

Part 3

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# **ADB's Corporate Footprint**



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ADB's Manila Headquarters.

At the end of 2008, ADB had more than 2,500 staff members. In addition, over 1,400 consultants and service providers were engaged at any given time in our Manila facilities. We have consistently worked to ensure that our facilities and staff are models of good practice and citizenry in the Manila community and at other sites where we have offices.

Our head office facilities occupy 6.5 hectares in Ortigas Center, Mandaluyong City, Metro Manila. The building complex, which uses 40% of the site's land area, comprises a 10-storey office tower block with basement parking linked to a two-storey special facilities block. The two buildings provide 130,000 square meters of space and were designed to be energy efficient. These facilities are managed by ADB's Office of Administrative Services (OAS).

## Our Staff and Offices

The Asian Development Bank (ADB) is based in Manila, Philippines, and has 27 field offices, including country and regional missions and representative offices (map on pp. iv-v).

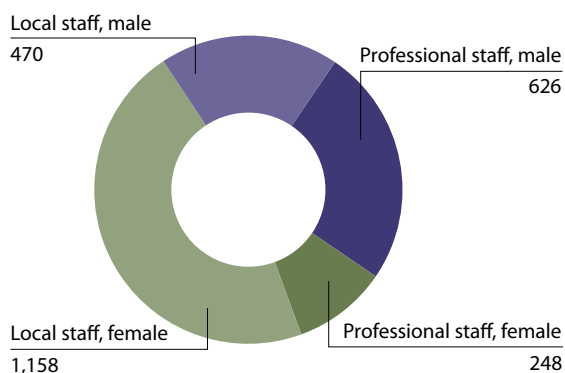
## Working Together

**Human resources strategy.** A recent review of our 2005–2007 human resources strategy underscored the importance of linking human resource management policies and practices to our business strategy to support and deliver the

results required by Strategy 2020. An action plan to implement the recommendations is being drawn up to be issued in 2009.

**Diversity in action.** Currently, our staff is drawn from 57 of our 67 member countries. We promote diversity among our staff members in nationality and gender. Given our location in Manila, about 1,200 of our staff members are Philippine nationals. Figure 3.1 shows the gender distribution of staff, in two categories: professional and local.

**Figure 3.1. Staff diversity by gender and category**



As a result of active recruitment practices, the proportion of female professional staff increased from less than 11% in 1996 to almost 29% in 2008. Our gender action program focuses on increasing the representation and leadership by female professional staff, fostering gender balance, using targets for recruitment and retention, and assuring management accountability.

**Staff engagement survey.** To promote positive organizational change, ADB periodically conducts a “staff engagement survey.” More than 80% of staff members participated in the survey taken in March 2008, administered by external experts.

The respondents identified characteristics of work at ADB that they appreciated (such as the physical work environment, job satisfaction,

working relationships, and employment security) and priority areas for improvement (such as the need to address work–life balance, performance evaluation, benefits, and career development). The survey results are serving as vital inputs into the preparation of an action plan.

While the action plan is being prepared, certain measures have already been taken in response to results of the 2008 survey, and a brief follow-up survey will be conducted in mid-2009 to gauge staff reactions to the changes. The new measures included interim salary adjustments, modification of service awards and recognition, review of staff grading and promotion, an expanded technical career stream, and assessment centers to align managerial capabilities with Strategy 2020.

**Work–life balance.** To enhance our staff members’ ability to balance their working and nonworking lives, in 2008 ADB introduced

- a 1-year pilot-test for staff members to work from home for 1 day each month;
- an optional extension (without pay) of maternity leave for 3 months, to allow new mothers up to 6 months leave; and
- increased the flexibility in “family leave,” allowing staff members to take increments of 2 hours or half a day, for up to 40 hours (5 days) per year.



Learning session: Introduction to the critical path method.



Staff Council Meeting, 6 November 2008. I-r: Socorro Regalado, Virginia Herrera, Edzen Garcia (vice chairperson), Lakshman Athukorala (vice chairperson), Peter Wallum (chairperson), Graham Dwyer, and Axel Weber.

**Professional development.** During 2007–2008, several changes were made to streamline and focus activities to support learning and development opportunities for staff:

- a “curriculum approach” was instituted, providing staff with building blocks to learning through programs (from introductory to advanced levels) to enhance knowledge and skills and develop mastery in core areas;
- learning and development programs were better linked to ADB’s strategic objectives;
- an online questionnaire was used in 2007 to survey division heads as a basis for devising a more relevant leadership development curriculum;
- data submitted by staff were used to review and redesign programs;
- the learning and development web site was redesigned;
- a new catalogue of learning opportunities was distributed to staff members;
- “demand-driven learning” was focused through staff consultations and the learning needs survey completed in 2008; and
- the learning and development communication strategy was strengthened.

Person-days of training averaged 7,150 each year during 2007–2008, versus over 11,200 in 2006. The difference was because numerous briefings on new initiatives and processes were held in 2006 and many new courses were rolled out to update essential skills and knowledge. All employees receive performance reviews yearly or more often.

**Workplace environment.** The 2008 staff engagement survey showed that our staff members are highly satisfied with their physical work environment. This has been supported by environmental activities such as the indoor air quality monitoring, which ensures that the indoor air quality complies with international standards. Similarly high standards are maintained for building inspection, maintenance, and upkeep practices, using the Statistical Process Control management tool.

We continue to seek ways to optimize space to improve the work environment for staff and others using our facilities. For example, in 2008 we created a “hoteling” area for consultants, which has alcove office spaces for single occupancy, enclosed conference rooms, and open meeting areas for discussions.

**Staff representation.** As provided in the ADB Staff Association’s Constitution, staff members automatically become members of the Staff Association unless they opt out. The Staff

Association's primary goals are to foster a sense of purpose among members in promoting the aims and objectives of ADB and to promote and safeguard the rights, interests, and welfare of members. The Staff Council, composed of 12 members, 2 of which represent the professional and local staff in resident missions and regional offices, is the executive arm of the Staff Association. The Staff Council, which serves as a channel of communication between staff and ADB's management, holds monthly meetings as a group and with the Budget, Personnel, and Management Systems Department on issues important to staff.

During 2007–2008, the Staff Council focused on three major areas of concern: salaries, career development, and benefits. In addition, the Staff Association's constitution is being reviewed to improve communications with ADB's management, and the Staff Association's funds are now audited yearly. The Staff Council also encouraged participation in the "staff engagement survey." Participation in the Staff Association has increased, resulting from open forums and work on committees addressing the major issues of interest.

In 2008, the two Staff Council vice chairpersons attended the meeting of staff associations of multinational development institutions in Washington, DC. The theme of the meeting was empowerment. The next meeting, in 2009, will be hosted by ADB in Manila.

**Code of conduct.** ADB staff members are bound by and must be familiar with the Code of Conduct and are required to act appropriately as international civil servants.<sup>55</sup>

**Grievance process.** Because ADB is an international organization, it does not fall under the jurisdiction of employment tribunals and national courts in its member countries. Rather, ADB has its own grievance process for resolving staff members' issues about the terms and conditions of their employment, with three

stages: (1) conciliation and administrative review, (2) appeals, and (3) the Administrative Tribunal. If a settlement is not reached during conciliation, staff members may proceed to administrative review and then to 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 ADB's President. Final recourse is to the ADB Administrative Tribunal, an independent body that reviews administrative decisions about staff member grievances.

## Managing Our Environmental Footprint

Part of ADB's commitment to minimize our environmental footprint is maintaining our headquarters facility as a "green building." The building is designed for low heat absorption, including air space between the granite slabs on the exterior, to dissipate heat; heavy duty aluminum window grills; and shatter resistant film on the windows, to provide protection and filter out 99% of ultraviolet rays. Windows along hallways and the inner atrium bring in light, thus lowering lighting requirements.

**ISO 14001 and OHSAS 18001.** Our Environment, Health, and Safety Management System was originally certified in 2003 under the International Organization for Standardization (ISO) 14001<sup>56</sup>



Solar energy for a fountain, by a roof-top garden.

and Occupational Health and Safety Assessment Series (OHSAS) 18001.<sup>57</sup> We were recertified in 2006 and recertification is scheduled again for review in July 2009.

**Greening our headquarters.** Our well-landscaped gardens and lawns provide a pleasant campus for work and a modest carbon sink for greenhouse gases (GHGs). Recent greening activities have included the main entrance fountain area and the facilities block and office tower roof decks. Solar panels have been added to provide electricity for the fountains that enhance the west parking area lagoon garden and the interior garden.

**Conserving resources.** ADB's resource conservation programs are governed by the "3Rs" principle (reduce, reuse, and recycle). For example, our Events Management Unit has raised awareness among staff about waste reduction and has encouraged the "greening" of events by maximizing the use of information technology to reduce paper use, offering alternatives to bottled water and canned drinks, and conserving other resources. The unit worked with food services to limit waste generated at conferences and encouraged conference participants to carpool for airport transfers and walk reasonable distances rather than using motorized transport.

We also work closely with moving companies to ensure they use reused or recycled packing



Vice-President Bindu Lohani signing the World Environment Day commitment in June 2008.

materials for shipments of official materials and the goods of ADB staff members.

**Energy.** The Energy Conservation Team monitors ADB's consumption of electricity and formulates conservation strategies. Our electricity consumption remained almost unchanged from 2006 to 2007 because we installed four additional air handling units to improve the air quality in the building. Our electricity use then declined by 2% in 2008 (Figure 3.2) as conservation and efficiency measures had their impact. The 2008 reduction is equivalent to 348,564 kilowatt-hours or 191 tons of carbon dioxide (CO<sub>2</sub>) emissions. Since 2004, ADB has reduced electricity consumption by 3.6% against a baseline of that year, although our activities and staff numbers have increased steadily. The reduction was primarily achieved by optimizing the operations of our chiller, replacing incandescent bulbs with energy efficient compact fluorescent lamps, using room occupancy sensors to automatically turn off lights, and encouraging all staff and units to turn off lights and equipment when not needed.

OAS has initiated collaboration with the University of Tokyo to conduct an energy audit of our headquarters and develop strategies to enhance energy efficiency at ADB. The results of the audit will be used as input for an application for Leadership in Energy and Environmental Design (LEED) certification of our headquarters building.

**Water.** ADB's water consumption decreased by 6% in 2008 after a slight increase in 2007 (Figure 3.3) attributable to an increased number of events and conferences. Overall water consumption has decreased by more than 24.5% since 2004. The savings have mainly come from increased awareness among staff members of the need to conserve water, spot cleaning of floors rather than pressurized spray washing, and introduction of a treated wastewater system for watering lawns and gardens. Almost 4% of the water we use is from our wastewater treatment system.

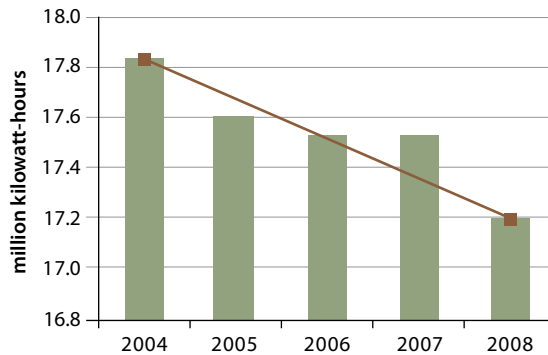
**Paper and printing.** The Paper Conservation Committee monitors paper use at ADB and helps implement policies to reduce it. Printer stations and bins are inspected regularly to promote recycling. Although paper consumption increased in 2007, it decreased about 16% in 2008 (Figure 3.4). The substantial reduction is attributed to installation of multifunctional printers and to the roll-out of “e-Star,” our new electronic document storage and retrieval system.

ADB sources all its paper from mills with ISO 14001 or Forest Stewardship Council certification. All ADB paper is chlorine free, and the percentage of post-consumer waste and recycled paper we use is increasing steadily. In 2008, for example, 47% of the paper we purchased was of recycled stock.

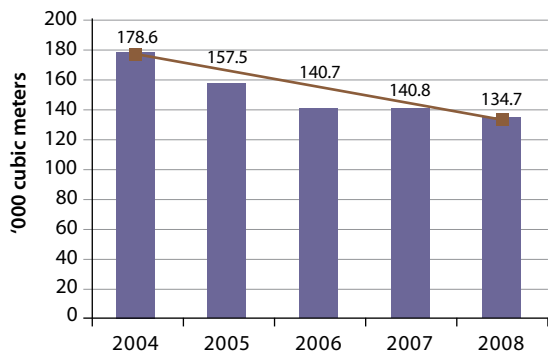
**Solid waste.** Garden trimmings, such as leaves, twigs, and branches, are shredded and used as feed for earthworms in vermi-compost pits in our plant nursery instead of being disposed of as solid waste. These strategies have significantly decreased the solid waste we generate, with more than 80% of waste materials recovered. In 2008, we were able to reduce solid waste by 20% (Figure 3.5).

**ADB’s GHG emissions.** Recognizing the contribution of GHG emissions to climate change and the need for our logistical operations to be consistent with our programs under Strategy 2020, OAS developed a monitoring system to capture data from ADB activities and calculate the equivalent CO<sub>2</sub> emissions using Intergovernmental Panel on Climate Change guidelines. In 2008, we completed our first ADB Headquarters Greenhouse Gas Emissions

**Figure 3.2. Electricity**

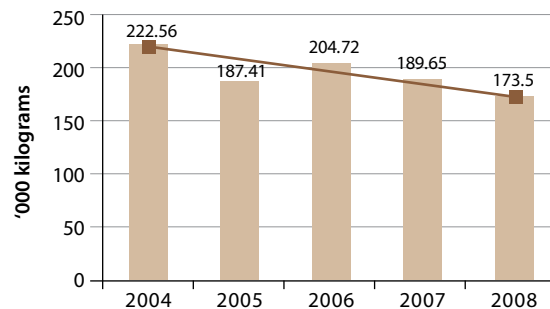


**Figure 3.3. Water consumption**

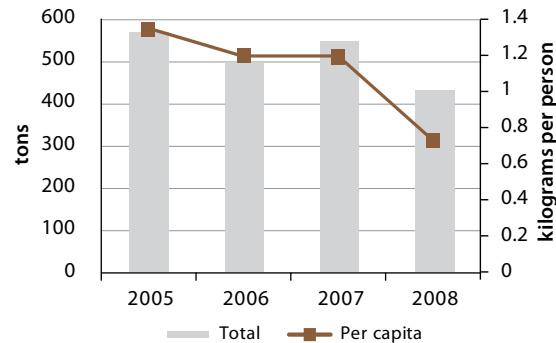


Note: The water consumption amount has been slightly adjusted from the figure in our previous *Sustainability Report*.

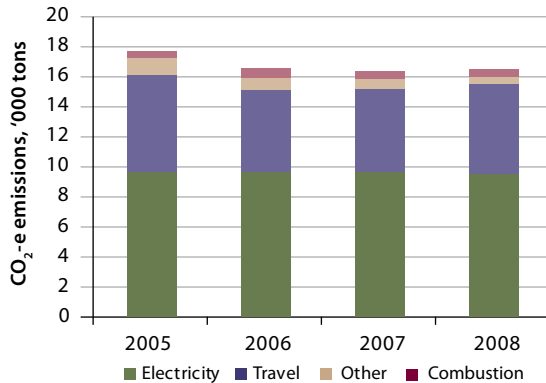
**Figure 3.4. Paper consumption**



**Figure 3.5. Solid waste generation**



**Figure 3.6. ADB headquarters greenhouse gas emissions**



CO<sub>2</sub>-e = carbon dioxide equivalent

Note: "Travel" includes air transport and hotels, and is highly dependent on the location of ADB's annual meeting; "Other" includes transport of waste, methane from biodegradable waste, postage and freight, and goods shipments; and "Combustion" includes emissions from the power generator, gas stoves and heaters, ADB-owned vehicles on official trips, and the refrigeration system.

inventory, covering 2005–2006, and launched the report on the inventory during the celebration of World Environment Day.

Data on ADB's GHG emissions (Figure 3.6) were collected for (1) direct emissions (combustion from power generation, use of liquid petroleum gas, fuel for ADB official vehicles, and refrigeration); and (2) indirect emissions (electricity use at our headquarters; official air and ground transportation, rented vehicles, transport of solid waste and methane from solid waste disposed of in landfill, and shipment of goods).

Compared to the 2005 baseline, our CO<sub>2</sub> emissions decreased by 6.6% in 2006 and by 1.2% in 2007. In 2008 we had a slight up-tick of 0.6% due to increased staff travel and goods shipment.

Our CO<sub>2</sub> emissions decreased by 6.6% in 2006 and 1.2% in 2007. In 2008 we had a slight up-tick of 0.6% due to increased staff travel and postage and freight.

Measures to continue reducing our GHG emissions are ongoing and largely embedded in our various resource conservation efforts.

Other actions include partnering with our courier service providers to reduce the number of pick-ups and deliveries. We are also encouraging our courier services to use only recyclable or biodegradable envelopes. Further, we are increasingly shipping publications printed outside the Philippines directly to their final destinations rather than through ADB headquarters.

We continue to carefully monitor the emissions levels of our vehicle fleet and consider these and fuel efficiency ratings when procuring new vehicles. In addition, we encourage our staff members to

- reduce air travel by using videoconferencing (we have recently added 16 conference rooms for this purpose),
- combine official travel for multiple missions into one trip to minimize overall distance traveled, and
- take the most direct route in air travel.

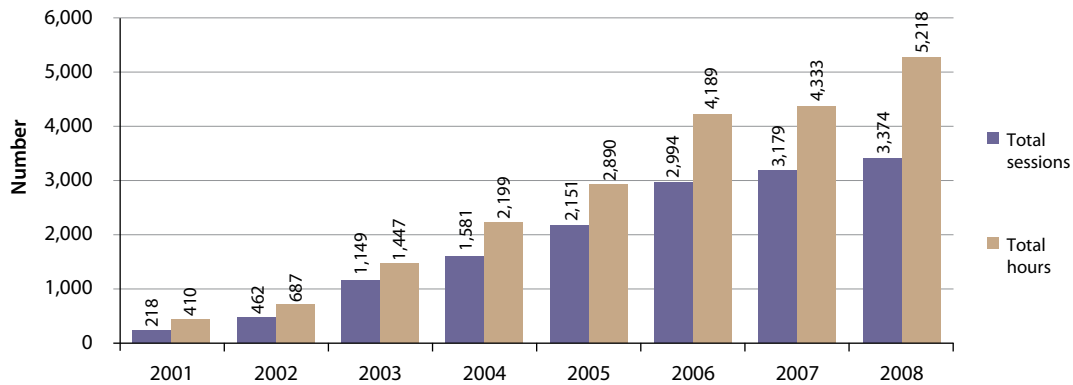
Given the nature of ADB's business, reducing air travel remains a challenge. Our new state-of-the-art videoconferencing facilities are backed by

- 15 satellite links to resident missions for voice, data, and videoconferencing services;
- 11 direct links to field offices for data and videoconferencing services; and
- 33 conference rooms in headquarters, and most of our field offices are equipped for videoconferencing.

The use of these facilities has increased significantly (Figure 3.7).

**Breathing better air.** The Occupational Health and Safety Committee monitors indoor air quality within the headquarters. With the air supply system moved to the upper level of the office tower block, our staff is assured of indoor air quality compliant with standards of the United States Environmental Protection Agency (USEPA) and the American Society for Heating, Refrigeration, and Air-Conditioning Engineers.

**Figure 3.7. Videoconference use**



**Computing.** To ensure that we update to energy efficient and increasingly “green” standards, we purchase computers and monitors that are “energy star compliant” (that is, they meet standards for energy efficiency set by the USEPA) and emit low levels of CO<sub>2</sub> and radiation. We request staff members to turn off their computers when not in use and we closely monitor our data center to maintain optimal cooling temperature in order to use power efficiently.

**Statistical Process Control and Six Sigma.** We are using two management tools to enhance the functioning of our headquarters: Six Sigma to improve the efficiency of chillers and air handling and fan power units, and the Statistical Process Control tool to ensure that our service contractors maintain cleanliness and provide effective and efficient repair and maintenance services.

**Ensuring the security of our staff.** Due to the scope and range of our operations, recent global events, and the variety of environments in which our staff members operate, meeting the security requirements for ADB staff and its operations has become increasingly complex. In 2007 and 2008, we significantly improved security and safety at our headquarters. In the field, we

- expanded our participation in the United Nations (UN) Security Management System and our cooperation with other institutions,
- introduced UN training courses that help prepare our staff for travel and their work in a variety of challenging environments, and

- strengthened our field security management system and emergency preparedness structure.

**Business continuity management.** Our newly revised crisis management structure helps ensure the continuity of our critical business processes in a safe and secure manner. To mitigate the risks of data and information loss, ADB recently established a facility in the Philippines and another offshore to store and rapidly retrieve critical data and information. We focused on the highly critical process of our Treasury and Controller departments. In addition, we have minimized the environmental footprint of the backup facilities by using environmentally friendly equipment.

## Our Community

ADB and staff members at headquarters and in our field offices are active in their communities, through volunteer work and donating needed goods to disadvantaged people. We share good practices with other organizations (Box 3.1).

For example, through ADB’s institutional donation program, we have supported the Philippine Cancer Society, the Philippine Tuberculosis Society, and the Council of Health Agencies of the Philippines. In addition, we have partnered with local charities and donated used computer equipment to area schools, a

### Box 3.1. Sharing good practice



Our facilities are often used for sharing information and as a demonstration site. For example, in July 2008, Philippine government officials visited the Asian Development Bank (ADB) to learn about our practices in energy efficiency and Sonam Tshering, of Bhutan's Department of Energy, toured the building to learn about our energy efficiency practices. In June, managers from ABS-CBN Broadcasting and from the ABS-CBN Foundation toured the ADB to learn about initiatives including conserving paper and water and reducing solid waste. And in November, ADB and the Asian Institute of Management held a training course that included visiting our headquarters to observe energy efficiency initiatives.

women's prison (for its continued education program), and local government agencies (to help build capacity). Our library supports local universities and nongovernment organizations (NGOs) by hosting book launches and seminars and donating a significant amount of books, magazines, journals, videotapes, and library supplies each year. Our ISO Working Group planted more than 100 mahogany tree seedlings at the Clark Sanitary Landfill in Tarlac—seedlings that came from trees at our headquarters and were nurtured at our headquarters on compost derived from our gardens (Box 3.2).

In 2007, the ADB Staff Community Fund (SCF) celebrated its 10th year of reaching out to the poor and disadvantaged in Metro Manila, during which time it has provided over P26.3 million (more than \$500,000) to help organizations in Metro Manila implement 127 projects. The SCF estimates that it has assisted over 15,000 individual beneficiaries—roughly 75% of whom were children and youths.

In 2007, the SCF approved P3.2 million (about \$70,000) in grants to 14 charities that support feeding programs, scholarships, assistive devices

for the disabled, and chemotherapy for cancer patients. At its annual fund-raising event, the SCF raised P5.4 million (about \$120,000) from staff donations—a 12.5% increase over 2006 in local currency. In 2008, the SCF supported 26 organizations, including 8 that were new to the SCF, approving funding of P7.5 million (about \$150,000). Examples of assistance include

- meals for students and children from poor families;
- support for sexually abused girls and for sexually, emotionally, and/or physically abused children without access to



ADB spouses visiting the Pasig Kawalaan Feeding Program supported by the ADB Spouses Association.

### Box 3.2. Greening a landfill

On Environment Day in June 2008, we planted mahogany saplings at the Clark Sanitary Landfill. The saplings were raised from seeds from our own trees, nurtured on organic compost generated through vermiculture of our own garden waste.



- legal services; and
- a skills enhancement program for children.

In 2008, the SCF raised P5.4 million (about \$110,000). ADB's management continues to actively support SCF activities.

Staff members and their families continue to be active members of local communities. Through the ADB Spouses Association, about P850,000 (\$19,000) was donated to 23 charities and schools in 2007 and 2008, providing scholarships to over



Education for blind children, with support from the Staff Community Fund.

100 students. In addition, loans amounting to P350,000 (\$8,000) were provided to selected NGOs for microfinance programs.

In April 2008, the SCF and the ADB Spouses Association launched a new partnership to provide scholarships to underprivileged high school and college students in Metro Manila. The SCF approved P275,000 (\$6,000) for 31 scholarships.

## Continuing to Improve

### ISO 14001 and OHSAS 18001 recertification.

As mentioned, ADB will apply for a new 3-year certificate for our Environment, Health, and Safety Management System in July 2009. The recertification will demonstrate our continued compliance with legal requirements in environment and occupational safety, pollution prevention, resource conservation, and emergency preparedness. All of these efforts will be linked to the continued reduction of our carbon footprint. This includes activities of our Events Management Unit, which will support further "greening" of our events.

**LEED Certification.** To provide an even healthier work and living environment, which will enhance employees' productivity, ADB is considering the possibility of LEED Certification for its headquarters. The LEED Green Building Rating System, developed by the United States Green Building Council, provides internationally recognized standards for environmentally sustainable construction and facilities management that ADB can adopt by improving on its present building structure.

**Green computing.** We are moving toward zero waste in our information technology equipment and have requested some of our suppliers to provide us information on their equipment waste management programs. For our web site, we are exploring an alternative search engine in an effort to reduce our carbon footprint.

**Vehicle fleet.** To establish a ground transport fleet that emits less CO<sub>2</sub>, we will explore hybrid vehicles as soon as they become commercially available in the local market.

**Conserving resources in our field offices.** Our India Resident Mission is already ISO certified, and some building efficiency measures have been introduced in our field offices. OAS has collected baseline data on the use of electricity, water, paper, and solid waste in our resident missions in anticipation of further waste reduction efforts. The data will be consolidated to formulate common criteria for enhanced resource conservation in our field offices.

**Conserving water.** Following up on the recent introduction of a wastewater reuse system at the headquarters facility, we will enhance our conservation of water, such as by harvesting rainwater and upgrading our system for reusing wastewater.

**Renewable energy.** We are required to purchase our electricity from a distributor until suitable rules are in place to enable contract-based supply of renewable electricity. One of two requirements have to be met—either a threshold 70% of the Luzon

power grid's generation capacity is privatized or special dispensation is given to transmit renewable energy. The latter is expected in the next few months and we will soon be able to purchase our electricity supply from renewable sources.

## ADB Sustainability Reporting

This, ADB's second *Sustainability Report*, builds on the first exercise (in 2007) and provides an updated overview of our corporate and operational programs relevant to accepted sustainability reporting standards. The second *Sustainability Report* responds to our commitment to provide such new information when warranted. Where possible, we have used the benchmarks established in the first report to monitor changes that occurred over the last 2 years. As with the first report, we welcome feedback, which will help us to identify opportunities for improving the efficacy of our operations and guide our future sustainability reporting to make it as useful as possible to our many stakeholders.

In keeping with the principle of materials conservation, our intent is for the report to be accessed primarily in electronic form, and we have made the many cross-referenced links available for easy access through our web site: [www.adb.org/Environment/Sustainability-Report-2009](http://www.adb.org/Environment/Sustainability-Report-2009).

While many of the Global Reporting Initiative's reporting guidelines only weakly fit the nature of our organization and work, we support the initiative's aims and efforts and have endeavored to follow the guidelines to the extent possible. As an organization devoted to reducing poverty and improving the quality of life in Asia and the Pacific, our policies and practices remain fully committed to the principle and practice of sustainability. We hope that this second *Sustainability Report* will contribute to further understanding of ADB's goals and actions as well as to the sustainable development of the Asia and Pacific region.