


GRI Index 2022



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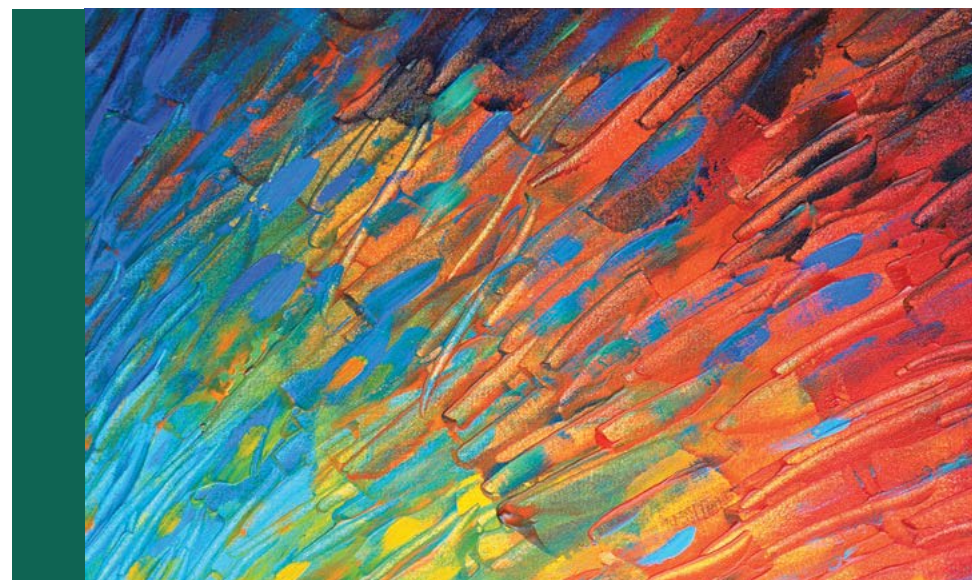
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Design: World Bank Global Corporate Solutions, Creative Services

GRI INDEX 2022

This *World Bank Global Reporting Initiative (GRI) Index 2022* inventories the sustainability considerations used in World Bank lending and analytical services and in its corporate practices.¹ This sustainability disclosure index has been prepared in accordance with the **GRI Standards**.

The GRI Index covers activities carried out during fiscal 2022, from July 1, 2021, through June 30, 2022. The World Bank welcomed many colleagues back to its facilities this year. The institution continues to adapt its work model to protect staff health and well-being while recognizing the value of physical interaction in delivering high-quality results for clients and career development. This report notes any significant residual impacts of COVID-19 on the institution's operations and staff.



¹ The GRI Index reports on the activities of the World Bank. Where practices and projects span the World Bank Group, they are cited as such in the text.

About the World Bank

The **World Bank (Bank)** constitutes the **International Bank for Reconstruction and Development (IBRD)**, established in 1944 to help rebuild Europe after World War II, and the **International Development Association (IDA)**, established in 1960 to help the poorest countries. IBRD is a global development cooperative owned by 189 member countries and the largest development bank in the world. It provides loans, guarantees, risk management products, and advisory services to middle-income and creditworthy low-income countries, as well as coordinates responses to regional and global challenges. The International Development Association (IDA) is one of the largest sources of assistance for the world's 74 poorest countries and is the single largest source of donor funds for basic social services in these countries. IDA aims to reduce poverty by providing zero- to low-interest loans (called "credits") and grants for programs that boost economic growth, reduce inequalities, and improve people's living conditions.

The **World Bank Group (Bank Group)** is a unique global partnership: five institutions working for sustainable solutions that reduce poverty and build shared prosperity in developing countries. In addition to **IBRD** and **IDA**, the Bank Group includes: the **International Finance Corporation (IFC)**, which provides loans, guarantees, equity, and advisory and project development services and mobilizes additional capital from other sources to stimulate private sector investment in developing countries; the **Multilateral Investment Guarantee Agency (MIGA)**, which provides political risk insurance and credit enhancement to investors and lenders to facilitate foreign direct investment in emerging economies; and, the **International Centre for Settlement of Investment Disputes (ICSID)**, which provides international facilities for conciliation and arbitration of investment disputes.

Defining the Report

Methodology for Determining Materiality

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

The business-case category evaluates potential reputational risks to the institution, the importance to stakeholders, the linkages with the Bank's mission and goals, and the linkages identified as material in the World Bank Corporate Responsibility Strategic Plan. The sustainability impact refers to environmental and social criteria, as outlined by the Natural Step, namely, material extracted from the earth's crust; the accumulation of persistent or toxic emissions; extractive industry or destructive processes; and the extent to which people's ability to meet their needs are undermined. To ensure representation of sustainable development, an additional criterion has been added to give preference for impact on the local economy.

The [Reporting Principles](#) for defining report content, outlined by the GRI, have been applied to identify, prioritize, and validate the information to be disclosed by considering the Bank's activities and impacts and its stakeholders' substantive expectations and interests. Each criterion 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 2022. The Bank reports on each topic that garners four or more points.

2022 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 Bank lending and analytical services and may not be directly controlled by the Bank's management. Impacts stemming from the 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 Bank facilities and managing staff members.

GRI-Related Aspects

1. **Economic performance:** Creating and distributing economic value are part of the Bank's mission to eliminate extreme poverty and boost 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 Peoples rights:** The Bank promotes human rights through its projects, for example, improving poor people's access to health care, 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 that 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:

- **Staff are the World 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.

- **The World Bank recognizes that reducing its own corporate environmental impacts aligns 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 biodiversity, carbon emissions, energy, materials, waste, water, and procurement practices.

Questions and comments about the *GRI Index 2022* should be addressed

to the World Bank Corporate Responsibility Program at:

crinfo@worldbank.org.

LIST OF ACRONYMS

APEC	Asia Pacific Economic Cooperation	IEG	Independent Evaluation Group
CCAP	Climate Change Action Plan for 2021–2025	IFC	International Finance Corporation
CCDR	Country Climate and Development Report	IMF	International Monetary Fund
CDP	Carbon Disclosure Project	INT	Integrity Vice Presidency
CSO	Civil Society Organization	IPF	Investment Project Financing
EBC	Ethics and Business Conduct Department	MDB	Multilateral Development Bank
ESF	Environmental and Social Framework	MD&A	Management Discussion & Analysis
ESG	Environmental, Social, and Governance	MIGA	Multilateral Investment Guarantee Agency
ESS	Environmental and Social Standard	OECD	Organization for Economic Co-Operation and Development
EUR	Euro	OLC	Open Learning Campus
FTE	Full-time equivalent	SDGs	Sustainable Development Goals
GHG	Greenhouse Gas (Emissions)	SRPA	Standard Record of Processing Activity
GRI	Global Reporting Initiative	UN	United Nations
HR	Human Resources	U.S.	United States
IBRD	International Bank for Reconstruction and Development	WBG	World Bank Group
ICSID	International Centre for Settlement of Investment Disputes		
IDA	International Development Association		

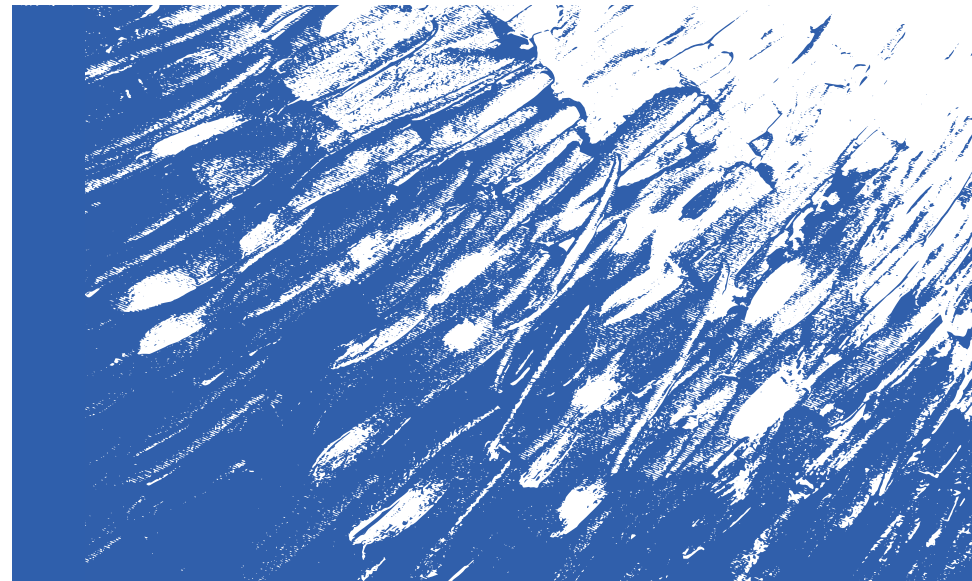
Note: All dollar amounts are U.S. dollars unless otherwise indicated.

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GENERAL DISCLOSURES



GRI 2 General Disclosures

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

MANAGEMENT APPROACH: ORGANIZATIONAL PROFILE

2-1: ORGANIZATIONAL DETAILS

The World Bank is a global organization that 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/about>.

The Bank is not a bank in the traditional sense but a unique global partnership working for sustainable solutions that reduce poverty and build shared prosperity in developing countries. The Bank headquarters are located in Washington, D.C. Bank staff work out of more than 140 countries worldwide. There are 165 Bank facilities worldwide. For a complete list of locations, see: <https://www.worldbank.org/en/about/contacts>.

IBRD is governed by and works with its 189 member countries to achieve equitable and sustainable economic growth and to address pressing problems in economic development and other important areas, such as environmental sustainability. Loans to developing countries are financed by World Bank bonds issued in the capital markets. The Bank also provides guarantees, risk management products, and advisory services.

IDA is governed by and works with its 174 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 Initiative and the Multilateral Debt Relief Initiative. For a full list of Bank member countries, see: <https://www.worldbank.org/en/about/leadership/members>.

IDA and IBRD operate according to procedures established by their Articles of Agreement. The agreements outline the conditions of membership and the general principles of organization, management, and operations. For IBRD's and IDA's 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 (MD&A) 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>.

2-2: ENTITIES INCLUDED IN THE ORGANIZATION'S SUSTAINABILITY REPORTING

The content and data in this document relate to IBRD and IDA, which together form the Bank. The *GRI Index 2022* 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.

Each Bank Group institution is legally and financially independent with separate assets and liabilities. Consolidated financial information is not prepared. IFC and IBRD file their Financial Statements and MD&As with the U.S. Securities and Exchange Commission. MIGA and IDA do not file with the U.S. Securities and Exchange Commission.

2-3: REPORTING PERIOD, FREQUENCY, AND CONTACT POINT

The *GRI Index 2022* covers fiscal 2022, from July 1, 2021, to June 30, 2022. The Bank updates its GRI Index annually and provides a summary of the year's activities in the *World Bank Annual Report*. The Bank publishes a *Sustainability Review* biennially.

The *World Bank Annual Report 2022* covers IBRD and IDA activities for fiscal 2022, from July 1, 2021, to June 30, 2022. The financial results—including the MD&A of the financial condition and results of operations for IBRD and IDA for the fiscal year that ended June 30, 2022—are reflected in their respective MD&As and audited Financial Statements (IBRD and IDA).

The *World Bank Annual Report* is typically published two weeks ahead of the Annual Meetings of the International Monetary Fund and the World Bank Group (Annual Meetings). In 2022, the *World Bank Annual Report* was published on September 30, 2022. The *World Bank GRI Index 2022* will be published in December 2022. The Financial Statements and MD&A for IBRD and IDA were approved by the Board on August 4, 2022. IBRD filed its Financial Statements and MD&A with the U.S. Securities and Exchange Commission on August 5, 2022. IDA does not file.

For more information, please email the Corporate Responsibility Program: crinfo@worldbank.org.

2-5: EXTERNAL ASSURANCE

The Bank has not set a policy on gaining external assurance for its *GRI Index and Sustainability Review*. The Bank greenhouse gas (GHG) inventory is audited for limited assurance every three years, with the most recent verification taking place in 2021 on the fiscal 2020 Bank Group emissions. The limited assurance report from this verification is available on the Corporate Responsibility Program webpage: <https://www.worldbank.org/en/about/what-we-do/crinfo>.

The GHG emissions covered in the external assurance are calculated within the following boundaries:

- Inventory boundary: the Bank Group.
- Operational boundary: the Bank Group's operational control.
- Geographic boundary: the Bank Group's global operations (except for food procurement, which only applies to headquarters).

The following boundaries are reviewed: scope 1, scope 2, and scope 3 business air travel; scope 3 mobile source emissions (fuel upstream); and food procurement for headquarters. In addition, the renewable energy credits and offsets the Bank procures are verified as covering these emissions.

The limited assurance is in accordance with International Standard on Assurance Engagements 3000 issued by the International Auditing and Assurance Standards Board and with EN ISO 14064-3:2018 (specification with guidance for the validation and verification of GHG assertions). The most recent external assurance was conducted by independent auditors, EY & Associés, who comply with the independence and ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants. Additional details are available in the assurance report which can be found on the [Corporate Responsibility Program site](#).

MANAGEMENT APPROACH: STRATEGY

2-6: ACTIVITIES, VALUE CHAIN, AND OTHER BUSINESS RELATIONSHIPS

Established in 1944, the Bank works in every major area of development. It 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. Its work is anchored in achieving two goals in a sustainable way: **end extreme poverty** by reducing the share of the global population living in extreme poverty to no more than 3 percent by the year 2030 and **promote shared prosperity** by increasing the incomes of the poorest 40 percent of people. To attain its goals, the Bank offers:

Financial products and services

- Since 1947, the Bank has funded more than 12,000 development projects through loans, 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 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 underpins its financing and helps inform developing countries' own investments. The Bank also supports capacity development in its member countries and 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, the 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.

Total World Bank commitments: Bank lending commitments for development support totalled \$70.8 billion in fiscal 2022.

IBRD commitments and resources: Net lending commitments by IBRD totalled \$33.1 billion in fiscal 2022. IBRD raised about \$41 billion in fiscal 2022 (\$68 billion in fiscal 2021). IBRD's equity comprises primarily paid-in capital and reserves.

IDA commitments and resources: Net lending commitments by IDA totalled \$37.7 billion in fiscal 2022, including \$24.5 billion in credits and \$13.2 billion in grants. IDA is financed largely by contributions from partner governments. Additional financing comes from transfers from IBRD's net income and borrowers' repayments of earlier IDA credits. In fiscal 2022, IDA issued almost \$10 billion, compared to \$9.5 billion in fiscal 2021. Total resources for the IDA20 Replenishment amounted to \$93 billion.

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

The Bank works in the following regions: East Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, South Asia, and Sub-Saharan Africa. For information, on the Bank's work by region, sector, and theme, see: www.worldbank.org/en/where-we-work.

ORGANIZATION'S SUPPLY CHAIN

Corporate procurement: The Bank Group purchases around \$2 billion annually 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's 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, including transport, water, and energy projects. In fiscal 2022, the Bank supported its borrowers in procurement from 20,457 different suppliers; about \$15 billion was paid to these 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 sub-contractors to one primary supplier, or about 18,000 subcontractors. There were no significant changes to the Bank's organization size, structure, or ownership in fiscal 2022. As of June 30, 2022, the capital adequacy of IBRD and IDA remained stable. Both entities had sufficient resources to meet their liquidity requirements and to access capital markets. On November 3, 2021, Bulgaria became the 174th member country of IDA. There were no changes in IBRD's membership.

Corporate supply chain: The COVID-19 pandemic continued to impact the Bank Group's corporate supply chain in fiscal 2022. 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. It also modified on-site contracts for service provision 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. It 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 2017–22, the top three supplying countries (supply chains) were: China, India, and Republic of Türkiye in most years, with Brazil and Vietnam achieving third positions in fiscal 2020–21 and fiscal 2021–22, respectively. 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.

Rank	FY17	FY18	FY19	FY20	FY21	FY22
1	China	India	China	China	China	China
2	India	China	India	India	India	India
3	Türkiye	Türkiye	Türkiye	Türkiye	Brazil	Vietnam
4	Belarus	Spain	Spain	Netherlands	Vietnam	United States
5	Indonesia	France	France	Nigeria	South Africa	Switzerland
6	France	Italy	Brazil	France	Türkiye	Türkiye
7	Bangladesh	Poland	Italy	Japan	Nigeria	Bangladesh
8	Germany	Bangladesh	Vietnam	Egypt, Arab Rep.	Switzerland	Indonesia
9	Pakistan	Argentina	Portugal	Vietnam	Tunisia	Poland
10	Russian Federation	Brazil	South Africa	Germany	Netherlands	Brazil

2-7: EMPLOYEES

In fiscal 2022, the Bank employed 12,778 full-time staff, of which 53 percent were female and 47 percent male; 1,042 staff on extended-term appointments; and 6,163 temporary staff (short-term consultants). Short-term consultants are reported on a full-time equivalent (FTE) basis, which is calculated using the total number of paid days divided by 220. As of June 30, 2022, temporary staff (short-term consultants) accounted for 32.5 percent of the Bank's total (permanent and temporary) workforce of 18,941.

About 54 percent of Bank staff are located in the U.S., and the remainder are located in over 140 countries globally. In total, 93 staff were on a Reduced Work Schedule in fiscal 2022, of which 29 were male and 64 were female. There are no significant variations in the categories described above. The below table provides an example template for presenting information on employees by gender within a reporting period.

FY22	Female	Male	Total
Number of employees (head count / FTE)	9,728	9,212	9,728
Number of permanent employees (head count / FTE)	6,771	6,007	12,778
Number of non-guaranteed hours employees (head count / FTE)	n/a	n/a	n/a
Number of full-time employees (head count / FTE)	n/a	n/a	n/a
Number of part-time employees (head count / FTE)	n/a	n/a	n/a

Note: For fiscal 2022, short-term consultants are reported on a full-time equivalent (FTE) basis, which is calculated using the total number of days paid to short-term consultants divided by 220. Data based on Extended-Term Temporary and Extended-Term Consultant; Junior Professional Associate is grouped as Extended-Term Consultant.

MANAGEMENT APPROACH: GOVERNANCE

2-9: GOVERNANCE STRUCTURE AND COMPOSITION

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. It includes 189 Governors from the Bank Group's member countries. Among them, 25 Governors make up the Development Committee, 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, while other member countries are represented by 20 Executive Directors who may represent single countries or several countries. Each Executive Director is elected by a country or group of countries every two years. All Executive Directors are members of the Steering Committee, which produces the Board's work program. Each Executive Director also serves on one or more of five standing committees: Audit Committee, Budget Committee, Committee on Development Effectiveness, Human Resources Committee, and Committee on Governance and Executive Directors' Administrative Matters. The Committee on Development Effectiveness also has an Informal Subcommittee. 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 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 (the 189 member countries) provide recommendations and direction to the institution through their government's representatives on the Bank's governing bodies, Board of Governors, and Board of Executive Directors. The Board of Governors meets once a year at the Annual Meetings. The Board of Executive Directors meets 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.

All powers of the Bank Group are vested in the Board 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.
- 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 2-9a above](#).

The World Bank Group Board of Directors refers to four separate Board of Directors, namely the Board of the International Bank for Reconstruction and Development (IBRD), the International Development Agency (IDA), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA). Each Board is responsible for the general operations of their respective institution.

The Board of Governors consists of one Governor and one Alternate Governor appointed by each member country. The office is usually held by the country's minister of finance, governor of its central bank, or a senior official of similar rank. The Governors and Alternate Governors serve for terms of five years and can be reappointed.

If the country is a member of the Bank and is also a member of IFC or IDA, then the appointed Governor and his or her Alternate serve ex-officio as the Governor and Alternate on the IFC and IDA Boards of Governors. They also serve as representatives of their country on the Administrative Council of ICSID unless otherwise noted.

The Governors are appointed by their countries and serve at the pleasure of their governments, so the Bank has no information on the criteria for selecting the Board of Governors members. As of today, we have 189 members, of which 72 members are represented by women governors.

The 25 Executive Directors who each represent a country, or constituency of countries, are either appointed or elected to the position. In the case of a constituency of countries, their constituency arrangements, including which country will nominate for the position of Executive Director, are regulated by internal constituency agreements. The Bank has no role in negotiating or administering these constituency agreements—they are matters for government shareholders within the constituency. Each Executive Director appoints an Alternate Executive Director who has full power to act for him or her when he or she is not present. Senior advisors and advisors assist the Executive Directors in their work, who can, along with the Alternates to Executive Directors, attend most Board meetings in an advisory capacity, without voting rights.

2-10: NOMINATION AND SELECTION OF 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. Governors and Alternate Governors represent their countries on the Bank's Board

of Governors for a term of five years but can be reappointed. They also serve ex-officio as Governors and Alternates for their country on the IFC and IDA Boards of Governors. These same Governors and Alternate Governors also serve as representatives of their country on the Administrative Council of the ICSID unless otherwise noted.

MIGA Governors and Alternates are appointed separately and constitute the MIGA Council of Governors. 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.

Under the Bank's Articles, Executive Directors are appointed or elected every two years during the process of regular elections. Executive Directors of the Bank serve ex-officio as Executive Directors of IFC and IDA, as long as the country that appoints them, or any one of the countries that have elected them, is a member of IFC and IDA. All members of the MIGA Board of Directors are elected.

Each Executive Director appoints an Alternate Executive Director with full power to act for him/her when he/she is not present. Executive Directors may also designate Temporary Alternates to act on their behalf. Temporary Alternates are not entitled to any salary or expense allowance for their services in this capacity.

Interim elections are held if the office of an elected Executive Director becomes vacant for more than 90 days before the end of his/her term. Governors of the constituency members that elected the departing Executive Director are the only ones entitled to participate in these interim elections. The new Executive Director is elected for the remainder of the term of his/her predecessor.

When a new Executive Director is elected, the office of Alternate is deemed vacant until the new Executive Director appoints an Alternate. The rules for interim elections also apply to MIGA Directors.

2-11: CHAIR OF THE HIGHEST GOVERNANCE BODY

Under Article V, Section 2(a) of the Articles of Agreement, the highest governance body in the Bank is its Board of Governors. No governor, including its chair, is a senior executive in the institution.

2-12: ROLE OF THE HIGHEST GOVERNANCE BODY IN OVERSEEING THE MANAGEMENT OF IMPACTS

The Chair of the Board of Executive Directors serves as the President of the institution, as set out in the Bank's Articles of Agreement, Section 5.

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

Direct dialogue between the Board of Directors and civil society organizations (CSO) is held during 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 organize a roundtable with the CSOs during the biannual meetings. Topics of the CSO roundtable range from the Environmental and Social Framework (ESF) to accountability, to the most heatedly discussed topics of the day.

The World Bank Inspection Panel is another avenue for consultation between stakeholders and the Board of Directors. For more information on the Inspection Panel, see: <https://www.inspectionpanel.org/>.

A meeting summary with the main discussion points is made available after every consultation meeting in a timely manner (no more than 10-15 days after the meeting), unless participants request confidentiality. Responses to online questionnaires are also summarized. Input is not attributed to individuals. Providing feedback to consulted stakeholders on how their input was considered closes the feedback loop and is considered the main accountability measure of consultations. An overall summary of the input received from the consultations is conveyed to the Bank Group's decision makers (Board of Executive Directors) and inform their deliberations. Once decisions are made, the results of the consultation process and final impact are summarized in platforms (such as, focused topical discussions and newsletters) designed specifically for civil society members. As far as reasonably practicable, these are accessible to all who participated in the consultation process.

2-13: DELEGATION OF RESPONSIBILITY FOR MANAGING IMPACTS

Launched on October 1, 2018, the ESF enables the Bank and borrowers to better manage the environmental and social risks of projects and to improve development outcomes. The Director, Environmental and Social Standards and Chief Environmental and Social Standards Officer, 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 unit. The Director reports to the Vice President of Operations Policy and Country Services. The Operations Environmental and Social Review Committee issues advice to task teams on complex or sensitive environmental and social aspects of Bank operations. The committee is chaired by the Chief Environmental and Social Standards Officer.

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. It aims to promote accountability at the Bank, give affected people a greater voice in Bank-supported activities that affect them, and foster redress by the Borrower when warranted.

The Accountability Mechanism was established by the Bank's Board of Executive Directors in 2020. It is independent from Bank Management and reports directly to the Board. The Accountability Mechanism houses both the Inspection Panel and the Dispute Resolution Service, the latter of which was also created in 2020. The Inspection Panel 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 service 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 Inspection Panel or a dispute resolution process facilitated by the service.

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 Accountably Mechanism: <https://www.worldbank.org/en/programs/accountability>.

The Global Director for ESF reports to the Bank's Vice President that is 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. The Committee of Development Effectiveness, a standing committee of the Board of Executive Directors, oversees the implementation of the ESF. As such, there are effective communications between the Operations Policy and Country Services 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 Executive 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>.

2-14: ROLE OF THE HIGHEST GOVERNANCE BODY IN SUSTAINABILITY REPORTING

The Corporate Responsibility Oversight Committee includes high-level representatives of key units that manage one or more of the aspects in the Corporate Sustainability Principles. There is balanced representation of representatives with expertise on the environmental, social, and economic impacts of our internal activities, as well as the reporting and transparency of results. It is co-chaired by two Managing Directors.

The committee helps prioritize the Corporate Responsibility work program. Its objectives are to:

- Provide high-level, strategic leadership and guidance for the Bank's Corporate Responsibility agenda, prioritizing its work program and ensuring that sufficient financial and human resources are dedicated to implementing it.
- Further corporate responsibility with a view to managing reputational risk and championing the Bank to be a leader in this field.
- Monitor the effectiveness of the Corporate Responsibility-related activities and assess progress against set goals.

The Board of Executive Directors is not directly involved with the Bank's materiality exercise, but the stakeholders involved in the exercise act as proxy on behalf of the key units that manage the different topics and areas the Bank reports on.

2-15: CONFLICTS OF INTEREST

The Board of Governors consists of one governor and one alternate governor appointed by each member country. The office is usually held by the country's minister of finance, governor of its central bank, or a senior official of similar rank. While such government officials may be subject to conflict-of-interest policies in accordance with the local laws and/or regulations in their home countries, the Bank does not separately conduct conflict of interest processes for the governors.

2-16: COMMUNICATION OF CRITICAL CONCERNS

Governors receive an annual report and audited statements for approval at each Annual Meeting. The annual report is mandated by the Bank's bylaws and discusses the operations and policies of the Bank and recommendations to the Board of Governors on the problems confronting the Bank. The Board of Governors also receives communiqués from its Development Committee at least once per year, but by tradition twice per year.

2-17: COLLECTIVE KNOWLEDGE OF THE HIGHEST GOVERNANCE BODY

Through the Board of Executive Directors Learning Team, which is responsible for the design and development of group learning sessions, the Corporate Secretariat provides learning solutions for the Board about onboarding, operations, finance, Board administration and processes, communications, languages, and behavioral skills. The learning program contributes to the skills and expertise needed by Board officials and staff to complete their work program and effectively support the Board's work. During fiscal 2022 the team provided over 100 learning sessions to Executive Directors and the Corporate Secretariat staff.

2-18: EVALUATION OF THE PERFORMANCE OF THE HIGHEST GOVERNANCE BODY

Since 2010, the Board of Executive Directors of the Bank Group has conducted annual self-assessments as a part of its Dual Performance Feedback exercise, which established a constructive mechanism for exchanging views between the Board and the President regarding the oversight, strategic directions, and management of the Bank Group. This exercise, as part of the Bank Group's governance and accountability framework, was both an innovation in the Bank Group and the first-ever such framework among the multilateral development banks (MDBs).

This is a mandatory yearly exercise for all Executive Directors and Alternate Executive Directors conducted through an electronic questionnaire, which is anonymous and strictly confidential. They are given several weeks to complete the self-assessment questionnaire, usually at the end of the fiscal year before the Board recess.

The Board Self-Assessment is administered by the Chair of the Committee on Governance and Executive Directors' Administrative Matters, with input from the Dean of the Board of Executive Directors and with the support of the SEC. The results of the survey and key priorities to inform the Board effectiveness agenda are shared with the Board in the form of a report and discussed by the committee; Executive Directors can also decide on any necessary follow-up actions based on the survey results.

2-19: 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 (IMF–World Bank Group) Committee on Remuneration of Executive Directors and Alternate Executive Directors is constituted annually and makes recommendations to the Boards of Governors on the salary and benefits of Executive Directors and their Alternative Executive Directors.

Senior management: To recruit and retain highly qualified staff, the Bank Group has developed a compensation and benefits system to be internationally competitive, reward performance, and 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 World Bank Annual Report.

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

2-20: PROCESS TO DETERMINE REMUNERATION

To recruit and retain highly qualified staff, the Bank Group has developed a compensation and benefits system designed to be internationally competitive, reward performance, and take into account the special needs of a multinational and largely expatriate staff. The remuneration policies follow a Board-approved compensation methodology that is periodically reviewed by the Board. There is a governance process in place where annual updates or changes to the compensation and benefits system are discussed with relevant stakeholders across the institution, reviewed by senior management, and submitted to the Board for final approval. The Bank Group’s global staff compensation increases are submitted annually by senior management to the Board, and these are reviewed and approved annually by the Executive Directors.

2-21: ANNUAL TOTAL COMPENSATION RATIO

The ratio of the annual total compensation for the institution’s highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) is 3.55. The ratio of the percentage increase in annual total compensation for the institution’s highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) is 1.12.

Below is the contextual information necessary to understand the data and how the data have been compiled.

Following the formulas provided in the Guidance to 2-21-a and 2-21-b, the ratios are calculated as follows:

- 2-21-a: Annual total compensation for the institution's highest-paid individual (\$544,920) divided by the median annual total compensation for all of the institution's employees excluding the highest-paid individual (\$153,690) = 3.55.
- 2-21-b: Percentage increase in annual total compensation for the institution's highest-paid individual (3.8 percent) divided by the median percentage increase in annual total compensation for all of the institution's employees excluding the highest-paid individual (3.4 percent) = 1.12.

The quantitative data (compensation data) used to derive the answers provided in Guidance 2-21-a and 2-21-b is effective from July 1, 2021, to June 30, 2022 (fiscal 2022). The data used for the percentage increase reported in 2-21-b is the increase applied from the previous period (fiscal 2021) to fiscal 2022 and is the most recent increase data available.

To ensure the most appropriate comparisons, the analysis excludes locally recruited full-time staff whose work location is outside of the U.S., as well as staff on either extended-term or short-term appointments.

Annual compensation reported above consists of annual base salary, net of taxes. Cash allowances and variable pay (bonuses) are not included. The title of the highest-paid individual of the institution is the President.

MANAGEMENT APPROACH: ETHICS AND INTEGRITY

2-22: STATEMENT ON SUSTAINABLE DEVELOPMENT STRATEGY

Please refer to the [*World Bank Annual Report 2022*](#) for messages from David Malpass, President of the World Bank Group, and the Executive Directors of the World Bank.

2-23: POLICY COMMITMENTS

The Bank Group recognizes the importance of a positive institutional 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 institution's performance and fostering a healthy work environment. These core values—impact, integrity, respect, teamwork, and innovation—are embedded in the institutional 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.

World Bank Group 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. In fiscal 2022, we strengthened the Code’s focus on diversity, equity, and inclusion, including race and racial discrimination. Behaviors expected from staff are described in the Code of Ethics and the Principles of Employment. The Staff Rules continue to define the regulations and policies that guard against and prohibit misconduct. 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 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 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 which contained over 70 specific initiatives. These initiatives have been implemented thoroughly. This people-centered strategy has allowed, among many aspects, to tackle under-reporting and substantially increase trust in the system to address and prevent sexual harassment in the workplace. This has placed the Bank Group at the forefront of the international community in terms of prevention, transparency, and accountability. The Ethics and Business Conduct Department (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 and the affected individual agrees to such referral). In addition, each new Bank Group staff member is required to take a mandatory e-learning training on preventing and addressing sexual harassment.

EBC conducts several programs of declaration of interest, including one for senior management with publication of the key elements on the internet, and one for staff, which included 5,200 filers in fiscal 2022 and was the largest ever. These programs require staff to disclose situations that constitute a conflict of interest or could be perceived as such. EBC is also present in a number of decision-making committees to ensure that due consideration is given to ethical issues, and in particular to addressing any conflict of interest.

The Bank requires borrowers to apply a precautionary approach through the ESF, which became effective as of October 1, 2018, and its prior suite of safeguard policies, which remain effective for ongoing projects that commenced 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. They also provide a platform for the participation of stakeholders in project design and are an important instrument for building ownership among local populations.

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

We raise awareness and understanding of ethical issues in the workplace through our mandatory e-learning for staff on our core values and Code of Ethics, as well as virtually facilitated offerings on bystander interventions, values, supervisors' and managers' responsibilities, and prevention and effective handling of sexual and other harassment at the Bank Group. This is supported by communications to staff in the form of intranet feature stories and announcements, blogs by the Chief Ethics Officer, guidance on the EBC intranet site, and virtual conversations and town halls.

Data privacy: Personal data play a key role in fulfilling the mission, mandate, and purpose of the Bank Group institutions, their operational and transactional work, procurement, household surveys, safeguards, and integrity and compliance functions. The Bank Group institutions' stakeholders increasingly expect the Bank Group institutions to use personal data responsibly.

Recognizing the importance of personal data, on May 24, 2018, the Boards of Executive Directors of IBRD, IDA, IFC, and MIGA, and the Secretary-General of ICSID, issued the Bank Group Policy on Personal Data Privacy (the "World Bank Group Privacy Policy"). This policy sets out the core principles governing personal data processed by the Bank Group institutions: (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 World Bank Group Privacy Policy became applicable on February 1, 2021.

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

To implement these mechanisms at the Bank, President Malpass issued the World Bank Directive on the Personal Data Privacy Request and Review Mechanisms (the "Request and Review Directive").

The Request and Review Directive establishes the substantive and procedural methods for individuals to: (i) ask about the personal data the Bank are handling (a “Request for Information” under the “Request Mechanism”); and (ii) seek redress if they reasonably believe the Bank is not handling their personal data in compliance with the World Bank Group Privacy Policy (a “Call for Review” under the “Review Mechanism”).

The Request and Review Directive also details limitations and conditions for Requests for Information and Calls for Review. For example, the Bank exempts Requests for Information and Calls for Review for matters related to judicial, adjudicative, and administrative proceedings, including by the World Bank Group Internal Justice System, the World Bank Administrative Tribunal, and in relation to information in the Sanctions Files. Other exemptions include matters related to activities of the Executive Directors, their Alternates and senior advisors, and the Board of Governors. The Request and Review Directive is supplemented with Bank procedures for submitting and responding to Requests for Information and Calls for Review, and instructions for staff on how to handle Requests for Information.

Under the World Bank Request Mechanism, individuals may request: (i) confirmation that the Bank is processing their personal data; (ii) information about the types of personal data about them that the Bank is processing; (iii) information about the specific and legitimate purpose, retention period, and transfers of personal data to third parties; and (iv) access to their personal data.

The World Bank Review Mechanism consists of a two-tier system for Calls for Review. The first-tier review is conducted by the Bank’s Chief Data Privacy Officer. The second-tier review, when necessary, is conducted by the World Bank Administrative Tribunal for those individuals with standing before it, or by an External Expert Reviewer for all other individuals.

Privacy directive and procedures: The World Bank Directive on Personal Data Privacy Governance (“Governance Directive”) sets out the governance structure for meeting the requirements of the World Bank Group Privacy Policy at the World Bank.

The World Bank Data Privacy Office updated the Governance Directive in the third quarter (Q3) of fiscal 2022 to include an updated risk acceptance framework for residual risks identified in a Data Protection Impact Assessment.

The updated risk acceptance framework involves the head of the business unit, the manager, and the privacy focal point(s) when determining whether highlighted residual privacy risks are acceptable. The Governance Directive was also updated to remove certain assessment and compliance requirements if a Processing Activity is conducted in accordance with a Standard Record of Processing Activity (SRPA).

In Q3 fiscal 2022, the World Bank Data Privacy Office issued a new World Bank Procedure on Personal Data Privacy Standard Processing Activities to define and identify SRPAs and to instruct staff on how to process personal data under SRPAs.

The World Bank Procedure on Personal Data Privacy (“Procedure”) further defines the requirements set out in the Governance Directive. The World Bank Data Privacy Office updated the Procedure in Q3 fiscal 2022 to clarify notice and consent requirements related to the handling of personal data of minors and mentally disabled persons. The Procedure was also updated to reflect procedural changes in the new risk acceptance framework in the Governance Directive, and to reflect the new SRPA protocol.

The following six new SRPAs were adopted in fiscal 2022:

- SRPA for World Bank Accountability Mechanism: Inspection Panel and Dispute Resolution Service.
- SRPA for Birthdays.
- SRPA for Travel Arrangements.
- SRPA for Country Opinion Surveys.
- SRPA for Events.
- SRPA for Hiring Staff.

2-24: EMBEDDING POLICY COMMITMENTS

The World Bank Group Ethics and Business Conduct Department promotes the development and application of the highest ethical standards by staff members in the performance of their duties. EBC is committed to integrity, impartiality, and independence in its work and reports to the President and, on administrative matters, to the Managing Director and Bank Group Chief Administrative Officer. EBC also participates in decision-making committees, thus being able to influence the implementation of the commitments of the Bank Group.

After the successful implementation of its 2019–22 strategy, EBC adopted a new strategy for 2022–25 that emphasizes the importance of ethical compliance in all Bank Group activities, and the development of closer collaboration with operational departments. EBC is responsible for proposing amendments or additions to the Staff Rules that focus on behaviors or on conflicts of interest. In fiscal 2022, a revision of the staff rule on business-related conflicts of interest and on declarations of interest was adopted. The Staff Rules apply across the Bank Group.

Over and above its participation in relevant committees, EBC closely collaborates with other departments as the need arises, for instance, implementing more specific conflict-of-interest programs.

EBC has also established a sizeable training and outreach program, with over 15,000 participants in sessions over the last two years. In addition, when senior managers (directors and above) join or take up a new position, they meet with the Chief Ethics Officer and review both the applicable rules relevant to their functions and the indicators specific to the departments that they will manage.

Performance feedback provided by peers and addressed to management is classified with reference to the five Core Values of the Bank Group, thus creating a direct link between behaviors and performance.

In parallel, EBC has two mechanisms to review inappropriate behaviors: the Anti-Harassment Coordinator, who reviews all allegations of harassment and sexual harassment and can perform early interventions without going through an investigation, and the misconduct investigations. Anyone inside or outside the institution can report allegations of inappropriate behaviors or of misconduct. EBC also accepts to review anonymous reports.

EBC raises awareness and understanding of ethical issues in the workplace through their mandatory e-learning for staff on our core values and Code of Ethics, as well as virtually facilitated offerings on bystander interventions, values, supervisors' and managers' responsibilities, and prevention and effective handling of sexual and other harassment at the Bank Group. All newcomers must also complete an e-learning on the prevention of sexual harassment.

2-25: PROCESSES TO REMEDIATE NEGATIVE IMPACTS

The Grievance Redress Service is an avenue 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. It was established in 2015 based on recommendations from an Independent Evaluation Group review of the Safeguard Policies. The service complements project-level grievance mechanisms overseen by country authorities and ensures that complaints received directly by the Bank are promptly addressed through sound and sustainable solutions.

In fiscal 2022, the Grievance Redress Service received 383 complaints. The Grievance Redress Service cases cover a broad spectrum of issues, including harm to people's livelihoods, adverse impacts on the environment, and community health and safety concerns. The service plays a key role in identifying trends and systemic issues from past cases to foster institutional learning and apply lessons learned to new and ongoing operations. For more information, visit www.worldbank.org/grs.

The World Bank Accountability Mechanism 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. It includes the Inspection Panel and the new Dispute Resolution Service. The Inspection Panel was established in 1993 as the first independent accountability mechanism at an international financial institution and continues to conduct independent compliance reviews. The service facilitates an independent and voluntary dispute resolution process for complainants and borrowers. The Accountability Mechanism reports to the Board and operates independently of Bank management.

The Inspection Panel consists of three members, including the chair, who report directly to the Executive Directors. During fiscal 2021 and fiscal 2022, the Panel submitted an investigation report on a roads project in Uganda and recommended investigations into projects in Nepal, Togo, and Uganda. It decided not to investigate a regional trade and transport project in Nepal and issued notices of non-registration on three projects in Kenya, one in Uganda, and one in India. In December 2021, it published an advisory report, Right to Be Heard, on intimidation and reprisals in Inspection Panel complaints.

The Dispute Resolution Service became operational in October 2021. During the year, the parties in two cases related to Bank projects agreed to dispute resolution by the service: a case in Uganda in December 2021, and a case in Nepal in April 2022. Both of these processes are ongoing.

2-26: MECHANISMS FOR SEEKING ADVICE AND RAISING CONCERNS

The Bank encourages staff (both past and present) to seek ethics-related advice and report suspected misconduct and ethical issues through EBC. 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 request support in situations involving harassment or sexual harassment. 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 and can lead to sanctions.

There were 1,321 requests for advice in fiscal 2022. 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 2022, EBC, through the Anti-Harassment Coordinator, was consulted in 187 situations involving harassment, sexual harassment, or inappropriate behaviors, and received 149 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 impose sanctions; during fiscal 2022, 13 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 Integrity Vice Presidency works to improve compliance with corruption-related policies. The unit trains staff to detect and deter fraud and corruption and investigates allegations in activities conducted or financed by the Bank Group institutions as well as allegations of significant fraud and corruption involving staff. Details are outlined for staff in Staff Rule 8.01. In fiscal 2022, INT's internal investigation team received 170 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; 14 percent of complaints were converted to cases for further investigation; and 6 percent are still active. Further details can be found in the Sanctions System Annual Report, which can be accessed online at the Integrity Vice Presidency website: <https://www.worldbank.org/en/about/unit/integrity-vice-presidency>.

Integrity-related complaints regarding Bank Group-funded operations can be submitted directly to the Integrity Vice Presidency by internal or external parties, including anonymously, online at: www.worldbank.org/fraudandcorruption. EBC increasingly accompanies teams working on projects or issues that are particularly sensitive.

2-27: COMPLIANCE WITH LAWS AND REGULATIONS

The Bank is an international organization with certain privileges and enjoys certain immunities under national law, and has not been made aware of any significant breach of applicable laws or regulations during the reporting period.

2-28: MEMBERSHIP 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 (UN) 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.

MANAGEMENT APPROACH: STAKEHOLDER ENGAGEMENT

2-29: APPROACH TO STAKEHOLDER ENGAGEMENT

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 (CSOs); faith-based organizations; academics; professionals; central banks as well as other official-sector institutions and other investors in World Bank bonds; credit rating agencies; financial institutions; environmental, social, and governance (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.

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 Multistakeholder Engagement](#) provides guidance to staff on good practice and mandate issues. This ensures the effectiveness of Bank interventions and the engagement of stakeholders is performed in a manner consistent with the Bank's mandate

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 CSOs on the margins of the Spring and Annual Meetings of the International Monetary Fund and the World Bank Group 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, facilitate consultations and knowledge exchange around joint priorities and agendas, and build relationships at both the technical and senior management levels. Examples of recent key engagements with donor capitals include consultations on the IDA20 replenishment package and the Bank Group Strategy for Fragility, Conflict and Violence 2020–25, food security, and the health crisis.

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 Development Committee communiqués, see: <http://www.devcommittee.org/communiques>.

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

Employees

Staff engagement, pride in the institution, and commitment to a shared mission are key to the Bank Group's success. Staff are updated regularly and have formal and informal opportunities to engage with senior management through various 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 direct channels, as appropriate. This may include targeted communication campaigns, intranet announcements and stories, webinars, learning engagements, employee briefings, newsletters, and emails. As a main conduit to reaching staff, the Bank's intranet is easily accessible to employees across more than 140 countries, including their mobile devices.

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 bring staff together and raise funds for communities in need in Washington, D.C., and across the globe. Also important are awareness campaigns on staff mental health and wellness, anti-racism and inclusiveness, safety and security, among others.

Monitoring staff engagement is very important. The in-depth Employee Engagement Survey invites staff to voice their opinions on key issues, from leadership to career development and inclusiveness at work, to name a few. The Bank engagement index and the participation rate in the survey remain consistently high.

In fiscal 2022, nearly all Bank Group staff continued to work remotely precipitated by the COVID-19 pandemic, as the Bank Group prioritized staff health and safety. The recent Engagement Survey (March 2022) conducted by the Bank Group indicates an increased level of staff engagement with clients and increased effectiveness in meeting their needs, along with significant levels of productivity while on home-based work.

Civil society

The Bank engages and partners with CSOs regularly at the global, regional, and local levels on a broad range of development goals. 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 twice a year, during the Annual and Spring Meetings. The forum is the Bank's largest platform for engaging CSOs. The forum 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 Civil Society Policy Forum was convened virtually in fiscal 2022. During the Annual Meetings 2021 and Spring Meetings 2022, the forum brought together over 2,000 stakeholders. Led by CSOs, discussions focused on ensuring a green, resilient, and inclusive recovery after COVID-19, focusing on human capital, climate, and the ongoing crises around the world. In addition to leading nearly 40 sessions, CSOs had an opportunity to converse with senior Bank Group leadership through a townhall with President Malpass, roundtables with Executive Directors, and engagements with the Bank's managing directors. The CSOs expressed continued support for shared development goals—including IDA, climate action, support to ongoing global crises, and ensuring accountability for pandemic-related financing—during conversations with the Bank Group's senior management.

Beyond the Civil Society Policy Forum, the Bank engaged with CSOs throughout the year via discussions with technical experts on key Bank policies, initiatives, and issues such as debt, gender, climate, and IDA. The Bank shared timely information with CSOs through the monthly newsletter, which reaches over 11,000 subscribers, as well as via regular announcements, bilateral meetings, and the CSO Monthly Call, allowing for more interactive engagement. In addition to Bank-led convenings, senior management also participated in public advocacy activities with civil society, including the ONE Campaign + Paris Peace Forum Vaccine Strategy Event and RESULTS International Conference. In fiscal 2022, over 25 RESULTS partners participated in a series of virtual discussions with Bank leadership and technical teams. The Bank is committed to meaningful dialogue with CSOs and continues to seek better ways to engage.

Citizen engagement and stakeholder consultations are also a key part of the country engagement process. The preparation of Systematic Country Diagnostics, Country Partnership Frameworks, and, to the extent possible, Country Engagement Notes 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 in the Bank Group's country engagement model in July, the emphasis on continuity across Country Partnership Framework cycles has increased. For Performance and Learning Reviews and Completion and Learning Reviews, the focus of consultations is on how well the Country Partnership Framework program has been implemented, how it is expected to continue contributing to High-Level Outcomes set out in the Country Partnership Framework, 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 Country Partnership Framework 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 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, in consultation with the Bank, the borrower is required to prepare and implement a Stakeholder Engagement Plan proportionate to the nature and scale of the project and its potential risks and impacts, as well as a grievance mechanism for all projects. 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.

Opinion leaders

The Country Opinion Survey 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 35 to 40 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 Country Opinion Survey Program are used as input to the GRI materiality exercise.

Environmental, social, and governance investor community

The Bank engages with investors of IBRD bonds, increasingly including 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. In their issuer profile reports, ESG research firms analyze the Bank's approach to lending and how it conducts its 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' scoring methodologies do not adequately consider the positive development impact of the activities that the Bank helps finance in its member countries. In addition, the ESG research firms' methodologies are set up based on a broader group of mostly corporate issuers and in many instances do not apply to multilateral development banks like the World 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. Investors are focused on ESG from a risk management perspective and also increasingly because they are looking for investments that are making a positive impact. Investors with both motivations for their focus on ESG are attracted to IBRD and IDA bonds. These investors have asked for clarification about the project implementation process and how the ESF and other policies reduce social and environmental risks. Their questions have focused on, for example, issues around ESG policies implemented at the institution level (such as, human resources policies and labor standards) as well as within IBRD and IDA operations. Information investors may seek about IBRD and IDA operations includes asking 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 violations of human rights and child labor restrictions 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 (such as, 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, oil, and gas. Lastly, investors often question how the Bank promotes sound governance practices, and how it ensures that funds go where they are intended and achieve impact.

IBRD and IDA also 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 United Nations 2030 Agenda for Sustainable Development, as adopted by the UN General Assembly in 2015 with 17 interlinked Sustainable Development Goals (SDGs). Dedicated themes are used to engage investors to raise awareness around the Bank's work on topics such as food loss and waste; gender equality and health and nutrition of women and children; water and oceans; and sustainable cities. All IBRD and IDA bonds support the financing of a combination of green and social, or "sustainable development," projects, programs, and activities in member countries and are issued under the Sustainable Development Bond program. Some IBRD bonds are issued as Green Bonds, aligned to the Green Bond Principles coordinated by the International Capital Market Association, while most are issued as Sustainability Bonds, aligned to the Sustainability Bond Guidelines coordinated by the association. All IDA bonds are issued as Sustainability Bonds aligned to the Sustainability Bond Guidelines coordinated by the association.

The Bank Treasury also engages with credit rating agencies on similar ESG information that is provided to ESG research firms, since credit rating agencies are also increasingly analyzing ESG factors for IBRD and IDA and providing information to investors and stakeholders on whether and how ESG factors impact credit ratings.

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.

Local, national, and internal media

The Bank is regularly covered in the media, including events involving senior management. 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. This includes media calls around the Annual and Spring Meetings as well as for important report launches. The Bank also pitches story ideas and experts to media to promote our work on issues related to our goals and other pressing development challenges such as fragility and conflict; the COVID-19 pandemic; debt accumulation; the war in Ukraine; food insecurity; climate change; the learning crisis; human capital and gender gaps. The Bank 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.

Private sector, foundations, and think tanks

The Bank Group engages private, philanthropic, and think tank partners to mobilize innovative ideas, leverage collective resources, and advance shared development goals. Our portfolio includes various forms of partnership at executive and operational levels, and engagements through bilateral dialogues, roundtable discussions and joint advocacy efforts on key development areas, exchange of knowledge and expertise, and operational collaboration across an array of platforms and sectors.

In fiscal 2022, the Bank Group continued to engage partners around the COVID-19 response, helping accelerate countries' access to vaccines, support delivery, strengthen health systems, and promote pandemic preparedness. Partners looked at ways to support our short-term crises response (such as, food security and COVID-19) and long-term economic recovery efforts (such as, job security and financial inclusion). The Bank Group participated in deep-dive discussions with foundations and think tanks on gender, climate, education, and digital transformation about projects and approaches to leverage impact at the country level. Moving into fiscal 2023, we continue to engage with partners to tackle the economic and social impacts of the war in Ukraine. We are also exploring opportunities to expand and strengthen partnership with private and philanthropic organizations that have made net-zero emissions commitments, notably around food systems transformation, access to clean energy, and water management.

In addition, a new series—Insights & Opportunities Briefings—was launched in fiscal 2022 to convene private and philanthropic partners with Bank teams to exchange knowledge and identify collaborative opportunities for promoting sustainable and inclusive growth. Briefings have covered the COVID-19 response, gender equality, climate change, and food security in Africa, and have featured speakers from Unilever, Bank of America, the Mastercard Foundation, the IKEA Foundation, the Children's Investment Fund Foundation, the William & Flora Hewlett Foundation, Standard Chartered, HP, the Mo Ibrahim Foundation, and the Bill & Melinda Gates Foundation. We also engage partners at key Bank Group-hosted events, such as the Spring and Annual Meetings as well as private and philanthropic forums and events, such as the World Economic Forum.

The Bank Group engages the think tank community through a blend of high-level public events and roundtable discussions to deepen awareness of priority issues, address emerging issues and any misperceptions, and enhance the Bank Group's thought leadership. In fiscal 2022, Bank Group management engaged several think tanks around pressing topics of mutual concern, including the COVID-19 response, crises and economic recovery, long-term development priorities, fragility, debt sustainability, food security, climate, education, reform of the international financial system, and threats to development gains. These topics continue to be important themes moving into fiscal 2023. Examples of engagement in fiscal 2022 included World Bank Group President Malpass's virtual event with Adam Posen, President of the Peterson Institute for International Economics, which focused on macroeconomic outlook and debt; a fireside chat with Masood Ahmed, President of the Center for Global Development; and a roundtable discussion at the Council of Councils on the array of global shocks, their impact on the most vulnerable communities, and the response they urgently demand.

The Bank Group also strengthens global partnerships and cooperation toward achieving the SDGs through its catalytic multidonor trust fund, the Partnership Fund for the SDGs. The fund is working with more than 350 partners, including UN agencies, public and private actors, academic institutions, and civil society, toward our shared goals. In fiscal 2022, it allocated over \$4 million to initiatives that promote investments in ESG approaches and low-carbon development. Many of the fund's projects also redirected efforts to activities that are contributing to countries' response and recovery efforts to current global crises (such as, COVID-19 and climate), such as the Geo-Enabling initiative for Monitoring and Supervision, which was deployed to help mitigate rising food insecurity by monitoring drought response in Somalia, fertilizer distribution in Sri Lanka, and locust surveillance in South Sudan.

Globally, the Refugee Investment and Matchmaking Platform has helped create economic opportunities for refugees and host communities by bringing together businesses, foundations, and development actors, such as the International Chamber of Commerce and the UN Refugee Agency. The Platform's work leverages the power of the private sector as it supports the business activity of companies in refugee-affected areas, ultimately leading to increases in sales, employment, and investment. Initially piloted in Jordan, the Platform yielded strong results including 57 business-to-business transactions that led to the creation of 1,930 new jobs. The Platform has now expanded to Djibouti, Iraq, and Lebanon, and has extended its work as the World Bank Private Sector for Refugees Platform for the Mashreq through June 2025 to further gather knowledge and serve other regions and countries.

Development partners

The Bank Group engages closely with multilateral development partners to enhance operational impact in our client countries. These include the UN system, multilateral development banks (MDBs), the European Commission (EC), key multilateral such as the G7 and G20, the Organization 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 advantages. The Bank Group participates in UN intergovernmental and interagency task forces and coordinating bodies, including the Chief Executives Board for Coordination and Inter-Agency Standing Committee, to help set the strategic direction and 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 advantages and 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 engages in parallel financing opportunities with other MDBs to enhance joint impact. Examples of recent engagement is the Global Action on Food Security, where the heads of the World Bank Group, IMF, UN World Food Program, and World Trade Organization called on the international community to urgently support vulnerable countries through coordinated actions ranging from provision of emergency food supplies, financial support, increased agricultural production, and open trade.

Our partnership with the European Commission involves close dialogue and upstream coordination on joint priorities, collaboration on implementation at the global and country levels, 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 European Commission 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, climate, infrastructure, food security, and armed conflicts. In the present year, the Bank prepared a Rapid Disaster Needs Assessment, which considers the impact of the war until June 1, 2022. The objective of this exercise is to support the government of Ukraine and its international partners to understand the level of financing required to restore Ukraine's social, productive, and infrastructure sectors.

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

The Bank is represented in the Asia Pacific Economic Cooperation finance stream at the Finance Ministers meeting, Deputy Finance Ministers meeting, and Senior Finance Officials Meeting.

2-30: COLLECTIVE BARGAINING AGREEMENTS

The Bank does not have collective bargaining agreements. The institution's 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 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 12,515 staff who are members of the Staff Association, and 92 country offices have established Country Office Staff Associations.

SECTION 1: REQUIREMENTS 6,7, AND 8, 2-8, 2-4

STATEMENT OF USE, OMISSIONS, 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 AND GRI CONTENT INDEX

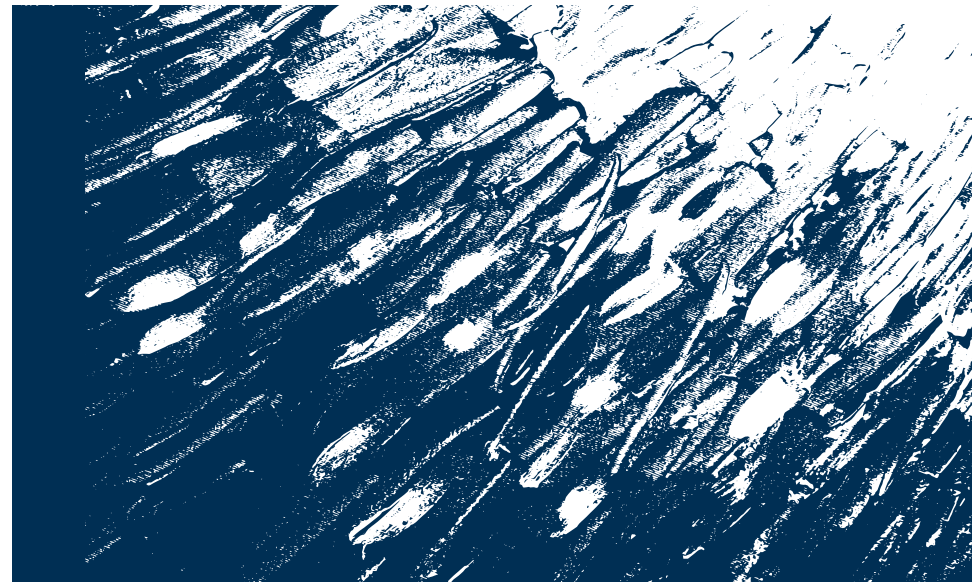
In practice, the carbon inventory is assured every year by the IFC Annual Report auditors. Disclosure 2-8 is omitted from this report due to the Confidentiality Constraint: At this time information related to non-World Bank employees is confidential. There were no restatements of information given in previous reports. There were no changes in reporting. The GRI Index 2022 covers fiscal 2022, which spans July 1, 2021, through June 30, 2022. The previous GRI Index and Sustainability Review were published in October 2021. Both are available at: <https://www.worldbank.org/en/about/what-we-do/crinfo>. The Bank updates its GRI Index annually and provides a summary of the year's activities in the World Bank Annual Report; it also publishes a Sustainability Review biennially. The point of contact regarding this report is: crinfo@worldbank.org. This GRI report has been prepared in accordance with the GRI Standards.

The previous GRI Index and Sustainability Review were published in October 2021. Both are available at: <https://www.worldbank.org/en/about/what-we-do/crinfo>.

SECTION 3: DEFINING REPORT CONTENT AND TOPIC BOUNDARIES AND LIST OF MATERIAL TOPICS

The introduction of this report provides the information for Section 3-1 and Section 3-2. The introduction of each section of the report provides the information for Section 3-3.

ECONOMIC DISCLOSURES



GRI 200 Economic Standards Series

MATERIAL TOPICS: ECONOMIC PERFORMANCE, INDIRECT 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 countries, the World 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 in a sustainable manner—guide the Bank's mission, with sustainability as 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 agriculture, education, environmental and natural resource management, financial and private sector development, health, infrastructure (including low-carbon energy and transport), and public administration. Climate action helps countries develop sustainably: when countries act on climate change, they also benefit from clean air and water, healthy oceans, resilient cities, and sustainable food and agriculture systems.

Countries need sustainable economic growth and robust 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. The Bank Group's *Climate Change Action Plan for 2021–2025 (CCAP)*, which is its second such action plan outlining its strategic direction on climate change action for the next five years, guides this process.

The Bank's lending is aimed at two different groups of countries: IBRD strives to reduce poverty in middle-income and creditworthy poorer countries through loans, guarantees, risk-management products, and analytical and advisory services. 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 countries. In fiscal 2015, IDA introduced debt to its financial model with concessional partner loans received from certain member countries. In fiscal 2018, IDA introduced a hybrid financing model by including market debt into its business model.

This response centers on IBRD and IDA activities and, as such, does not cover activities of the other three entities 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 World 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 (IEG) and the Inspection Panel.

The World Bank Group 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 Corporate Scorecard is available publicly.

The IDA Results Measurement System tracks results in IDA countries. It is a key reporting and accountability tool to measure results and progress 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. The IDA Results Measurement System is available publicly.

The World Bank Group Capital Package was endorsed by shareholders during the 2018 Spring Meetings. The package included a historic \$13 billion capital increase and an 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 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 experience and accountability to shareholders and stakeholders at large. IEG is independent of Bank Group management and reports directly to the Board of Executive Board. The Independent Evaluation Group 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 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 of Executive Directors. 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 2022, IBRD's net revenues totalled \$2.5 billion (\$2.4 billion and \$2.1 billion for 2021 and 2020, respectively) and IDA's net revenues were \$1.9 billion (\$2.0 billion and \$1.8 billion for 2021 and 2020, 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). IDA's revenues include revenue from loans and net revenue from Asset Liability Management derivatives and from investments, net of borrowing costs.

In fiscal 2022, IBRD's administrative expenses totalled \$1.25 billion (\$1.18 billion and \$1.17 billion for 2021 and 2020, respectively) and IDA's administrative and development grant expenses totalled \$3.8 billion (\$4.2 billion and \$2.9 billion for 2021 and 2020, respectively). Significant progress has been made to ensure budget spending discipline and efficiency. This has resulted in an improvement in the budget anchor (an efficiency measure that shows net administrative expenses as a percentage of loan spread revenue) in fiscal 2022 compared to fiscal 2020 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 OPPORTUNITIES DUE TO CLIMATE CHANGE

The relationship between climate change, human well-being, and poverty is increasingly evident. Unchecked, climate change will push 132 million people into poverty over the next 10 years. According to the most recent Bank Group research, it could drive 216 million people to migrate within their own countries by 2050, with hotspots of internal migration emerging as soon as 2030, spreading and intensifying thereafter.

Climate change could cut crop yields, especially in the world's most food-insecure regions. Agriculture, forestry, and land use change are simultaneously responsible for about 25 percent of GHG emissions. The agriculture sector is core to addressing climate challenge. Reducing emissions and becoming more resilient are possible but require major social, economic, and technological changes. Without rapid, inclusive, climate-informed development, 43 million people in Africa could fall below the poverty line by 2030. 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.

The Bank Group has a clear role in supporting client countries to prepare for a low-carbon, resilient transition and to build climate-smart economies that are green, resilient, and inclusive. The Bank Group has stepped up its mitigation, adaptation, and disaster risk management work and increasingly has applied a climate lens to its business. All eligible Bank projects account for GHG emissions and integrate the emissions into their economic analysis using a shadow price of carbon. The Sustainable Development Global Practice and Transportation Global Practice delineate clear indicators using the World Bank Investment Project Financing (IPF) and Bank-approved GHG accounting methodologies, covering the agriculture, energy, forestry, transport, waste, and water sectors. In addition, all Bank projects apply systematic climate risk screening and management, and all country strategies and diagnostics are screened for climate and disaster risks. The IFC also uses carbon pricing to help address transition risks and applies a shadow price of carbon to the economic analysis of high-emitting projects. It also systematically screens for climate risk in 12 of its vulnerable investment sectors. MIGA applies a risk-screening tool to identify climate risks in projects.

The *Climate Change Action Plan 2021–2025* (CCAP) is designed to advance the climate change aspects of the Bank Group's green, resilient, and inclusive development approach. This approach promotes economic progress through a recovery path that is inclusive and environmentally and socially sustainable and represents a shift from efforts "to green projects to greening entire economies. Under the CCAP 2021–2025, the Bank Group is helping countries and private sector clients fully integrate their climate and development goals; identify and prioritize action on the most impactful adaptation and mitigation opportunities; and use those to drive climate finance and private capital. The CCAP increases the Bank Group's ambition on climate action and calls for an average of 35 percent of the finance provided by the Bank Group over fiscal 2021–25 to be climate finance, up from a target of 28 percent during the first CCAP (2016–2020). This means direct support for climate change mitigation and adaptation activities. For the Bank, at least 50 percent of IBRD and IDA climate finance will support adaptation. In fiscal 2022, a record 36 percent of Bank Group financing had climate co-benefits, on track toward the CCAP target of 35 percent on average over fiscal 2021–25, delivering \$32 billion in climate finance. The share of adaptation finance for IBRD/IDA was at 49 percent, also on track toward the target.

Through the CCAP, the Bank Group is developing new metrics, analytics, and diagnostics to help client countries understand the risks and opportunities presented by climate change. A new core diagnostic, the Country Climate and Development Report (CCDR), helps countries prioritize the most impactful actions that can reduce GHG emissions and boost adaptation, while delivering on broader development goals. CCDRs build on data and rigorous research and identify main pathways to reduce GHG emissions and climate vulnerabilities, including the costs and challenges as well as benefits and opportunities from doing so. The reports suggest concrete, priority actions to support a low-carbon, resilient transition. As public documents, CCDRs aim to inform governments, citizens, the private sector, and development partners and to enable engagements with the development and climate agenda. CCDRs will feed into other core Bank Group diagnostics, country engagements, and operations and help attract funding and direct financing for high-impact climate action.

The first CCDR, for Türkiye, was launched in June 2022; many more are under development. The Bank Group has developed a new rating system that 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.

The Bank is committed to providing support to clients that is consistent with the Paris Agreement's goals for low-carbon and climate-resilient development. All new IBRD and IDA operations are to be Paris-aligned starting July 1, 2023, which is the start of fiscal 2024. For IFC and MIGA, 85 percent of all new operations are to be Paris-aligned starting July 1, 2023, which is the start of fiscal 2024, and 100 percent by July 1, 2025, which is the start of fiscal 2026.

The CCAP prioritizes transformative investments in key sectors to support low-carbon transitions. They include energy; agriculture, food, water, and land; cities; transport; and manufacturing. These sectors are not only critical for development but also account for over 90 percent of global GHG emissions, and they face significant adaptation challenges.

The Bank Group continues to drive climate finance to deliver the best results, including supporting the deployment of concessional and non-concessional climate finance in more transformative and catalytic ways, leveraging additional capital to bridge the gap between available resources and needs, while actively engaging with partners. The Bank Group also supports greening the financial sector through its work with central banks, national development banks, and private sector financial institutions.

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 did not previously exist. The Bank Group is today the largest multilateral funder of climate investments in emerging and developing countries, and it supports scaling climate finance. For details on the Bank's climate-related projects, see: www.worldbank.org/climatechange.

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

The Bank published its first climate disclosures using the structure of the Financial Stability Board's Task Force on Climate-Related Financial Disclosure as an appendix to the *World Bank Annual Report 2022*. These disclosures cover IBRD and IDA and build on the disclosures the Bank has made through the GRI Index and the CDP. For the Bank climate-related disclosures using the Task Force's Framework, see: www.worldbank.org/en/about/annual-report/fiscal-year-data.

For detailed information on capital adequacy and liquidity, see:

- [IDA Management's Discussion & Analysis and Financial Statements](#) (June 30, 2022).
- [IBRD Management's Discussion & Analysis and Financial Statements](#) (June 30, 2022).

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, 2022, the value of accrued pension liabilities for IBRD and IDA was \$21.8 billion, supported by assets of \$23.7 billion held in a trust. The funded ratio (assets over liabilities) was 108.7 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 Generally Accepted Accounting Principles in the United States. 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.

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. During fiscal 2022, IBRD received \$1,255 million of paid-in capital under the 2018 General and Selective Capital Increases, bringing the cumulative amounts received to \$4.0 billion, 54 percent of the total amount expected over the subscription period, which ends October 1, 2023.

IDA has financed its operations over the years with its own equity, including regular additions to equity provided by member countries as part of a three-year replenishment process. As a result of the strong support of member countries, IDA has built up an equity base of \$178.7 billion as of June 30, 2022. IDA received contributions from member countries amounting to \$8.6 billion in fiscal 2022. On March 31, 2022, IDA's twentieth replenishment (IDA20) was approved by the Board of Governors, and members agreed to a financing envelope of \$93 billion over the three-year replenishment period (fiscal 2023–25), supported by \$23.5 billion in member contributions. For capital contributed by member countries, see IBRD's and IDA's June 30, 2022, **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 institution established by international treaty, the Bank receives tax-exempt status from its member countries.

MANAGEMENT APPROACH: INDIRECT ECONOMIC IMPACTS

The Bank is an important source of financial resources and technical assistance for developing countries around the world. It works with member country governments to support economic development and work toward ending extreme poverty and promoting shared prosperity in a sustainable manner. 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 agriculture, education, environmental and natural resource management, financial and private sector development, health, infrastructure, and public administration and institutional development. 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.

For investment projects, the Bank currently applies the [Environmental and Social Framework \(ESF\)](#) for new investment projects with concept notes approved on or after October 1, 2018, and the previous Safeguard Policies apply to those projects with concept notes approved before this date. The transition from the Safeguard Policies to the ESF will take several years, as projects approved under the Safeguard Policies continue to apply those policies through the end of the project cycle. The ESF enhances the Bank's commitment to sustainable development through 10 Environmental and Social Standards that are designed to support borrowers' environmental and social risk management. The ESF uses a risk-based approach that applies increased oversight and resources to complex projects and promotes increased responsiveness to changes in project circumstances through adaptive risk management and stakeholder engagement.

The ESF offers a broad and more systematic coverage of environmental and social risks, including important advances on transparency, non-discrimination, social inclusion, public participation, and accountability. The development of the ESF was managed by the Bank's Operations Policy and Country Services Vice Presidency, 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 Results Measurement System, updates on policy commitments associated with the World 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 key units within and independent of the institution.

The Independent Evaluation Group evaluates the development effectiveness of the Bank Group. Their work provides evaluative evidence to help the Bank Group deliver better services and results to its clients. They do so by generating lessons from experience and accountability to shareholders and stakeholders at large. For more information and IEG's annual report, visit: ieg.worldbankgroup.org.

203-1: INFRASTRUCTURE INVESTMENTS AND SERVICES SUPPORTED

Infrastructure development in sectors such as digital technology, energy, and transport 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 the governments 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.

Bank Investment Project Financing (IPF) is based on a long-term (five- to 10-year) horizon and supports a wide range of activities, including capital-intensive investments, service delivery, credit and grant delivery, and institution building. Through its high-quality rating in the capital markets, the 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 SDGs, and tackle climate change in the spirit of the 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, using input from the borrower's implementing agency, co-financiers, and other partners and stakeholders. The report describes and evaluates final project outcomes, which are compared against expected results. The Independent Evaluation Group also conducts evaluations of selected projects to measure outcomes against the original objectives, sustainability of results, and institutional development impact. Implementation Completion and Results Reports and IEG evaluations are publicly available and can be accessed online.

- For more information on infrastructure projects financed by the Bank in fiscal 2022, see the [World Bank Annual Report 2022](#).
- For information on World Bank [public-private partnerships](#).
- For information on World Bank [energy projects](#).
- For information on World Bank [transport projects](#).
- For information on World Bank [extractive industries projects](#).
- For information on World Bank [digital technology projects](#).
- For more information on [World Bank products and services](#).

203-2: SIGNIFICANT INDIRECT ECONOMIC IMPACTS

The [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 PRACTICES

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 the Bank Group's strategic priorities throughout 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 facilities 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, 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 GHG emissions account for ten times our direct (scope 1 and 2) GHG emissions. In addition, monitoring ESG issues throughout our supply chain poses a daunting task, with over 24,000 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 Bank Group 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 that comprise senior management. These governance committees 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 plants 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.
- Other services, such as aerial surveying, cartography, and site investigations.

Finance is provided to borrowers (Bank clients) through 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, 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 IPFs, 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/what-we-do/products-and-services>.

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 ESF Framework.

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 standard bidding documents for operations procurement to include additional criteria on environmental, health and safety, and social matters, including, among others, enhancements to the prevention of gender-based violence. Addressing gender-based violence, sexual exploitation and abuse, and sexual harassment more generally in the context of its development work is a priority for the

Bank. In fiscal 2021, the Bank became the first MDB to disqualify contractors for failing to comply with gender-based violence-related obligations. These contractors will not receive 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 gender-based violence before receiving a new Bank-financed contract. Details on this new enhancement are in the below release and website:

Web link: [World Bank Gender-Based Violence Press Release Nov-24-2020](#).

Web link: [World Bank Gender-Based Violence Website](#).

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

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

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 facilities located in Washington, D.C., and in field facilities 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 was launched at the end of the fiscal 2022; further information will be available 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 IPF from the Bank. Any country that is using the Bank's IPF instrument is likely to have operational procurement funded by such IPF proceeds.

Out of total operational procurement, 82.7 percent was provided by suppliers registered in borrower countries in fiscal 2022, totalling \$16.9 billion out of \$20.5 billion.

MANAGEMENT APPROACH: ANTI-CORRUPTION

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

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 two decades.

The Bank has developed an approach that outlines support to client countries to control corruption by reducing vulnerabilities, enhancing detection, and reinforcing deterrents. It also highlights some priority areas going forward, such as government procurement and contract management, beneficial ownership transparency, technology and data, and the rule of law. The approach that is currently in the consultation phase builds on the Bank's systems in place and support that the Bank has provided to countries to address corruption and build efficient and reliable institutions for many decades through knowledge, policy, and investment operations. It will also propose certain measures to further improve coordination within the Bank, including strengthening the feedback loops and learning between the Bank's efforts to help countries control corruption and the Bank's experience with preventing corruption in its own projects.

The Bank Group has included Governance and Institutions as a cross-cutting theme in its last three replenishment cycles for IDA, guiding the institution's support for the world's poorest countries over fiscal 2017–25, to underscore the importance of the issues in achieving development results on the ground. In the most recent IDA replenishment ([known as IDA20](#)), the Bank has committed to supporting countries in undertaking policy actions that tackle corruption. More broadly, Bank-financed operations across sectors systematically incorporate governance and anti-corruption 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 Group participates in other collective action initiatives at the regional and global levels, including:

- Providing leadership in creating international transparency standards (such as, Global Initiative on Financial Transparency, Open Contracting Standards, and Asset Disclosure Standards) and support for the implementation of open government (through support for the Open Government Partnership).
- Actively assisting in the implementation of transparency and accountability efforts, such as Extractive Industries Transparency Initiative, Publish What You Pay, Fisheries Transparency, and Anti-Money Laundering rules.
- Strategically supporting and engaging in international alliances and regional anti-corruption forums, such as the International Corruption Hunters Alliance and the Latin America and Caribbean Regional Parliamentary Network.

- Engaging in international forums on anti-corruption, including the G20 Anti-Corruption Working Group, the Financial Accountability Task Force, and the OECD Anti-Corruption Task Team.
- Assisting countries with the coordination and mutual legal assistance required to identify and return stolen assets, through its Stolen Asset Recovery Initiative, in partnership with the UN Office on Drugs and Crime.
- Helping countries identify possible sources of illicit flows and how to address them through National Risk Assessments, completed or ongoing in over 100 countries.

At the institution's policy level, 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** 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. It 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 the Integrity Vice Presidency 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** (EBC) unit helps staff assess whether their personal and professional activities follow Bank Group rules and ensures that staff disclose and address any personal conflicts of interest that they may have. Under EBC's Staff Rule 3.00, EBC also investigates allegations of misconduct (such as, 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 analyse 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's 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, chaired by a managing director and the Bank Group Chief Administrative Officer. As a Bank Group-wide specialized governance body, the Sanctions Advisory Committee provides important oversight over time to identify and address any policy gaps and to facilitate dialogue among key stakeholders. It 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

The **Integrity Vice Presidency** (INT) assesses and investigates allegations of corruption involving Bank Group financing. In fiscal 2022, INT opened 48 external investigations into possible fraud, corruption, collusion, coercion, and obstruction in 60 Bank Group-financed projects in 40 countries. It completed 20 Final Investigation Reports, five of which substantiated the sanctionable practice of corruption. The 20 reports summarized the investigation of 20 IBRD/IDA projects totalling \$5.7 billion in commitments and included review of 41 contracts totalling \$247 million.

For operational 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 a project's preparation, Bank experts perform due diligence screening to identify integrity risks, including for "Volcker Triggers," a term meaning a proposed operation is in the same country and sector as an ongoing or recently completed INT investigation. In fiscal 2022, 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 2022, 43 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 2022, INT directly engaged 697 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 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 2022, an additional 96 staff successfully completed INT's e-learning course.

Throughout the year, INT also engages staff and internal business partners in Bank Group facilities 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.

In fiscal 2022, INT led such training for staff in facilities based in countries in Africa, East Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, and South Asia, engaging more than 1,200 staff, clients, 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 235 of the Bank's operations staff in fiscal 2022.

The Bank Group has also harmonized investigative procedures and definitions of sanctionable practices (including corruption) with peer MDBs, including the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, and the Inter-American Development Bank. In fiscal 2022, the Bank Group recognized 72 cross-debarments from other MDBs and 28 Bank Group debarments were eligible for recognition.

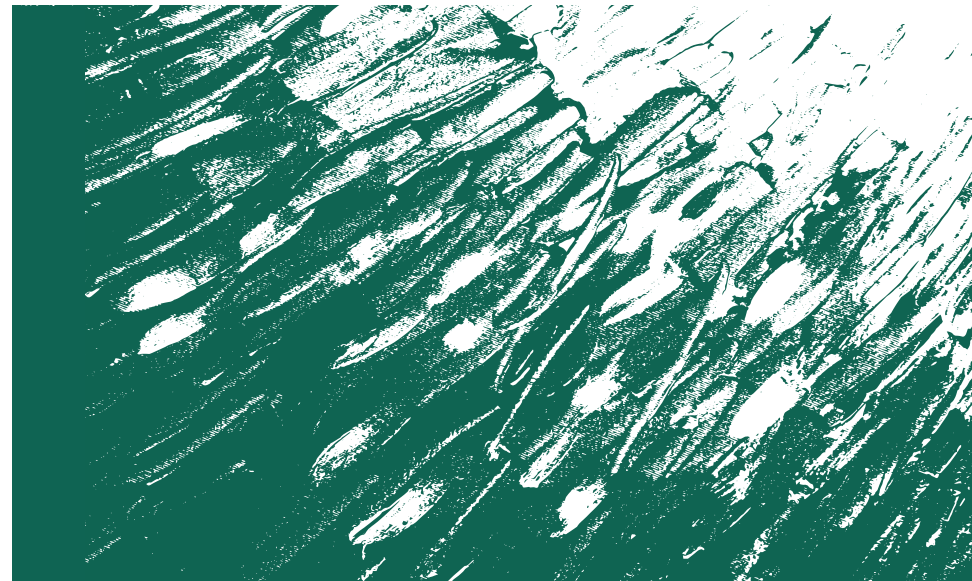
Firms and individuals that are sanctioned and debarred by the Bank Group must meet specific conditions (such as, establishing and implementing an effective corporate compliance program or improving an existing program) before they become eligible again to bid on Bank Group-funded projects. These conditions are based on the Integrity Compliance Guidelines.

At the end of fiscal 2022, 406 entities had been sanctioned with such conditions. In fiscal 2022, the **Integrity Compliance Office** notified 33 newly debarred entities of their conditions for release, 22 entities met their conditions for release, and one entity met the conditions for the conversion of their debarments with conditional release to conditional non-debarments. In addition, 36 Continuation Notices were sent in fiscal 2022 to sanctioned entities whose periods of sanction were 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 20 substantiated cases in fiscal 2022, five involved corruption by firms or individuals working on Bank Group-funded projects. One Bank Group employee was disciplined for corruption in fiscal 2022. No corporate vendors were debarred for violations related to corruption in fiscal 2022. No public legal cases regarding corruption were brought against the Bank or its employees in fiscal 2022.

ENVIRONMENTAL DISCLOSURES



GRI 300 Environmental Standards Series

MATERIAL TOPIC: 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 World 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, 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. References to the Bank Group have been made in this report as appropriate.

Country office data lag headquarters data by one year. Thus, the global water, energy, and GHG emissions data here reported (in the GRI Index 2022) reflect fiscal 2021 data.

The Bank adopted 10 Corporate Sustainability Principles in 2017. The principles are based on the UN Sustainable Development Goals (SDGs) and the Bank's Environmental and Social Framework (ESF). They are the bedrock 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 efficiency.
- Reduce waste.

- Eliminate corruption.
- Enhance diversity and inclusion.
- Ensure staff well-being.
- Promote sustainable land management.
- Engage and preserve the community.

The Corporate Responsibility Program implements the Sustainability Principles, and the Corporate Responsibility Oversight Committee oversees the Corporate Responsibility Program. The committee provides high-level, strategic leadership and guidance to and ensures sufficient financial and human resources for the program's agenda. The committee 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 certification, and other sustainability criteria. The Bank 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 2022, 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 41 metric tons of electronic equipment. The total weight of office products purchased was 6 tons. In the same period, the total amount of renewable material used was 14 tons of paper and 11 tons of consumables related to food services were purchased. Food services were closed at headquarters throughout fiscal 2021. In fiscal 2022, some of the small coffee bars reopened in July 2021 and the larger cafés in March 2022; most headquarters-based staff remained on home-based work throughout fiscal 2022.

Materials Used (Metric Tons)	FY22	FY21	FY20
Total non-renewable materials	46	23	100
Electronic equipment	41	20	37
Office products	6	3	63
Bottled water (plastic)	0	0	0
Total renewable materials	37	39	277
Paper	14	39	204
Bottled water (glass)	12	0	23
Consumables related to food services	11	0	50

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:

- **Paper:** Bank standard copier and printer paper is 100 percent post-consumer waste recycled content and Forest Stewardship Council -certified. The Bank tracks the percentage of all paper used at the institution that is made of recycled content. In fiscal 2022, 57 percent of paper used was made from 100 percent post-consumer waste content, 43 percent consisted of 10-85 percent post-consumer waste.
- **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 2022, this was 10 percent.
- **Furniture:** Most furniture in use at the headquarters has been refurbished or reupholstered.
- **Food service consumables:** In the Bank's food services, all cafeteria napkins are made from 100 percent recycled fibers (20 percent of which is post-consumer recycled fibers) and produced with a 100 percent bleach-free process. In fiscal 2022, the Bank purchased 0.5 tons of napkins.
- **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 yet.

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, including quarterly tracking of the Bank's headquarters energy use by the Director of World Bank Global Corporate Solutions (the Bank department which oversees headquarters and 41 country offices). Energy use is evaluated as an absolute figure and on an intensity basis to determine progress. Responsibility for increasing the energy efficiency of the Bank headquarters campus, with the vision of bringing all owned facilities to Leadership in Energy and Environmental Design minimum requirements or an equivalent standard, as appropriate, falls with the Senior Manager for Corporate Real Estate in World Bank 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. As noted, global energy indicators lag by one year in data reporting.

Onsite Global Fuel Use (Gigajoules)	FY21	FY20	FY19	FY18	FY17
Total	77,704	103,761	61,659	68,594	85,709

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 sell any electricity, heating, cooling, or steam.

Purchased Energy Consumption (Gigajoules)	FY21	FY20	FY19	FY18	FY17
Total	316,054	368,168	396,656	405,953	420,295
Electricity	308,852	364,008	392,156	399,551	414,418
Cooling	494	415	748	1,184	5
Steam	6,708	3,745	3,752	5,217	5,873

Total Energy Consumption (Gigajoules)	FY21	FY20	FY19	FY18	FY17
World Bank total energy	393,758	471,930	458,315	474,547	506,005
Headquarters facilities and vehicles	235,694	278,889	295,673	307,651	316,337
Country office facilities and vehicles	158,064	193,041	162,642	166,896	189,668

Total global energy consumption from within the institution includes onsite fuel use, vehicle fuel use, and purchased electricity, cooling, and steam. In fiscal 2021, data were collected from the Bank's 13 headquarters facilities and 152 country office facilities. Energy consumption was down due to low facility occupancy in fiscal 2021 due to COVID-19 safety measures.

Information about Bank standards, methodologies, and assumptions, including conversion factors, can be found in the Bank Group's **Inventory Management Plan** for fiscal 2021.

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. Contractor-owned vehicle usage was down in fiscal 2021 due to COVID-19 reduced staff travel. Bank staff travel was very limited during fiscal 2021.

Total Energy Consumption (Gigajoules)	FY21	FY20	FY19	FY18	FY17
Contractor-owned vehicles	3,865	10,679	18,467	19,808	20,328

302-3: ENERGY INTENSITY RATIO FOR THE ORGANIZATION

Overall, energy use decreased by over 16 percent in the Bank's 165 global facilities from fiscal 2020 to fiscal 2021, primarily due to COVID-19 safety measures. The Bank's owned and managed facilities continued work on energy-efficiency initiatives but only in subsequent years will the Bank better understand the impact of those initiatives. Buildings constitute one of the largest sources of GHG emissions.

Energy Intensity (Gigajoules per Cubic Meter)	FY21	FY20	FY19	FY18	FY17
World Bank energy intensity (gigajoules per cubic meter)	0.61	0.74	0.74	0.77	0.81
Total energy (gigajoules)	393,758	471,930	458,315	474,547	506,005
Total occupied (cubic meters)	641,943	637,467	619,883	612,330	624,568

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 institution.

302-4: REDUCTION OF ENERGY CONSUMPTION

In fiscal 2021, within the institution, the Bank's global energy usage (scope 1 and 2) decreased by 78,172 GJ, with 43,195 GJ saved at headquarters facilities specifically. It is unclear how much of these energy reductions are the result of energy-efficiency projects or due to low facility occupancy due to COVID-19 safety measures.

During fiscal 2021, the Bank invested in energy-reduction and -efficiency initiatives at the headquarters and several country offices, which includes the following projects:

- In the **headquarters**, improvements to make the buildings more efficient continued, including, but not limited to, replacement of the air handling units in the Main Complex building, installation of motion-controlled LED lighting in the Main Complex garage, and replacement of the I building hot water heaters. Additionally, as part of a waterproofing project outside the I building, low wattage LED landscape lighting was installed as well as new native trees and a subterranean stormwater collection.
- In **country offices**, solar panels were added to building roofs in Chennai, India, and Rabat, Morocco; outdoor lighting was replaced with LEDs in Islamabad, Bangladesh, and Beirut, Lebanon; and the chiller was replaced in Dhaka, Bangladesh, to list a few examples of efforts made to reduce energy consumption.

The reductions are based mainly on electricity usage. Reductions are calculated between fiscal years. The base year reduction in this case is fiscal 2021. Methodologies and assumptions for calculating reductions are specific to each initiative and are sourced from engineering proposals.

MANAGEMENT APPROACH: WATER

The world will not be able to overcome the sustainable development challenges of the 21st century—including human development, liveable 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 in headquarters, like other utilities, is conducted by the Director of World Bank 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 World Bank Global Corporate Solutions. This topic applies to the Bank's corporate impact boundary.

303-3: WATER WITHDRAWAL BY SOURCE

Of the total 201.2 megaliters of water usage globally in fiscal 2021, 117.6 megaliters of municipal water was used in the headquarters, primarily for domestic and drinking water purposes. Country offices reported a total of 83.6 megaliters of water used. Water usage globally decreased by 23 percent due to low facility occupancy due to COVID-19 safety measures.

Water Usage (Megaliters)	FY21	FY20	FY19	FY18	FY17
Global total	201.2	261.6	299.1	343.9	383.0
Headquarters facilities	117.6	158.5	184.7	226.7	187.1
Country office facilities	83.6	103.1	114.4	117.2	195.9

The headquarters facilities use municipal water supply from the Potomac River watershed. No surface water, groundwater, or rainwater collected by the institution or wastewater from other organizations was used in the headquarters facilities in fiscal 2021. Country offices do not currently collect this information. However, the Bank is looking for ways to collect this information globally. 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 office facilities that are able to report.

MANAGEMENT APPROACH: BIODIVERSITY

Biodiversity supports economic growth and human well-being. It is essential for sustainability and for maintaining 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. Based on the [UN World Wildlife Crime report](#), 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 World Bank 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, co-financed by the Global Environment Facility, such as the South Africa iSimangaliso Wetland Park; the Amazon Sustainable Landscape Program; and the Global Wildlife Program (supported by the Global Environment Facility plus IDA and Trust Funds).
- Broader agricultural and natural resource management projects (including landscape-type of interventions), such as in Burundi where biodiversity-friendly shade coffee under the Landscape Restoration and Resilience Project is being scaled up to shift communities to sustainable agricultural practices and to reverse land degradation; in the Sahel and West Africa Program in support of the Great Green Wall (funded by the Global Environment Facility plus IDA and Trust Funds); and in India, where the Resilient Kerala Program (funded by IBRD, counterpart funding, and co-financing from other development partners) is embedding resilience in key economic sectors, including through integrated and sustainable water and land management, a shift to climate-smart agriculture, and establishment of a government platform to support the One Health approach.

- Infrastructure and other large-scale development projects that applied the mitigation hierarchy 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.

The Bank Group's *Climate Change Action Plan 2021–2025* (CCAP) recognizes the importance of biodiversity and its linkages with climate change, and the need to increase support for nature-based solutions, to ensure that investments on climate change generate biodiversity co-benefits and vice-versa, to tackle both crises in tandem. In doing so, CCAP underscores that ecosystems also play key roles in capturing and storing carbon and in mitigating the impacts of climate change. Climate change and ecosystem degradation combined can push the planet ever closer to irrevocable tipping points. Terrestrial and marine ecosystems sequester around 60 percent of gross annual anthropogenic carbon emissions, so their loss or degradation result in more carbon in the atmosphere. Without wetlands, coastal areas lack crucial protection from storm surges; when forests are lost, water supplies suffer, and torrential rains are likelier to cause landslides.

Though the twentieth replenishment of the International Development Association (IDA20), the Bank is also mainstreaming nature-based solutions into project financing in the poorest countries.

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

The Bank mandates that projects with a Project Concept Note review carried out after October 2018 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

Building on more than three decades of active support, the Bank biodiversity portfolio over fiscal 2021 comprised investments of \$1.9 billion. 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 1 million hectares through 18 projects.

In fiscal 2021, the Bank portfolio included support to 85 million hectares of terrestrial protected areas, and created 3 million hectares of new PAs, as well as investment to bring 29 million hectares under sustainable landscape management and 4 million hectares under enhanced biodiversity protection. The portfolio has also helped bring 11 million hectares of fisheries or coastal areas under enhanced biodiversity protection. The Bank is increasingly supporting clients to implement a more integrated approach, one where sustainable livelihoods are seen as a key strategy toward protecting areas that are rich in natural capital. Mozambique's conservation areas have been designated to protect the country's diverse habitats, which include a coastline with spectacular coral reefs and more than 6,000 plant, bird, and mammal species. Mozambique Conservation Areas for Biodiversity and Development Project has 20,000 beneficiaries in the Chimanimani, Maputo, Gilé, and Quirimbas National Parks, almost half of whom are women. With its unique model of sharing 20 percent of state revenue with communities, the Mozambique Conservation Areas for Biodiversity and Development Project has generated tens of thousands of dollars in income derived from tourism. Over 1,800 jobs in nature-based tourism and conservation are available. The second phase of the project goes through 2023 and aims to further support rural communities while continuing conservation and biodiversity efforts.

Ensuring that biodiversity considerations are factored into Bank infrastructure projects is another key area of work. For example, in the Malawi Shire Valley Transformation Project, the main irrigation canal will include a tall, permanent drop structure to prevent the possibility of invasive fish species entering Lake Malawi, a globally renowned freshwater ecosystem with hundreds of fish species found nowhere else. In India, a Bank-financed project has mapped the entire coastline to better manage coastal space and is providing protection for the shoreline. So far, more than 1.7 million people have benefited from the program and 16,500 mangroves have been planted. Mangroves provide greater protection during extreme weather and offer ecosystem services such as biodiversity, fisheries, tourism, pollution control, and carbon storage.

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 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.

Responsibility for minimizing GHG emissions from headquarters facilities lies with the Director of World Bank Global Corporate Solutions. For country offices, it falls under the Bank's Regional Management Teams, headed by Regional Vice Presidents. This topic applies to the Bank's corporate impact boundary. The Bank has committed to reduce absolute carbon emissions from our global facilities by 30 percent by 2026 from a 2016 baseline. 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 all 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 for the current emissions reduction target because the previous target was ending. Information on methodology, emissions factors, global warming potential rates, and consolidation approach are in the Inventory Management Plan for fiscal 2021.

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 2021, scope 1 emissions from the Bank's global facilities decreased by 24 percent from fiscal 2020, mainly due to COVID-19 safety measures.

Scope 1 Emissions (tCO2eq)	FY21	FY20	FY19	FY18	FY17
World Bank total	6,319	8,348	7,114	8,490	7,818
Headquarters facilities and vehicles	651	931	631	877	944
Country office facilities and vehicles	5,669	7,417	6,482	7,613	6,874

Note: Ton of carbon dioxide equivalent (tCO2eq) is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential, by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.

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

The Bank measures indirect GHG emissions for its internal operations based on site-specific data. Estimates are made for those facilities with missing data. In fiscal 2021, scope 2 emissions from the Bank's global facilities decreased by 21 percent from fiscal 2020 due to energy-efficiency projects and low facility occupancy due to COVID-19 safety measures, with all of fiscal 2021 impacted by the global pandemic.

Scope 2 Emissions (tCO ₂ eq)	FY21	FY20	FY19	FY18	FY17
World Bank Total	29,059	36,843	42,654	43,663	45,120
Headquarters facilities	18,508	23,099	27,569	28,317	29,151
Country office facilities	10,551	13,744	15,085	15,346	15,968

Note: Ton of carbon dioxide equivalent (tCO₂eq) is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential, by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.

DISCLOSURE 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 also 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 reduce food-related emissions from cafeterias, coffee bars, and catering operations at headquarters by 25 percent by 2030. Of note, all food services were closed at headquarters during fiscal 2021, so there are no food-related scope 3 emissions in fiscal 2021.

Business air travel emissions represent most scope 3 emissions. Beginning in fiscal 2020, business air travel emissions have radiative forcing with an index factor of 1.9 applied. Fiscal 2019 emissions in the table below include radiative forcing for consistent comparison. Additional details are available in the Inventory Management Plan for fiscal 2021. Due to the ongoing COVID-19 pandemic, the Bank business travel remained quite limited in fiscal 2021 resulting in a decrease of 98 percent from a fiscal 2019 baseline. Fiscal 2020 business air travel was also impacted by three and a half months of the COVID-19 pandemic, hence the reason fiscal 2019 is referred to as a baseline for business travel emissions.

Scope 3 Emissions (tCO ₂ eq)	FY21	FY20	FY19
World Bank global total	4,434	136,915	200,302
Global business air travel (with radiative forcing)	4,153	124,896	198,969
Global contractor-owned vehicles	281	764	1,333
Headquarters Cool Food Pledge	0	11,255	n/a

Note: Ton of carbon dioxide equivalent (tCO₂eq) is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential, by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.

305-4: GHG EMISSIONS INTENSITY

Overall, the fiscal 2021 scope 1 and 2 emissions intensity for the Bank's 165 global facilities (in over 140 countries) decreased by 23 percent from fiscal 2020. This decrease is attributed to low facility occupancy throughout fiscal 2021 with COVID-19 safety measures as well as increased energy efficiencies implemented globally.

In addition, Bank business travel and contractor-owned vehicle usage remained quite limited in fiscal 2021, resulting in a 97 percent decrease in scope 3 emissions intensity compared to fiscal 2020.

Of note, beginning in fiscal 2020, business air travel emissions have radiative forcing with an index factor of 1.9 applied. Fiscal 2019 emissions intensity in the table below also includes radiative forcing for consistent comparison. Additional details are available in the Inventory Management Plan for fiscal 2021.

Emission Intensities	FY21	FY20	FY19	FY18	FY17
Scopes 1 and 2 (tCO ₂ eq per square meter)	0.055	0.071	0.080	0.085	0.085
Scope 3 (tCO ₂ eq per full-time equivalent)	0.24	7.64	11.52	-	-

Note: Ton of carbon dioxide equivalent (tCO₂eq) is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential, by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.

The Bank measures GHG emissions intensity in two distinct categories: (i) scope 1 and 2 and (ii) scope 3. Scope 1 and 2 emissions are normalized per square meter, while scope 3 emissions are normalized per FTE employee, which consists of staff and short-term consultants.

305-5: REDUCTION IN GHG EMISSIONS

Between fiscal 2020 and fiscal 2021, the Bank's global total emissions within the institution (scope 1 and 2) were reduced by 9,813 tCO₂eq, predominantly through reductions in electricity use. The headquarters facilities had an electricity emissions reduction of 4,591 tCO₂eq, but it is unclear how much of these emissions reductions are the result of energy-efficiency projects and how much is due to low office occupancy due to COVID-19 safety measures. See section 302-4: Reduction of Energy Consumption for a list of fiscal 2021 energy-reduction and -efficiency projects.

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.

- 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 World Bank Global Corporate Solutions; the Senior Manager of World Bank Corporate Procurement; and Regional Management Teams, headed by World Bank Regional Vice Presidents.

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

Total hazardous waste for fiscal 2022 generated at Bank headquarters facilities, where around 55 percent of Bank staff are based, was 546 pounds of medical waste, 5 pounds of corrosives, and 230 gallons of recycled fluids, including paint and used oil. All were disposed of appropriately by a third party.

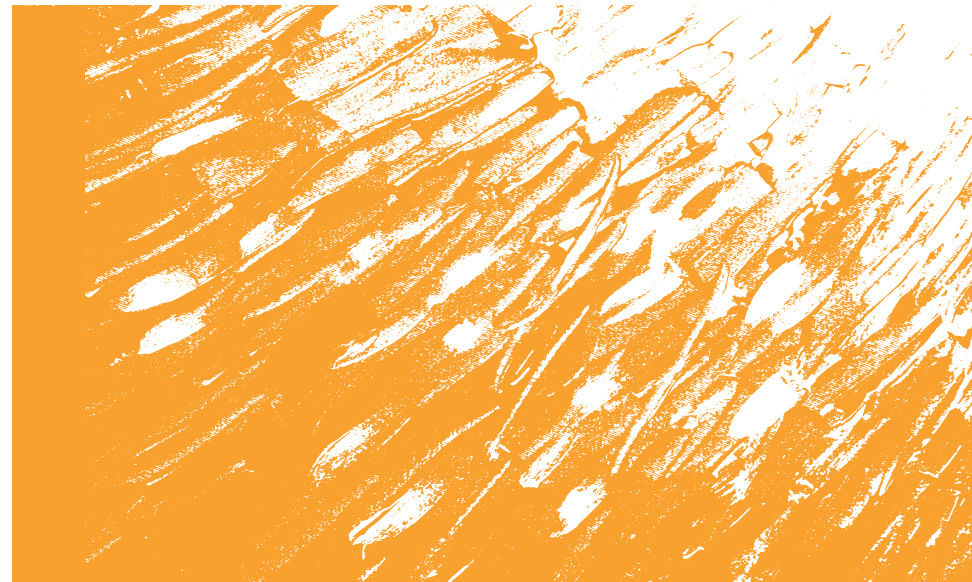
Typical non-hazardous waste items from Bank facilities include paper, bottles, cans, cardboard, food waste, toner cartridges, carpet tiles, and electronics. Prior to the COVID-19 pandemic in fiscal 2019, the Bank headquarters facilities produced 2,248 metric tons of non-hazardous, of which over 61 percent was diverted from landfill through recycling, composting, and donation programs. Total non-hazardous waste generated at Bank headquarters in fiscal 2022 was 1,627 metric tons with 40 percent of this waste diverted from landfill, compared to 709 metric tons in fiscal 2021 of which 33 percent was diverted from landfill. The increase in non-hazardous waste in fiscal 2022 is attributed to Bank staff return to office in fiscal 2022.

Waste Streams (Metric Tons)	FY22	FY21	FY20	FY19	FY18
Waste diverted from landfill at Bank headquarters (percent)	40%	33%	67%	61%	62%
Total non-hazardous waste at Bank headquarters (metric tons)	1,627	709	1,663	2,248	2,470
Landfill (metric tons)	977	476	548	887	933
Recycling* (metric tons)	574	233	693	1,021	1,152
Compost (metric tons)	74	0	415	334	381
Food donation (metric tons)	2	0	7	7	4

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

Waste disposal information at Bank headquarters is provided by the its waste management contractor that manages landfill, recyclables, and compostable waste. Electronics disposal information at Bank headquarters is provided by the its 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, FORCED OR COMPULSORY LABOR, RIGHTS OF INDIGENOUS PEOPLES, HUMAN RIGHTS, ENVIRONMENTAL AND SOCIAL IMPACT ON LOCAL COMMUNITIES

MANAGEMENT APPROACH: HUMAN RESOURCES

This topic is material within the corporate boundary of the World 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. However, staff numbers provided in this GRI Index 2022 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 Strategy.

The Bank's Human Resources strategic direction over the coming years emphasizes enhancing staff wellness and the Employee Value Proposition to attract and retain top talent, a thriving workplace culture, and people management as a shared accountability between senior leadership, the Human Resources Vice Presidency, managers, and staff.

In fiscal 2022, 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 well-being 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, 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 Human Resources, 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 Group'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 Group and staff, as well as policies governing core human resource processes. These policies are supported by procedures that guide its implementation.

The Human Resources Vice Presidency monitors and reports on the modernization of the Bank Group Employment Policy Framework through regular engagements with the Board, senior management, and stakeholders. Human resources policy plays an instrumental role in driving a culture shift from control and compliance to trust and accountability. As the Bank Group's human resources policies continue to evolve, the strategic goals are to strike a balance between having too many rules and too few and to ensure rules are underpinned by clearly stated policy intent and rationale for consistent interpretation and application. With the rapidly changing world of work around us and shifting employee expectations, human resources policy will orient toward the future and bring solutions to unleash the potential of our staff. Regular staff engagement surveys provide crucial input on the mood of the institution and issues for management to tackle.

Periodic internal audits of key human resources processes identify areas for improvement and result in follow-up action plans that address highlighted findings.

401-1: EMPLOYEE TURNOVER

In fiscal 2022, the Bank hired 915 new staff, of whom half in country offices. Just over half (53 percent) of new staff are women.

Staff Hired	FY22 Number	FY22 Percent of Total	FY21 Number	FY21 Percent of Total
Headquarters	445	49%	333	44%
Female	246	55%	185	56%
Male	199	45%	148	44%
Country offices	470	51%	426	56%
Female	240	51%	213	50%
Male	230	49%	213	50%
Age under-30	148	16%	129	17%
Age 30-50	684	75%	579	76%
Age 50+	83	9%	51	7%
Total Hires	915		759	
Of whom female	486	53%	398	52%
Of whom male	429	47%	361	48%

In fiscal 2022, 662 staff left the institution, representing a turnover rate of 5.2 percent. The table below shows the breakdown by age group, gender, and region.

Staff Exits	FY22 Number	FY22 Percent of Total	FY21 Number	FY21 Percent of Total
Headquarters	397	60%	403	64%
Female	209	53%	197	49%
Male	188	47%	206	51%
Country offices	265	40%	226	36%
Female	125	47%	85	38%
Male	140	53%	141	62%
Age under-30	38	6%	33	5%
Age 30-50	287	43%	307	49%
Age 50+	337	51%	289	46%
Total departures	662		629	
Of whom female	334	50%	282	45%
Of whom male	328	50%	347	55%

401-2: EMPLOYEE BENEFITS

The Bank is committed to providing benefits that respond to staff needs globally and are aligned with best practices in other international financial institutions and similar organizations. Bank benefits include life insurance, health care (active and retiree), disability, retirement benefits, comprehensive paid leave, and opportunities for flexible work arrangements, as well as mobility, relocation, and resettlement benefits.

These benefits vary with appointment type and the position's location, at headquarters or in one of the more than 140 countries with Bank operations. The Bank's compensation and benefits policy is to provide a package to attract and retain diverse and highly talented staff, while responding to external market situations and our shareholders. These policies are specified in the internal Staff Manual, which is available to all staff. The Board meets every year to review compensation and determine changes to the salary structure. Benefits for staff on open-ended or fixed-term contracts include:

- Life insurance and accidental death and dismemberment coverage are offered to staff and eligible dependents.
- Medical plans are offered to staff and retirees and their dependents. These plans provide medical, dental, vision, and pharmacy benefits. The plans cover the staff member, one spouse or domestic partner, and dependent children or stepchildren under the age of 26. The staff member pays 25 percent of the premium costs, and the Bank pays 75 percent. Staff leaving the institution and their dependents may elect to receive continuation of their medical, dental, vision, and pharmacy coverage for up to 36 months at their own cost.
- Staff with child planning expenses not covered under the medical benefits plan, such as expenses related to adoption, surrogacy, or the freezing of genetic materials, can seek reimbursement (up to a specified amount) for eligible child planning costs for up to two events in a lifetime. The benefit amount is tied to a percentage of salary.
- Staff who are on sick leave for more than 20 consecutive days can apply for short-term disability, which pays 70 percent of salary for up to 24 months. If a staff member remains disabled beyond the 24-month period, long-term disability benefits are provided at 70 percent of salary until the earliest of retirement, death, or recovery from disability. While staff are on long-term disability, medical coverage and pension contributions are 100 percent paid by the Bank.
- Staff receive between 26 and 30 days of paid annual leave, depending on the length of service, and 15 days of sick leave per year for various specific circumstances such as adoption and primary/secondary caregiver leave (100 days and 50 days, respectively, with 100 percent pay). If the secondary caregiver assumes the primary caregiver role, then they receive an additional 50 days.
- The Bank offers a variety of options to help staff save and plan for retirement. The Staff Retirement Net Plan has two components: (i) Defined Benefit Component, which is Bank-funded and based on 1 percent of the highest average of three years' net annual salary for each year of plan participation, not to exceed 35 years; and (ii) Cash Balance Component, wherein the Bank contributes 10 percent of net annual salary, and the staff member contributes a mandatory 5 percent of net annual salary and can voluntarily increase contributions to as high as 11 percent of net annual salary. The normal retirement age for staff on board on December 31, 2015, remains age 62, and it increased to age 65 in fiscal 2016 for staff hired after December 31, 2015. Mandatory retirement age is 67. In addition to the SRP, Washington, D.C.-based staff can voluntarily participate in a 401(k) plan. Staff located outside the U.S. could elect to participate in the Country Office Savings Plan.

- There are also services to support staff and their families, such as the opportunity for flexible working arrangements and the World Bank Family Network.
- In addition, eligible internationally recruited staff receive a mobility premium, including relocation and resettlement benefits to assist with global mobility.
- Short-term consultants and short-term temporaries, paid on a daily or hourly rate, are not eligible for leave, life insurance, or pension benefits. However, short-term consultants and short-term temporaries are covered under Worker's Compensation and have accidental death and dismemberment insurance of three times' net annual salary, up to a maximum of \$250,000, while on official Bank business travel. They are also eligible for limited medical expense coverage while on official Bank business for emergency medical care.

Significant locations of operations would include Bank Group offices labeled as either headquarters, country office, liaison office, or corporate office as governed by the World Bank Office Typology procedure.

401-3: PARENTAL LEAVE

The table below presents the total number of staff who were entitled to parental leave by gender. It refers to the number of staff members who were entitled to parental leave, as they had life events reported during 7/1/2021 and 6/30/2022.

Gender	Staff (Number)
Female	297
Male	299
Total	596

Note: Per benefit policy, all Bank Group staff may be eligible to apply for parental leave; however, only members who have reported life events are entitled to parental leave benefits to be used within 12 months of the life event.

The table below presents the total number of staff who took parental leave by caregiver category.

Caregiver Type	Staff (Number)
Primary caregiver	491
Secondary caregiver	359
Total	850

Note: The number of staff members who used parental leave as primary and secondary caregivers does not reconcile with the number of staff members eligible to take parental leave during fiscal 2022, because they reported a life event (reported in Disclosure 401-3a). The reason for this difference is because eligible staff have 12 months to utilize parental leave; hence, the total headcount reported in this metric is higher than the number of staff who reported a life event in fiscal 2022.

Definitions

Primary caregiver means the parent who is the sole caregiver of the child during most business hours throughout the period of the parental leave requested. The parent who gives birth to a child is designated as the default primary caregiver, irrespective of whether that parent is a staff of the Bank Group. In the case of an adoption, the staff who wishes to be designated as primary caregiver needs to provide supporting evidence.

Secondary caregiver means the parent who shares childcare responsibilities with the primary caregiver. A staff whose spouse or domestic partner gives birth to their child is designated the secondary caregiver.

MANAGEMENT APPROACH: OCCUPATIONAL 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 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 trusting 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 Group 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 dimensions is any health or medical-related pre-employment criteria for staff, related biomedical and/or health screening, and prophylactics/vaccinations, among other, 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 facilities 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 Occupational Health and Safety management system in accordance with external best practice (**ISO 45001**). The Bank Group Directive on an Occupational Health and Safety 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.

Following the Covid-19 outbreak and in order to support its commitment to providing a safe work environment and good health for staff and visitors, the Bank Group required proof of vaccination against COVID-19 before anyone could enter its facilities. To implement this requirement, the Bank Group created an online application to store proof of vaccination records submitted by staff and participants at the annual and spring meetings and provide clearance to enter its facilities.

As this activity entails the processing of sensitive personal data, the World Bank Data Privacy Office was asked to conduct a privacy gap assessment on the new app to ensure compliance with the Bank Group Privacy Policy. A Data Protection Impact Assessment was completed, which identified certain risks and led to the implementation of a series of mitigation measures to ensure that the new application is compliant with the Bank Group Privacy Policy.

The World Data Privacy Office also drafted two privacy notices, one for staff and the other for participants of annual and spring meetings, which are provided to participants before uploading their vaccination data in the application.

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

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

- **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.
- **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.
- **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 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 institution 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 Health and Safety Directorate, 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, 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.

403-3A: 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, 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, 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 the Enterprise Risk Management Committee is based on ISO 45001. The Enterprise Risk Management

Committee forms multidisciplinary, ad-hoc working groups to address specific concerns, such as a working group for air pollution, which developed guidelines for staff and managers in country offices where air quality is a recognized health hazard.

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.

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

The Bank Group's Occupational Health and Safety 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 Health and Safety Directorate and includes occupational health specialists, environmental consultants, and senior management representatives from headquarters and country offices, Human Resources Vice Presidency, Internal Justice Services, Corporate Real Estate, Corporate Security, Fire and Life Safety, Legal, Procurement, Corporate Responsibility, 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.
- 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.

403-5A: WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

The Health and Safety Directorate 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, cardio-pulmonary resuscitation, and bleeding control training.

403-6A: PROMOTION OF WORKER HEALTH

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

The key features of this model include:

- Holistic care for whole families, with a focus on maintaining health and disease prevention.
- Patient-centered focus.
- Team-based service approach.

- Easy access to providers via an electronic portal.
- Broader spectrum of clinical services, incorporating the urgent care formerly provided by the Health and Safety Directorate Clinic.
- Medical home base with access to a network of specialty care.
- Virtual consultations.
- Consultation, assessment, and testing related to Coronavirus SARS-cov-2 infections (COVID-19).

Additionally, the Health and Safety Directorate's Personal Health and Wellness unit staff identify, evaluate, and monitor appropriately equipped and capable healthcare 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 healthcare insurance coverage for all staff and dependents, supplemented by both emergency and non-emergency medical evacuation benefits when the critical healthcare 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.

403-7A: 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.

403-9A: 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 33,614,000 hours worked in calendar year 2021.

Calendar 2021 Lost Workday Case Rate: All Workers Compensation Claims

Type	Employee Category	Claims	Case Rate
Illness lost workday case rate	Staff member	7	0.04
Injury lost workday case rate	Staff member	1	0.01
Illness lost workday case rate	Short-term consultant	1	0.01
Injury lost workday case rate	Short-term consultant	1	0.01

Note: There were no work-related deaths in calendar 2021.

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 Occupational Safety and Health Administration reporting criteria.

The Health and Safety Directorate is in the process of implementing a Health and Safety Management System which will allow for the reporting of incidents, accidents as well as manage a structured approach to the risk and the assessment process, and the monitoring of health and safety issues.

MANAGEMENT APPROACH: STAFF LEARNING

The Bank invests in staff learning to enhance technical, operational, and leadership skills and foster innovation to attain the Bank Group's twin goals of ending extreme poverty and promoting shared prosperity in a sustainable manner. Staff take trainings 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 for 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 Human Resources 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. For more information about OLC, see: <https://olc.worldbank.org>.

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

In fiscal 2022, the Bank delivered 55,978 days of learning. Almost all training days were delivered either in facilities outside the U.S. or via location-neutral formats, such as e-learning and webinars.

During fiscal 2022, 99.6 percent of the salaried workforce attended at least one learning event, 99.8 percent based in facilities outside the -U.S. and 99.4 percent at headquarters. These individuals attended the equivalent of 40,838 days of training, averaging 3.0 days per staff member, with 2.8 days taken by staff based in facilities outside the U.S. and 3.1 days taken by headquarters-based staff.

Average Participant Training Days Taken

Job Grade - Professional Status	FY20	FY21	FY22
Grade GA-GD	2.6	2.9	2.4
Grade GE	3.8	3.2	2.8
Grade GF-GG	4.1	3.5	3.3
Grade GH+	2.2	2.2	2.3
Extended-Term Temporary / Extended-Term Consultant	4.6	3.3	3.0
Junior Professional Associate / Junior Professional Officer / Special Assignment	6.7	3.7	3.5

Note: GA-GH+ designate a job grade; Extended Term Consultant (ETC); Extended Term Temporary (ETT); (JPA); (JPO); (SPAS).

Average Participant Training Days Taken

	FY20	FY21	FY22
Male	3.4	2.9	2.7
Female	3.9	3.6	3.2

In fiscal 2022, investment in staff learning increased by 19 percent over fiscal 2021 and decreased by 4 percent from fiscal 2020 levels. The Bank invested \$58.1 million in staff learning, of which 41 percent was spent on developing and delivering learning activities, and 59 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.

404-3A: 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 institution'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 2022, 94 percent of Bank staff completed fiscal 2021 year-end evaluations; 74 percent of staff completed fiscal 2022 objectives; 63 percent of staff had at least one check-in documented; and 81 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 institution 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	Institution	Percent	Gender (%) Male	Gender (%) Female	Appointment Type (%) Term	Appointment Type (%) Open Ended
Fiscal 2021 end-year*	World Bank Group	94%	47%	53%	47%	53%
Fiscal 2022 objectives*	World Bank Group	73%	47%	53%	52%	48%
Fiscal 2022 check-ins*	World Bank Group	70%	47%	53%	52%	48%
Fiscal 2022 ongoing feedback*	World Bank Group	78%	46%	54%	51%	49%
	World Bank**	81%	46%	54%	48%	52%

Note: There are more females than males at the Bank Group (53 percent and 47 percent, respectively). New staff do not complete overall performance evaluations.

* Includes staff with Leave Without Pay (LOA), EXP, EXWP Employment Status.

** Includes Global Environmental Facility, International Bank for Reconstruction and Development, and joint units in International Bank for Reconstruction and Development and International Finance Corporation.

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 the President's senior team, is cascaded through all vice-presidential units.

DISCLOSURE 405-1A: DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

Executive Directors: Representatives on the Bank's 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 2022. For more information about the Boards, see: <http://www.worldbank.org/en/about/leadership/directors>.

Position	Women (Number)	Title (% of Total)	Men (Number)	Title (% of Total)	Total (Number)
Executive Director	7	28.00%	18	72.00%	25
Alternate Executive Director	3	13.04%	20	86.96%	23
Senior Advisor	26	44.83%	32	55.17%	58
Advisor	50	42.74%	67	57.26%	117
Total	86	36.74%	137	63.26%	223

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.

Indicator Category	Target (%)	Women (%)	Men (%)
Administrative and Support Staff	50%	69.6%	30.4%
Entry and Junior Technical	50%	54.7%	45.3%
Senior Technical	50%	43.3%	56.7%
Managers	50%	43.3%	56.7%

In fiscal 2022, women accounted for 53.5 percent of all staff, compared to 46.5 percent for men. The below table provide a diversity profile of the Bank.

Full-Time Staff/Age (Years)	FY22 Number	FY22 Percent of total	FY21 Number	FY21 Percent of total
Under 30	295	2%	361	3%
30-50	7,678	60%	7,559	60%
50+	4,805	38%	4,638	37%
Total	12,778		12,528	

405-2: RATIO OF THE 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 in 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 facilities globally. Bank salary structures do not differentiate by gender. This methodology was reviewed in fiscal 2022 for headquarters and country office-appointed staff. Remuneration of Executive Directors, senior management, 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 beyond 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, shareholders (the Boards), as well as sustainable and impact investors, recognize that the way the Bank 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.

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. EBC is also implementing root cause analysis at the end of investigations and 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.

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. Section1(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.

DISCLOSURE 406-1A: INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN

During fiscal 2022, over 800 cases were brought to the core services of the Internal Justice Services (I and World Bank Administrative Tribunal (WBAT)). In fiscal 2021, some 1,000 cases were raised. The 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 Health and Safety Directorate), changing conflict patterns, and possible hesitations by staff to avail themselves of services remotely.

In fiscal 2022, EBC reviewed 12 allegations of discrimination, which were related to discrimination based on race, nationality, or other factors. 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 2022, Internal Justice Services put a great deal of focus on advancing the institution's efforts to combat and prevent discrimination and more generally, on supporting improvements to the workplace culture. In line with the recommendations from the Bank Group Task Force on Anti-Racism, a Race Equity Officer has been appointed within the Internal Justice Services to promote cultural change and to help staff navigate difficult situations involving race, ethnicity, and discrimination. The Race Equity Officer began taking cases in March 2022. The Internal Justice Services also prominently contributed to the Task Force on Workplace Culture.

In 2019, EBC created the new function of Anti-Harassment Coordinator, a position that reviews cases of sexual harassment and harassment. The Anti-Harassment Coordinator 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 2022, the Anti-Harassment Coordinator addressed 172 cases of harassment and sexual harassment.

MANAGEMENT APPROACH: CHILD LABOR

The Bank recognizes that good working conditions, including the elimination of child labor, are essential to economic development. The Bank's shareholders (the Board of Executive Directors) and stakeholders, including potential employees, civil society, and sustainable and impact investors, recognize that this topic is relevant to our operational impact. This topic is material in the Bank's operational boundary.

All Bank Standard Bidding Documents contain a clause prohibiting the use of child or forced labor in contracts financed under any Bank-supported project. 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 Environmental and Social Framework (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 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.
- Provide project workers with accessible means to raise workplace concerns.

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. Grievance mechanisms 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 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 service 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. It does so by generating lessons from past experience and accountability to shareholders and stakeholders at large. The Independent Evaluation Group 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 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, Internal Audit Vice Presidency advises management in developing control solutions and monitors the implementation of management's corrective actions. The work of the Internal Audit Vice Presidency 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 was established by the Bank's Board of Directors in 2020. It is independent from Bank management and reports directly to the Board. The Accountability Mechanism houses both the Inspection Panel and the Dispute Resolution Service, which was also created in 2020. The panel 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 service 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 Accountability Mechanism 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 panel, or a dispute resolution process facilitated by the service. 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 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: <https://www.worldbank.org/en/programs/accountability>.

DISCLOSURE 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.

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) 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 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 SPDs 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 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 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, as 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.

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.

MANAGEMENT APPROACH: 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. The Bank's shareholders (the Board of Executive Directors) and stakeholders, who include potential employees, civil society, 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:

- 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.

- 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.

DISCLOSURE 409-1A: 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 Environmental and Social Standard (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 Environmental and Social Commitment Plan.

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 SPDs include specific clauses on forced labor prevention reflecting the ESF. The prohibition of forced labor applies to the contractor, sub-contractor 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 sub-contractors] 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 SPDs 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.

The Bank's ESF prohibits the use of forced labor in any Bank -financed projects to which ESS2 Labor and Working Conditions applies. The ESF states that "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, bonded labor, or similar labor-contracting arrangements. No trafficked persons will be employed in connection with the project." There is a significant risk of forced labor in the global supply chain for solar panels and solar components. In IPF projects that consist of procurement of solar panels or associated components, during the procurement/selection process, all bids must be accompanied by a Forced Labor Performance Declaration and a Forced Labor Declaration.

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 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 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, as 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 ending extreme poverty and promoting shared prosperity in a sustainable manner is ensuring that the development process fully respects the dignity, economies, and cultures of Indigenous Peoples. The Bank recognizes that the identities and cultures of Indigenous Peoples are inextricably linked to the lands on which they live and the natural resources on which they depend. These distinct circumstances expose Indigenous Peoples to different types of risks and levels of impacts from development projects, including loss of identity, culture, and customary livelihoods. Gender and intergenerational issues among Indigenous Peoples are also complex. As social groups with identities that are often distinct from dominant groups in their national societies, Indigenous Peoples are frequently among the most marginalized and vulnerable segments of the population. As a result, their economic, social, and legal status often limits their capacity

to defend their interests in and rights to lands, territories, and other productive resources, or restricts their ability to participate in and benefit from development. At the same time, the Bank recognizes that Indigenous Peoples play a vital role in sustainable development and that their rights are increasingly being addressed under both domestic and international law.

The Bank's shareholders (the Board of Executive Directors) and stakeholders, including potential employees, 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. 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 and consult with Indigenous Peoples and ensure that they participate in and benefit from Bank-funded operations in a culturally appropriate way. It also emphasizes that adverse impacts on Indigenous Peoples 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 and by addressing peoples in voluntary isolation as well as pastoralists. 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). ESS7 on Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities adopts the principle of Free, Prior, and Informed Consent 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.

Free, Prior, and Informed Consent is a specific right that recognizes Indigenous Peoples' right to self-determination over decisions affecting them or their territories. This provision is 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 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.

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

In fiscal 2022, no incidents of violations involving the rights of Indigenous Peoples have been identified. For more information, see case updates on the [Inspection Panel website](#).

MANAGEMENT APPROACH: HUMAN RIGHTS

Human rights principles that are essential for sustainable and inclusive 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 extreme poverty and promote shared prosperity. The Bank's shareholders (the Board of Executive Directors) and stakeholders, including potential employees, 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 afore mentioned human rights principles are reflected in all projects the Bank finances. Given the scope of the ESF, its application in projects support borrowers in achieving their human rights commitments.

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

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

The Bank does not conduct human rights reviews or human rights impact assessments. However, all Bank-financed projects are appraised in accordance with the requirements of the Bank's policies to protect the environment and people potentially affected. 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 (ESS) 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>.

A: 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. To build staff capacity on the new ESF, an Internal Capacity Building Program was launched in November 2017. In fiscal 2022, the ESF Environmental and Social Specialists course was suspended due to the COVID-19 pandemic; the materials have been updated and the course resumed in July 2022. The ESF Fundamentals course was held virtually 15 times in fiscal 2022 with 287 participants. A total of 53 two-hour clinics and learning sessions on environmental and social topics under

the ESF and Safeguards were held virtually in fiscal 2022 with 3,522 participants. The ESF webpage with presentations and recordings from the clinics and learning sessions was redesigned and made more accessible to colleagues.

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

Environmental and social risk management measures 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. The Bank's shareholders (the Board of Executive Directors) and stakeholders, including potential employees, civil society, and 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 project preparation and implementation. ESS10 establishes a systematic approach to stakeholder engagement. 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 lifecycle, 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 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. Under the Safeguard Policies, if a project could 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 non-governmental organizations, 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.

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 and 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 to address and manage risks to the community.

