accountability and review. The Privacy Policy became applicable on February 1, 2021.

The Privacy Policy requires each Bank Group institution to provide individuals with mechanisms (i) to request information about their personal data processed by such institution and (ii) to seek redress if there is a reasonable belief that their personal data are being processed in violation of the Privacy Policy. These mechanisms enter into effect on October 1, 2021.

