

# Part 3

## ADB's Corporate Footprint



# Our Staff and Offices

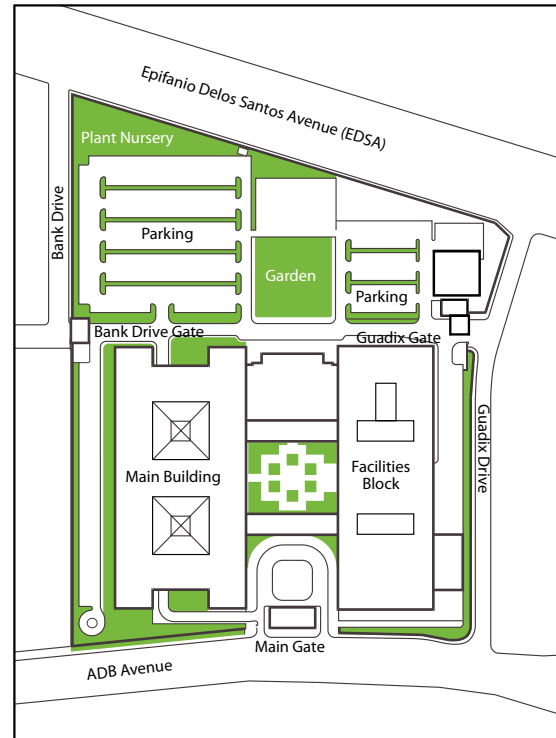
ADB is based in Manila, Philippines, and has offices in 24 client countries and 4 developed member countries (map on pp. 2–3).

Ours is a multicultural community in the setting of our host country, the Philippines. As a long-standing part of the Manila community, we have consistently worked to ensure that our facilities and staff serve as models of good practice and citizenry.

Our head office facilities occupy 6.5 hectares in Ortigas Center, Mandaluyong City, Metro Manila (Figure 3.1). ADB's headquarters was among the first buildings in Metro Manila to ban smoking. The building complex, which uses 40% of the site's land area, comprises a nine-storey office tower block linked to a two-storey special facilities block. The two buildings provide 130,000 square meters of space, and were designed to minimize heat absorption. They are under the purview of the Office of Administrative Services.

In 2006, ADB had about 2,400 staff working at its headquarters and in its other offices. In addition, we had more than 1,400 consultants and service providers at our Manila facilities.

**Figure 3.1. Site map: Asian Development Bank headquarters**



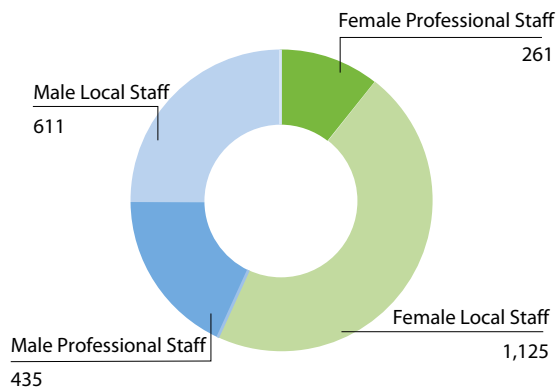
## Diverse Staff

**Diversity in action.** Our staff members are drawn from 52 of our member countries, and we value and actively promote diversity among our staff in nationality and gender. We enjoy a rich working environment that brings to our client countries the range of knowledge and perspective

they expect of a multilateral development organization. Given our location in Manila, almost 1,200 of our staff are Philippine nationals.

Figure 3.2 shows the gender distribution of staff, in two categories: professional and local. The

**Figure 3.2. Staff diversity by gender and category**

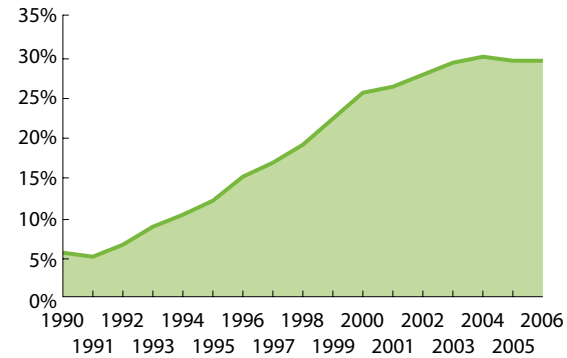


proportion of female professional staff increased from less than 11% in 1996 to almost 30% in 2006 (Figure 3.3). But we are not yet satisfied with our gender diversity, so we maintain a set of gender action programs that are geared to increasing the proportion of women, especially at the professional levels. Targeted recruitment, career development, and provision of a working environment conducive to women professionals are being used to accomplish this. Nevertheless, the recruitment of women to upper-level positions and beyond “traditional” fields continues to be a challenge.

**Learning and development.** Our Human Resources Division offers training to provide staff with the technical skills, competence, values, expertise, and knowledge needed to meet ADB’s current and future business objectives. In 2006, our staff attended more than 11,200 days of training, and key priorities for 2006 were developing such attributes through

- ◆ leadership programs;
- ◆ targeted programs, such as those to enhance staff abilities for innovation and efficiency, management for development results, and creation of public-private partnerships; and
- ◆ specific skills needed for operations, such as designing projects that respond to emerging demands on environmental investments.

**Figure 3.3. Proportion of professional staff that is female, (1990–2006)**



ADB also supports its staff members’ development by providing

- ◆ a masters of business administration program offered on the premises,
- ◆ subsidies for job-related external education costs,
- ◆ up to 10 days yearly “developmental leave” for staff members to participate in learning events, and
- ◆ special leave without pay for professional development.

**Work-life balance.** As striking a balance between the demands of the office and other personal or family responsibilities is important to the well-being of staff members and contributes to



their effectiveness in the work place, our human resources group has introduced

- ◆ flexible working times around core hours;
- ◆ “occasional leaves of absence” to allow staff members to attend to personal needs;
- ◆ “discretionary time” for holidays missed and long, intensive periods of work due to job demands;
- ◆ “rest time” to allow staff to recuperate from physical fatigue due to business travel; and
- ◆ in-house services for counseling, legal advice on matters pertaining to Philippine law, spouse employment, and medical and dental needs.

**Staff travel.** Our staff members often must travel to remote areas in our client countries to plan, monitor, evaluate, and assess projects. ADB encourages video conferencing where possible to reduce the need for air travel.

To protect staff members when they are traveling on business, we keep them updated about security risks. We provide medical information specific to their destinations, and emergency medical insurance coverage.

**Staff representation.** Upon joining ADB, employees become members of the Staff Association. The Staff Council is the association’s executive body. Its two primary goals are to

- ◆ foster a sense of common purpose among its members; and
- ◆ promote and safeguard its members’ rights, interests, and welfare.

To achieve this, the Staff Council discusses with Management representation issues of concern, and proposes changes to ADB policies or practices where warranted. The Staff Council also keeps staff informed about developments at ADB or in similar organizations affecting their interests. Staff Council takes particular interest in changes to human resources management policies, strategies, and processes. It fosters staff participation in policy formulation and transparency and consistency in policy implementation, and believes in an open exchange of perspectives. As an independent body, ADB’s Staff Council maintains an open and constructive dialogue with Management on the organization’s commitments to its staff.

The Staff Council’s current areas of focus are

- ◆ communication with staff, ADB’s Management, and staff councils in other international financial institutions;
- ◆ compensation and benefits;
- ◆ the performance management system; and
- ◆ staff health and security.

**Code of conduct.** ADB provides staff members with a clear framework for ethically and professionally acceptable behavior. ADB’s Administrative Orders and Human Resource Strategy provide associated rules and principles.<sup>64</sup>

**Grievance process.** As an international organization, ADB does not fall under the jurisdiction of employment tribunals and national courts in its member states. Rather, ADB has a grievance process for internal resolution of staff members’ issues about the terms and conditions of their employment. The process has three stages. The first stage involves conciliation and administrative review. If this fails to reach a settlement, staff members may proceed to



Staff council chairperson and members during planning session

the appeals stage. The Appeals Committee provides a venue for the staff member to obtain a peer review of the grievance and makes a recommendation to the President. The final

recourse is the ADB Administrative Tribunal, an independent body that reviews administrative decisions about staff members' grievances.

# Managing Our Environmental Footprint

**Headquarters.** ADB seeks to continue improving the quality of office space and support services, while minimizing the environmental footprint of our headquarters. These efforts have been recognized over the years through several external awards:

- ◆ Energy Conservation Award (first place) in 1985, by the American Society of Heating, Refrigeration and Air-Conditioning Engineers, Illinois Chapter, for the design of the new building;
- ◆ Apolinario Mabini Award in 1991, for accessibility at our headquarters to people with disabilities;
- ◆ Certificate of Energy Efficiency, awarded in 2000 by the ASEAN Energy Efficiency and Conservation Subsector Network in cooperation with the ASEAN Center for Energy; and
- ◆ Don Emilio Abello Energy Efficiency Award in 2000, from the Philippine Department of Energy (first place).

and remains the only one to have done so. To minimize the environmental footprint of our headquarters facility, we maintain active programs to reduce our use of electricity, water, and paper, as well as our output of solid waste. Through the ISO process, we have been able to achieve savings of \$250,000 since 2003, with 75% of the savings achieved in 2005 and 2006.

To ensure that ADB is a healthy and safe place to work, and in compliance with OHSAS 18001, we have procedures and guidelines to help prevent accidents, ensure that they are reported, and mitigate any harmful effects (Box 3.1).

### Environmentally responsible procurement.

ADB also ensures, through its handling of contracts, agreements, and monitoring, that suppliers of goods and services and their

In 2002, we established our Environmental Health and Safety Management System, which has served as a principal management tool for planning and achieving improvements in ADB's physical workplaces.

**ISO and OHSAS certification.** In November of 2003, ADB became the first multilateral development bank to be certified under ISO 14001 (covering environmental management system)<sup>65</sup> and OHSAS 18001 (covering occupational health and safety standards)<sup>66</sup>





West core entrance to the Asian Development Bank

subcontractors comply with environmental, health, and safety principles. These are evaluated and monitored at all stages of the procurement process and on delivery to ADB. Chemical purchases, which are restricted, are handled carefully and only minimal amounts are stocked. Almost 70% of procurement for our headquarters is sourced

from suppliers in the Philippines, with 70% of the suppliers and 100% of the contractors having undergone human rights screening.

**Greening our headquarters.** ADB's headquarters was completed in the late 1980s. It was designed for low impact on the environment through energy and resource efficiency, and improvements have been made since then to comply with Philippine laws and ISO 14001 standards.

To improve aesthetics, reduce energy consumption, provide a modest "carbon sink" for greenhouse gases, and enhance ambient air quality, ADB maintains well-landscaped grounds, roof gardens, and many indoor plants. The outdoor vegetation provides shade, absorbs heat and glare from the sun, reduces pollution, and protects the building from wind.

We also maintain a plant nursery to propagate seedlings collected from trees on our grounds. The seedlings are cultivated with compost from our garden wastes, and are periodically distributed for greening programs around Manila. In June 2006, during the celebration of World Environment Day, ADB donated 500 seedlings produced at our nursery to reforest the watershed area of La Mesa Dam, which supplies part of Metro Manila's water.

### Box 3.1: Using management tools to integrate sustainability

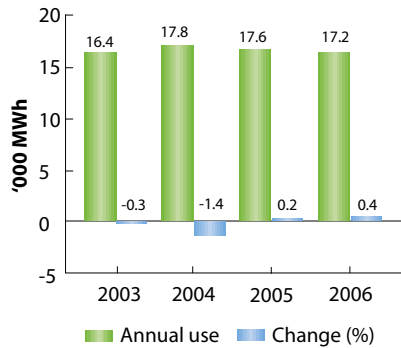


Amarjit S. Wasan, principal director of the Office of Administrative Services, addresses OAS on improving ADB's work environment.

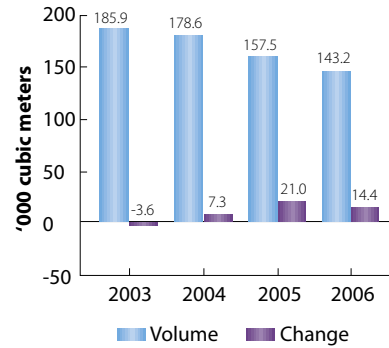
The Office of Administrative Services (OAS) is the focal point for implementing the environmental health and safety management system for the Asian Development Bank's staff and offices. Amarjit S. Wasan, principal director of OAS, notes that "in recent years OAS has adopted a number of management tools to better integrate sustainability into our business processes. We use the 'Balanced Scorecard' to establish our business goals, targets, and performance measures, and more recently have introduced service quality frameworks, such as 'SERVQUAL', to help us provide higher quality services.

"Through a continuous learning process, we are committed to searching for new ideas to improve services in a socially and environmentally responsible manner. We have also successfully used the 'Six Sigma' method to help reduce energy and paper consumption, significantly enhance the efficiency of our air-conditioning, and reduce postage expenses. We have established a quality assurance program ('Statistical Process Control') that helps keep the headquarters building and internal environment and all facilities in top shape."

**Figure 3.4. Electricity use at headquarters**



**Figure 3.5. Water consumption at headquarters**



**The “3Rs.”** ADB is committed to minimizing waste, and staff members are encouraged to reduce, reuse, and recycle at our headquarters. Through the process of ADB’s compliance with its ISO 14001 commitments, all staff and contractors receive briefings on the application of 3R principles.

**Resource conservation.** ADB’s Office of Administrative Services monitors and controls all environmental, occupational health, and safety aspects of the headquarters building and its facilities. The office also sets targets to manage resources, audits performance against targets and compliance with legal requirements, and establishes measures to mitigate risks to the health and safety of everyone on our premises. While we still have room for improvement, ADB has made good progress during the past several years in reducing our consumption of energy, water, and paper and other solid wastes.

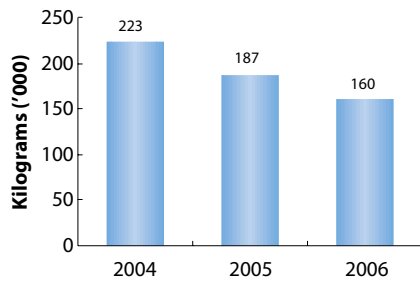
Recent measures to reduce consumption and use resources more efficiently have included

- ◆ improving our lighting systems;
- ◆ refitting our air conditioning system to use hydrofluorocarbon gas rather than ozone-depleting chlorofluorocarbon gas, and installing automatic cleaning equipment to increase efficiency; and
- ◆ maintaining good indoor air quality.

**Electricity.** ADB regularly monitors its energy use and maintains all equipment to maximize efficiency, minimize our impact on the environment, support the ADB-backed Philippine Clean Air Act, and minimize costs. Several measures have been introduced, including more energy efficient lighting. We also take every maintenance opportunity to upgrade our energy efficiency. For example, we recently replaced a major segment of roof with materials designed to reduce heat absorption and thereby the air conditioning requirements. From 2003 through 2006, we reduced our electricity consumption at our headquarters by about 4.1%, despite an increase in the number of people using our facilities (Figure 3.4). This translates directly into reduced emissions of greenhouse gases, since the electricity ADB purchases is primarily produced through burning fossil fuels.

**Water.** ADB purchases its water from sources that supply much of Metro Manila and environs. Our water conservation schemes successfully reduced consumption at headquarters by 26.4% from 2003 through 2006 (Figure 3.5). Since 2004, savings exceed \$25,000, despite a sharp increase in water prices. We assure that our water is potable through carbon filtration and chlorination, and regularly analyze the water for microbial content. All our effluent water is treated prior to release in the Metro Manila’s waste water system, to a standard above that required by the Clean Water Act of the Philippines.

**Figure 3.6. Paper use**



**Paper and printing.** ADB sources its paper from mills that have ISO 14001 or Forest Stewardship Council certificates. All our paper is chlorine free and uses post-consumer waste, and the percentage of recycled paper we use is increasing steadily.

We are strongly committed to minimizing our paper use through reducing, reusing, and recycling (Box 3.2). All paper printed on both sides is shredded and sold to paper recyclers, which in turn are audited by our Environmental, Health, and Safety Management team to ensure that the paper is properly recycled. We reduced our paper use by about 15% in 2005 and another 15% in 2006, with savings of more than \$62,000 for the 2 years (Figure 3.6). Paper consumption per staff member also has decreased substantially in recent years, falling from 40 reams in 2001 to 27 reams in 2006—a 33% improvement. Although we still have considerable room to



**Box 3.2. Conserving paper**



ADB's paper conservation activities at headquarters include

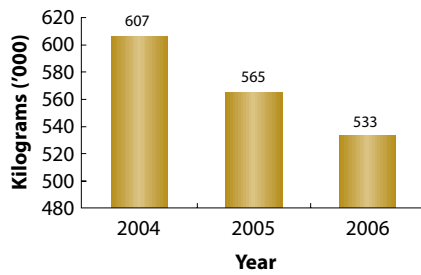
- ◆ the Paper Conservation Committee, which inspects paper use and posts reminders on printers and in copy centers;
- ◆ collaboration with offices on paper use reduction and monitoring;
- ◆ use of compact disks and electronic files for selected publications;
- ◆ audit of monthly paper consumption per department to remind staff of reduction targets;
- ◆ posting of paper conservation reminders in the templates for facilities and service requests; and
- ◆ movement toward electronic forms, approvals, and dissemination of internal information.

improve, our use of recycled paper stood at 5% of total purchases in 2006.

We also are making progress with conserving resources in our printing activities, having phased out offset printing at our headquarters in favor of digital printing. This has mitigated potential environmental impacts on air and water caused by the chemical inks used in the offset process. Only 20% of our printing is outsourced. Service providers reclaim used toner cartridges from our copy centers as part of a manufacturer's "take back" agreement to lessen environmental impact.

**Solid and hazardous wastes.** To reduce our impact on the land, we carefully sort waste materials, recycle draft paper for in-house reuse

**Figure 3.7. Solid waste**



Note: This figure shows waste generated above 480,000 kilograms yearly

when possible, reuse envelopes and other office supplies, recycle food waste to livestock farms, and compost garden trimmings. Since 2004, we have reduced our solid waste by about 12% (Figure 3.7). Scrap materials, such as used boxes, cartons, newspapers, wood, and plastic, are sold to recyclers accredited by the Philippine Department of Environment and Natural Resources. Our generation of hazardous waste (used oil, paint cans, etc.) decreased by 60% from 2004 to 2005 after the introduction of several measures (Figure 3.8). We expect to continue improvements over time, with yearly fluctuations due to cyclical replacement patterns.

**Bringing in the light.** ADB's main headquarters building is constructed around two central atria, with our library housed below. The original coverings above the atria let in very little light—which was not conducive to a good work environment in interior offices and the library. To rectify the problem, and in direct response to staff requests, ADB embarked in 2005 and 2006 on an innovative and ambitious construction project, installing special mirrors that now bring in significantly more light.

**Breathing the air.** To improve the air quality in ADB's headquarters, air intakes for the air conditioning system were recently relocated to the roof. Part of our gains in electricity conservation are attributable to improved efficiency of the ventilation and air conditioning system, which now uses about 15% less power.



The new indoor air filtration system has reduced the levels of particulate matter to within United States Environmental Protection Agency standards; decreased the inflow of unfiltered air; improved oxygenation levels; and minimized the growth of potentially harmful mold, fungi, and bacteria. (Levels of both PM<sub>10</sub> and PM<sub>2.5</sub>—particulate matter below 10 and 2.5 microns—have been reduced.)

**ADB's greenhouse gas emissions.** We have not yet undertaken a comprehensive inventory of the greenhouse gas emissions from our corporate operations, and we do not yet have a dedicated program to reduce the emissions that contribute to global warming. However, our energy conservation activities are directly helping us to reduce these impacts, and many major conferences and events ADB sponsors now include provision for "offsetting" activities to make them "carbon neutral."

We are aware that the two activities causing the greatest greenhouse gas emissions from our corporate operations are our energy consumption at the Manila headquarters and our staff travel. In 2006, we consumed 17.2 thousand megawatt hours of electricity, which converts approximately to 8,000-12,000 tons of carbon dioxide equivalent (CO<sub>2</sub>-e)

### Box 3.3. Staff community involvement

E.V.A. Charity Foundation funds and runs projects to assist Aetas and other people displaced by the lasting effects of massive eruption of Mt. Pinatubo in 1991. The foundation's head and moving spirit is Jennifer Wallum M.B.E., wife of an ADB staff member. The images at top and center show Aeta children and a school being built by Aetas, funded by EVA. <http://www.evacf.org>

Kaibigan Ermita Outreach Foundation assists street children by providing shelter, training, counseling, and education. Robert Salamon M.B.E., former ADB staff member, is among Kaibigan's founders and has made invaluable contributions to sustaining it through fund raising and active involvement. The image at bottom shows performers from Kaibigan. <http://www.skpev.de/index.php?l=e>

Both received the M.B.E. (Member of the British Empire) from Queen Elizabeth II in 1999 for their significant involvement in charity work in the Philippines.



emitted into the atmosphere, depending on the assumptions used. Annual energy consumption at ADB's Manila offices is only 130 kilowatt hours (kWh) per square meter, well below the accepted regional benchmark of 200 kWh for an energy-efficient building. For official business, our air travel of 24.2 million kilometers and land transport in the Philippines of 340,000 kilometers represent approximately 4,700 tons of CO<sub>2</sub>-e emissions into the atmosphere based on the average conversion rate of leading carbon offset providers.<sup>67</sup> We do not yet have in place any mechanism to offset these emissions. No account has been taken of the impacts from activities in our field offices, staff commuting, or other areas of potential impact.

**Securing our staff and facilities.** The current global insecurity means that ADB staff work in more difficult environments than previously. Therefore, we significantly improved security and safety at our headquarters in 2005 and 2006, with new reception centers and shatter resistant film on all exposed glass windows. To protect our staff working in the field, we

- ◆ coordinate with the United Nations for all security arrangements,
- ◆ have instituted a field security management system to help ensure that our staff can work in a safe and secure manner, and
- ◆ provide updated information on health and security threats to all travelers.

### Box 3.4. Projects of the Staff Community Fund



Among the many projects supported through the Staff Community Fund are a school serving children who live on a dumpsite in Manila (the main left image shows the children with members of the board of the staff community fund), a center for disabled children (inset), and centers for housing, educating, and training for street children (right).

## ADB and Our Community

With the many staff consultants and service providers working at our headquarters, ADB is one of the largest employers in Metro Manila. ADB has a direct impact on Manila's economy through institutional procurement, payments for utilities and rent, and staff income spent locally. Businesses (hotels, restaurants, and shops) in ADB's immediate vicinity—the Ortigas Center—directly benefit from ADB's presence. We hold more than 100 international conferences, workshops, and seminars annually, attended by thousands of international guests.

Many of our employees, dependents, and retirees take an active role in their communities through volunteering (Box 3.3) and participating in staff- and dependent-driven initiatives.

In 1997, a group of employees founded the ADB Staff Community Fund (SCF) as a means of reaching out to some of the poorest and most vulnerable groups in the Metro Manila area.

The SCF set up a system to collect donations from staff each month, and collections are boosted by an annual fund-raising event at ADB headquarters. In 2005 and again in 2006, the SCF raised more than \$100,000 for local charities, and since its inception the SCF has contributed more than \$580,000 to about 60 NGOs (Box 3.4). More than 70% of SCF beneficiaries are children, who participate in a variety of educational, nutritional, and health care programs that the SCF sponsors. Other beneficiaries include the disabled, expectant mothers, and parents who require livelihood training. In addition, the SCF recently facilitated the collection of staff donations for victims of the Asian tsunami and a disastrous mud slide in the central Philippines. These donations helped rebuild orphanages, restart livelihoods, and build new homes in the affected areas.

Our staff and their dependents also contribute through the ADB Spouses Association. The

association, which has been active for more than 30 years, became a registered nonprofit organization in 2003. In 2006, it awarded more than \$21,000 to 10 charities and 13 schools, providing scholarships to 115 students.

The ADB Employee Multi-Purpose Cooperative established in 2004 its Social Fund to support

community initiatives and individuals in need. It has provided assistance for medical, burial, and educational expenses for those who cannot afford these services; and supports families displaced due to calamities and natural disasters.

## Further Reducing Our Corporate Environmental Footprint

In November 2006, ADB was pleased to achieve ISO 14001 and OHSAS 18001 recertification, reconfirming that our environment, health, and safety management systems comply with international standards. This also resulted in our establishing a fresh set of targets for continued quality improvement, and to guide many of our efforts in managing our corporate footprint over the next 3 years.

We are exploring the use of renewable energy (such as photovoltaic devices) for our headquarters facility, and we are seeking ways to incorporate such alternative energy sources into upgrades of our facilities. We have initiated talks with solar panel system integrators to study the feasibility of installing model units at ADB's headquarters. We are also exploring ways to further reduce our water consumption, and will begin recycling some of our water in 2007 for irrigating our grounds. By mid-2007, we expect to have a unit dedicated as a one-stop shop for organizing events within ADB.

Raising environmental awareness among event organizers and staff will be one of its core tasks.

We have made considerable effort to reduce the environmental footprint of our headquarters, and our attention is now turning to our field offices. The India Resident Mission has been separately certified under ISO 14001, and this step will be explored for other large field offices. Working from our experience with the headquarters facility, we will examine a range of areas where they can reduce their environmental footprints.

We have been striving to keep our greenhouse gas emissions as low as feasible by ensuring that our headquarters building is as energy efficient as possible, introducing videoconferencing to reduce air travel, and beginning the practice of purchasing carbon offsets to make our major conferences and workshops carbon neutral. We anticipate further efforts, including the introduction of better monitoring of emissions from our headquarters and field offices.

# ADB Sustainability Reporting

This first sustainability report prepared by ADB has provided an overview of our corporate and operational programs relevant to accepted sustainability reporting standards. It has also established a baseline against which we may measure future progress. We plan to update the material presented with new information on topics of current interest when warranted. We also welcome feedback on the report, which will help us identify opportunities for improving our operations, provide guidance to shape further reporting, and make the report as useful as possible to our many stakeholders. In keeping with the principle of materials conservation, we are making the report available principally in electronic form through our web site: [www.adb.org/Environment/sustainability-report.asp](http://www.adb.org/Environment/sustainability-report.asp)

Though we have found many of the Global Reporting Initiative reporting guidelines, which are oriented primarily to private corporations or commercial finance institutions, fit only loosely the structure and activities of our organization, we support the GRI's aims and efforts. Preparation of the report has been a useful documentation and learning exercise. As an organization devoted to reducing poverty and promoting development in Asia and the Pacific, ADB's policies and practices remain fully committed to the principle and practice of sustainability. We trust that this report will contribute both to improved understanding of ADB's goals and actions, as well as to the sustainable development of the Asia and Pacific region.

