



National Bank of Serbia

# SOCIAL RESPONSIBILITY

2013



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# INTRODUCTORY WORD BY THE GOVERNOR



The National Bank of Serbia is first and foremost responsible to the citizens of Serbia. This is a serious responsibility, but it is matched by a desire, a will and the strength to succeed in the tasks ahead of us. Working for the benefit of the public requires a readiness to devote energy, knowledge and time selflessly and in good faith. The past year was as challenging in this respect as it was in others, but we managed to overcome many of those challenges. We attained our goals beyond anyone's expectations.

Our consistency in conducting monetary policy and the results we have achieved are appreciated by many: the financial sector, businesses and citizens. They are reflected in one year-ahead inflation expectations that are significantly lower and closer to our target. We expect our perseverance in maintaining low inflation will lead to permanent anchoring of inflation expectations to the target which has been set at 4% until the end of 2016.

We are also proud of the successful IPA Project “Strengthening the Institutional Capacities of the National Bank of Serbia”, and another EU-funded project to develop our human resources, both of which we completed in the past year. The results we have achieved will help us deal with new challenges more effectively, leading us one step closer to the European Union.

In reporting on social responsibility, we are among the few central banks that consistently report on this aspect of their work. In doing so, we identify new solutions and continue to set new directions for development. We also reaffirm our commitment to understanding the current challenges faced by modern business, especially in the financial sector, and we actively contribute to an open dialogue with all stakeholders.

In speaking of social responsibility, it is important to mention that the National Bank of Serbia is among the founders and active members of the United Nations Global Compact in Serbia. This means that we fully support the ten principles of the Global Compact, which concern the protection of human and labour rights, environmental protection and the fight against corruption. Such an initiative not only allows the recognition and development of the concept of social responsibility, but also gives businesses the opportunity to learn from the experience of others, exchange good examples from their own practice and build partnerships to realise common projects.

We are ready to assume all the obligations that concur with the principles and values already practiced by the National Bank, behaving responsibly towards our employees and the communities in which we are active, and above all maintaining our focus on the citizens of Serbia and the outcome of our work.

A 130-year tradition of central banking in Serbia makes this our obligation, a tradition represented through history by the most distinguished among us, people who, through their work, have influenced the development of not only the financial and banking sectors, but the values of selfless service especially to their state and citizens.

  
Governor  
Jorgovanka Tabaković, PhD



# ON THE REPORT AND SOCIAL RESPONSIBILITY

## *Why is the concept of social responsibility important for the National Bank of Serbia?*

For an institution like the National Bank of Serbia, the trust of citizens is very important. It is built through constant and open dialogue and an honest understanding of the difficulties and needs of the widest community. The National Bank of Serbia works each day to achieve its basic goals as defined by the law. Besides this, by implementing various activities, independently or in cooperation with its partners, the National Bank of Serbia and its employees participate in various aspects of social life. The concept of social responsibility is important as it enables us to deepen our relations with the community and establish a two-way communication with citizens.

## *Why is it important to report on social responsibility and why does the communication of a socially responsible business need to be promoted?*

The Report on Social Responsibility of the National Bank of Serbia for 2013 is the seventh report published by our institution. This is how the National Bank of Serbia wants to share with the public the results it has accomplished in the field of responsibility for the community, environmental protection and its employees. Promoting communication on socially responsible business is not only important in terms of introducing the public to all the activities we carry out in this field, but also as an example to other institutions and organizations of what they can do and change in order to operate in a socially responsible manner.

## *How do you rate the solidarity and unity expressed by our employees in the humanitarian activities in which they participate?*

The National Bank of Serbia continuously organizes socially responsible activities with the active participation of employees. Such activities are organized both in Belgrade and at our Branch Offices in Novi Sad, Kragujevac, Niš and Užice. In the past year, employees participated in collecting food for vulnerable groups, New Year gifts for children and youth with disabilities, and clothes for the elderly and ill. In Easter and New Year

sales exhibitions, employees had the chance to support the work of institutions and organizations for children, youth and adults with disabilities, and children and youth without parents by purchasing decorations. They also assisted in some humanitarian activities through cash donations. Excellent results were achieved in all these activities, showing the solidarity and unity of our employees in the best possible way. It is also the right way to develop a constructive organizational culture, especially characterised by good interpersonal relations. The National Bank of Serbia will continue encouraging this kind of involvement in the future, as its employees not only feel personally satisfied, but also that all of us together, as a team, succeed in doing something useful for the community we live in.

## *Plans for next year?*

We are aware that we can always do better and more, so the National Bank of Serbia will continue to promote and expand its activities in the field of social responsibility. We will first of all work on a strategic concept of social responsibility as the basis for all future activities. We will also continue implementing all the present activities that have become traditions, and expand the circle of our associates. As there is much more we can do together, the motivation and education of employees in social responsibility will also be one of the priorities next year.

Head of the Communications Division

Lana Krunić

# Results in 2013

## HUMANITY AGAINST HUNGER

collected  
1,500 kg of food  
66 sweet packs

value  
RSD 255,000

## GIFT FOR AN UNKNOWN FRIEND

collected  
94 packages of clothes  
130 sweet packs

## COLLECTING CLOTHES

collected  
50 packages  
of clothes

## A LITTLE FOR YOU MEANS A LOT FOR SOMEONE ELSE

Twenty-nine children from Kosovo and Metohija stayed in families of employees and NBS resort in Sokobanja

## DONATIONS

Cash donations:  
RSD 2,013,000

Donations of other materials: RSD 537,000

## EASTER AND NEW YEAR SALES EXHIBITIONS

beneficiaries of centres for social protection

RSD 287,000

## NEW YEAR GIFTS FOR CHILDREN FROM KOSOVO AND METOHIJA

104 gifts bought

Value RSD 610,000

# ABOUT THE NATIONAL BANK OF SERBIA

## *Objectives and Functions*

The position, organisation, mandate and functions of the National Bank of Serbia, and the relationship between the National Bank of Serbia and other bodies of the Republic of Serbia and international organisations and institutions are regulated by the Constitution of the Republic of Serbia and the Law on the National Bank of Serbia.

The National Bank of Serbia is independent and autonomous in carrying out its functions as set out in the Law on the National Bank of Serbia and other legislation, and is accountable for its work to the National Assembly of the Republic of Serbia.

The fundamental objective of the National Bank of Serbia is to achieve and maintain price stability. Besides this, but without compromising this primary objective, the National Bank of Serbia contributes to maintaining and strengthening the stability of the financial system.

The National Bank of Serbia has the following functions:

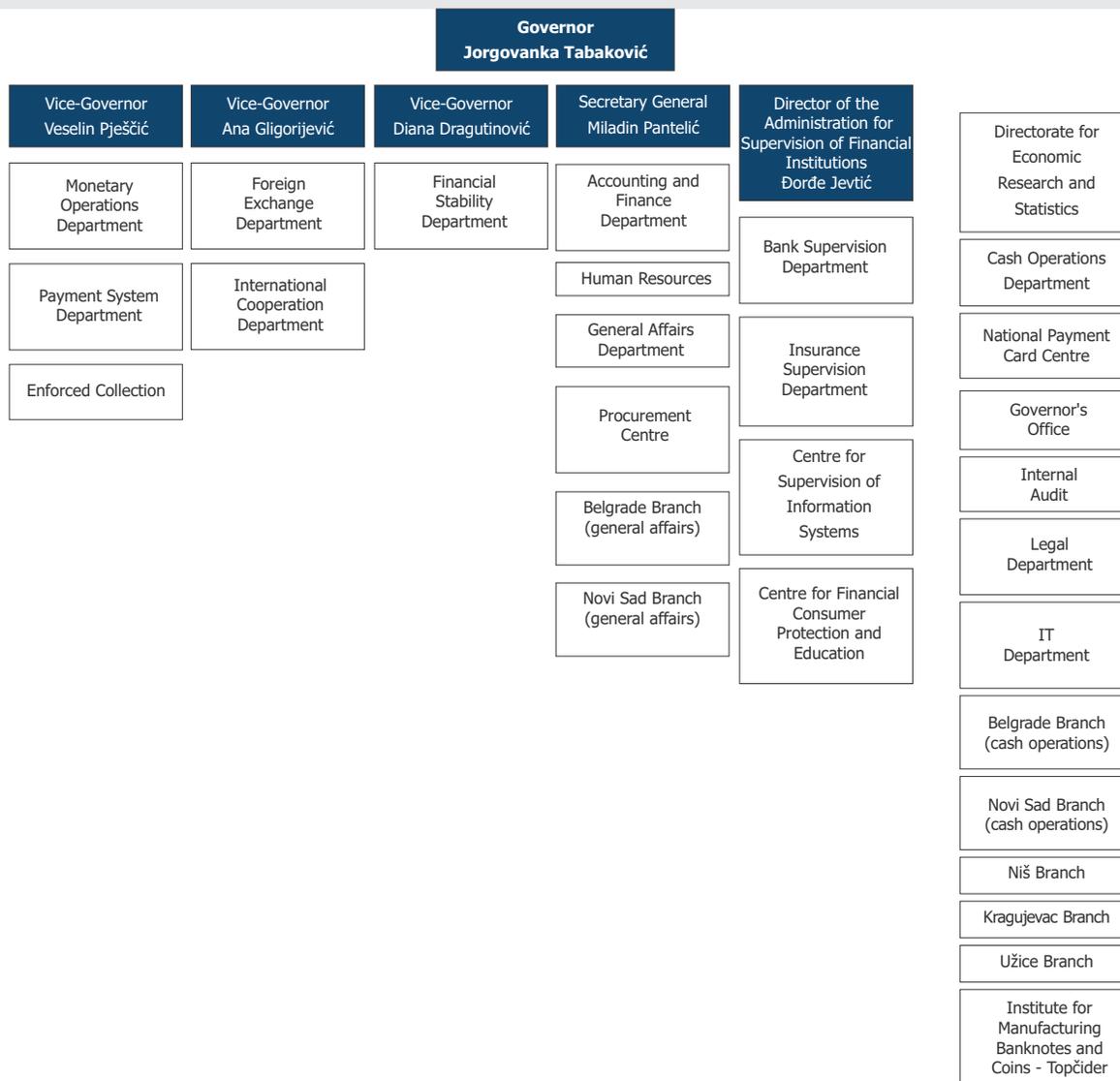
- determining and implementing monetary and foreign exchange policies;
- managing foreign exchange reserves;
- establishing and implementing activities and measures in its remit to maintain and strengthen financial stability;
- granting and revoking operating licences, supervising bank solvency and the legality of banking operations, and performing other activities in accordance with the law governing banks;
- granting and revoking operating licenses and/or authorisations to insurance companies, supervising these companies and performing other activities in accordance with the law governing insurance;
- granting and revoking operating licenses to voluntary pension fund management companies, supervising these companies and performing other activities in accordance with the law governing voluntary pension funds;
- granting and revoking operating licenses to financial leasing companies, supervising these companies and performing other activities in accordance with the law governing leasing;
- protecting the rights and interests of consumers of services provided by banks, financial leasing providers, insurance companies and voluntary pension fund management companies, in accordance with the law;
- issuing banknotes and coins and managing the circulation of cash;
- regulating, monitoring and promoting the smooth function of domestic and international payment operations, in accordance with law;
- performing statutory tasks for the Republic of Serbia or tasks established by treaties, without jeopardising its autonomy and independence.

The bodies of the National Bank of Serbia are the Executive Board, the Governor and the Council of the Governor.

The members of the Executive Board are: the Governor, Director of the Administration for Supervision of Financial Institutions and Vice-Governors. The Executive Board is responsible for determining monetary and foreign exchange policies and activities to maintain and strengthen the stability of the financial system. It also sets the key policy rate and other interest rates applied by the National Bank of Serbia in the conduct of monetary policy. Furthermore, upon the proposal of the Administration for Supervision of Financial Institutions, the Executive Board issues regulations relating to legislative and supervisory functions, in accordance with the laws governing the performance of those functions. Executive Board sessions are held as required but at least once a month. They are chaired by the Governor.

The National Bank of Serbia is managed by the Governor, who represents and acts on behalf of the National Bank of Serbia. The Governor is elected by the National Assembly of the Republic of Serbia for a term of six years, with the right of re-election. The Governor manages the operations of the National Bank of Serbia and organises its work, implements decisions of the Executive Board and of the Council of the Governor, enacts regulations, general and individual acts under the remit of the National Bank of Serbia and performs other duties.

The Council of the Governor consists of five members including the President, elected by the National Assembly



on the proposal of the National Assembly committee responsible for finance. Members of the Council are elected for a period of five years with the possibility of re-election.

Sessions of the Council of the Governor are held as required but least every two months. Among other things, the Council of the Governor adopts the By-Law, on the proposal of the Executive Board, and the financial plan, and approves the annual financial statements of the National Bank of Serbia.

The National Bank of Serbia also encompasses the Administration for Supervision of Financial Institutions, in whose framework it is responsible for the supervision of banks, insurance companies, voluntary pension fund

management companies, financial leasing companies, the protection of consumers of financial services and other issues.

The National Bank of Serbia is a legal entity headquartered in Belgrade. It may set up branch offices without the status of a legal entity, whose internal organisation, scope of operation and responsibilities are defined by the By-Law of the National Bank of Serbia.

The National Bank of Serbia also includes a specialised organisational unit, the Institute for Manufacturing Banknotes and Coins - Topčider, whose duties and responsibilities are regulated by the Law on the National Bank of Serbia and the By-Law of the National Bank of Serbia.

# Most Important Dates in the History of the National Bank of Serbia



18 January 1883 – Law on the National Bank

4 October 1885 – Amendment to the Law on the National Bank



26 March 1890 – Inauguration of the National Bank building in Dubrovačka Street, Belgrade (now Kralja Petra Street)



24 July – 30 August 1914 – As a result of the outbreak of World War I, the entire property of the National Bank is evacuated from Belgrade to Kruševac

28 December 1915 – Following the abandonment of Serbian territory, the property of the National Bank is shipped to the port of Marseilles



16 February 1919 – The property of the National Bank is returned to Belgrade

4 November 1929 – The name is changed to the National Bank of the Kingdom of Yugoslavia

17 June 1931 – Law on the National Bank



20 March 1884 – By decree of King Milan, Aleksa Spasić is appointed first Governor

7 April 1884 – Registration of the National Bank at the Belgrade Commercial Court



14 July 1884 – The National Bank opens its counters

2 January 1920 – Decree on reorganizing the Privileged National Bank of the Kingdom of Serbia into the National Bank of the Kingdom of Serbs, Croats and Slovenes

6 April 1908 – Amendment of the Law on the National Bank and extension of privilege

27 June 1921 – Law on the National Bank of the Kingdom of Serbs, Croats and Slovenes

8 May 1939 – Due to the threat of a new world war, the National Bank starts to transfer its gold reserves



26 January 1930 – Consecration of the newly-constructed building of the Topčider Institute for Manufacturing Banknotes



1921 - June 1924 – Completion of liquidation of the affairs of the Austro-Hungarian Bank on the territory of the Kingdom of SCS

11 April 1918 – National Bank completely evacuated from Belgrade

29 May 1918 – Liquidation of the Austro-Hungarian Bank on the territory of the Kingdom of SCS

1 June 1918 – Bank starts to issue Yugoslav dinars

2 April 1919 – Yugoslav dinars

May 1919 – National Bank effects conversion of the Austro-Hungarian Kroner into Yugoslav dinars

9 June 1920 – Liquidation of the Austro-Hungarian Bank on the territory of the Kingdom of SCS

1941 – Evacuation of Bank property successfully completed, only 2.3 kg of gold left in the treasury in Belgrade

1941 – The German occupiers pass the Decree on the liquidation of the National Bank of the Kingdom of Yugoslavia

1941 – The Serbian National Bank starts operating on the territory of Serbia

1942 – Replacement of Yugoslav currency with Serbian dinar completed

1944 – Decree on amendments to the Law on the National Bank, with retroactive effect from 16 April 1941 concerning the operations of the National Bank in London

1945 – Following the liberation of the country, the replacement of occupational and quisling currency is completed



1 March 1961 – Law on Credit and Other Banking Operations – transition to a multi-bank system



22 July 1962 – Separation of payment operations from the operations of the National Bank of the Federative People's Republic of Yugoslavia and formation of the Social Accountancy Service



12 May 1972 – Law on the National Bank of Yugoslavia and initiation of the process of establishing the national banks of the republics and autonomous provinces



24 December 1991 – Following secessionist acts by Slovenia and Croatia, the National Bank puts into circulation banknotes for the emergency needs of the country

14 December 1992 – The International Monetary Fund passes a decision on cessation of cooperation with Yugoslavia due to cessation of its existence

25 June 1993 – The Law on the National Bank by which it, as legal successor, assumes rights and obligations for the territory of the Federal Republic of Yugoslavia

24 January 1994 – Programme of Governor Dragoslav Avramović for halting hyperinflation and stabilizing the dinar



1950

1960

1970

1980

1990

2000

2010



20 March 1952 – The National Bank is the only bank in the country – merger of the State Investment Bank and state banks for crediting agricultural cooperatives, with abolition of communal banks

15 January 1946 – Law on Amendment to the Law on the National Bank of the Kingdom of Yugoslavia confirming continuity and establishing the new name – National Bank of the Federative People's Republic of Yugoslavia

25 September 1946 – Decree on merger of public sector credit enterprises with the National Bank of the Federative People's Republic of Yugoslavia

1 January 1996 – A specialized organization, the Institute for Settlement and Payment, is established, and the National Bank again takes over the payment system operations in the country



3 July 1983 – "Night Session" of the Federal Executive Council and disclosure of the crisis that would lead the National Bank into position of being indebted for all new foreign loans

1 January 2003 – The Institute for Settlement and Payment ceases to operate, and part of the payment system passes to commercial banks



2 February 2003 – The National Bank of Yugoslavia continues operating as the National Bank of Serbia

18 July 2003 – Law on the National Bank: in addition to the Governor, two new organs are established – the Monetary Board and the Council



## *Code of Professional Conduct*

In recent times there have been continuous activities to promote ethical and professional standards in staff conduct. Thus, the following articles were published in the Bank's internal newspaper NBS Info: Relations with Third Persons, Code of Ethics – Professional Conduct and Communication, Transparency in Professional Conduct and a Look Back, which highlighted particular aspects of employees' professional conduct. Also published was an article on the new By-Law of the National Bank of Serbia in order to introduce staff to the By-Law and their rights and obligations arising from this act. The Rulebook on Professional Conduct of National Bank of Serbia employees is in line with the new By-Law, and the section on professional conduct on the Bank's intranet has also been updated.

Part of the induction programme for new colleagues in the Bank Supervision Department was a presentation on the role and importance of the existence of a special system of values in the central bank. Also presented were the most important ethical rules applicable to the National Bank of Serbia and the procedures for their implementation.

Since the Law on the Anti-Corruption Agency applies to the National Bank of Serbia and its officials, along with regulations adopted by the Agency based on that Law, there are continuous activities aimed at fulfilling the obligations arising from that Law and those regulations. Up to the end of the second quarter of this year, regular reports were submitted to the Anti-Corruption Agency on the activities undertaken to implement the National Strategy for the Fight Against Corruption and the Action Plan for implementing the Strategy. However, as the new National Strategy for the Fight Against Corruption and its associated Action Plan do not stipulate an obligation for the Bank to report regularly on the implementation of these acts, because there are no measures nor activities establishing its responsibility for their implementation – regular quarterly reports are no longer submitted, but the application of measures stipulated by the Plan is monitored. If some of the acts, of which the adoption is stipulated as one of these measures, establish the

obligation of the National Bank to undertake certain activities in terms of implementing this Strategy and the Action Plan – the Bank will submit to the Anti-Corruption Agency a report on activities undertaken.

The Integrity Plan adopted by the Bank was submitted to the Anti-Corruption Agency in a timely manner, together with a copy of the decision on the adoption of the Plan, on the winding-up of the Working Group for its development and on the appointment of a person responsible for its implementation. Records of gifts to officials in 2012 were also submitted to the Agency along with a notice on the re-election of a member of the Council to the Governor of the National Bank.

In order to establish the level of knowledge that Bank employees have about the Bank's Code of Professional Conduct, as well as their experience relating to application of ethical rules, the Compliance Department prepared a questionnaire on knowledge of the Code. This was completed by about 2.5% of the total number of employees. The results obtained reflect the efficacy of the activities undertaken so far, as well as the areas that require more work. In the coming period, some of the existing types of training recognized by staff as the most effective, will be intensified. The use of informal means for raising employees' awareness of the necessity of complying with ethical and professional standards of conduct will also be considered.



## *Public Relations*

### **External Communication**

Responsible, continuous and timely informing of the public on the business operations and activities of the National Bank of Serbia continued in 2013 through regular communications and press conferences. A total of 137 press releases were issued and 238 answers to journalists' enquiries provided. In 2013, the Bank held inter alia four regular press conferences, four public presentations of its Inflation Report, a briefing for journalists on the Bank's recommendations regarding housing loans indexed in Swiss francs and flexible margins. Press conferences were also used to present to the public the completion of two projects: the Short-term Twinning Project on Human Resources Capacity Development, and the joint project of the National Bank of Serbia, the European Union and European Central Bank Strengthening of the Institutional Capacities of the National Bank of Serbia. The Bank also issued press releases to inform the public about meetings with the Mission of the International Monetary Fund during its two visits to Serbia, about the round-table meeting on the Exchange Rate Regime and Policy in Serbia and about the founding of the Committee for Financial Stability. The public was informed about the Bank's cultural and corporate socially responsible activities in the same manner.

The Bank informs the public about its competences, organizational structure and functioning through the Newsletter of the National Bank of Serbia, which is published on its website and updated at least once a month.

### **Publications and Website**

During 2013, the Bank published on its official website the Annual Report on Activities and Results, the Annual Financial Stability Report, and the Monetary Policy Report for the previous year, together with the Semi-Annual Monetary Policy Report for the current year. In addition, the website was also used to broadcast presentations on the Inflation Report in live streaming. Other publications on the site include monthly issues of the Statistical Bulletin, quarterly reports on the banking sector, financial leasing supervision, supervision of the insurance sector and voluntary pension funds sector, and activities in the field of financial consumer protection. Also published quarterly were Analysis of the Republic of Serbia's Debt and Reports on Dinarisation of the Serbian Financial System.

All activities of the National Bank of Serbia of significant public interest were publicised by press releases, information and data on the official website and its sub-domains.

All published printed and electronic material is presented in both Serbian and English.



# HUMAN RESOURCES

Well-motivated and dedicated employees are of key importance for the success of National Bank of Serbia business operations. The Bank therefore pursues an active policy of employment, training and motivation in an attempt to influence their competence, professionalism and efficiency, by applying and keeping abreast of legislation and regulations from the field of labour relations. The Bank has a broad spectrum of competences, and the creation of high-quality expert teams contributes to fulfilling planned tasks and operations.

2013 saw the successful completion of the Short-term Twinning Project on Human Resources. This was the first project of its kind implemented in the National Bank of Serbia, and its objective was to improve existing policies and procedures following the example of human resource management practices in the central banks of Germany and the Czech Republic.

The project's greatest value lies in the high level of cooperation established between the central banks. This entails the permanent possibility of sharing information, thus monitoring contemporary trends in the development of human resources management in the central banks. An open communication channel is advantageous in the period before Serbia becomes a full member of the European Union, when the National Bank of Serbia will gain access to the Annual Conference on Human Resources.

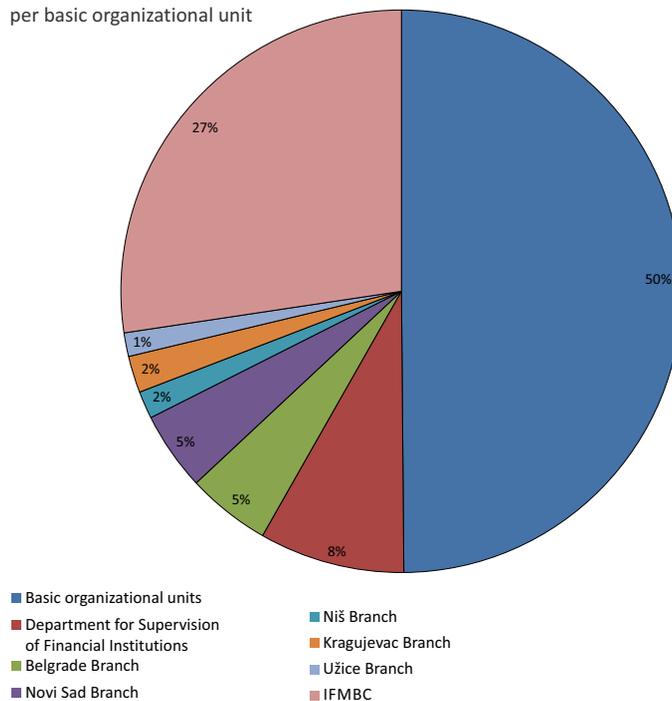
Certain changes were made in the Annual Plan of Education, Training and Professional Development of Employees of the National Bank of Serbia for 2014. Following instructions from the Human Resources Department, all organizational units carried out detailed planning in accordance with real needs and budget limitations, which resulted in a document stating the precise forms, types and topics of the future development and training of staff.

During the coming period, special attention will be devoted to employee health protection, primarily prevention of diseases. In addition, one of the novelties will be a Manual for Employees which will present all the issues regarding employment and labour relations, including rights, duties and responsibilities, along with answers to frequently asked questions directed to Human Resources.

## Structure of Employees

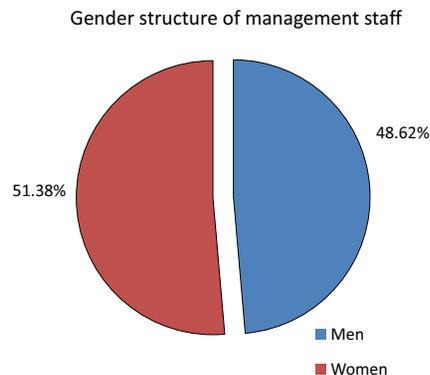
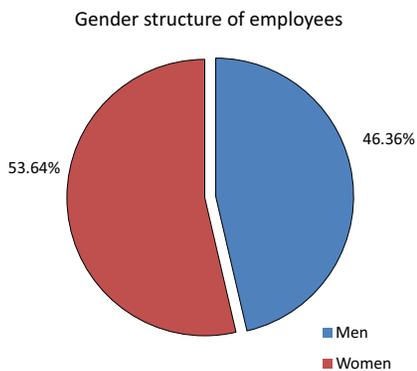
The business of the National Bank of Serbia is conducted in basic organizational units, the Department for Supervision of Financial Institutions, the Branches and the Institute for Manufacturing Banknotes and Coins - Topčider, in accordance with the Law on the National Bank of Serbia and the By-Law of the National Bank of Serbia.

Structure of employees per basic organizational unit



50% of employees work in basic organizational units, 27% in the Department for Supervision of Financial Institutions, and 23% work in the branch offices and in the Institute for Manufacturing Banknotes and Coins - Topčider.

The Bank offers equal employment opportunities, in accordance with the law and norms. Although great care is taken over the balance between men and women, the key factor when selecting staff is expertise and professional attitude to work.



Contemporary trends in the financial sector indicate that there are more women than men in that sector. The National Bank of Serbia also exemplifies this, as 54% of total employees are women, and women also comprise 51% of management.

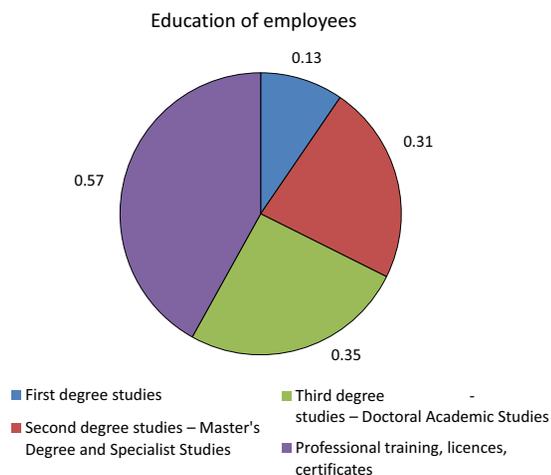
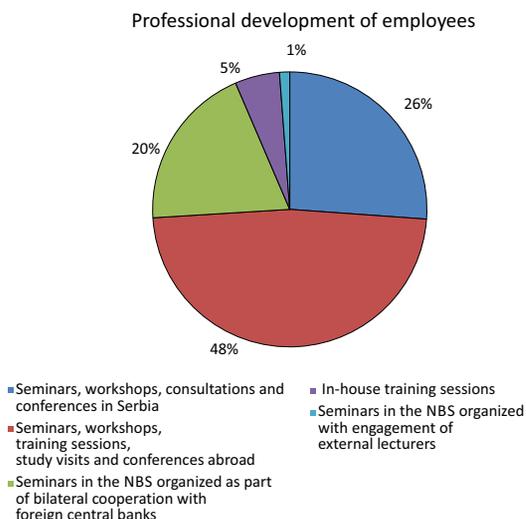
The National Bank of Serbia supports the professional development of staff in circumstances required by the Bank's operational processes and business objectives, in accordance with specific internal acts which regulate employee training and professional development.

## Professional Development of Employees

The improvement of expert knowledge and competencies is an inescapable factor in the professional career development of employees.

As in previous years, the Bank organized summer practice for 32 university students from Serbia and abroad in the period July-August.

In addition, an induction programme for new staff was also organized.



## Health and Safety at Work

### Head Office

In 2014 it is planned to complete all procedures so far initiated and to continue all activities stipulated by law in

the field of health and safety at work, in order to promote and create the conditions for the National Bank of Serbia to be recognizable as an employer who respects all the regulations in this field.

Activity	*Percentage of employees	Number
Reviews conducted of individual risk assessments in the workplace and working environment in basic organizational units	44.14	7
Draft Programme developed for gradual elimination of deficiencies in the area of health and safety at work, the elimination of which requires significant investment, and where the life and health of employees are not seriously compromised	100	1
Reports of organizational units in charge of implementing the Programme unified and submitted to the Governor, competent organizational units, Occupational Health and Safety Board and representative trade unions	100	3
Within the competence of Human Resources, funds for provision of services and goods in the field of occupational health and safety during 2014 were planned, for the basic organizational units, branch offices and the Institute for Manufacturing Banknotes and Coins	100	1
Draft Decision on Working Hours developed	100	1
Procedure initiated for establishing workplaces with an extended insurance period in the Novi Sad Branch Office and the Institute for Manufacturing Banknotes and Coins	0.30	2
Procedures initiated with the employer with whom basic organizational units share their business premises, to conclude agreements on implementing measures for health and safety at work of employees (two agreements signed)	57.69	11
Inspection and testing conducted of work equipment used by employees in basic organizational units and the Belgrade Branch Office	59.82	86
Lectures organized for employees on health and safety at work in basic organizational units	30.10	12
Employees in basic organizational units trained in health and safety at work	14.38	12

Activity	*Percentage of employees	Number
Material and equipment for personal protection at work procured and distributed to employees in selected organizational units	6.43	1·805
Procedures initiated for procurement of goods or services for the needs of basic organizational units, branch offices and the Institute for Manufacturing Banknotes and Coins	100	10
Meetings of the Occupational Health and Safety Board	100	2
Procedures initiated for establishing the status of a person with disability in basic organizational units, branch offices and the Institute for Manufacturing Banknotes and Coins	0.26	6
Procedures conducted for establishing the status of a person with disability in basic organizational units, branch offices and the Institute for Manufacturing Banknotes and Coins	0.17	4
Preliminary medical examination of employees in basic organizational units working at workplaces with increased risk	0.65	15
Periodic medical examination of employees in basic organizational units working at workplaces with increased risk	0.22	5
Preliminary medical examination of eyes and sight of employees using work equipment with a screen in basic organizational units	0.74	17
Targeted medical examination of employees with health problems in order to evaluate their ability to work in basic organizational units	0.09	2
Procedures conducted to protect employees with health problems in basic organizational units, branch offices and the Institute for Manufacturing Banknotes and Coins	0.35	4
Reports filed on injuries caused at work to employees in basic organizational units	0.26	6
Reports conducted on injuries caused at work to employees in basic organizational units	0.18	4

\*Percentage of employees included in activities, or to whom activities directly or indirectly relate



### **Institute for Manufacturing Banknotes and Coins - Topčider**

In 2013, amendments to the act on risk assessment at the workplace and in the working environment came into force and resulted in risk assessment being carried out at ten workplaces. Four workplaces were rated as workplaces with increased risk and one workplace was shut down. Circumstances that could endanger health and safety at work existed at 31 workplaces, at which technological and work processes were carried out by 147 employees.

In accordance with regulations in the field of safety and health at work, the Bank adopted the “Programme for gradual elimination of deficiencies in the area of health and safety at work, the elimination of which requires significant investments, and where life and health of employees are not seriously compromised”. Based on this programme, activities were undertaken to remove the deficiencies. The results for 2013 were reported in the quarterly reports of the units in charge.

In accordance with the Plan for Training Employees in Health and Safety at Work at the National Bank of Serbia, 204 employees were trained at the Institute for Manufacturing Banknotes and Coins.

In order to reduce possible injury to employees, as a preventive measure, alcohol tests on random samples of staff were performed. Tests on 144 employees were conducted using an alcohol tester. Not a single member of staff was found to have a concentration of alcohol.

In 2013 there were six minor injuries at work. An analysis of the number of injuries and reports on temporary inability to work, showed that the number of injuries was the same as in 2012 whereas the number of days of absence from work (sick leave) was reduced by 60 days. Health and safety activities by employees, aimed at reducing the number of injuries at the workplace and in the work environment, are continuing.

In order to prevent, eliminate or reduce risks and hazards to the health of employees, in cooperation with the management of the Institute for Manufacturing Banknotes and Coins, measures taken are regularly analysed and improvements in the conditions for health and safety at work for employees are planned.

In 2013, no diseases or work-related illnesses were identified at the Institute for Manufacturing Banknotes and Coins.



## *Internal Communication*

Presenting the basic tasks of the National Bank of Serbia, the achievements and events linked to life inside the Bank, developing a common organizational culture, encouraging exchange of information and a sense of belonging, and establishing a balance between one's private and professional life – these are the aims on which the Bank bases its approach to internal communication.

The past year has seen the transfer from a printed edition to an electronic one of the internal bimonthly magazine

NBS Info. This was first published in 2006 to help develop a sense of belonging among Bank staff and to inform them about all topics within their field of interest.

The main characteristic of NBS Info is that employees play a direct part in creating the magazine content, expanding the network of contributors and additionally promoting communication. At the same time, NBS Info is working towards its contributors becoming ambassadors of the values which are an essential part of the daily business and conduct of Bank staff.

Special issues of NBS Info are being planned. These will feature successful projects, events and the colleagues



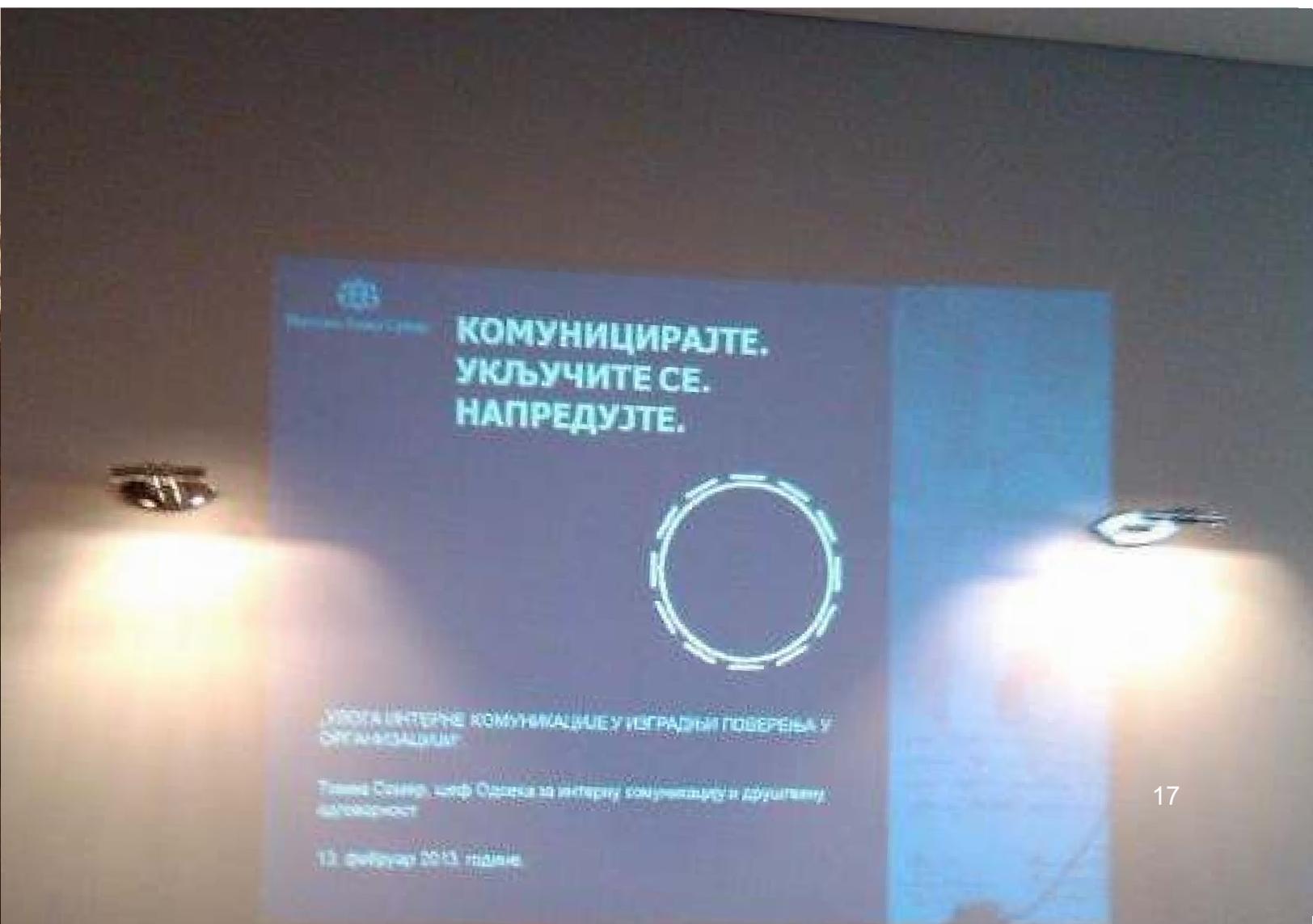


taking part, in order to affirm good practices, report positive actions by staff and improve communication. At the same time, content of the electronic issue will be constantly improved.

In accordance with the slogan *Communicate. Participate. Prosper* and the recognition that department heads are one of the target groups whose daily work includes the biggest network of associates, and therefore the most extensive network of communication, a cycle of ten round tables on The Role of Internal Communication in Building Confidence within the Organization was organized. By introducing a new channel of internal communication, managers of smaller organizational

units had a chance to share their experiences and gain new ideas for efficiently solving the problems they face when communicating with their associates.

A round table on this topic was also organized for the staff of the Internal Audit Department. Prior to this, there had been a survey on communication efficiency within this organizational unit, and the development of a communication plan, which identified specific areas for improvement.



# RESPONSIBILITY TOWARDS THE COMMUNITY

## Protection and Education for Financial Consumers

During 2013, the Bank's Centre for Financial Consumer Protection and Education helped members of the public to exercise their rights by acting upon their complaints, by mediating in disputes and by informing and educating consumers of financial services.

### Acting upon complaints

During 2013, the Centre received a total of 2,201 complaints and early complaints concerning the work of financial institutions.

Of the 1,510 complaints relating to financial institutions, most (83.6%) concerned the work of banks.

Out of 1,263 complaints about banks, most related to loans (57.72%), current accounts (16.79%), and

payment cards (13.22%). The work of insurance companies was the subject of 239 complaints, most of which related to third party liability motor insurance (48.5%), life insurance (15.9%), and accident insurance (7.6%).

### Mediation

In the same period, 105 mediation procedures were scheduled, 22.8% less than in the previous year. Based on this, it can be concluded that an increased number of complaints were resolved during the first phase following receipt of a complaint.

Of the total number of mediations, the procedure was finalised in 93 cases, in 43% of which an agreement was reached between financial institutions and their clients.

The largest number of mediations concerned disputes between banks and their clients, 41% of which related to loans, 11% to payment cards and 5% to current accounts. In terms of disputes between insurance companies and

Number of complaints in the period of 01/01 – 31/12/2013, by type of financial service provider

Type of financial services provider	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	In %
Banks	98	88	104	124	92	83	108	96	115	122	94	139	1,263	83.6%
Insurance companies	20	25	26	19	15	15	29	16	18	16	18	22	239	15.8%
Leasing companies	1	1	1	0	0	1	1	0	1	0	0	2	8	0.5%
VPF management companies	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
<b>TOTAL</b>	<b>119</b>	<b>114</b>	<b>131</b>	<b>143</b>	<b>107</b>	<b>99</b>	<b>138</b>	<b>112</b>	<b>134</b>	<b>138</b>	<b>112</b>	<b>163</b>	<b>1,510</b>	<b>100%</b>

Source: National Bank of Serbia.

Number of mediations in the period of 01/01 – 31/13/2013, by type of financial service provider

Type of financial services provider	In progress	Settlement	Suspension	Abandonment	Total	
Banks		10	29	28	0	67
Insurance companies		2	10	23	0	35
Leasing providers		0	1	2	0	3
<b>TOTAL</b>		<b>12</b>	<b>40</b>	<b>53</b>	<b>0</b>	<b>105</b>

Source: National Bank of Serbia.

their clients, the largest number of mediations was related to third party liability motor insurance (13%) and life insurance (9%).

### **Informing the Financial Services Consumers**

In 2013, the Centre for Financial Consumer Protection and Education received 597 questions regarding financial services and consumer's rights arising from using such services. The largest number of questions referred to the bank operations (82.2%), regarding loans (53.3%), current accounts (8.9%) and foreign currency savings (4.4%).

Consumers made about 18,000 calls. Excluding questions related to service information (exchange rate and other service information) the majority of questions were related to banking services and insurance.

At the same time, 1,188 enquiries were received through email with questions about the procedure for submitting complaints on the work of financial institutions, exchange rate, replacement of banknotes, enforced collection, payment transactions, etc.

### **Financial Education of Citizens**

In line with the Activity Plan for Implementing the Financial Education Strategy of the National Bank of Serbia, and in order to inform financial services consumers in a more comprehensive manner, the Centre for Financial Consumer Protection and Education responded to numerous press questions - from Politika, Večernje Novosti, Blic, Informer, Naše Novine, Serbian Radio & Television and Biznis Magazine.

The World Bank was introduced to the Centre for Financial Consumer Protection and Education activities through a questionnaire based on which this international institution recognized the National Bank of Serbia as the regional leader in this field.

The Financial Education Strategy of the National Bank of Serbia 2012-2015 was presented at a conference in the Association of Serbian Banks, along with the activities

of the Centre for Financial Consumer Protection and Education in the field of informing financial consumers.

In order to implement operational objectives efficiently, cooperation with OECD continued through participation in the International Network for Financial Education (INFE) Conference in Paris, in October 2013. The aim was to contribute to promotion of international standards and questionnaires for measuring financial literacy worldwide, based on the experiences of all members of this group. The results of measuring financial literacy in Serbia were also presented at the Conference.

In line with the Strategy, the development of channels of communication with the public continued. Five educational forums were held for the citizens of Belgrade, Kikinda and Kragujevac, at which various financial products and services were presented through 15 presentations. The forums were attended by about 200 citizens. Leaflets were distributed with information on financial products and the advice of the National Bank of Serbia as to what the public should pay attention when buying a certain product, as well as whom to contact if they have any questions or problems when using a specific product.

As part of its regular educational activities, the Bank continued to provide information to the public in its regional branch offices for financial education. During 2013, 1,664 citizens contacted those offices, which was 17% higher than in 2012.

Their questions were mainly about banking services (51.8%), primarily about saving, annuity calculation method, loan refinancing, loan records, guarantees, early loan repayment, the procedure for closing an account, changes in interest rate, the procedure for lodging a complaint against the work of banks, activities within the purview of the National Bank of Serbia, etc. In the field of insurance, most questions from the public concerned life insurance and third party liability motor insurance.



## *Financial Education of Children and Young People*

The financial education programmes conducted by the Unit for Exhibitions and Education represent implementation of the activities put forward in the strategic plan. They aim to raise the awareness of young people on the importance of money and its role, as well as introduce them to the values and advantages of good management of financial products, in order to achieve certain goals in life more easily and make life better.

With the aim of making financial education available to as many children and young people throughout Serbia as possible, the National Bank of Serbia organises touring programmes in cooperation with cultural and educational institutions. In 2013, 50 workshops were held (The Dinar – our Money, Me and My Budget, Distinguished Persons Featured on Current Dinar Banknotes and My Finances), and also eight tournaments of the educational game Moneture in cities

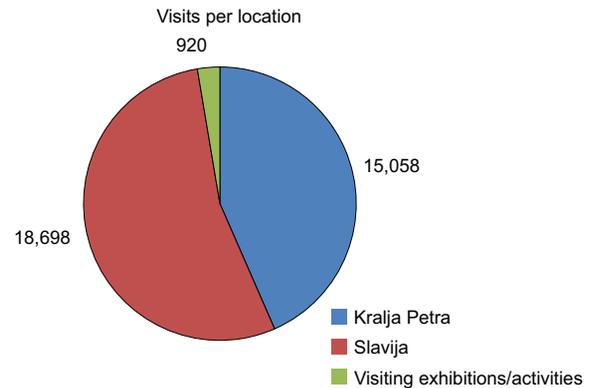
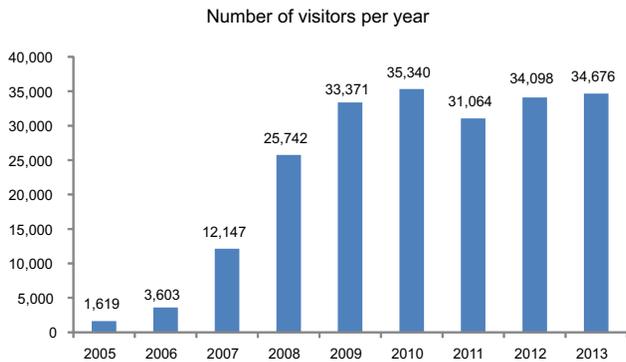
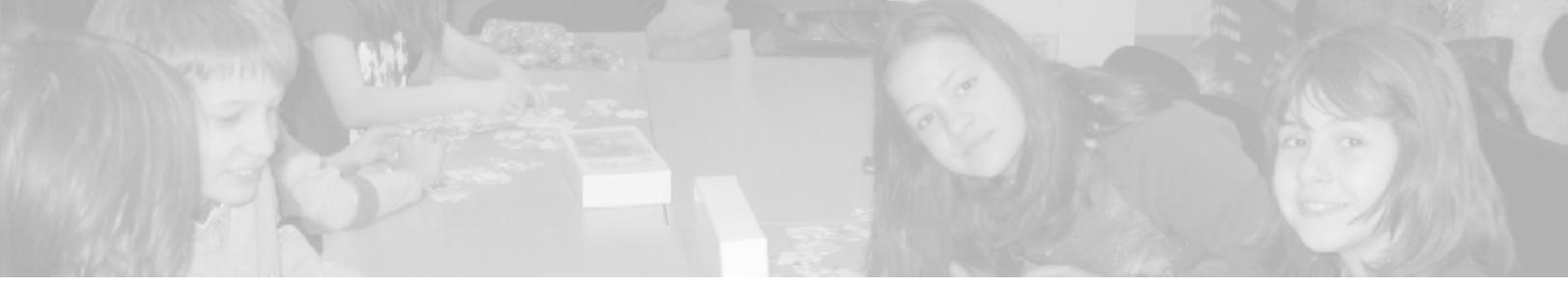
and towns all over Serbia (Užice, Leskovac, Kragujevac, Lazarevac, Bor, Kraljevo, Pirot, Novi Sad, Niš), as well as at the Bank's premises in Kralja Petra Street in Belgrade.

From 15-21 March, the Bank participated in Global Money Week, an event launched on the initiative of the Child and Youth Finance International Secretariat aimed at promoting financial literacy among children and young people throughout the world. The event was held for the first time in 2013, and more than 400 organizations from over 80 countries joined in. More than one million children took part in the educational activities. The National Bank of Serbia hosted a large number of children and young people in that period (more than 400). They visited an exhibition and/or participated in the educational workshops.

## *Exhibition Activities*

The exhibitions, educational programmes and other cultural and educational events, organised for the general

Unit for Exhibitions and Education – Programme of Financial Education - Workshops					
Workshop	Location	Total workshops per town	Total participants per town	Total workshops	Total participants
Dinar-our Money	Belgrade	8	152	20	483
	Užice	2	102		
	Leskovac	2	35		
	Kragujevac	1	34		
	Lazarevac	1	15		
	Bor	2	62		
	Kraljevo	2	54		
Pirot	2	29			
Me and My Budget	Belgrade	7	158	18	411
	Leskovac	3	79		
	Kragujevac	1	25		
	Lazarevac	1	11		
	Bor	2	45		
	Kraljevo	2	62		
Distinguished Persons	Belgrade	3	70	11	263
	Kragujevac	1	33		
	Lazarevac	1	16		
	Bor	2	34		
	Kraljevo	2	65		
My Finances	Belgrade	2	45	1	10
	Belgrade	4	86		
Moneture	Novi Sad	2	45	8	229
	Niš	2	98		
<b>TOTAL</b>				<b>58</b>	<b>1396</b>



public by the National Bank of Serbia in the course 2013, were attended by a total of 34,676 visitors. Of these, 15,058 attended events organised in the Bank's building in Kralja Petra Street and 18,698 visited the building at Slavija Square, together with 920 primary and high school pupils and students who visited exhibitions as part of the financial education programme.

### Exhibition space at Kralja Petra 12

The Bank's exhibition space at Kralja Petra 12 has been visited continuously throughout the year by pre-school children, primary and secondary school pupils, students from higher education institutions in Belgrade and other parts of Serbia, the Bank's own trainees, interns from the summer internship, guests of the Bank (domestic and

international), participants in seminars and study visits, as well as daily visitors, either individually or as part of tourist groups.

As in every year, the regular volunteering programme continued. In cooperation with the Bežanijska Kosa Pensioners' Home, the Pensioners' Evening at the National Bank of Serbia was organised.

### Exhibition space at Slavija

The Bank's modern building at Nemanjina 17, Slavija, offers excellent exhibition space and is becoming a well-appreciated venue for exhibitions of modern and classical art. There were 11 exhibitions/events in 2013.

Exhibition/Event	Number of visitors
Pavel Hajko	1,370
Circus life	468
Paris-Belgrade 1886-2012 Stories of Cooperation	911
Merry Gospel Choir Concert	200
Belgrade on Old Postcards 1895-1941	125
Serbian Money from the 13th to the 21st Century	550
Applied Nostalgia	150
International Review of Composers	750
Belgrade Madrigal Choir	120
International Science Festival 2013	14,000
Life Balance 2013	54



### **Cooperation with other institutions, participation in cultural events**

As an active participant in numerous cultural events at home and abroad, the National Bank of Serbia marked the 165th anniversary of the birth of architect Konstantin A. Jovanović in collaboration with the Belgrade City Museum by taking part in mounting the exhibition Konstantin A. Jovanović, Large Format Architect and its accompanying programme of events. As part of this programme, visitors were able to visit the Bank's building at Kralja Petra 12, designed by this famous architect, and view the standing exhibition and interactive content there.

Because of its historical ties with francophone countries, particularly France and Belgium, the Bank took part for the seventh time in International Francophone Day. The exhibition "Paris-Belgrade 1886-2012 Stories of Cooperation" was opened in the Slavija premises on 25 March. In June 2012, this exhibition had visited the Bank of France in Paris.

For the second year in a row, the Bank held an Open Door Day in its building in Kralja Petra Street. Visitors were able to visit the ceremonial hall and learn about the history of the building, view the standing exhibition Money on the Territory of Serbia and thematic exhibits. The Cash Department staff gave talks about the security features of current banknotes. In the Marko Stojanović

Archive Library, visitors could attend a presentation on the history of the National Bank, while staff from the Directorate for Economic Research and Statistics and Centre for Financial Consumer Protection and Education talked to them about the objectives, functions and bodies of the Bank and activities in the field of protection and education of financial services consumers.

For the seventh consecutive year, the Bank took part in the Night of Museums event. Apart from visiting the central hall, exhibition space and treasury vault in the building at Kralja Petra 12, the additional topic this year was Copies and Forgeries in Daily Life. In the building at Slavija visitors could view an exhibition dedicated to cooperation and historical ties between the National Bank of Serbia and central bank of France.

On the occasion of the Bank's 129th anniversary, the exhibition Serbian Money from the 13th to the 21st Century was opened in the hall of building at Nemanjina 17 on 2 July. In 2012, with the aim of promoting Serbian culture, this exhibition had been displayed in Brussels at the Mission of the Republic of Serbia to the European Union.

In 2013 as in previous years, the Bank took part in the European Heritage Days event, which was this year dedicated to the theme Industrial Heritage – Protection and Revitalization. During the event, expert guides took visitors on a tour of the building and exhibition space at





Kralja Petra Street. They could also watch a documentary film about the Institute for Manufacturing Banknotes and Coins - Topčider. Using a wealth of archival material, viewers were introduced to the distinguished people who had left their mark on the city throughout its rich and turbulent history and had contributed to the wealth and unique spirit of Belgrade and Serbia.

## *Membership of the United Nations Global Compact*

Since the Global Compact was established on 6 December 2007, the National Bank of Serbia, as one of the founders and an active member of this initiative, continued its commitment to promote and affirm this voluntary association (the largest in the world with over 12,000 members from more than 145 countries), dedicated to promoting corporate social responsibility. The Global Compact requires its members to adopt, support and promote ten universal principles in the protection of human and labour rights, environmental protection and the fight against corruption. During six years of work in Serbia the number of members has increased to 90. Apart from large companies, members also include representatives of small and medium-sized enterprises, non-governmental organisations, business associations, academic institutions, cities and trade unions.

In 2013, the National Bank of Serbia actively participated in the work of the Working Groups for Corporate Social Responsibility in Banking and Finance, and Education and Development of Corporate Social Responsibility.

As chair of the Working Group for Corporate Social Responsibility in Banking and Finance, the Bank collaborated with other members of the working group on two projects in the field of financial education, which is the primary objective of this group.

Under a project of cooperation with secondary schools that offer the educational profile “banking clerk”,

schools were provided the following opportunities:

- one-week/two-weeks practice for third/fourth grade students in branches of member banks
- visit to the National Bank of Serbia's Visitor Centre, and
- thematic lectures for students and teachers.

The cooperation was formalised with a Cooperation Protocol signed between the Association of Schools of Economics, Law and Administration, Trade, and Hospitality and Tourism in the Republic of Serbia and the Global Compact in Serbia. This cooperation will be continued in 2014.

Free workshops for citizens under the title Managing Personal Finances are the result of cooperation between the Global Compact in Serbia and the Croatian Banking Association. Following positive experience in Croatia, members of the working group decided to organise and launch free interactive workshops for citizens in Serbia on planning and managing personal finances. The project focuses on the client and his education, and was launched to provide training and counselling to let citizens learn about financial services, strengthen their trust in the banking sector and manage their household finances more efficiently.

A total of 36 workshops have been organised (31 in Belgrade, one each in Niš, Novi Sad and Kraljevo, and two in Kopaonik), with the participation of more than 450 citizens. The participants assessed the organisation (location, time, and venue), intelligibility, presentation and usefulness of the workshops with the highest grades.

The greatest benefit from the workshops was a better overview of expenses and incomes in personal household budgets, a new look at planning and achieving goals, new insights into the possibilities of saving, a realistic understanding of financial opportunities, and future improvements in managing personal/household budgets.

From 2012, the e-learning application Managing Personal Finances is available to citizens on the website of the Global Compact in Serbia.

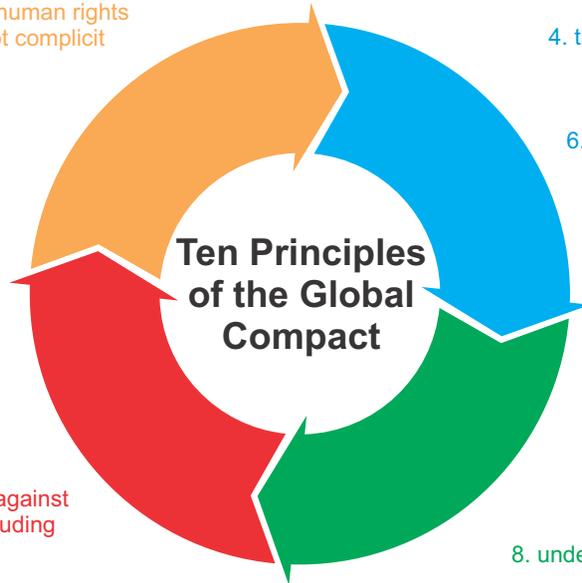


**HUMAN RIGHTS**

Businesses should  
 1. support and respect the protection of internationally proclaimed human rights  
 2. make sure that they are not complicit in human rights abuses

**LABOUR RIGHTS**

Businesses should uphold  
 3. freedom of association and the effective recognition of the right to collective bargaining  
 4. the elimination of all forms of forced or compulsory labour  
 5. the effective abolition of child labour  
 6. the elimination of discrimination in employment and choice of occupation.



**ANTI-CORRUPTION**

10. Businesses should work against corruption in all its forms, including extortion and bribery.

**ENVIRONMENT**

Businesses should  
 7. support a responsible approach to environmental challenges  
 8. undertake initiatives to promote greater environmental responsibility  
 9. participate in developing environmentally friendly technologies

For more information on all the activities of the United Nations Global Compact in Serbia, please visit [www.unglobalcompact.rs](http://www.unglobalcompact.rs).

**Ten Principles of the Global Compact**

The ten principles the Global Compact in the field of protection of human and labour rights, environmental protection and the fight against corruption are based on the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the Declaration on Environment and Development, and the United Nations Convention against Corruption.

*Humanitarian Actions and Donations*

Independently and in cooperation with partners, the National Bank of Serbia continually carries out socially responsible activities aiming at a massive involvement of its employees. These activities not only contribute to

solving community problems, but also develop the very concept of social responsibility. We are especially proud of an almost one hundred percent participation by Branch Office employees in socially responsible activities organized in Novi Sad, Kragujevac, Niš and Užice. By implementing these activities, we have succeeded in acting locally, assisting vulnerable groups of citizens in these cities.

Our long-lasting cooperation with various organizations, institutions and centres has contributed to an increase in the number of employees participating in socially responsible activities and in their successful implementation.

The following socially responsible activities were implemented in 2013:

**Humanity against Hunger – collecting food for vulnerable groups**

- Target group: poor citizens, children from poor families and persons with disabilities
- Partner: the Food Bank
- Collected quantities: Head Office – 1,500kg, Kragujevac Branch Office – 66 packages of sweets,



- Novi Sad Branch Office – 35 packages of sweets;
- Beneficiaries: Soup Kitchen of the Belgrade Serbian Orthodox Church, Kragujevac Women's Movement Kneginja Milica, Novi Sad Association for Support to Persons with Down's Syndrome
- Monetary value (total): RSD 255,000.

#### **Christmas and Easter Sales Exhibitions – sales of decorations made by beneficiaries of homes and centres for social protection**

- Target group: children, youth and adults with disabilities and children and youth without parents
- Partners: Centre for accommodation of developmentally challenged children and youth, Stari grad Association Let's Live Together, Novi Beograd Association MNRO, Zemun care centre for adults with disabilities, Belgrade boarding house Drinka Pavlović and Novi Sad School for Primary and Secondary Education Milan Petrović
- Funds raised through sales: RSD 287,000

#### **Gift for an Unknown Friend – collecting second-hand clothes and sweets for New Year gifts**

- Target group: children and youth with disabilities
- Partner: the organization Mali Veliki Ljudi
- Collected quantities: 130 packages of sweets and 94 packages of clothes

#### **Collecting clothes**

- Target group: the elderly and ill
- Beneficiary: Belgrade Gerontology Centre
- Collected quantities: 50 packages of clothes

#### **A Little for You Means a Lot for Someone Else – visit of children from Kosovo and Metohija to the National Bank of Serbia**

- Target group: children from vulnerable areas
- Activities carried out: twenty-nine children stayed at families of employees or spent seven days at the NBS Resort Lepteriya in Sokobanja.

#### **New Year gifts for children from Kosovo and Metohija – provision and organizing the distribution, with participation of employees**

- Target group: children from vulnerable areas
- Partners: Government Office for Kosovo and Metohija

- Donated quantity: 104 gifts
- Monetary value: RSD 610,000

#### **Humanitarian concert of Vrapčići children's choir – for Anđelas**

- Objective: raise funds for two sick girls
- Partners: Association Dobra Vila and Vrapčići children's choir.

#### **Donations**

Awarding donations was established in the Decision on Establishing the Committee for Review of Applications for Donations and Humanitarian Assistance and Establishing Conditions, Mechanisms and Criteria of Award. On the basis of that Decision, funds for donations and humanitarian assistance or basic funds, non-material investments and expired inventory may be granted or donated to legal persons, local governments, educational and cultural institutions, institutions for social and health protection, non-profit organizations or associations, humanitarian organizations and other institutions.

In 2013, the National Bank of Serbia donated RSD 2,013,028.36 of donations in the form of other means (used furniture and technical equipment) to the value of RSD 536,743.12.

# ENVIRONMENTAL PROTECTION

## *Institute for Manufacturing Banknotes and Coins Topčider – Reduction of Harmful Effects on the Environment*

The environmental activities of the Institute for Manufacturing Banknotes and Coins - Topčider focus on complying with regulations, rationalising costs and raising employee awareness of the importance of environmental protection. To these ends the Institute has planned to apply the requirements of the ISO 14001 Standard, environmental protection management systems. The Standard requires identifying all environmental issues, environmental impact evaluation and developing programmes and plans for impact reduction and regular monitoring. This is yet another confirmation that the Institute is constantly aware of its impact on the environment and that it strives to minimize any negative impact.

### **Waste Water Treatment**

In the field of waste water treatment, the following activities are carried out:

- Certified laboratories constantly monitor waste water quality (results indicate that waste water quality is within stipulated legal norms)
- Constant alterations of production equipment are performed to reduce waste and keep products of the process (dust, steam, etc.) to a minimum
- To control the production processes and recognise possible contingencies, and for the purposes of rapid response, internal on-site quality control of wastewater by means of mobile test analysis is frequently performed.

### **Technical Waste Management**

The Waste Management Plan describes all the technical processes and work procedures in which waste is produced. All the input substances in the processes are identified along with the type, composition and quantities of waste. Ways of treating hazardous waste are listed

along with procedures and mechanisms of waste separation, storage, treatment and disposal. Implementing the Waste Management Plan is a gradual and continuous process, the main objective of which is to minimize any harmful impact on the environment. At the same time, an environmentally aware organization, which the Institute definitely is, has a greater chance of expanding its network of clients and opening new markets.

According to the Law on Waste Management, waste management must be performed in a manner that ensures the lowest risk to the health and lives of people and the environment. In this respect, the following significant measures were undertaken by the Institute:

- A Waste Management Plan for 2013–2016 was adopted by the National Bank of Serbia. The present waste flows and plans for future treatment were defined so as to meet legal requirements and to rationalize quantities and the cost of disposal;
- An agreement was signed with a licensed laboratory which performed sampling and testing of a large quantity of hazardous waste and submitted reports on the character and category of waste, enabling conditions for proper disposal;
- Part of the waste in the form of secondary raw materials (paper, metal, plastic, toners) and waste requiring special management (tyres, batteries, oils, electronic equipment) was sold, generating income (RSD 1,096,017 in 2013);
- Liquid hazardous waste was delivered to companies licensed for waste management for a fee. This year, 23,430 kg of waste were disposed of in this manner, the costs amounting to RSD 1,903,320;
- A new, modern press for baling paper, PET and MET packaging was purchased;
- There are plans to purchase equipment to destroy waste from security printing, since it is subject to special measures of destruction, in accordance with safety requirements and legislation.

### **Management of Hazardous Chemicals**

Safe chemicals management must be provided for all stages of a chemical's life cycle, especially for use in the workplace, through risk control and protection of employees at work. At the same time, chemicals must be

handled in a safe manner to avoid endangering the environment. In accordance with the law, the Institute for Manufacturing Banknotes and Coins - Topčider sent one employee for training and examination as an advisor for chemicals.

Activities in hazardous chemical management:

- Regular updating of lists of chemicals employed, with properties of new chemicals
- Regular updating of security lists upon change of chemicals or their availability at the site of use
- Safe storage, in line with legislation
- Regular monitoring of consumption of hazardous chemicals on a daily and monthly basis at production sites, constant internal checks of fire protection measures and appropriate storage
- Regular annual notification of competent state institutions on consumption of hazardous chemicals using specified forms (Chemicals File and Chemicals Registry).

#### Planned Activities

In the coming period, the following activities are planned:

- Continued implementation of measures of rationalization and maintenance of results achieved in the consumption of natural resources
- Waste management in accordance with regulations and Waste Management Plan 2013-2016
- Continued rational consumption of hazardous chemicals, with replacement where possible by less hazardous chemicals
- Implementation of ISO 14001 Standard and certification in June 2015 (simultaneously with recertification ISO 9001)
- Implementation of the plan to install piezometers to achieve complete control over the groundwater system and complete the circle of water resources, water and impact on natural recipients
- Regulating the status of hazardous chemicals according to applicable regulations and good practice, with monitoring and recommendations by the chemicals advisor and the responsible team
- Training employees to raise awareness of the importance of environmental protection.

## *Preservation of Natural Resources at Head Office and Branches*

The Maintenance Division plans the following energy saving and environmental protection activities for 2014:

- Repair of woodwork in the building at Kralja Petra 12 to save energy needed for air conditioning of the offices
- Broader use of energy saving bulbs and LED lights in the building at Kralja Petra 12
- Thermal imaging of the layer around the building at Nemanjina 17 in order to check possible excessive emission of heat from certain sections of the façade
- In accordance with the Bank's Waste Management Plan 2013 -2016, procurement of services for collecting, transporting and treating waste of several index numbers is planned. Also, there will be activities to reduce the quantity of waste and sort it.

Consumables, including toner cartridges, paper and PET packaging are regularly recycled.

#### Thermal Energy

Season	Kralja Petra 12	Nemanjina 17
2010/2011	812,922 kWh	1,797,660 kWh
2011/2012	818,616 kWh	2,102,090 kWh
2012/2013	695,353 kWh	1,840,000 kWh

#### Water

Year	Kralja Petra 12	Nemanjina 17
2010	6,433 m <sup>3</sup>	11,278 m <sup>3</sup>
2011	5,984 m <sup>3</sup>	12,009 m <sup>3</sup>
2012	3,131 m <sup>3</sup>	13,316 m <sup>3</sup>
2013	3,062 m <sup>3</sup>	14,642 m <sup>3</sup>

### Active energy

Year	Kralja Petra HT kWh	Kralja Petra LT kWh	Nemanjina HT kWh	Nemanjina LT kWh
2010	279,000	351,000	2,350,440	816,740
2011	361,386	409,378	2,584,570	960,960
2012	518,400	254,400	2,886,160	1,076,960
2013	553,860	304,020	2,689,670	1,005,270

HT – High tariff  
LT – Low tariff

### Waste Sorting at Head Office and Branches

At the Bank's head office, employees have been sorting and collecting paper, PET packaging and mixed waste on their premises since April 2008.

Below every employee's e-mail signature you will see the message “Think before you print”, suggesting that paper should be considered a resource used in everyday work. By using e-mail as a communication channel, we have pointed out the importance of environmental

protection. Employees are also able to use a common printer and photocopier on each floor, connected to their PCs.

Finally, the National Bank of Serbia's Social Responsibility Report is printed on certified paper produced in accordance with the principle of sustainable forest growth.

PAPER	2013	2012	2011	2010	2009	2008
Head office and Branch office in Belgrade	56,660 kg	43,230 kg	47,270 kg	59,490 kg	32,213 kg	13,404 kg
Branch office in Novi Sad	3,200 kg	3,272 kg	1,500 kg	—	—	—
Branch office in Kragujevac	11,050 kg	14,160 kg	—	—	—	—
Branch office in Niš	3,080 kg	4,230 kg	477. 50 kg	—	—	—
Branch office in Užice	2,620 kg	3,020 kg	—	—	—	—

PET	2013	2012	2011	2010	2009	2008
Head office, Branch office in Belgrade and Branch office in Novi Sad	3,280 kg	4,130 kg	4,250 kg	3,640 kg	—	1,750 kg
Branch office in Kragujevac	180 kg	PET packaging is separated and delivered to public utility companies		—	—	—
Branch office in Niš	90 kg			—	—	—
Branch office in Užice	60 kg			—	—	—



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in implementing the principles of the  
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