CEB
COUNCIL OF EUROPE DEVELOPMENT BANK
BANQUE DE DEVELOPPEMENT DU CONSEIL DE L'EUROPE

2016

CORPORATE SOCIAL RESPONSIBILITY

GRI INDEX



The CEB's 2016 GRI Index

This 2016 index of sustainability indicators has been prepared on the basis of the internationally recognised standard for sustainability reporting, namely the Global Reporting Initiative (GRI) Guidelines, and seeks to comply with the Guidelines' "core option". The GRI Index provides an overview of sustainability considerations within the CEB's lending and non-lending services as well as in its day-to-day functioning and management of staff. The CEB aims to be comprehensive in its reporting and the Index therefore includes indicators from the GRI's Financial Sector Supplement.

GRI Indicator description		2016 CEB response
General Standard Disclosures		
Sub-category: Strategy and Profile		
STRATEGY AND ANALYSIS		
G4-1	Statement from the most senior decision- maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	Message from the Governor in the 2016 Corporate Social Responsibility Report.
G4-2	Description of key impacts, risks, and opportunities	The Council of Europe Development Bank (CEB) is a multilateral bank with a unique social vocation. The CEB is tasked to contribute to the social cohesion and sustainable social development of its 41 member states, which are also its shareholders. Corporate social responsibility (CSR) is thus rooted in the Bank's core mission. The focus is to ensure that growth is socially inclusive and pursued in a manner that is both economically empowering and environmentally sustainable. The CEB acknowledges that achieving this vision is contingent upon implementing environmental, social and climate-change safeguards. For more details, see: - the Message from the Governor, in the 2016 Corporate Social Responsibility Report - the Development Plan 2017-2019
ORGANISATIONAL PROFILE		
G4-3	Name of the organisation	Council of Europe Development Bank (CEB)

G4-4	Primary brands, products, and services	The CEB invests in social projects that foster inclusion and contribute to improving the living conditions of the most vulnerable populations across Europe. To this effect, the CEB provides loans and guarantees in its 41 member states to finance projects meeting a certain number of criteria. Potential borrowers include governments, local or regional authorities and financial institutions. Loan applications are rigorously reviewed, and related projects are designed and implemented within national sectorial policies, when applicable. Financial means of action at the CEB's disposal include different lending instruments (Project loans, Programme loans, Public co-finance facility, EU co-finance facility, Cross-sectoral loans), PPP financing, guarantees and, through specific programmes (such as Migrant and Refugee Fund) or, on an ad-hoc basis, grants.
G4-5	Location of organisation's headquarters	Paris, France.
G4-6	The countries where the organisation operates, or that organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	According to its mandate, the CEB can provide loans and guarantees in any of its 41 member states. The Bank may also receive voluntary contributions from its members, through fiduciary accounts. As a sign of solidarity among the CEB member states, the Bank aims to provide increased support to a group of 22 "target countries" in Central, Eastern and South-Eastern Europe: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Georgia, Hungary, Kosovo, Latvia, Lithuania, Malta, Moldova (Republic of), Montenegro, Poland, Romania, Serbia, Slovak Republic, Slovenia, "the former Yugoslav Republic of Macedonia" and Turkey.
G4-7	Nature of ownership and legal form	The CEB is an international organisation governed by public international law which, according to its mandate, operates as an international financial institution. As an international financial institution, the CEB is owned by its shareholders, namely its 41 member states.
G4-8	Markets served	The CEB invests in social projects that foster inclusion and contribute to improving the living conditions of the most vulnerable populations across Europe. More specifically, the CEB's sectors of action are as follows: - Aid to refugees, migrants and displaced persons - Housing for low-income persons - Creation and preservation of viable jobs - Improvement of living conditions in urban and rural areas - Natural or ecological disasters - Protection of the environment - Protection and rehabilitation of historic and cultural heritage - Health - Education and vocational training - Infrastructure of administrative and judicial public services For more details, see: - the Loan and Project Financing Policy - the Handbook for the Preparation and Implementation of Projects

G4-9	Scale of organisation	As at 31 December 2016, the CEB had 197 staff members - plus 3 appointed officials (Governor and 2 Vice-Governors). In 2016, the Bank approved 35 project loans for a total amount of € 3.5 billion. The profit for the year 2016 reached € 105 million. For more details, see the financial key figures.
G4-10	Total number of employees by employment contract, region, broken down by gender	As at 31 December 2016, the CEB's workforce was made up of 197 staff members (53% women / 47% men). Of these staff members, 130 were professional staff (41% women / 59% men) and 67 were support staff (76% women / 24% men) comprising 31 different nationalities. Out of the 197 staff members, 181 were on indefinite-term contracts and 16 on fixed-term contracts. The CEB only has one office, located in Paris.
G4-11	Percentage of total employees covered by collective bargaining agreements	The CEBs' employees are staff of an international finance institution. Based on the CEB's legal status, as an international organisation with its privileges and immunities, neither the host country's labour laws nor those of its member countries apply to its staff members. There is no system of collective bargaining agreements. The system of remuneration at the CEB is part of a legal and institutional framework defined by the Bank's Regulations and its Staff Regulations. Furthermore, as an organisation attached to the system of Coordination Organisations due to its link with the Council of Europe, the CEB follows the Coordinated Organisations' rules on matters of remuneration and salary adjustments. The structure of the total compensation is specifically outlined in Article 41 of the Staff Regulations and its Appendix IV (Regulations governing Staff salaries and allowances). Each year, the Co-ordination Committee on Remunerations calculates the adjustment index that defines the progression of the basic salary for the Coordinated Organisations and attached Organisations, such as the CEB. All the CEB's staff members enjoy the full right to associate and may belong to trade unions or professional organisations, subject to CEB's staff related documents and the Codes of Conduct (http://www.coebank.org/en/about/integrity-and-compliance/compliance-policies/). The **Staff Committee** represents the general interests of the staff and contributes to the smooth running of the CEB by providing the staff with a channel for the expression of their opinions. The Staff Committee participates directly or is represented by staff members whom it appoints to sit on several commissions and committees created within the Bank and which require staff participation. Staff members are thus represented on: a. the Health and Safety Committee b. the Advisory Pension Committee

		c. the Personal Data Protection Commission d. the Advisory Committee on Disputes and the Disciplinary Board The CEB also has a **General Meeting of Staff** which enables all staff members to express their opinions on their conditions of employment and work. The General Meeting of Staff is a body in which all retired staff members may also express their opinions on the conditions that concern them. It meets at least once a year in ordinary session and may be convened in extraordinary session. The Joint Committee is a consultative organ in charge of facilitating cooperation between the Administration and staff on questions of a general nature. It may be consulted by the Governor or by the Staff Committee accordingly. It also gives its opinion on measures for the termination of service as provided for in the regulations on indemnity for loss of job.
G4-12	The organisation's supply chain	The CEB procures supplies, works and services for its own operational needs. In addition, the Bank uses external service providers to provide, among other things, IT services, cleaning and security services on the organisation's premises. As an international organisation - to which national legislation on public procurement does not apply - the CEB has its own internal procurement rules. The organisation's supply chain for its own operational needs is governed by the Guidelines on the Internal Procurement of Services, Supplies and Works by the CEB. It is the CEB's policy that its Procurement Guidelines and procedures follow the principles of: • equal treatment • non-discrimination • transparency. The Bank considers that, as a general rule, these principles can best be implemented by effective and fair competition among qualified tenderers and by transparent selection based on considerations of both cost and quality. The CEB also aims to ensure that the purchase of supplies, works and services required for the satisfactory operation of the CEB: • is handled in a timely, efficient and effective manner with due regard to the needs of the Bank, including a high level of qualifications and quality of services, efficiency and economic use of resources. The notion of quality of services includes compliance with best practices in the areas of occupational health and safety policies. • takes into account sustainability issues, in line with its Environmental Policy, with respect to human resources and the environment.

		These rules are aligned with those of other international organisations. For the projects financed by the CEB, there are separate project and loan procurement policies and guidelines. These Procurement Guidelines detail the principles and methods to be applied when awarding contracts to be financed by CEB loans. Implementing them ensures that funds are used solely for purposes covered by the loan and that special emphasis is placed on the economic and efficient implementation of the projects it finances. It is recognised that fairness and transparency of public spending are essential to sound governance and the sustainability of projects. For more information, see CEB's Policies and Guidelines.
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	No significant changes occurred in 2016.
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation	The application of the precautionary principle is integrated in the CEB's Environmental and Social Safeguards Policy (para. 18). "The CEB may apply the precautionary principle when it considers that the potentially adverse effects of a Project are not adequately mitigated or that the likely residual environmental impacts outweigh the expected social benefits".
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	As stated in the CEB's Development Plan 2017-2019: "The CEB operates within the institutional framework established under the supreme authority of the Council of Europe; it therefore supports the Council's social and environmental priorities and principles aimed at protecting human rights and the environment. The Bank's approach in terms of social responsibility thus draws upon the principles enshrined in the Council of Europe Convention for the Protection of Human Rights and Fundamental Freedoms and the European Social Charter" (§ 79). Moreover, "applications for loans or guarantees shall be submitted to the [Bank's] Administrative Council after receipt of the Secretary General [of the Council of Europe]'s opinion as to admissibility based on the project's conformity with the political and social aims of the Council of Europe" (Article XIII of the Bank's Articles of Agreement). From an environmental perspective, *inter alia*, the CEB has signed the Declaration on the European Principles for the Environment (EPE) concerning the environmental management component in the financing of projects and has confirmed its commitment to join the Five Voluntary Principles for mainstreaming climate action within financial institutions (this should come into effect during the first quarter 2017).
G4-16	Memberships of associations (such as industry associations) and national or international	Over the years, the CEB has forged partnerships with other international organisations and donors to bring additional financing and greater expertise to the projects it supports. In addition to its

	advocacy organisations	natural links with the Council of Europe, the CEB has become a partner of choice to the European Union and regularly cooperates with other international financial institutions (IFIs), as well as with several United Nations specialised agencies. For more details, see: - the "Partnerships" section in the 2016 Report of the Governor - the web sections "Partnerships" and "Donors and Fiduciary Accounts"
IDENTIFIED ASPECTS AND BOUNDARIES		
G4-17	All entities included in the organisation's consolidated financial statements or equivalent documents	Council of Europe Development Bank (CEB).
G4-18	The process for defining the report content and the Aspect Boundaries; how the organisation has implemented the Reporting Principles for Defining Report Content	***Approach for determining Materiality*** In 2016, the CEB had not yet conducted a full "materiality assessment" including both internal and external stakeholder surveys. Therefore, the work is still **in progress**. However, the topics deemed relevant for disclosure in this GRI Index were identified, within the CEB, by considering the annual corporate priorities outlined by the Bank's organs, stakeholder input (e.g. from ESG rating agencies), and the sustainability impacts of carrying out the CEB's mission and operational strategy. Close attention was also paid to the work carried out by the CEB's peer IFIs, especially the World Bank Group, the EIB and the Nordic Investment Bank. ***Report Boundary*** The differentiation between "operational" and "corporate" indicators establishes the boundaries of the GRI Index disclosures. ***Operational impacts*** - Economic performance - Indirect economic impacts - Human rights (investment, etc.) - Local communities - Anti-corruption and compliance (environmental and social) - Product portfolio and audit aspects ***Corporate impacts*** - Staff (labour practices, training and education, labour practices grievance mechanisms, etc.) - The CEB's own carbon footprint Questions and comments about the GRI Index should be addressed to Info@coebank.org
G4-19	All the material aspects identified in the process for defining report content	
G4-20	For each material aspect, the Aspect Boundary within the organisation	
G4-21	For each material aspect, the Aspect Boundary outside the organisation	

G4-22	Restatements of information provided in previous reports	None (for information, the last CEB GRI Index applied to year 2013).
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	None (for information, the last CEB GRI Index applied to year 2013).
STAKEHOLDER ENGAGEMENT		
G4-24	Stakeholder groups engaged by the organisation	As an international public organisation and a financial institution with a social mandate, which is placed under the "supreme authority" of the Council of Europe, the CEB has a wide range of stakeholder groups. For more details, see the stakeholder map. The CEB maintains open and continuous dialogue with its shareholders (i.e. 41 member states, each represented on the Administrative Council and the Governing Board) and its key stakeholders namely: - the Bank's customers (borrowers and project promoters), investors, the Council of Europe and the European Union - the staff As stated in the CEB's Public Information Policy (updated on 2 December 2016), the Bank also "acknowledges the merits of constructive dialogue with representatives of civil society (nongovernmental organisations, etc.), and recognises that any such dialogue must necessarily be proportioned to its size and to its sectors of action." The CEB can engage in such dialogue, on a case-by-case basis.
G4-25	The basis for identification and selection of stakeholders with whom to engage	
G4-26	The organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns	
REPORT PROFILE		
G4-28	Reporting period for information provided	The CEB reports on an annual calendar year basis from 1 January to 31 December. This report covers the year 2016.
G4-29	Date of most recent previous report	June 2014 (the CEB's 2013 GRI Index) April 2015 (Corporate Social Responsibility Report 2014 - without any GRI Index) April 2016 (Update of the CSR dedicated webpages structured as a report - without any GRI Index)
G4-30	Reporting cycle	Annual
G4-31	The contact point for questions regarding the report or its contents	Corporate Responsibility & Studies Department (info@coebank.org)
G4-32	The 'in accordance' option and the GRI Content Index for the chosen option	The CEB's 2016 GRI Index has been prepared in accordance with the GRI G4 guidelines' "core option".
G4-33	Policy and current practice with regard to seeking external assurance for the report	The CEB does not seek external assurance for its sustainability reporting.

Sub-category: GOVERNANCE and INTEGRITY		
GOVERNANCE		
G4-34	The governance structure of the organisation, including committees of the highest governance body; any committees responsible for decision making on economic, environmental, and social impacts	As other international financial institutions governed by public international law, the CEB has a specific governance structure established by virtue of its Articles of Agreement. For more information on the governance structure, see the Annual Report ("Governance structure") or the CEB's website. Among its statutory organs, the Administrative Council is the body responsible, among other things, for approving lending operations in favour of projects. Its decisions are based on: (i) the Governor's Report including the economic, environmental and social impacts of the project; and (ii) the opinion of the Secretary General of the Council of Europe as to the admissibility of the project based on its conformity with the political and social aims of the Council of Europe.
ETHICS AND INTEGRITY		
G4-56	The organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	The Office of the Chief Compliance Officer (OCCO) is the principal organisational unit within the CEB that is specifically tasked to address integrity and corruption issues. To ensure OCCO's independence from all operational departments, OCCO is headed by the Chief Compliance Officer (CCO) who reports directly to the Governor. The overall framework of the CEB's compliance policy was revised by the Administrative Council and the Governing Board in 2012. The Framework defines the compliance function's mission as being "to ensure that the Bank conducts its activities in compliance with its own rules, current legislation, the Code of Conduct as well as with good practices, in order to avoid any risk of irregularity in the functioning of the institution, of its Organs or of its Staff". The compliance function's purpose is therefore to enable the CEB to limit its exposure to the risk of legal, administrative or regulatory sanctions, material financial loss or loss of reputation incurred in the event of non-compliance. This is of the greatest importance for a development bank, and particularly one with a social vocation placed 'under the "supreme authority" of the Council of Europe'.
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines	The CEB has a comprehensive and publicly available compliance framework, including *inter alia* a Compliance Policy, an Anticorruption Charter, a Policy on Non-Compliant/Uncooperative Jurisdictions, Internal Procurement Guidelines, Codes of Conduct, as well as a Whistleblowing Policy. OCCO identifies compliance risk, assesses compliance risk and advises the Governor and management committees on relevant rules and standards and ensures that the CEB is aware of, and follows, best market principles and international standards regarding the prevention of money

		laundering and terrorist financing, fraud and corruption and other prohibited practices. OCCO also designs, recommends and maintains the policies, rules and procedures governing dignity, ethical behaviour and integrity towards counterparties and third parties and advises staff and gives guidance on conflicts of interests, prevention of insider trading, protection of confidential information and ethical issues., The entry points used as advice and help lines, both internally and externally, when a request for opinion arises are compliance@coebank.org and whistleblowing@coebank.org .
G4-58	The internal and external mechanisms for reporting concerns about unethical or unlawful behaviour (…)	Apart from the entry points mentioned above, OCCO has a full set of procedures, terms of reference and dedicated forms which specifically refer to reporting unlawful / unethical behaviour or misconduct.
Specific Standard Disclosures		
OPERATIONAL INDICATORS		
Category: ECONOMIC		
ASPECT: ECONOMIC PERFORMANCE		
G4-DMA	Management approach	The CEB provides loans to co-finance projects in any of its 41 member states, in accordance with its social mandate. Potential borrowers include governments, regional or local authorities, and public or private financial institutions and banks. Benefitting from its AA+/Aa1 rating, the CEB has access to the most favourable funding conditions on the international capital markets that enable the Bank to offer attractive interest rates to its borrowers. The CEB generates a moderate but stable net income, the aim being to maintain and enhance its financial soundness by gradually strengthening its capital base.
G4-EC1	Direct economic value generated and distributed	See the 2016 Financial Report (including the Key Figures and the Financial Summary) for extensive information.
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	The CEB incorporates environmental considerations in all the projects it finances. It acknowledges the importance of climate change, as underscored by the New Development Plan 2017-2019 which introduced "climate change" as one of the strategic lines of action. Climate change risks and opportunities as regards the CEB's lending operations are addressed in the Environmental and Social Safeguards Policy (section 2.4). Projects considered for financing are screened for four climate change parameters (GHGs emitted, Mitigation potential, Adaptation potential, and Vulnerability to Climate Change).

G4-EC4	Financial assistance received from government	The CEB is owned by its 41 member states. In accordance with its Articles of Agreement, the CEB's capital is subscribed by the member states. The CEB may borrow on the capital markets to raise the funds necessary for the performance of its mandate. In certain cases it may be entrusted with funds from member states, the Council of Europe and, subject to certain requirements, third parties (such as the EU) to implement activities supporting its mandate.
ASPECT: INDIRECT ECONOMIC IMPACT		
G4-DMA	Management approach	The Bank invests in sustainable social sector infrastructure projects with a view to maximising the social impact of its operations and promoting economic and social inclusion. The CEB aims to design its projects in such a way as to benefit the largest number of potential final beneficiaries, with a specific focus on vulnerable groups.
G4-EC7	Development and impact of infrastructure investments and services supported	Most CEB investments are in physical infrastructure projects but it can also support "soft" investments in supporting equipment and services, such as access to vocational training schemes.
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Investment in one sector of the Bank's activity often results in significant co-benefits in economic terms. For example, careful design of new social housing construction part-financed through a CEB loan will also positively contribute to the energy efficiency of the dwellings. In the same way, renovation of a housing block could serve as a catalyst for urban renewal in a wider area. Moreover, the job creation impact of construction projects financed by the CEB has also to be considered. The CEB's new Development Plan 2017-2019 allows for closer follow-up on different inter-linked aspects of each project financed. In particular, the introduction of cross-sectoral loans in the Development Plan 2017-2019 responds to the cross-sectoral dimension and economic and social inter-linkages of an increasing portion of the CEB's projects.
Category: ENVIRONMENTAL		
ASPECT: BIODIVERSITY		
G4-DMA	Management approach	Biodiversity is addressed in the CEB's Environmental and Social Safeguards Policy (section 2.5). The policy requires that projects proposed for financing are subject to environmental screening and environmental impact assessment if applicable and specifies that the Bank will not finance projects that may cause the loss of critical natural habitats and endangered species.
G4-EN13	Habitats protected or restored	In accordance with its Loan and Project Financing Policy, the CEB may finance projects which aim to protect and develop biodiversity (e.g. ecological corridors).

Category: SOCIAL		
Sub-category: HUMAN RIGHTS		
ASPECT: INVESTMENT		
G4-DMA	Management approach	Although the CEB has a separate legal identity and full financial independence, given its nature as a partial agreement of the Council of Europe, it nevertheless operates under the Council of Europe's "supreme authority" (Article I "Establishment of the Bank" of the CEB's Articles of Agreement). The Council of Europe is kept regularly informed of the CEB's activities and its Secretary General plays an important role in issuing an opinion on admissibility from a political and social point of view for every project submitted to the CEB's Administrative Council for approval. In this context, successive Council of Europe Summits, held at the highest political level of Heads of State and Government, have each given new impetus to the CEB's action and contributed to shaping its current identity as the social development bank in Europe. The third of these summits, held in Warsaw in 2005, invited the CEB to contribute in its own way to the development of a free, democratic and socially cohesive European society and concretely resulted in the introduction of human rights safeguards in its Loan and Project Financing Policy and Environmental and Social Safeguards Policy. Thus, acting within the framework of the Council of Europe, the CEB supports its principles, values and overall objectives. The Bank's approach in terms of social responsibility draws upon the principles enshrined in the Council of Europe's "Convention for the Protection of Human Rights and Fundamental Freedoms" and "European Social Charter". Within this framework, the CEB maintains that the risks associated with incidents of child labour, forced or compulsory labour or violations of rights of indigenous peoples are considered non applicable in its countries of operation, themselves also members of the Council of Europe and, for a significant number of them, the European Union - nonetheless, the CEB deploys thorough screening mechanisms and would not knowingly finance projects presenting these risks.
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	In accordance with the CEB's Loan Regulations, which constitute the general conditions governing all the CEB's loans, in the event that the implementation of a project financed by the CEB should lead to any violation of the "Convention for the Protection of Human Rights and Fundamental Freedoms" or the "European Social Charter", the CEB may suspend/cancel undisbursed loan amounts under the loans and/or demand early reimbursement of disbursed amounts.

Sub-category: SOCIETY		
ASPECT: LOCAL COMMUNITIES		
G4-DMA	Management approach	Loans to local communities can be made on a direct basis or via on-lending through a financial institution. Given the specificity of the CEB's overarching social mission, the Bank's loans are to be considered for the most part and in more general terms as resulting in tangible "community engagement", since the final beneficiaries of the CEB loans are members of local communities in the Bank's member states. More specifically, between 2002 and 2016, the CEB approved loans totalling € 1.3 billion for local infrastructure projects under its "improving living conditions in urban and rural areas" sector of action. With respect to the issue of potential negative impacts, the CEB's Environmental and Social Safeguards Policy [in particular] "requires the Borrower to address Project-related Community Health and Safety matters and Stakeholder Information and Consultation". None of the Bank's operations were identified as having significant negative impacts on local communities.
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments and development programs	
G4-SO2	Operations with significant actual and potential negative impacts on local communities	
ASPECT: ANTI-CORRUPTION		
G4-DMA	Management approach	OCCO receives clear "Tone from the top" and is committed to achieving the highest standards of integrity and transparency in the conduct of all the CEB's activities. The CEB has a comprehensive and publicly available compliance framework, including *inter alia* a Compliance Policy, an Anticorruption Charter, a Policy on Non-Compliant/Uncooperative Jurisdictions, Internal Procurement Guidelines, Codes of Conduct, as well as a Whistleblowing Policy (as mentioned in G4-57). OCCO identifies compliance risk, assesses compliance risk and advises the Governor and management committees on relevant rules and standards and ensures that the CEB is aware of, and follows, best market principles and international standards regarding the prevention of money laundering and terrorist financing, fraud and corruption and other prohibited practices.
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Within an average range of 0-5 per year.
G4-SO4	Communication and training on anticorruption policies and procedures	Each year, OCCO delivers an induction class to newly recruited staff members and a specialised training course which covers different thematic spheres (Integrity Due Diligence, Business Ethics, etc.).
G4-SO5	Confirmed incidents of corruption and actions taken	None

ASPECT: COMPLIANCE		
G4-DMA	Management approach	All projects undergo compliance due diligence. Banks fill out "Know Your Customer" questionnaires.
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	None
Category: FINANCIAL SECTOR SUPPLEMENT		
ASPECT: PRODUCT PORTFOLIO		
G4-DMA	Management approach	The kind of activities that the CEB finances stem from its Articles of Agreement and from the mandate conferred to the institution by its shareholders (i.e. member states). By nature, the CEB is not a profit-maximising, commercial entity; hence, the CEB invests all the profits that it makes into its capital base and fiduciary instruments that provide grants to its borrowers for high social impact projects. The lines of action that underpin the new Development Plan 2017-2019 are as follows: (i) "Sustainable and inclusive growth" with emphasis on socially-oriented components and particularly on public infrastructure with a social vocation, job creation and preservation, access to labour markets, housing and the integration of vulnerable groups; (ii) "Integration of refugees, displaced persons and migrants"; and, (iii) "Climate action: developing mitigation and adaptation measures".
FS1	Policies with specific environmental and social components applied to business lines	CEB's Environmental and Social Safeguards Policy, and CEB's Loan and Project Financing Policy.
FS2	Procedures for assessing and screening environmental and social risks in business lines	The assessment of the social risks of a project, as well as thorough environmental screening (environmental screening, assessment of the need for an Environmental Impact Assessment (EIA) or an Environmental and Social Impact Assessment (ESIA), Economic and Social Safeguards categorisation), is systematically integrated into the CEB's project appraisal process. The CEB requires upfront screening for environmental and social risks of the projects considered for financing, to ensure the social and environmental sustainability of projects, from appraisal through to approval, implementation and completion. These processes are described in detail in the CEB's Environmental and Social Safeguards Policy and the relevant sections of the CEB's Handbook for the Preparation and Implementation of Projects.
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions	The Bank's internal validation process for project appraisal (up to the approval stage) serves to ensure the coherence of the project preparation framework as well as the quality and social objectives of the projects proposed for financing. The purpose of the project monitoring process is also to ensure that the project is implemented in compliance with the Framework Loan Agreement,

		executed in accordance with the conditions included in the Loan Document approved by the Bank's Administrative Council and is in conformity with the CEB's Loan and Project Financing Policy. Monitoring is carried out periodically from the time of the project's approval up to its completion. In some cases, the project may be evaluated after completion by the CEB's Evaluation Department. Monitoring takes place through the analysis of information communicated by the borrower as well as through the information collected during on-site technical visits. Its purpose is to check, depending on the project structure, the conformity of the investments with the CEB's eligibility criteria and the progress of the project's implementation. This particularly concerns compliance with the environmental and social requirements for project financing. Only if the CEB's monitoring requirements are fulfilled can the disbursement of a new loan tranche to the borrower be authorised. Moreover, a loan portfolio review is held at the end of each year, carefully examining the status of all on-going projects and deciding on specific actions to be taken. General reflections and lessons learned stemming from this exercise serve to strengthen the Bank's capacity to closely monitor the implementation of the projects it finances, and to take decisions from all relevant aspects, including environmental and social impact considerations, and involving the entire project team. An Annual Report on Project Preparation and Monitoring for the attention of the CEB's shareholders (Administrative Council and Governing Board) is drawn up in coordination with the Secretariat of the Partial Agreement. It gives an overall evaluation of the most significant projects while highlighting issues encountered in the course of their appraisal and implementation. It provides an insight into the CEB's processes for the preparation, implementation and monitoring of projects. It also details the recommendations made and actions taken in addressing the specific issues encountered in the implementation of certain complex projects. As regards the completed projects, their social impact is presented by the Secretariat of the Partial Agreement in Strasbourg within Part II of this Report (the "Annual Report by the Secretariat on the social effects of projects completed"). These processes are described in detail in the CEB's Environmental and Social Safeguards Policy and the relevant sections of the CEB's Handbook for the Preparation and Implementation of Projects.
FS5	Interactions with clients, investees, or business partners regarding environmental and social risks and opportunities	Such interactions take place during the project set-up and implementation as well as during the ex-post evaluation of projects. As an example, the CEB asks its financial intermediary partners to fill out Environmental and Social Governance questionnaires and discusses the environmental and social management systems in place during environmental due diligence missions.
FS6	Percentage of the portfolio for business lines by specific region, size, and by sector	The CEB can provide financing to eligible borrowers in its 41 member states. Projects approved by sectoral line of action and by country over the last five years are as follows:

Projects approved

per country and per sectoral line of action

In thousand euros

Country	2016		2015		Accumulated total 2012-2016	
	Amounts	%	Amounts	%	Amounts	%
Albania					44 630	0.4
Belgium			206 400	9.0	721 400	6.1
Bosnia and Herzegovina	11 000	0.3			149 500	1.3
Bulgaria	200 000	5.8	150 000	6.5	425 000	3.6
Croatia					190 000	1.6
Cyprus	32 000	0.9			32 000	0.3
Czech Republic	50 000	1.5	100 000	4.3	420 000	3.5
Finland	140 000	4.1			310 000	2.6
France	515 600	14.9	200 000	8.7	1 513 300	12.7
Georgia	16 500	0.5			59 161	0.5
Germany	652 000	18.9			942 000	7.9
Greece			2 000	0.1	2 000	0.01
Hungary	65 700	1.9			192 200	1.6
Ireland	200 000	5.8	233 000	10.1	474 000	4.0
Italy	150 000	4.3			156 000	1.3
Latvia			50 000	2.2	50 000	0.4
Lithuania					100 000	0.8
Moldova (Republic of)					49 000	0.4
Montenegro			10 000	0.4	28 000	0.2
Netherlands	100 000	2.9			100 000	0.8
Poland	486 047	14.1	450 000	19.6	1 662 713	14.0
Portugal	80 000	2.3			95 000	0.8
Romania			175 000	7.6	380 000	3.2
Serbia					63 000	0.5
Slovak Republic	73 000	2.1	464 500	20.2	902 500	7.6
Slovenia					95 000	0.8
Spain	309 000	9.0	160 000	7.0	1 447 000	12.2
Sweden	160 000	4.6			160 000	1.3
"the former Yugoslav Republic of Macedonia"	10 000	0.3			115 000	1.0
Turkey	200 000	5.8	100 000	4.3	1 010 000	8.5
Total	**3 450 847**	**100.0**	**2 300 900**	**100.0**	**11 888 405**	**100.0**

Sectoral line of action*	2016		2015		Accumulated total 2012-2016	
**	Amounts	%	Amounts	%	Amounts	%
Strengthening social integration	1 325 747	38.4	877 250	38.1	3 770 014	31.7
Managing the environment	138 900	4.0	700 450	30.5	1 356 950	11.4
Supporting public infrastructure with a social vocation	797 700	23.1	396 800	17.2	2 523 580	21.2
Supporting micro, small and medium-size entreprises for the creation and preservation of viable jobs	1 188 500	34.5	326 400	14.2	4 237 861	35.7
Total	**3 450 847**	**100.0**	**2 300 900**	**100.0**	**11 888 405**	**100.0**

* In accordance with Administrative Council Resolution 1562 (2013).
** Amounts as estimated at the time of project approval.

ASPECT: AUDIT		
G4-DMA	Management approach	The CEB undertakes regular and rigorous monitoring and follow-up of all the projects it finances, including in-house monitoring, project reviews, technical monitoring missions, and portfolio reviews with borrowers. Completion reports and the ex-post evaluation of projects provide monitoring steps and contribute to lessons learned. Moreover, an increasing number of CEB-financed projects require particular technical inputs to ensure that climate change considerations are appropriately integrated in the preparation process. The capacity of CEB financial intermediary partners to deal with environmental and social issues is evaluated through specific questionnaires and complementary environmental due-diligence missions. The Bank assesses all the environmental and social impacts of all loan applications. More broadly, the CEB has a comprehensive control framework with a set of controlling bodies, namely: an Internal Audit (see the Internal Audit Charter), an Auditing Board which is composed of three representatives from among the Bank's member states appointed on a rotating basis by the Governing Board for a three-year term, and external auditors appointed by the Governing Board for a four-year term, renewable once for three years, based on the Auditing Board's opinion and recommendations by the Administrative Council, following a tender procedure.
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organisation has interacted on environmental or social issues	
FS11	Percentage of assets subject to positive and negative environmental or social screening	
CORPORATE INDICATORS		
Category: ECONOMIC		
ASPECT: ECONOMIC PERFORMANCE		
G4-DMA	Management approach	The CEB's Pension Schemes apply to staff members holding indefinite-term or fixed-term appointments and who have a minimum of 10 years of service. The Bank guarantees the payment of a lifetime pension for its retired staff members. The pension entitlement age arises as of 65 – except for those staff members hired prior to 1/1/2014, where the entitlement can start as of age 60. In order to ensure the long-term economic performance and sustainability of its pension scheme, the CEB has adopted rigorous and sound assessment mechanisms, which are evaluated by external actuaries and follow international accounting standards (IAS).
G4-EC3	Coverage of the organisation's defined benefit plan obligations	

		An Advisory Pension Committee meets twice a year and may advise on proposals relating to the administration of the pension schemes such as the interpretation of the pension scheme rules, the assessment of the actuarial equilibrium of the schemes, the actuarial assumption underlying the pension schemes' liabilities, and the appointment of the Bank's actuarial adviser. Both the Advisory Pension Committee and the actuarial assessment provide the necessary checks and balances to ensure the financial soundness and sustainability of the pension schemes. External auditors also review the methodology and the assumptions used by the CEB's actuaries to obtain the actuarial valuation of the post-employment benefits related to the retirement plan and the other related post-employment obligations, in line with IAS 19 and the financial information disclosed in the financial statements.
Category: ENVIRONMENTAL		
ASPECT: ENERGY		
G4-DMA	Management approach	The CEB's policy is to strike a balance between minimising its environmental footprint while offering good working conditions to its staff. The CEB is located in a historic building which was not designed according to modern energy efficiency standards. However, the CEB's facility management aims to progressively improve the building's energy efficiency by phased refurbishment and the replacement of energy intensive equipment.
G4-EN3	Energy consumption within the organisation	Electricity, heating and cooling are the major sources of energy consumption. Priority is given to subscription to municipal providers for (district) heating supply, which allows the Bank to reduce greenhouse gas emissions and this approach will be extended to the cooling system.
G4-EN6	Reduction of energy consumption	Windows and lighting fittings are progressively replaced to enhance their energy performance.
ASPECT: EMISSIONS		
G4-DMA	Management approach	The CEB is committed to improving the reduction of emissions from different sources such as day-to-day activity, business travel or facilities maintenance.
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	The work planned every year to improve the energy efficiency of the building may be considered as successful considering a reduction of 20% in energy consumption between 2013 and 2016.
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	The CEB is implementing a policy to minimise the quantity of waste and improve waste sorting and recovery. This is done in cooperation with the sub-contractor responsible for cleaning and waste management. Reporting and tracking is somewhat complex due the organisation's co-ownership situation.

G4-EN18	Greenhouse gas (GHG) emissions intensity	See the 2016 carbon balance scorecard, as follows:

SCORECARD	Variation 2016 / 2013 (reference year)		2016		2015	
	Total variation	Variation per employee	Total	Per employee	Total	Per employee
Office space in m2	0%	-	7 600	38.6	7 600	38.4
Bank staff	4%	-	197		198	
CO2 emissions						
Total CO2 emissions (t.eq.CO2)	-16%	-19%	1 534	7.79	1 671	8.44
Building energy efficiency (*)						
Total heating consumption (in kWh)	-25%	-28%	714 300	94	730 320	96
CO2 emission linked to heating consumption (t.eq.CO2)	-25%	-27%	139	0.018	143	0.019
Total electricity consumption (in kWh)	-15%	-18%	834 483	110	850 503	112
CO2 emissions linked to electricity consumption (t. eq.CO2)	-17%	-20%	48	0.006	50	0.007
Travel						
Home-to-work commuting (in km)	0%	-3%	865 294	4 392	869 686	4 392
Home-to-work commuting (t.eq.CO2)	-3%	-7%	57	0.29	57	0.29
Business travel (in km)	-8%	-11%	2 500 071	12 691	2 770 388	13 992
Business travel (t.eq.CO2)	-15%	-18%	649	3.29	763	3.85
Paper						
Total paper consumption (bought reams of paper) in tons	-30%	-32%	7	0.04	9	0.05
CO2 emissions linked to paper consumption (bought reams of paper) (t.eq.CO2)	-30%	-32%	9	0.05	12	0.06
Waste						
Waste disposal (in tons)	6%	3%	139	0.71	140	0.071
Waste disposal (t.eq.CO2)	-1%	-4%	4	0.02	4	0.02

(*) figures per m²

G4-EN19	Reduction of greenhouse gas (GHG) emissions	The CEB's general commitment may be considered as successful with, for example, a reduction of 16% in total CO_2 emissions between 2013 and 2016.
ASPECT: TRANSPORT		
G4-DMA	Management approach	The travel policy at the CEB is to use the train on short distances and to use economy class tickets on planes when travelling across Europe ("Europe" refers to all the 47 member states of the Council of Europe).
G4-EN30	Significant impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the work force	CO_2 emissions stabilised even though the CEB's activity and staff numbers are growing.

Category: SOCIAL		
Sub-category: LABOUR PRACTICES AND DECENT WORK		
ASPECT: EMPLOYMENT		
G4-DMA	Management approach	The Bank supports measures that help maintain and develop its staff members. When staff members join the CEB, they are immediately considered as part of their teams and benefit from the same resources in terms of training and guidance on their development needs as any other staff member, regardless of their contract type or grade. In 2016, the CEB continued to rely on its staff members' high level of expertise, with an average age of 48 years, and an average tenure of 12 years. The CEB also seeks to attract talented people through a recruitment process and procedures which provide clarity, dialogue, transparency, contractual clarification and flexibility. The recruitment process at the Bank follows different steps including preliminary selection, assessment, and interviews. Newly hired staff members also participate in an induction session to help them integrate the Bank smoothly and meet their peers.
G4-LA1	Total number and shares of new employee hires and employee turnover by age group, gender, and region	The turnover is defined as the total number of Bank staff members separating in a given financial year divided by the total population in the same year. In 2016, the CEB's turnover rate was 5.2%. The CEB's low turnover is rather similar to other International Organisations with similar contractual policies. Any national of one of the Bank's member states may apply for employment. Nationals of countries that have joined since 1994 are particularly encouraged to apply. A total of 16 recruitments (50% women and 50% men) were concluded (with 15 external recruitments) from 10 different nationalities. Out of the 16 new recruits, 10 were professional staff (40% women and 60% men) and 6 were support staff (67% women and 33% men). Out of the 10 staff departures, 9 were professional staff (44% women and 56% men) and 1 was a support staff (woman). This low turnover rate is a consequence of the Bank having a large number of staff members on indefinite-term contracts who develop their careers at the Bank over long periods.

<table>
<tr><td></td><td></td><td>

Table 4. 2016 New hires by nationality and by group of grades

<table>
<tr><th rowspan="2">Nationalities</th><th colspan="6">Group of Grades</th></tr>
<tr><th>I</th><th>II</th><th>III</th><th>IV</th><th>V</th><th>Total</th></tr>
<tr><td>Albanian</td><td></td><td>1</td><td></td><td></td><td></td><td>1</td></tr>
<tr><td>Croatian</td><td></td><td></td><td>1</td><td></td><td></td><td>1</td></tr>
<tr><td>French</td><td></td><td>1</td><td></td><td>1</td><td>1</td><td>3</td></tr>
<tr><td>German</td><td></td><td>1</td><td></td><td></td><td></td><td>1</td></tr>
<tr><td>Greek</td><td></td><td>2</td><td></td><td></td><td></td><td>2</td></tr>
<tr><td>Irish</td><td></td><td>1</td><td></td><td></td><td></td><td>1</td></tr>
<tr><td>Italian</td><td>1</td><td></td><td></td><td></td><td></td><td>1</td></tr>
<tr><td>Macedonian</td><td></td><td></td><td></td><td>1</td><td></td><td>1</td></tr>
<tr><td>Serbian</td><td></td><td>1</td><td></td><td>2</td><td></td><td>3</td></tr>
<tr><td>Slovak</td><td></td><td>1</td><td></td><td></td><td></td><td>1</td></tr>
<tr><td>Swiss</td><td></td><td></td><td>1</td><td></td><td></td><td>1</td></tr>
<tr><td>Total</td><td>1</td><td>8</td><td>2</td><td>4</td><td>1</td><td>16</td></tr>
</table>

</td></tr>
<tr><td>G4-LA2</td><td>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation</td><td>Part time staff members receive the same benefits as full time staff members. Staff members on temporary contracts whose duration does not exceed 9 months per year will not be eligible a staff loan.</td></tr>
<tr><td colspan="3">ASPECT LABOUR PRACTICES</td></tr>
<tr><td>G4-DMA</td><td>Management approach</td><td>Based on the CEB’s legal status, as an international finance institution with its privileges and immunities, neither the host country’s labour laws nor its other member countries labour laws apply to its staff members. The Articles of Agreement (Article XI, section 1, d.) provide that “[t]he Council of Europe Staff Regulations shall be applicable to the staff of the Bank in any matter not covered by a specific decision of the Administrative Council.” In other words, the Staff Regulations of the Council of Europe, as modified from time to time, do automatically apply to the staff members of the Bank, except if the Administrative Council (AC) has adopted a specific decision in order for the Bank to have its own applicable provision(s) in an area. In some instances, the Bank has its own needs due to its activity and size. If there is such a need, the Governor will submit a proposal to the AC in the form of a Resolution for adoption. Once the Bank has adopted its own provision(s), any further modification in this area also needs to be approved by the AC.

As further outlined below, the CEB provides its staff members with a comprehensive internal justice system to resolve and provide redress of staff's issues and grievances using informal and formal mechanisms.</td></tr>
</table>

G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	There is no system of collective bargaining agreements and, as stated here-above, the staff members' employment related issues are governed by the Staff Regulations and their implementing rules. For termination notices, reference is made to Article 23 of the Staff Regulations, as well as Articles 11 and 14 of Appendix II of the Staff Regulations. As to operational changes, particular reference is made to abolition of post (Article 23.b.iii) and internal transfers and secondments (Article 5 of Appendix II to the Staff Regulations).
ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-DMA	Management approach	The CEB continues to develop initiatives that provide its staff members with a safe and healthy working environment. Not only are working conditions taken into account, but staff well-being is also included in many communication and management training sessions. For many years now, the Bank has trained volunteer staff members to participate in the first aid programme and in the business continuity plan. A total of 15% of staff members are therefore trained in emergency first aid measures and fire safety. In addition, the CEB has started to develop a duty of care programme which will provide staff members who travel on missions or training sessions with travel and safety information and assistance in case of an emergency situation. In 2016, The Bank trained about 21% of its staff members in travel security. The CEB also offers its staff flexible working hours through regular or occasional teleworking. Occasional teleworking: not exceeding 20 working days per calendar year. Regular teleworking: not exceeding 1 day per week and/or 5 days per month. In 2016, a total of 22 staff members were teleworking on a regular basis and there were 154 occasional teleworking requests. Furthermore, staff members have the opportunity to maintain physical fitness through regular sports practice in the Bank's on-site sports facilities, thereby creating a pleasant atmosphere through informal get-togethers, all of which has a positive influence on the Bank's social climate. Every year since 2009, half of the Bank's staff members have taken advantage of these facilities available at the CEB.
G4-LA5	Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs	The Health and Safety Committee is composed of : - A chair appointed annually by the Governor - The Director of Human Resources or his/her representative - The Director of Facility Management & Security or his/her representative - The Director of Operational Risks or his/ her representative - Two representatives appointed by the Staff Committee or their substitutes

		- The CEB's Medical Officer The Health and Safety Committee may, after the Governor's consent, consult any qualified person within or outside the CEB
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Staff members may benefit from 4 days sick leave. They may also benefit from 6 days authorised leave to take care of their children who are less than 12 years old as well as 6 days of authorised leave for children who are more than 12 years old. Staff members may also be on short term sick leave if they are absent for less than three months. The Bank monitors its absenteeism rate on quarterly and annual basis through its key performance indicators. As at 31 December 2016, the rate of short term absenteeism stood at an average of 5.73 days per staff member per year for short term illnesses which is below the 8 days set out in the key performance indicator. Only 2.1% of staff was on long term illness which is below the 5% Key performance indicator.
ASPECT: TRAINING AND EDUCATION		
G4-DMA	Management approach	Staff members have access to training in four broad areas of skills: language, technical, information technology (IT) and management. These actions not only enhance staff skills but also help contribute to the development of both the Bank's internal values and its management culture in line with current best practices. The development tool initiated in 2016 contributes to the identification of needed skills. Staff training and development are part of good management practices and provide a basis for mobility.
G4-LA9	Average hours of training per year per employee by gender, and by employee category	On average, staff members spend 1.4 days in training. In 2016, women spent on average 1.1 days in training while men spent 1.3 days in training.
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Constant changes in the outside environment impact each and every organisation: there is therefore a need for adjusted training and development to help the workforce remain competitive and respond quickly to these changes. The CEB has organised an increasing amount of in-house inter-disciplinary team training in technical and communication areas, thereby enhancing knowledge transfer and team cooperation. Staff members' training and development are fundamental to keeping the workforce engaged and ready to face future challenges. In 2016, 77% of staff participated in training, whether linguistic, technical or managerial. In 2016, 63% of training participants followed managerial training while 28 % followed linguistic training and 8 % followed technical training. Only 1% of staff members followed a speciality certification programme which enables them to reinforce their knowledge or acquire life-long education certificates.

		The CEB aims to keep its staff employable and flexible through developmental tools. A new appraisal system including both performance and development reviews was therefore launched. These new tools enable the Human Resources teams to move towards a more strategic partnership with both managers and staff by keeping abreast of needed skillsets, identifying job bridges and building better customised and efficient training paths. During the development review, the technical and behavioural competencies of staff members are assessed by the managers.
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	All staff members no longer in their probationary period must undergo both an annual performance review and a development review. Staff members in their probationary period must undergo more frequent performance reviews.
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY		
G4-DMA	Management approach	The Bank's increasing activities underscore the enduring objectives of HR management at the Bank: (i) to attract and retain staff of the highest quality with a diversity of gender and nationalities, and appropriate skills, experience, and career preferences; and (ii) to manage staff efficiently, in an environment that rewards excellence, fosters teamwork and promotes diversity, inclusion and fairness. The Staff Regulations establish the principle of non-discrimination in various domains. In effect, the concept of diversity covers a wide variety of individual and cultural characteristics linked to age, sexual orientation, racial, ethnic or social origin, colour, nationality, handicap, marital or parental status, gender, as well as political, philosophical and religious opinions. All these components are naturally important, but the main focus generally retained by international organisations is on gender and national diversity. **a. Gender diversity**: In the event of equal merit between a woman and a man, both of whom are candidates in an external recruitment or internal competition procedure, preference shall be given to the candidate of the gender which is under-represented in the grade and category to which the vacancy belongs. One gender is under-represented in relation to the other when the proportion of staff of that gender in the grade and category to which the vacancy belongs is below 40 percent. Although women are generally well represented at the Bank, efforts are undertaken to enhance the representation of women at senior levels and in management positions. **b. National diversity**: Since the Bank's objective is to recruit its staff from the widest possible geographical base (assuming the requirement for high standards of efficiency and technical competency are met), the benchmark of an equitable breakdown of nationalities across the workforce could be set according to the share of the capital subscribed by each member state. At 31 December 2016, 31 out of 41 CEB member countries are represented among the staff.

G4-LA12a	Composition of governance bodies	As at 31 December 2016, The CEB has a female Vice-Governor (33% of its appointed officials) and 4 women (27%) on its Management team.
G4-LA12b	Breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	The Bank's workforce is made up of 197 staff members (93 men – equalling 47% and 104 women - 53%). Of the 197 staff members, 130 are professional staff (77 men equalling 59% and 53 women - 41%) and 67 are support staff (16 men equalling 24 % and 51 women equalling 76%).
ASPECT: LABOUR PRACTICES GRIEVANCE MECHANISMS		
G4-DMA	Management approach	The Bank strives to find amicable solutions whenever possible. Managers are encouraged to provide feedback to their collaborators and staff members are encouraged to do likewise. Whenever issues between staff members arise, the Human Resources teams play an active role in hearing all parties and trying to find efficient solutions. The Human Resources Department may offer individual or team building coaching or special training as a follow-up to ensure the consolidation of solutions found. Furthermore, the Bank has developed 5 internal values (i.e. Commitment, Co-operation, Creativity, Transparency, and Professionalism) and a set of definitions of behaviours linked to them. The Bank's values are also part of the performance review system. A **mediation** process has been in place at the Bank since 2012. Mediation is a process by which an independent mediator assists the parties during confidential interviews in the search for a voluntary resolution of their conflict. The mediator does not impose a solution. If possible, an amicable solution is proposed. Success requires real commitment by the parties involved in the conflict: it is above all a state of mind. Subjects of mediation can relate to working conditions, personal conflicts, appraisal, health and safety, promotion, transfer, contractual situation, compensation - social and other benefits and harassment. **Dispute resolution**. The Staff Regulations provide for the possibility of a staff member lodging an administrative complaint to the Governor. Such a complaint can be referred to the Advisory Committee on Disputes either on the initiative of the Governor or of the staff member. Following the Governor's decision on the complaint, the staff member may appeal to the Council of Europe Administrative Tribunal (TACE). The procedures for disputes are set out in Articles 59-61 of the Staff Regulations.
G4-LA16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms	In 2016, there were no grievances.

Sub-category: HUMAN RIGHTS		
ASPECT: NON-DISCRIMINATION		
G4-DMA	Management approach	The Staff Regulations establish the principle of non-discrimination in various domains. In effect, the concept of diversity covers a wide variety of individual and cultural characteristics linked to age, sexual orientation, racial, ethnic or social origin, colour, nationality, handicap, marital or parental status, gender, as well as political, philosophical and religious opinions. The principles of respect for diversity and non-tolerance of discrimination are also enshrined in the Codes of Conduct. Furthermore, the CEB has a dignity at work policy which was created and is managed by OCCO.
G4-HR3	Total number of incidents of discrimination and corrective actions taken	No actions of discrimination filed.