Sustainability Review
2017
THE WORLD BANK
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To end extreme poverty and boost shared prosperity in a sustainable manner demands innovation, creativity, and collaboration. This includes the way we operate on a daily basis. We aspire to lead by example as we safeguard the wellbeing of staff as well as the ecosystems, communities, and economies in which we work.

In that context, I am pleased to present the World Bank Sustainability Review 2017 and the supplemental indicators in the accompanying GRI Index, summarizing our efforts over the past fiscal year. Of particular note is the work we have done to clarify the environmental impact from our 148 facilities and our supply chain in a Corporate Responsibility Strategic Plan. Over the past year, we have refocused efforts on minimizing our own use of resources such as energy and water, diverting waste from landfills, and curtailing greenhouse gas emissions. Now more than ever we recognize the need to quantify environmental costs and benefits of our corporate sustainability impacts. We began developing action plans to set long-term targets for these impact areas. Progress made on the action plans will be announced in future reports.

Addressing environmental concerns is only part of the solution though. To be truly sustainable, we must also ensure we are protecting our institution’s greatest asset: our staff. The World Bank Group People Strategy articulates a clear vision to build a workforce with the right skills, in the right place, at the right time to offer the best development solutions to our clients. At the same time, we must be the best place to work in development. The last Staff Engagement Survey showed that 80 percent of World Bank staff are proud to work here. We want to build on that pride and loyalty and leverage it to expand a collaborative community that values sustainable development in all its potential forms.

The following chapters present the impacts of our day-to-day operations on the following:

• the climate that influences our planetary boundaries,
• the places that host us and our ability to use resources efficiently,
• the people who work with us and their wellbeing and prosperity,
• and finally, the finances at our disposal.

I encourage you to read this document in conjunction with the financial and operational specifics presented in the World Bank Annual Report 2017 and the Financial Report. We hope the Sustainability Review not only informs, but also inspires you to further the cause of sustainability in all aspects of your life. After all, our future depends on it.

Your comments and reactions are welcome and should be directed to: crinfo@worldbank.org.

Thank you for your ongoing interest in the World Bank and for your support in realizing a world free of extreme poverty.

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

10% CO₂E
Between 2010-2017
The World Bank recognizes climate change as an acute threat to global development that increases instability and contributes to poverty, fragility, and migration. We are more committed than ever to helping countries meet the climate challenge.

As a demonstration of our commitment, we continue to deepen our efforts to measure, reduce, offset, and report greenhouse gas (GHG) emissions associated with fleet, facilities, key meetings, and corporate air travel. We do this by:

- Managing a global inventory
- Meeting our emissions reduction target
- Maintaining climate neutrality
- Creating accountability through transparency
Managing Our Climate Footprint

A global inventory. An early leader in corporate greenhouse gas management, the World Bank has measured and offset carbon emissions from Washington, DC, buildings and travel since 2006, and globally since 2009. Data from 141 buildings globally are collected annually, and emissions are calculated in accordance with the World Resources Institute and World Business Council for Sustainable Development’s GHG Protocol. Methodologies, emissions factors, and the complete boundary are available in the annually updated World 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.

Meeting the emissions reduction target. We continue to pursue a goal to reduce emissions by 10 percent in owned and managed facilities from a 2010 baseline—this is an emissions target set in 2012 to be achieved by 2017. In fiscal year 2016, such emissions decreased by 5 percent from the previous year, due in part to efficiency upgrades in both our headquarters and country offices. Emissions related to business air travel increased by around 5 percent between fiscal years 2015 and 2016 and have risen overall since fiscal year 2010.

We have committed to increase climate financing in response to client demand to 28 percent of the Bank Group portfolio by 2020. At current levels of co-financing, that would result in a potential $29 billion a year for climate projects by 2020. The World Bank Group Climate Change Action Plan, adopted in April 2016, lays out concrete steps to meet that commitment. It includes ambitious targets to be met by 2020, including helping client countries add 30 gigawatts of renewable energy, putting in place early warning systems for 100 million people, and developing climate-smart agriculture investment plans for at least 40 countries.

MEETING GLOBAL CLIMATE TARGETS

READ MORE » http://www.worldbank.org/climatechange
fiscal year 2010, primarily due to increased travel to meet client demand. Despite this, overall global emissions have decreased by 10 percent since fiscal year 2010.

Maintaining carbon neutrality. To offset direct and indirect carbon emissions not curtailed, the Bank purchased and retired credits totaling $285,000 in fiscal year 2016. Projects included a gold standard-certified efficient cookstove project in Rwanda and a community-, conservation-, and biodiversity-accredited forestry project in the Democratic Republic of Congo. We also purchased renewable energy certificates (RECs) equal to our Washington, DC, electricity consumption. In fiscal year 2016, we purchased 105,287 RECs from wind projects in the northern United States.

Creating accountability through transparency. We report GHG emissions to the United Nations’ Climate Neutral Now Initiative and remain the only multilateral development bank responding to CDP, a forum that reviews climate risks, policies, and impacts of our lending, as well as corporate emissions.
Our Places

9 Buildings certified to sustainable building standards
8% Reduction in Global Energy Use from 2015-2016
61% Waste diverted from landfill (HQ only)
The sustainable management of the environment and natural resources is vital for economic growth and human wellbeing. When managed well, renewable natural resources, watersheds, productive landscapes, and seascapes can provide the foundation for sustained inclusive growth, food security, and poverty reduction.

We strive for net positive impact on the ecosystems, communities, and economies where we have offices by focusing on:

- Designing sustainable sites
- Promoting low-impact commuting
- Being energy smart
- Minimizing waste to landfills
- Purchasing sustainably
- Engaging with our host communities
- Using our water wisely
Designing Sustainable Sites

As we expand our work with the world’s least developed countries and those facing situations of fragility, conflict, and violence, ensuring the safety of our staff working in the field and the efficient use of resources in our buildings is paramount.

**Operating buildings sustainably.** Guidelines for sustainable management of our offices shape the procurement for, and management of, global World Bank structures. Vendor solicitation documents specify criteria to encourage firms that support sustainable facility maintenance to apply. Simultaneously, tender documentation states that the use of sustainable materials and practices during construction and refurbishment is required.

**Laos and New Delhi join the ranks.** In fiscal year 2017, a new World Bank building in the Lao People’s Democratic Republic received Green Mark Platinum status for its sustainable features, such as solar energy use, rainwater harvesting, artificial light sensors, sewage treatment, and managed garbage disposal. At the New Delhi Lodi Estate office, building upgrades and the purchase of green energy certificates through the Indian Energy Exchange enabled us to achieve Leadership in Energy and Environmental Design (LEED) Gold Commercial Interiors status. By applying sustainable building standards, not only do we minimize the environmental footprint of our offices, we also contribute to the country’s green growth agenda.

**Efficiencies in data centers.** As more operations move to the Cloud, the need for onsite capacity shrinks. In fiscal year 2017, the Bank Group reduced its real estate footprint by consolidating five data centers into two, leading to $2.4 million in annual savings and less space, power, and cooling capacity. In addition, a state-of-the-art infrastructure platform, VBlock, was deployed to reduce electricity use significantly by converging 19 systems of servers, storage, and networking into two.
Being Energy Smart

The World Bank diligently tracks and monitors the energy expended in our 141 offices worldwide. This augments our environmental commitment and business acumen by minimizing our impact on our host communities and curtailing climate emissions while reducing costs.

**Tracking energy use.** The World Bank manages its energy carefully by monitoring use in each owned facility. The Director of General Services evaluates quarterly reports of the Bank’s energy use. It is scrutinized both as an absolute figure as well as on an intensity basis to determine progress. Responsibility for increasing the energy efficiency of the Washington, DC, campus, with the goal of bringing all owned facilities to LEED minimum requirements, falls with the Senior Project Manager in the Bank’s Corporate Real Estate unit. In fiscal year 2017, new real-time energy monitoring software was installed in two facilities in Washington, DC. The technology helps to identify any “fault” conditions within the buildings, and is being used by building engineers to reduce our off-hour operating load.

**Efficiency gains.** LED lighting and dimmers were installed in staircases in the Chennai, Dhaka, Moscow, Paris, and Washington, DC, offices. In addition, LED lights and occupancy sensors were installed in the Chennai, Dhaka, Ethiopia, and Paris offices. This is expected to result in a decrease of nearly 300,000 kWh in energy use and $70,000 in cost savings.

**Power of the sun.** The drive to reduce energy costs means solar photovoltaic and other renewable technologies are considered where possible. In fiscal year 2017, solar-powered lighting systems were installed in Addis, Juba, and Nairobi to power some sections of The World Bank buildings.
At the core of the World Bank procurement process are the policies, procedures, oversight, and governance systems that support each procurement cycle (plan, solicit, award, and manage). Five focus areas (outer ring) are present throughout the procurement cycle.

We are committed to reducing the impact from our supply chain. Each year, about $1.6 billion in goods and services are purchased. Major contracts include consulting firms, travel, IT and telecommunications, health and benefits, and construction materials. All vendors are required to adhere to the World Bank policies on socially and environmentally responsible corporate procurement. Products and services with significant environmental impacts, or those procured in large amounts, include additional environmental and social evaluation criteria.

Clarifying roles and responsibilities. In fiscal year 2017, the World Bank Corporate Procurement department realigned its program, assigning responsibility to integrate sustainability across its processes to a Senior Procurement Officer. Going forward, sourcing categories and supply chains will be evaluated according to a new framework consisting of three pillars: environmental, social, and diversity.

Soliciting sustainable print equipment. Equipment acquired for the Bank’s Washington, DC, print shop incorporated sustainable considerations in the evaluation and selection conducted in fiscal year 2017. Technical selection criteria included energy consumption, energy efficiency, and recycled content.

The Bank’s new Procurement Framework helps countries make the best use of their public spending while enhancing the strategic role of procurement in development effectiveness. Informed by extensive global stakeholder consultations, the framework became effective on July 1, 2016. The framework allows greater flexibility for each World Bank-financed operation to identify the right procurement approach; extend the range of procurement practices and options; offer more tailored, context-specific approaches for fragile and conflict-afflicted states; and provide more hands-on support from Bank staff to help clients build capacity and strengthen their institutions.
industry standard certifications, recycling programs for toner containers, health and safety aspects of consumables, extended producer responsibility, and corporate sustainable policies. The equipment purchased will yield high-quality printed products while using less energy and saving on cost.

**Procuring sustainable food.** The cafeterias and catering services at the World Bank’s Washington, DC, offices provide staff with affordable, fresh, and locally grown foods. For example, 62 percent of the Bank’s produce comes from within 250 miles, and fish is procured in accordance with the Monterey Bay Aquarium’s watch list. Additionally, to reduce the Bank’s impact from meat in our cafeterias, new “stealth health” initiatives were launched, including programs to persuade guests to try “plant forward” dining. The new Green Apron concept, for example, focuses on lean proteins, whole grains, and vegetables, and is based on Harvard’s T.H. Chan School of Public Health “Menus of Change.”

### FISHING FOR SUSTAINABILITY

In fiscal year 2017, the Bank’s cafeteria vendor partnered with BeLioness, a collective of women artisans in Belize who craft jewelry out of Lionfish, an invasive species in the Caribbean. The jewelry was sold at the Bank to staff and visitors, and the profits sent to the female entrepreneurs.
Water security is a top global risk in terms of development impact. Improving management of water resources and ensuring access to clean, safe, reliable water and sanitation services is integral to achieving the Sustainable Development Goals. Water is a scarce resource in many of our client countries, and we therefore work rigorously to conserve resources and dispose of wastewater properly at our country offices.

**Reducing water use.** World Bank facilities conserve the amount of water used through technological upgrades and proactive maintenance practices. This includes purchasing water-efficient fixtures, proactively checking for leaks, and investing in water-efficient equipment in our HVAC systems. In our Washington, DC, kitchens, we recently replaced industrial dishwashers with energy- and water-efficient models, saving 600 gallons in water per year. In all Washington, DC, buildings, water coolers and bottle filling stations were standardized. The stations filter out impurities while tracking the number of disposable water bottles replaced. Additionally, catering orders for bottled water declined by 26 percent between fiscal years 2015 and 2016, and an additional 12 percent between fiscal years 2016 and 2017.

**Addressing water availability in country offices.** World Bank country offices’ conservation efforts depend on the local context. In response to diminishing water availability, the Nairobi office established a rainwater collection system to reuse water for landscaping and cleaning external surfaces in fiscal year 2017. Globally three World Bank campuses have water collection and reuse systems. To improve data availability in country offices, processes are currently being put in place.

In Washington, DC, water bottle use in catering has reduced by 35% between 2015-2017.

Billing data for HQ water use is inconsistent, and occasionally based on estimates from the local utility.
Low-Impact Commuting

As the World Bank works with client countries to develop low-carbon transport systems, it also offers low-carbon transportation options for its staff members.

Seeking alternative commutes. Annually on average, 78 percent of World Bank Group staff in Washington, DC, use alternative means of commuting, including biking, walking, public transportation, and carpooling. Demand for onsite car parking decreased by 2 percent in fiscal year 2017.

Expanding use of EVs. Of the remaining 22 percent of staff, who drive in and park in our garages, 9 percent use fuel-efficient vehicles. In fiscal year 2017, we doubled our plug-in electric vehicle charging capacity. Now installed in all Bank buildings, the 12 dual stations can charge the electric vehicles used by 54 staff.

Bike-friendly business. Following a 5 percent increase in cyclists—from 1,475 in fiscal year 2016 to 1,548 in fiscal year 2017—we converted several parking spaces to bicycle parking, and added 79 lockers to the shower rooms. Staff enthusiasm for cycling was recognized by the Metropolitan Washington Council of Governments and Washington Area Bicyclist Association (WABA) when over 190 staff participated in the Bike to Work Day on May 19, 2017.

Learning to ride. For the annual Bike to Work Day, a series of events were designed to encourage new cyclists. These included a “learn to ride” class taught by the League of American Bicyclists Certified Instructors, and a session on knowing one’s rights when involved in an accident, led by a local lawyer experienced in bicycle law.

GET A BUDDY

The Bike Buddy program was established in April 2016 on Earth Day. Twenty bike buddy “leads” volunteered to assist, guide, and build confidence in staff who were contemplating biking to work.
A combination of source reduction, reuse, and recycling efforts aims to reduce the amount of waste sent to landfills through World Bank offices globally.

**Reduce.** Minimizing the amount of material brought into Bank facilities is the first way we mitigate the amount of waste created. We accomplish this by avoiding unnecessary packaging for purchased items, including encouraging minimum purchase thresholds for office supplies. Another method is mandating that large purchases, such as our latest computer purchase, be delivered in bulk instead of individually packaged.

**Reuse.** In Washington, DC, the Bank works with a furniture remanufacturing company to modify existing furniture to meet new space requirements. We deposit worn equipment into this "furniture bank" and withdraw remanufactured or new furniture made from recycled materials. This is one of our proactive environmental approaches to reusing and redeploying existing assets.

**Recycle and compost.** In fiscal year 2017, the Bank continued to pursue efficiencies in the standardization of waste management in its headquarters facilities. All offices in Washington, DC, received standard bins for both landfill and recyclable waste. An evaluation was made of Bank loading docks and other infrastructure to find efficiencies and evaluate the practicality of introducing source-separated recycling. The standard, piloted in one World Bank building in October 2016, resulted in an increased landfill diversion rate, from 59 percent to 77 percent, by the end of fiscal year 2017. The waste diverted compostable materials to an appropriate food compost facility. Lessons learned from the pilot led to program launch in an additional building in April 2017 and a plan for headquarters-wide implementation by fall 2017.
In addition, the Bank established a Recycling Room to collect personal items from staff for recycling. The center features different recycling drives throughout the year, such as for shoes, clothing, and eyeglasses, in addition to ongoing recycling of batteries and electronic waste.

Making it a global effort. The Bank implements the reduce-reuse-recycle method in country offices as well. In fiscal 2017, the Moscow office developed a process of waste segregation, including collecting and safely disposing of alkaline batteries and mercury lamps. The Abuja office reduced its office waste by doing away with water bottles in favor of water dispensers and reusable cups and monitoring vendor waste disposal locations and recycling processes. And in the Nairobi office, the Bank adopted waste bins to separate paper, plastic, and food waste from landfill waste.

Waste being sent to the landfill has slightly decreased since FY11 while the percentage of waste diverted from the landfill has significantly increased.
Engaging Our Host Communities

We take seriously our responsibility as a neighbor in our host communities. The World Bank Group Community Connections Program supports staff efforts to give back to our communities.

**Giving time.** Staff volunteer in their communities with their colleagues, their families, and their friends. To support employees in these efforts, the Bank gives staff a paid day to volunteer and, in fiscal year 2017, hosted Volunteer Awareness Week to help them connect with volunteering opportunities. The program included an expo with dozens of nonprofits, a blood drive, trainings on how to be a nonprofit board member, and presentations on volunteering to prevent food waste.

**Investing in our host communities.** In fiscal year 2017, the Bank Group and staff donated over $7 million. Specifically, in our annual Community Connections Campaign, staff pledged a record $3.2 million, and the Bank Group matched these gifts, putting $6.4 million into the Washington, DC, region and the world through this program alone. Campaigns in 25 country offices set records as well, raising $211,000, including the corporate match, for local NGOs. Staff worldwide also responded to the hurricane in Haiti, with donations totaling $25,000 including Bank Group matching.
**Giving more.** Staff reach beyond contributing monetarily to volunteer time and knowledge. Measure4Change began its fifth year of providing grants, technical assistance, knowledge briefs, and a community of practice for nonprofit performance measurement professionals in the Washington, DC, region. In addition, we have launched a pilot series of briefs with the World Bank Education Global Practice and the Rotary Club of Capitol Hill on innovations in education in the region. Most of the projects included in the briefs were supported by Community Connections funding.

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**QUILLING IN NEW DELHI**

Our staff volunteer in their communities around the world. Staff want to live their values by making a local impact in their own communities, especially when they can use their job-related skills. For example, a group of staff in our New Delhi office recently volunteered at the "Love India’s Children’s Home," an NGO that provides shelter and support for young girls. As part of our work there, staff led a discussion with the girls about nutrition, and a conversation about sanitation and hygiene. Staff also led a visual project called "Quilling," an art form that uses strips of paper to create decorative designs.
EXPRESSING DEVELOPMENT CHALLENGES

The World Bank uses art as a way of raising awareness of local and global development issues. The goal of the World Bank Art Program is to provide a platform for the artists, mostly from developing countries, to convey the hopes and struggles of people in their countries to an international audience. Art can capture moments to provide victims and their loved ones a means of healing through creative expression. In fiscal years 2016 and 2017, the program highlighted gender-based violence, albinism, and the Syrian refugee crisis through exhibitions, art installations, and lectures.

"1 in 3: What Does It Take for You to Be Outraged?" is an international traveling exhibition that employs art as a tool to fight gender-based violence by encouraging people to acknowledge the violent acts that are occurring within their society. "Neda Wants to Die" and "Wounded to Death" are two theatrical events tied to the "1 in 3" exhibition.

"A Long Road: The Struggle for Social Inclusion of People with Albinism in Africa" is a photography exhibition dedicated to raising awareness of the issue in several countries.

"Syrian Crisis—The Art of Resilience" is an exhibition of 35 paintings, created mostly by Syrian refugees, that focuses on the conflict and displacement resulting from the country’s crisis.

The program also manages a collection of over 6,000 works of art in the Bank’s global offices.
EXPERIENCING DEVELOPMENT

The World Bank embraces innovation in many forms, including the use of virtual reality and 360° images to create immersive experiences that help build empathy and awareness of critical topics that affect people living in poverty. Here technology makes the case for advancing sustainability of resources, the environment, human wellbeing, and finance.

These technologies are impacting the way the World Bank communicates and visualizes projects, allowing for an enhanced decision making process. They also allow project leaders to transport stakeholders, including donors, directly to an active project setting, engaging them in the work of the World Bank.

In fiscal year 2017, Bank field staff piloted the virtual reality technology for mission reporting, showcasing bridges in Nepal, transportation infrastructure in India, and the aftermath of the mudslides in Sierra Leone.

Click the link to experience the Sierra Leone mudslide aftermath: http://youvis.it/Y3qlxo.
OUR PEOPLE

80% Employee Engagement

0.91 Diversity Index

3.9 Average days of training per staff
Our people are at the core of our success. They generate solutions that tackle the most pressing development challenges of our time. The knowledge, skills, and commitment of our staff—drawn from more than 170 countries—are a primary driver of the World Bank’s reputation as the world’s premier development institution. Meeting the Bank Group goals demands that we leverage our most valuable resource—our workforce who work around the globe in pursuit of the Bank’s mission.

- Strengthening Our Human Capital
- Sharing Knowledge
- Ensuring Staff Voice
Our staff continually state that the Bank Group is much more than just an employer—it is a global community united by common values. We are committed to our staff and their wellbeing, recognizing the complexities of the challenging environment where they work, as well as appreciating the value of the rich diverse perspectives that they bring—and that are paramount to our success as a global knowledge organisation.

Our People Strategy. In fiscal year 2017, a three-year World Bank Group People Strategy was developed with extensive inputs from staff and managers from across the institution and endorsed by the Board of Executive Directors. The strategy outlines a series of people management initiatives to align our workforce to the Bank Group’s business strategy. It articulates a clear vision to (1) build a workforce with the right skills, in the right place, at the right time who can offer the best development solutions to our clients; and (2) be the best place to work in development. To achieve this vision, five main areas of focus and three cross-cutting themes were identified.

5 Strategic Focus Areas

1. Global & Diverse Talent—Know our talent, develop their careers, and deploy them where most needed.
2. Managerial & Leadership Capacity—Develop managers and leaders early in their career and continue developing and supporting them in those roles.
3. Performance & Rewards—Focus on behaviors; facilitate fair differentiation and incentives.
4. Health, Safety & Wellbeing—Protect staff wellness and safety, and help them work smarter.
5. Organizational Effectiveness—Align staff skills with business needs.

3 Cross-Cutting Themes

1. HR Fundamentals—Strengthen policies, processes, platforms, and support that underpin everything HR does.
2. Strengthen staffing for Fragility, Conflict, and Violence (FCV) Situations—Ensure that our people who work in the most challenging environments get the support they need.
3. Advance Diversity and Inclusion—Integrate the Bank Group’s commitment to diversity and inclusion into the way we work across the organization.
Our Employment Value Proposition

The Employment Value Proposition was articulated for the first time in fiscal year 2017, as part of the World Bank Group People Strategy. It is “the deal” we offer to our staff. It centers on five core elements: people, organization, work, opportunity, and rewards. Based on extensive engagements with staff in developing the People Strategy, some of the most compelling elements of the Employee Value Proposition are the mission, the caliber and diversity of our staff, challenging work, opportunities to build deep technical expertise and work globally, the Bank Group’s reputation, and care for our staff.
Strengthening support for staff in Fragile, Conflict, and Violence (FCV) situations. As the World Bank expands efforts in countries facing situations of fragility, conflict, and violence, we are committed to ensuring appropriate staffing levels, as well as strengthening the Employment Value Proposition for staff in those locations. We are investing in their learning and career development and ensuring that we are adequately compensating and rewarding all staff working on and in fragile, conflict, and violence situations.

Advancing diversity and inclusion. As a development organization, we can be successful only if we reflect and understand our clients, and if we bring different experiences, viewpoints, and ways of approaching issues to the table. In fiscal year 2017, the World Bank reached its target for representation of Sub-Saharan African/Caribbean professional staff for the first time since 1998, and redoubled efforts to reach gender parity. The Bank Group became the first international financial institution to join the UN Women HeForShe campaign, and committed to achieving additional gender equality targets. These include gender balance among senior management (vice presidents and above) by 2020, second-level certification of Economic Dividends for Gender Equality (EDGE) by 2020, and a 50-50 gender balance in technical positions by 2022. EDGE is the leading global standard for gender equality in the workplace. In the latest Staff Engagement Survey, staff validated that our institution’s efforts are working. Some 84 percent staff agree that they are treated with dignity and respect, and 77 percent feel that diverse perspectives are valued.

Despite some progress in the past two decades, individuals and groups still confront barriers—based on gender, race, ethnicity, religion, sexual orientation, and gender identity (SOGI), and/or disability status—that prevent them from fully participating in their nation’s political, economic, and social life. This is a serious development issue.

Social inclusion is an integral part of—and is vital to—achieving the World Bank Group’s twin goals of ending extreme poverty and boosting shared prosperity. We define social inclusion as:

1. The process of improving the terms for individuals and groups to take part in society, and
2. The process of improving the ability, opportunity, and dignity of those disadvantaged by their identity to take part in society.

In fiscal year 2015, a Global Disability Advisor was appointed to strengthen the inclusion of people with disabilities, and in November 2016 the first-ever Global Advisor was appointed to strengthen sexual orientation and gender identity inclusion. In 2016, the Bank Group began implementing our new Gender Equality Strategy 2016–2023, following consultations with more than 1,000 stakeholders in 22 countries, and launched a Global Gender-Based Violence Task Force to strengthen the institution’s response through projects to issues involving sexual exploitation and abuse.
Promoting the health, safety, and wellbeing of our people. The opportunity to prevent or mitigate the impact of often stressful work—particularly in areas afflicted by conflict and violence—on health, families, and personal wellbeing is essential for both staff and our business. For our staff, we provide the best-in-class health plans, together with the tools of a modern workplace to help them effectively manage their responsibilities at work, at home, and within their communities, which represent critical elements of our Employment Value Proposition. Going forward, we are working to enhance the World Bank culture focused on health; improve pre-deployment health and resiliency briefings for staff who are relocating; enhance outreach and remote assistance capacity for staff in country offices, particularly in FCV situations; enhance flexible work solutions; and promote a family-friendly workplace.
Sharing Knowledge

The Bank invests in staff learning as a strategic tool for the organization. Staff, including those in field offices, take courses to remain cutting-edge as they carry out the Bank’s mission.

Knowledge officers. In fiscal year 2017, the Bank developed a new professional learning stream that includes all staff who have “Knowledge” and/or “Learning” in their title. This enables practitioners in the knowledge and learning community to share lessons and best practices to advance innovation.

Open learning. Development learning remains a priority for all staff, and the online Open Learning Campus—a single destination to accelerate development solutions through learning for Bank staff, clients, and global partners—continues to expand. It currently houses over 9,500 courses, and as of June 2017, 87 percent of staff had attended at least one learning session.

Investment in learning. In fiscal year 2017, the number of courses delivered and the average participant training days taken by staff increased. Eighty-seven percent of the Bank’s salaried workforce attended at least one learning event during fiscal year 2017 (not including the mandatory corporate programs), the same as in fiscal year 2016. The Bank’s workforce attended the equivalent of 3.9 days of training on average per employee in fiscal year 2017, with 4.2 days taken by country office-based employees and 3.7 days taken by headquarters-based employees. This is an increase over past years.

The World Bank invested $69 million in employee learning in fiscal year 2017, up 6 percent from fiscal year 2016, which was up 6 percent from fiscal year 2015.
The World Bank’s operational core curriculum has graduated 983 Task Team Leaders (TTL) since its development in 2013. A primary component of the TTL Readiness process, this in-depth curriculum—which combines e-learning, face-to-face instructor-led training, and on-the-job training—helps improve staff knowledge and skills required for operational work.

The objectives of the specialized curriculum are

1. To improve understanding of Bank policies, guidance, and procedures as they relate to lending;
2. To strengthen problem-solving skills through extensive use of real-life case studies; and
3. To develop behavioral and leadership skills essential for TTLs. TTLs in training work for six months or more with experienced TTLs to gain firsthand on-the-job experience in lending preparation, implementation, and completion activities.

World Bank staff attended the equivalent of 3.9 days of training on average per employee in fiscal year 2017, with 4.2 days taken by country office-based employees and 3.7 days taken by headquarters-based employees.
Ensuring Staff Voice

The World Bank promotes a positive and respectful workplace. Staff have numerous venues to raise concerns or address workplace conflicts.

**Staff Engagement Survey.** The annual Engagement Survey provides an opportunity for staff to share their views on the workplace and to provide feedback to management on areas to strengthen our Employee Value Proposition and make the Bank a more effective institution for client countries. In fiscal year 2017, 80 percent of Bank staff participated in the Engagement Survey. Results showed that we have a strongly engaged workforce, with 92 percent of staff expressing their pride in working for the Bank, 74 percent indicating that they would recommend it to friends as a great place to work, and 76 percent agreeing that the Bank is the best place to work in development. There was improvement in staff responses to questions such as (1) clear understanding of the direction in which our senior management is leading the institution; (2) strengthening collaboration of staff across different Bank Group units; and (3) being inspired by the institution to do their best work.

**Staff services.** Workplace conflict is addressed through the Internal Justice Services (IJS), a group of informal and formal services: Respectful Workplace Advisors Program (RWA), Ombuds Services (OMB), Mediation Services (MEF), and Peer Review Services (PRS). Related services include the World Bank Administrative Tribunal (WBAT), Ethics and Business Conduct Vice Presidency (EBC), and Integrity Vice Presidency (INT). Together these entities help create a positive and respectful work environment.

In fiscal year 2017, a two-tier process was created to address performance evaluations, performance ratings, and decisions to place staff on "Opportunity to Improve" performance plans. If a staff member is dissatisfied with the outcome of the first tier review—carried out by the World Bank Human Resources Department, he or she may request a Performance Management Review be carried out by the Peer Review Services.
The new process benefits staff and management by addressing issues early, informally, and in a more harmonious manner. In the past year, two-thirds of staff who used the first-tier review chose not to proceed to the Performance Management Review. Of those staff members who used the second-tier review, more than one-third resolved their concerns in mediation.

**2017 Internal Justice Services caseload.** During fiscal year 2017, 1,382 cases were brought to the core services of the IJS and WBAT. In fiscal year 2016, 1,563 cases were raised. The decrease was noted most in the RWA Program, OMB, and PRS. The decrease in PRS cases was attributed in large part to the use of the new two-tier process. EBC and INT reviewed 228 and 93 cases, respectively.

**Representing staff.** Staff rights and interests are also represented by the World Bank Group Staff Association (SA). More than 11,000 staff are members of the SA, including through 90 Country Office Staff Associations (COSA) around the globe. In fiscal year 2017, the SA worked with management and the Board of Executive Directors to improve country office compensation, urging greater transparency on the selection and publication of salary comparators, by country. Through dialogue and negotiation, staff are now engaged in the annual salary-setting exercise, with facilitation and input of the COSA teams. Progress was also made on staff health benefits, with the SA advocating for more efficiency and broader coverage of benefits, and recommending updated performance management systems. The Staff Association continued to reach out to staff in country offices through its COSA network, and offered training to field staff on the role of the SA and on employee labor rights.
OUR FINANCES

34% increase in Allocable Income from FY 2016

$75 billion IDA18 replenishment

$56 billion raised in World Bank bonds for sustainable development
The World Bank Group is the largest source of financing for developing countries. It lends to member countries through two of its five institutions, the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA), which together form the World Bank. IBRD strives to reduce poverty in middle-income countries through project loans financed by World Bank bonds issued in the capital markets, guarantees, risk management products, and advisory services. IDA offers financing to the world’s poorest countries, primarily through loans and grants.
IBRD extends loans to middle-income and creditworthy poorer countries to support their development efforts, with an emphasis on social and environmental sustainability. These loans are financed by our equity and by money borrowed in the capital markets through the issuance of World Bank bonds.

The financial strength of IBRD comes from its shareholders, whose support is evidenced by the capital backing IBRD receives from its members and by borrowing client countries’ consistency in meeting their debt service obligations. Sound financial and risk management policies and practices have enabled IBRD to maintain its capital adequacy, diversify its funding sources, hold a portfolio of liquid investments to meet its financial commitments, and limit its credit and market risks.

**IBRD equity.** IBRD’s equity comprises primarily paid-in capital and reserves. Callable capital may be called only when required to meet IBRD obligations for borrowed funds or guaranteed loans. As of June 30, 2017, subscribed capital increased by $5.6 billion due to member subscriptions related to the General and Selective Capital increases. Related paid-in amounts from the capital increase were $0.30 billion. The 189 IBRD member countries have subscribed to $268.9 billion of subscribed capital (paid-in capital + callable capital). The largest shareholders are the United States (17.25%), Japan (7.42%), China (4.78%), Germany (4.33%), and France and the UK (4.06%).

**IBRD bonds.** IBRD finances its loans from its own equity and from money borrowed in the capital markets through the issuance of World Bank (IBRD) bonds. IBRD is rated Aaa by Moody’s and AAA by Standard & Poor’s. In fiscal year 2017, IBRD raised USD 56 billion equivalent through World Bank (IBRD) bonds denominated in 24 currencies. Investors in World Bank bonds benefit from IBRD’s triple-A credit rating and competitive rates, while supporting the Bank’s financing of sustainable development projects in its client countries. Thus, all World Bank (IBRD) bonds are Sustainable Development Bonds.

In March 2015, the World Bank launched a new type of bond, called Green Growth Bonds, for the Italian retail and institutional investor market. Green Growth Bonds are green bonds linked to an equity index.
In March 2016, the Bank launched the first bonds that link returns to an equity index of companies that support the Sustainable Development Goals in their operations.

The World Bank has been a leader in developing the Green Bond market. World Bank Green Bonds are the first type of World Bank sustainable development bonds to be earmarked for a specific purpose: to mitigate the effects of climate change and help countries adapt to its impacts. The World Bank started issuing Green Bonds in 2008 in response to investor requests that came when the Bank was seeking to support innovation in climate finance. Like all World Bank bonds, these are high-quality, liquid assets offered in different maturities and currencies and with specific terms and coupons to fit investor needs. Projects eligible for green bond support include wind power, solar power, technologies to reduce GHG emissions, waste management, transport efficiency, energy efficiency, reforestation, and sustainable forest management. Since 2008, the World Bank has issued over USD 10 billion equivalent in Green Bonds through more than 130 transactions in 18 currencies.

**IBRD revenue.** IBRD’s primary sources of revenue are loan and investment revenue (both net of funding costs) and equity contribution. This revenue is used to cover IBRD’s administrative expenses; provisions for loans and other exposures; and transfers to reserves, surplus, and for other development purposes, including transfers to IDA.

In fiscal year 2017, IBRD revenues (net of funding costs) totaled $1.97 billion ($1.89 billion and $1.96 billion in 2016 and 2015, respectively).

This year’s results reflect the impact of new measures enacted to gradually increase IBRD’s equity, lending capacity, and its ability to fund priorities that meet shareholder goals while preserving its financial strength.

The increase in revenue was primarily driven by the increase in loan interest revenue, net of funding costs. Fiscal year 2017’s IBRD net administrative expenses were $1.18 billion ($1.29 billion and $1.28 billion in 2016 and 2015, respectively). IBRD’s net administrative expenses decreased this year mainly from the improved discipline in administrative spending. Allocable Income, used for internal management purposes, reflects income available for allocation. At the end of fiscal year 2017, Allocable Income for IBRD totaled $795 million, higher by $202 million than fiscal year 2016.

**EXPANDING FUNDING FOR SUSTAINABLE DEVELOPMENT GOALS**

In March 2017, the World Bank launched an equity-linked bond that, for the first time, directly connects returns to the performance of companies that are advancing the global development priorities set out in the Sustainable Development Goals (SDG), including gender equality, health, and sustainable infrastructure. The SDG-linked Bond raised a total of EUR 163 million from institutional investors in France and Italy. The World Bank aims to expand these offerings to other markets, including retail investors.

To better understand the business model, see the [IBRD Management’s Discussion & Analysis (MD&A)](https://www.worldbank.org).
IDA is the world’s largest multilateral source of concessional financing for the poorest countries. In fiscal year 2017, 78 countries were eligible for IDA assistance. In addition, India, which graduated from IDA in fiscal year 2014, received transitional support on an exceptional basis through the IDA17 replenishment period of fiscal years 2015–17.

**IDA funding.** IDA is funded largely by contributions from developed and middle-income partner countries provided through replenishment periods. Development partners meet every three years to replenish IDA’s funds and review its policies. The most recent replenishment, IDA18, was approved in March 2017 and resulted in a record replenishment size of $75 billion to finance projects over the three-year period from July 1, 2017, to June 30, 2020. Additional financing comes from transfers from IBRD’s net income, grants from the International Finance Corporation, and borrowers’ repayments of earlier IDA credits.
IDA first introduced debt into its business model in IDA17 through concessional loans received from some of its members. To make the most efficient use of the strong equity base built up over the decades, starting with IDA18, IDA will include market debt in its business model going forward. Development partners meet every three years to replenish IDA’s funds and review its policies.

**IDA revenue.** In fiscal year 2017, IDA’s revenues were $1.32 billion ($1.93 billion and $1.53 billion in 2016 and 2015, respectively). Primary sources of revenue include net revenue from loans, net revenue from investments, and transfers from affiliated organizations.

In fiscal year 2017, IDA’s net administrative and development grant expenses were $4.08 billion ($2.43 billion and $3.61 billion in 2016 and 2015, respectively). Administrative expenses are recovered primarily through service charges paid by recipient countries. Net administrative and grant expenses increased mainly due to grant activity, for which IDA is compensated by members. The increase in grant expenses is consistent with increased financing during the final year of a replenishment.

To better understand the business model, see the [IDA MD&A](#).
OUR MISSION
On a path to end extreme poverty and boost shared prosperity, the World Bank uses its financial resources, its highly trained staff, and its extensive knowledge base to help developing countries move toward stable, sustainable, and equitable growth.
The World Bank provides financing, knowledge, experience, and commitment to its developing member countries, which are aspiring to grow their economies and provide greater opportunities for their people.

**An ambitious mission.** The World Bank Group’s mission consists of two goals: to end extreme poverty by 2030 by decreasing the percentage of people living on less than $1.90 a day and to boost shared prosperity by fostering income growth for the poorest 40 percent in every country.

As we pursue these goals, we are focusing on three priority areas:

- Accelerating inclusive and sustainable economic growth—the surest path out of poverty.
- Investing in people to build human capital—so that everyone can fulfill her or his potential and thrive in the 21st century economy.
- Fostering resilience to global shocks and threats—to brace against the challenges that could roll back progress against poverty.

The World Bank Group tackles these global challenges by leveraging resources, creating markets, and bringing innovative solutions to scale. We provide a wide range of financial products, technical assistance, and support for countries to apply global knowledge and innovative solutions to the challenges they face.

We work with partners in the public and private sectors, collaborate with civil society and country governments, and engage beneficiaries and stakeholders on the ground to ensure that every person can fulfill her or his potential. And we work with countries to help implement challenging development projects over the long term to ensure that growth is not only attainable, but sustainable as well.

How we can reach these goals and support the 2030 development agenda has been defined in the Forward Look. We aim to (1) stay engaged with all clients, while continually ensuring that resources are strategically deployed to meet global and client needs, and are targeted to areas of the world that are most in need of funding; and (2) create markets to broaden the reach and impact of private sector solutions, support economic growth, and multiply the impact of Bank Group resources.

**Our shareholders.** As an institution with 189 member countries, we work to deliver equitable and sustainable economic growth in member economies and find solutions to pressing regional and global problems in economic development and critical areas such as environmental sustainability. Member countries govern the Bank through the Boards of Governors and the Board of Executive Directors (EDs).

The Boards of Governors consist of one governor and one alternate governor appointed by each member country, serving a term of five years with the possibility of reappointment. The Governors delegate specific duties to the 25 Executive Directors, who reside at World Bank headquarters in Washington, DC. The five largest shareholders appoint an ED, while other member countries are represented by elected Executive Directors. The EDs select a President, who serves as Chair of the Board.

Executive Directors fulfill an important role in guiding the general operations and strategic direction of the entire World Bank Group, and they represent member countries’ viewpoints in discussions. They consider and decide on proposals made by the President for IBRD and IDA loans, credits, grants, and...
guarantees; new policies; the administrative budget; and other operational and financial matters. They also discuss Country Partnership Frameworks—the central tool by which management and the Board review and guide the Bank Group’s engagement with client countries and support for development programs. Moreover, Executive Directors are responsible for presenting to the Boards of Governors an audit of accounts, an administrative budget, and the World Bank Annual Report on fiscal year results.

**Defining the future.** In fiscal year 2017, the Forward Look, a collaboration between management and the Board, helped shape a common view among shareholders on how the World Bank Group can reach the institution’s goals and support the 2030 development agenda.

[For more information, see http://www.worldbank.org/about](http://www.worldbank.org/about)
Living our values. The World Bank Group core values are personal honesty, integrity, and commitment; working together in teams with openness and trust; empowering others and respecting differences; encouraging risk-taking and responsibility; and enjoying both work and family (see the Staff Code of Conduct, Board Code of Conduct, and Business partner Code of Conduct).

In fiscal year 2017, the organization committed to refreshing the corporate values it put in place two decades ago. Nearly 450 staff from across the Bank Group provided input to the new core values through focus groups in Washington, DC, and several country offices. Staff around the world had an opportunity to voice their opinions online as well. The core values that emerged from these consultations will be launched in fall 2017. A new Code of Conduct will be written in line with the new values statement, and the organization will move to integrate these values into many aspects of core business and human resources decisions.

Strengthening accountability mechanisms. Four key groups hold the Bank accountable to its clients and shareholders, so that it ensures the highest performance standards in development effectiveness, protects the integrity of the projects financed, and constantly improves the efficacy of its internal operations:

- **The Inspection Panel (IP)** is an independent complaints mechanism for people and communities who believe that they have been, or are likely to be, harmed by a project funded by IBRD or IDA. Its annual reports are available online at [www.worldbank.org/inspectionpanel](http://www.worldbank.org/inspectionpanel).

- **The Independent Evaluation Group (IEG)** aims to strengthen the development effectiveness of World Bank Group institutions through evaluations that inform strategies and future work. IEG reports are available online at [http://ieg.worldbankgroup.org](http://ieg.worldbankgroup.org).

- **The Integrity Vice Presidency (INT)** is mandated to prevent, deter, investigate, and manage litigation relating to fraud and corruption in World Bank Group-financed projects. INT’s annual report is available online at [www.worldbank.org/integrity](http://www.worldbank.org/integrity).

- **The Internal Audit Vice Presidency (IAD)** reviews the World Bank Group’s processes from an independent and objective standpoint to help improve operations. It provides advice on management’s risk management capability and identifies gaps and weaknesses in the Bank Group’s internal controls. IAD’s annual and quarterly reports are available online at [www.worldbank.org/internalaudit](http://www.worldbank.org/internalaudit).

Tracking Progress
The Sustainability Review 2017 provides insights into World Bank activities undertaken between July 1, 2016, and June 30, 2017, to manage the environmental, social, and economic impacts of internal business operations. The Review complements the standalone index of indicators prepared in accordance with the GRI Standards: Core option, which can be found here.

Scope: The content and data in this document relate to the International Bank of Reconstruction and Development (IBRD) and the International Development Association (IDA), together, the World Bank. The Sustainability Review 2017 does not cover activities of the other three agencies of the World Bank Group: the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for Settlement of Investment Disputes (ICSID). These agencies publish separate annual reports. Some references to the World Bank Group have been made in this report as appropriate. For more about the World Bank and its sibling agencies, see www.worldbank.org/about. Except for the eligibility of support and terms of lending to client countries, IBRD and IDA are tightly integrated and work as a single unit.

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

Boundary: The World Bank’s corporate operations address how Bank buildings and staff, and the communities that host Bank offices, are managed with the environment, society, and economy in mind. This type of impact is referred to as “corporate,” and is the basis of this year’s Sustainability Review. Simultaneously, GRI indicators related to these impacts are categorized as “corporate” indicators. This Review complements the World Bank Annual Report 2017, which addresses the World Bank’s impacts from lending to client countries. This type of impact is referred to as “operational” impact. Topics stemming from Bank work with clients are discussed in further detail in the GRI Index indicators specified as “operational,” as well as in the World Bank Annual Report 2017.

RESULTS: WHAT IS IN THE REPORT?

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

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

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

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

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