



Indicators on Human Resources 2015

of the EIB Group

Following GRI G4 Guidelines



Indicators on Human Resources 2015 of the European Investment Bank Group

Following GRI G4 Guidelines

Period as from 1 January 2015 to 31 December 2015

This report has been prepared in accordance with GRI G4 Guidelines.

Table of Contents

G4-10	Total workforce evolution	3
G4-DMA	Generic disclosures on management approach on Employment	3
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region.....	4
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations.....	6
G4-LA3	Return to work and retention rates after parental leave, by gender	6
G4-DMA	Generic disclosures on management approach on Labour/Management Relations	8
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements.....	8
G4-DMA	Generic disclosures on management approach on Occupational Health and Safety	9
G4-LA5	Percentage of total workforce represented in formal Joint Management-Workers Health and Safety Committees that help monitor and advise on occupational health and safety programs	9
G4-LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.....	10
G4-LA7	Workers with high incidence of risk or diseases related to their occupation.....	10
G4-LA8	Health and safety topics covered in formal agreements with trade unions.....	11
G4-DMA	Generic disclosures on management approach on Training and Education.....	11
G4-LA9	Average hours of training per year per employee by employee category.	12
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.....	14
G4-LA11	Percentage of employees receiving regular performance and career development reviews.	14
G4-DMA	Generic disclosures on management approach on Diversity and Equal Opportunity	15
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.....	15
G4-DMA	Generic disclosures on management approach on Equal Remuneration for Women and Men.....	17
G4-LA13	Ratio of basic salary of men to women by employee category	17

G4-10 Total workforce evolution

EIB/EIF	2015	2014	2013	2012	2011	2010
EIB	2,544	2,277	2,124	1,996	1,973	1,882
EIF	369	276	237	222	226	212

For details by category, gender and region, please refer to G4-LA12 hereafter.

Total number of employees by employment contract and gender

EIB/EIF	Contract	Women		Men		Total HC
		HC	%	HC	%	
EIB	Fixed-term	335	48.20%	360	51.80%	695
	Permanent	975	52.73%	874	47.27%	1,849
	Total	1,310		1,234		2,544
EIF	Fixed-term	93	54.71%	77	45.29%	170
	Permanent	83	41.71%	116	58.29%	199
	Total	176		193		369
EIB Group	Fixed-term	428	49.48%	437	50.52%	865
	Permanent	1058	51.66%	990	48.34%	2,048
	Total	1,486	51.01%	1,427	48.99%	2,913

G4-DMA Generic disclosures on management approach on Employment

We are committed to being an employer of choice.

We play a significant role in the financial sector with staff members from across the 28 EU Member States. Our focus on leadership, culture and capability helps us create and maintain a workplace where we are focused on what matters to our staff. More than anything, our commitment to and care of our people develops an organisation with which our customers want to do business.

For many of us the greatest reward is to contribute to the delivery of viable business operations and investment projects that tangibly improve the standards of living and quality of life of people in Europe and across the world.

We offer a pleasant and interesting work environment where people can achieve their professional goals while maintaining a work-life balance; with excellent professional development opportunities through training, internal mobility and merit-based career growth. We provide a competitive remuneration package commensurate with staff responsibilities and challenges.

G4-LA1 Total number and rates of new employee hires and employee turnover by age group, gender, and region

Total number and rate of employees entering employment during the reporting period, broken down by gender

EIB/EIF	Gender	Headcount	%
EIB	Women	165	46.88%
	Men	187	53.13%
	Total	352	100.00%
EIF	Women	62	54.39%
	Men	52	45.61%
	Total	114	100.00%
EIB Group	Women	227	48.71%
	Men	239	51.29%
	Total	466	100.00%

Total number and rate of employees entering employment during the reporting period, broken down by age group

EIB/EIF	Age cat	Headcount	%
EIB	<30	76	21.59%
	30-50	254	72.16%
	>=50	22	6.25%
	Total	352	100.00%
EIF	<30	43	37.72%
	30-50	71	62.28%
	>=50	0	0.00%
	Total	114	100.00%
EIB Group	<30	119	25.54%
	30-50	325	69.74%
	>=50	22	4.72%
	Total	466	100.00%

Total number and rate of employees entering employment during the reporting period, broken down by region [1]

EIB/EIF	Region	Headcount	%
EIB	EU-15	264	75.00%
	EU-13	88	25.00%
	Total	352	100.00%
EIF	EU-15	87	76.32%
	EU-13	27	23.68%
	Total	114	100.00%
EIB Group	EU-15	351	75.32%
	EU-13	115	24.68%
	Total	466	100.00%

Total number of employees leaving employment during the reporting period, broken down by gender

EIB/EIF	Gender	Headcount	%
EIB	Women	40	55.56%
	Men	32	44.44%
	Total	72	100.00%
EIF	Women	8	61.54%
	Men	5	38.46%
	Total	13	100.00%
EIB Group	Women	48	56.47%
	Men	37	43.53%
	Total	85	100.00%

Total number of employees leaving employment during the reporting period, broken down by age group

EIB/EIF	Age cat	Headcount	%
EIB	<30	16	22.22%
	30-50	29	40.28%
	>=50	27	37.50%
	Total	72	100.00%
EIF	<30	3	23.08%
	30-50	9	69.23%
	>=50	1	7.69%
	Total	13	100.00%
EIB Group	<30	19	22.35%
	30-50	38	44.71%
	>=50	28	32.94%
	Total	85	100.00%

Total number of employees leaving employment during the reporting period, broken down by region ^[1]

EIB/EIF	Region	Headcount	%
EIB	EU-15	57	79.17%
	EU-13	15	20.83%
	Total	72	100.00%
EIF	EU-15	11	84.62%
	EU-13	2	15.38%
	Total	13	100.00%
EIB Group	EU-15	68	80.00%
	EU-13	17	20.00%
	Total	85	100.00%

G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations

The EIB Group operates no differentiation in benefits provided to employees: the abovementioned benefits are for all staff members regardless of their employment status or contractual terms.

All EIB Group staff benefits are disclosed in the Understanding your benefits brochures: http://www.eib.org/attachments/general/eib_benefits_2012_en.pdf and http://www.eif.org/news_centre/publications/understanding-your-benefits.pdf.

The brochures include:

- Your expatriate benefits package provides
- Your family benefits provide
- Your health care benefits provide
- Your insurance benefits provide
- Your pension benefits provide

G4-LA3 Return to work and retention rates after parental leave, by gender

100% of EIB Group staff members are eligible to take parental leave, subject to conditions.

100% of EIB Group staff members that took parental leave during the reporting period returned to work after their parental leave.

Of the 293 employees (229 women and 64 men) who took parental leave during 2014, only 1.37% (6.25% of men) left employment twelve months after their return to work.

Total number of employees by gender who took parental leave

EIB/EIF	Gender	Headcount	%
EIB	Women	208	77.32%
	Men	61	22.68%
	Total	269	100.00%
EIF	Women	20	52.63%
	Men	18	47.37%
	Total	38	100.00%
EIB Group	Women	228	74.27%
	Men	79	25.73%
	Total	307	100.00%

Total number of employees who returned to work after parental leave ended, by gender

EIB/EIF	Gender	Headcount	%
EIB	Women	208	77.32%
	Men	61	22.68%
	Total	269	100.00%
EIF	Women	20	52.63%
	Men	18	47.37%
	Total	38	100.00%
EIB Group	Women	228	74.27%
	Men	79	25.73%
	Total	307	100.00%

Total number of employees who returned to work after parental leave who were still employed twelve months after their return to work, by gender

EIB/EIF	Gender	Headcount	%
EIB	Women	0	0.00%
	Men	4	100.00%
	Total	4	100.00%
EIF	Women	0	n/a
	Men	0	n/a
	Total	0	n/a
EIB Group	Women	0	0.00%
	Men	4	100.00%
	Total	4	100.00%

G4-DMA - Generic disclosures on management approach on Labour/Management Relations

Labour relations at the EIB Group are determined by European legislation. Staff representation is governed by an agreement (the Convention governing Staff Representation), in which it is clearly stated that “the personnel of an enterprise is entitled to organise itself freely, in accordance with the principles enshrined in the labour laws of the Member Countries of the European Union, for the purpose of promoting its interests in keeping with those of the enterprise”.

In accordance with the Convention, the Staff Representatives are elected by the staff to represent the different categories of staff.

At present there are no trade unions and the remit of the Staff Representatives covers information and consultation.

http://www.eib.org/attachments/general/convention_staff_representation_en.pdf (Art 1-6; p.3-4).

In Human Resources (denominated Personnel in the EIB organisational structure), Employee Relations Division, the Social Relations Officer, is dedicated to fostering a healthy social dialogue dynamic.

A number of permanent Joint Committees composed by staff members, HR staff and Staff Representatives is set up to allow exchange of views on specific issues of general interest (Restaurant Committee; Creche Committee; Health and Safety Committee; Health Scheme Committee; Pension Committee; Equal Opportunities Committee).

Ad hoc joint working groups composed of HR staff and Staff Representatives can be set up to discuss contingent issues.

G4-LA4 Minimum notice periods regarding operational changes, including whether these are specified in collective agreements

Please refer to:

- EIB Staff Regulations - Article 17 of the EIB Staff rules on page 6
http://www.eib.org/attachments/general/eib_staff_regulations_2013_en.pdf
- EIF Staff Regulations – Article 17 of the EIF staff rules on page 6:
http://www.eif.org/news_centre/publications/eif-staff-regulations.pdf

G4-DMA Generic disclosures on management approach on Occupational Health and Safety

The EIB Group provides occupational health and preventative medical services to all staff.

The EIB Group has occupational health officers in charge of awareness raising campaigns, risk prevention campaigns and risk detection processes.

The EIB Group offers to staff the possibility to have 10 free of charge consultation sessions with an external occupational psychologist.

The EIB Group has in place a network of confidential counsellors composed of EIB Group staff who has received specialised training in counselling and giving support in case of possible harassment and/or bullying.

G4-LA5 Percentage of total workforce represented in formal Joint Management-Workers Health and Safety Committees that help monitor and advise on occupational health and safety programs

100% of EIB Group staff is covered by the health and safety rules.

The EIB has in place a Joint Health and Safety Committee, (composed of members designated by the Administration, members designated by the Staff Representatives and members designated by the EIB's Retirees Association) which:

- issues opinions and proposals on all activities and working conditions, related to health and safety and also protects the health and safety of Staff working for the Bank
- is kept informed of the measures taken to prevent occupational risks and protect Staff's health and safety
- receives reports on accidents, incidents and occupational diseases and any information revealing a hazard in the field of health and safety
- makes recommendation to departments in order to offset any risk

The recommendations of the EIB Health and Safety Committee are implemented to the benefit of all EIB Group Staff

G4-LA6 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.

Due to the nature of the activities of the EIB Group, the rate of injuries, occupational diseases and work-related fatalities is very low.

Absentee rate (sick leaves) for total workforce (total employees) by gender

EIB/EIF	Gender	Absenteeism rate
EIB Group	Women	4.7%
	Men	1.9%
	Total	3.0%

G4-LA7 Workers with high incidence of risk or diseases related to their occupation

The need to closely monitor the physical and mental health of staff requested to execute their duties on posts which might entail a risk for themselves and/or others has been recently embedded in the EIB legal framework by article 2.1.1.B.a of Annex X to the EIB Staff Rules (Medical Administrative Procedures). An alignment of the EIF Staff Rules is foreseen and will be implemented shortly.

In order to implement the abovementioned provision, the EIB Group is actually working on an accurate mapping of posts at risk in order to better intervene in a preventive manner and keep exact track and statistics related to the topic.

Certain posts at risk which have already been identified (drivers; employees asked to perform night shifts) and are already closely followed by the EIB Group Occupational Health Centre (OHC).

The EIB OHC also closely follows staff who frequently travel on missions: advising on pre-travel, and providing specific guidance in relation to the travel location. A meeting with the medical adviser usually takes place 4-6 weeks before the journey, particularly if vaccinations may be required.

EIB Group's Occupation Health Travel Clinic provides relevant information, including on:

- immunisations
- yellow fever vaccine requirements
- malaria risk and prevention
- wilderness medicine (altitude, climbing, diving)
- travelling with infants and children
- travelling while pregnant
- air and cruise ship travel
- travel and chronic diseases

G4-LA8 Health and safety topics covered in formal agreements with trade unions

Due to the nature of the EIB Group activities, we do not report on this performance indicator.

No formal agreements on Health and Safety are in place between the EIB Group's administration and the Staff Representation. Nonetheless Health and Safety topics are discussed in the Joint Health and Safety Committee and incidentally in the Health Scheme Committee and Catering Committee.

G4-DMA Generic disclosures on management approach on Training and Education

The EIB Group training strategy and policy is published as the Learning and Development Guidelines. The Learning and Development policy applies to all EIB Group employees. Training is available to all EIB Group Staff members.

Learning and development are recorded in the performance management tool. These goals are linked to the staff member's current role, particularly areas for further development, and/or future EIB Group career aspirations.

In light of the above the training function has been reviewed in 2014 in order to complement it with Career Development and Talent Management. As the new Career Development and Talent Management tool is being developed, further reviews of the training function might be envisaged in 2016 – 2017 to completely align the two processes.

G4-LA9 Average hours of training per year per employee by employee category.

Average hours of training (including/excluding language and conferences)

EIB/EIF	Category	Average hours of training (including language and conferences)	Average hours of training (excluding language and conferences)
EIB	Manager	13.92	11.20
	Executive Staff	35.84	16.72
	Support Staff	26.00	14.4
	Local Agents	6.72	6.72
		30.32	15.36
EIF	Manager	10.56	8.88
	Executive Staff	22.40	17.36
	Support Staff	21.28	15.68
	Local Agents	-	-
		21.04	16.24
EIB Group	Manager	13.60	10.96
	Executive Staff	33.84	16.80
	Support Staff	25.60	14.48
	Local Agents	6.72	6.72
		29.20	15.44

Average number of training per year by gender

EIB/EIF	Gender	Average training number (including language and conferences)	Average training number (excluding language and conferences)
EIB	Women	3.63	1.97
	Men	3.97	1.86
	Total	3.79	1.92
EIF	Women	3.07	2.30
	Men	2.22	1.78
	Total	2.63	2.03
EIB Group	Women	3.56	2.00
	Men	3.73	1.85
	Total	3.65	1.93

In 2015, an estimate of 60% of staff attended training. All training programmes (89 different programmes in 2015) and sessions (250+ in 2015) are evaluated with input from the trainees and trainers, including language training.

Average expenses per employee in 2015: 1,750.00 EUR.

Specific training on Environmental and Social Aspects: The EIB's Environment, Climate & Social Office provide yearly training sessions and workshops that can be attended by all EIB staff members.

In 2015, more than 570 staff members attended 18 training sessions on topics that included the EIB's Environmental and Social Policies, Standards, Practices and Procedures; EIB's Climate Strategy; The 2015 United Nations Climate Change Conference; Enhancing Conflict Sensitivity in EIB Operations; Employment Generation and Labour Standards; Land Acquisition, Resettlement and Social Sustainability; Sustainable Supply Chains; Sustainable Finance in Commercial Financial Institutions; and the application of the EU Water Framework Directive.

G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.

Individual Development Plans include life-long learning objectives and are done as part of the mid-year objectives review and apply to all EIB Group employees. Moreover the Bank has implemented a Management and Leadership Development Programme (MLDP). The MLDP is the Bank's in-house training programme, designed to align performance and strategy by ensuring that the competencies and skills learnt will meet future organisational goals. It includes: an Emerging Leaders Programme, a Managers Leadership Programme, an Experienced Managers Leadership Programme and two Senior Management Leadership Programmes.

The annual staff performance appraisal process is intended to formalise the ongoing dialogue between manager and staff member on past performance and future objectives and plans. The Learning and Development Vademecum, which includes the relevant policy, applies to EIB Group members of staff on either fixed-term or permanent contracts, irrespective of their place of work.

G4-LA11 Percentage of employees receiving regular performance and career development reviews.

In accordance with article 22 of the EIB Group Staff Regulations:
<http://www.eib.org/infocentre/publications/all/staff-regulations.htm> 100% of the staff receive a regular performance and career development review.

The overall aim of the EIB Group performance management is to ensure that managers guide the performance of their staff so that they can perform at their best. This is done on an on-going basis throughout the year by means of regular two-way discussions, feedback and the clarification of roles, objectives and competencies with the overriding aim of improving individual performance so that everyone is working at their best. The appraisal exercise is a key part of performance management and its purpose is twofold: to evaluate the previous year's performance and to set the performance expectations for the year ahead. Both the annual appraisal interview and the mid-year review interview are obligatory. There are three formal key components of the appraisal exercise: - an annual appraisal interview is held between the staff member and manager; - a mid-year review interview is also held mid-way through the year, which includes the discussion of an individual development plan supporting professional development and learning; - staff and managers complete the performance documents and appraisal-related rewards are communicated to staff.

EIB Group is currently working on material improvements on its performance review process, testing a new IT tool which may boost the talent management aspect of the

performance review process. An increased flexibility on adapting the Individual Development Plan throughout the whole year is also under consideration.

G4-DMA Generic disclosures on management approach on Diversity and Equal Opportunity

The EIB Diversity & Inclusion Strategy started in December 2008, it crystallised a concerted action plan and marked the EIB Group's recognition of the importance of Diversity & Inclusion. The implementation of the Diversity Action Plan followed in 2009. In 2012, three working groups of staff volunteers, led by senior managers, were asked to explore and analyse diversity-linked themes, and make a set of recommendations. Their recommendations were incorporated into the Diversity Strategy, approved by the Management Committee in January 2013 and an update of the Strategy is currently under development under the leadership of the EIB President. The 2016-2021 Diversity & Inclusion Strategy is currently in its final stages of development and approval and will be published in the coming months. The new Diversity & Inclusion Strategy will provide for regular reporting.

G4-LA12 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.

The percentage of women on the Board of Directors was 32.08 % at the end of 2015, compared to 25,49 % in 2014, representing an increase of 6.59 %.

Percentage of employees by gender

EIB/EIF/CD	Category	Female %	Male %	Total
CD [2]	CD Member	0.00%	100.00%	9
EIB	Manager	23.21%	76.79%	280
	Executive Staff	41.99%	58.01%	1,560
	Support Staff	85.89%	14.11%	659
	Local Agents	53.33%	46.67%	45
	Total	51.31%	48.69%	2,553
EIF	Manager	16.67%	83.33%	36
	Executive Staff	44.03%	55.97%	268
	Support Staff	80.00%	20.00%	65
	Local Agents	-	-	-
	Total	47.70%	52.30%	369
EIB Group + CD	CD Member	0.00%	100.00%	9
	Manager	22.47%	77.53%	316
	Executive Staff	42.29%	57.71%	1,828
	Support Staff	85.36%	14.64%	724
	Local Agents	53.33%	46.67%	45
	Total	50.86%	49.14%	2,922

Percentage of employees in minority groups [1]

EIB/EIF/CD	Category	EU-15 %	EU-13 %	Total
CD [2]	CD Member	77.78%	22.22%	9
EIB	Manager	97.50%	2.50%	280
	Executive Staff	81.03%	18.97%	1,560
	Support Staff	84.83%	15.17%	659
	Local Agents	2.22%	97.78%	45
	Total	82.41%	17.59%	2,553
EIF	Manager	100.00%	0.00%	36
	Executive Staff	80.60%	19.40%	268
	Support Staff	75.38%	24.62%	65
	Local Agents	-	-	-
	Total	81.57%	18.43%	369
EIB Group + CD	CD Member	77.78%	22.22%	9
	Manager	97.78%	2.22%	316
	Executive Staff	80.96%	19.04%	1,828
	Support Staff	83.98%	16.02%	724
	Local Agents	2.22%	97.78%	45
	Total	82.31%	17.69%	2,922

Percentage of employees by age group (under 30; 30-50; over 50)

EIB/EIF/CD	Category	Under 30	30-50	Over 50	Total
CD [2]	CD Member	0.00%	11.10%	88.90%	100.00%
EIB	Manager	0.00%	33.93%	66.07%	100.00%
	Executive Staff	2.95%	80.38%	16.67%	100.00%
	Support Staff	11.99%	71.78%	16.24%	100.00%
	Local Agents	11.11%	82.22%	6.67%	100.00%
	Total	5.00%	73.00%	22.00%	100.00%
EIF	Manager	0.00%	66.67%	33.33%	100.00%
	Executive Staff	11.57%	86.94%	1.49%	100.00%
	Support Staff	27.69%	69.23%	3.08%	100.00%
	Local Agents	0.00%	0.00%	0.00%	0.00%
	Total	13.00%	82.00%	5.00%	100.00%
EIB Group + CD	CD Member	0.00%	11.10%	88.90%	100.00%
	Manager	0.00%	37.66%	62.34%	100.00%
	Executive Staff	4.21%	81.35%	14.44%	100.00%
	Support Staff	13.40%	71.55%	15.06%	100.00%
	Local Agents	11.11%	82.22%	6.67%	100.00%
	Total	6.00%	74.00%	20.00%	100.00%

G4-DMA Generic disclosures on management approach on Equal Remuneration for Women and Men

Staff regulations, p 6-11

http://www.eib.org/attachments/general/eib_staff_regulations_2013_en.pdf

http://www.eif.org/news_centre/publications/eif-staff-regulations.pdf

G4-LA13 Ratio of basic salary of men to women by employee category

The EIB Group applies the same salary scale for men and women. Differences in basic salaries result from the mini-steps awarded in successive appraisals (so reflecting the number of years of service irrespective of gender).

See the EIB Group Staff Regulations:

<http://www.eib.org/infocentre/publications/all/staff-regulations.htm> and

<http://www.eib.org/infocentre/publications/all/understanding-the-full-range-of-your-benefits.htm>

See the EIF Group Staff Regulations:

http://www.eif.org/news_centre/publications/eif-staff-regulations.pdf

Ratio of average basic salary of women to men by employee category

EIB/EIF	Category	Ratio
EIB	Manager	0.94
	Executive Staff	0.88
	Support Staff	1.06
EIF	Manager	1.25
	Executive Staff	0.84
	Support Staff	1.50
EIB Group	Manager	0.98
	Executive Staff	0.88
	Support Staff	1.08

[¹] EU-15 comprises: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, the Netherlands, Portugal, Spain, Sweden and United Kingdom

EU-13 comprises: Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovakia and Slovenia.

[²] CD = Management Committee of the EIB



Information Desk

☎ +352 4379-22000

☎ +352 4379-62000

✉ info@eib.org

European Investment Bank

98-100, boulevard Konrad Adenauer

L-2950 Luxembourg

☎ +352 4379-1

☎ +352 437704

www.eib.org