We work together to strengthen and increase the impact of our members while proactively promoting a banking system that is sustainable and resilient. Our network is composed of a diverse range of banking institutions that serve the real economy, from banks, banking cooperatives and credit unions, to microfinance institutions and community development banks. Read more about our history here.

We have developed, and deliver our work, by upholding the Principles of values-based banking:

1. **Triple Bottom Line Approach**
2. **Real Economy**
3. **Client Centred**
4. **Long Term Resiliency**
5. **Transparency**
6. **Our Culture**
Our aspirations have been highlighted in the Berlin Declaration (2013) and Kathmandu Pledge (2017).

The Global Alliance for Banking on Values is a leadership network; a space for leaders and practitioners in sustainable finance to learn from each other, deliver targeted initiatives that further the values-based banking agenda and argue effectively for banking practices that prioritise people and the environment. We achieve our goals through fora for CEOs, Governing Boards and senior executives, as well as Communities of Practice where experts in human development, metrics and carbon accounting, and marketing and communications, among others, convene. Learn more about what we do here.

Since its foundation in 2009, the Global Alliance for Banking on Values has strengthened the collective and individual voice of banks that are committed to accelerated social, cultural, environmental and economic transformation. It has helped its members to increase their impact, helping to build profitable banks who serve of people and the environment. During this time many millions of clients have chosen to bank with the Global Alliance for Banking on Values members confident that their money will be invested in ways that help to build more inclusive communities and improve their quality of life and the well-being of people everywhere on Earth.

At the end of 2020, there were 60 full member banks and six associate banks from Asia, the Middle East, Africa, Australia, Latin America, North America and Europe. We serve close to 70 million clients with combined assets of over USD 200bn, including third party funds under management.
I am delighted to present the Global Alliance for Banking on Values’ 2020 annual report.

It describes how our efforts have helped to deliver a more just, environmentally sound and resilient economy in a turbulent year. The values-based banking movement has been a positive force for change in the face of a global pandemic, social and political unrest and the climate emergency. It has provided practical support for millions of clients affected by Covid 19, and acted as a catalyst for positive systemic change via, for instance, a global carbon accounting initiative that took off across the banking sector during the year.

This report is my last as Chair of the Global Alliance for Banking on Values, a network I helped found in 2009. We were ten determined CEOs from around the world then. Now, we number 66 members from across the globe, serving many millions of people. During that time we have developed thriving communities of practice including a leadership course for the young people who will be at the heart of the next decade in the values-based banking movement’s development. We built a rich and diverse community of 16 Supporting Partners, developed a credible scorecard to assess the sustainability value of banks, and argued successfully for the increasingly mainstream notion that people rather than profit should be front and centre of a bank’s work.

Perhaps most importantly we have provided a genuinely unique space for leaders of the world’s most progressive banks to come together to deepen their connection with their work. We have curated meaningful opportunities to increase their individual and institutional impact. For me, and for my friends and colleagues in our network, these meetings - including our 2020 annual meeting Bern, Switzerland, graciously hosted by Alternative Bank Switzerland – have been a source of both practical support and lasting inspiration for over a decade.

I leave the Global Alliance for Banking on Values in safe hands. In Bern I was able to thank Marcos Eguiguren, for his excellent work developing our network as Executive Director. I was delighted to welcome Martin Rohner, former CEO of Alternative Bank Switzerland and a former Global Alliance for Banking on Values Board member, who succeeded Marcos during the summer. And this fall, the Board has nominated David Reiling, CEO of Sunrise Banks and long-time colleague on the Board as my successor and future Chair.

I wish my colleague CEOs, our Supporting Partners, our passionate and effective Secretariat, and our broader stakeholders well for the future. While it is impossible to predict, it’s clear to me that our efforts to finance change and change finance will be more relevant than ever.
Participants at *Every Degree Matters*: the Global Alliance for Banking on Values’ 2020 Annual Meeting in Bern, Switzerland, hosted by Alternative Bank Switzerland
Almost a year ago the Global Alliance for Banking on Values convened at our Annual Meeting in Bern, Switzerland. During the meeting news of a growing global pandemic started to filter through. Since then, the world has changed dramatically.

The impact of the pandemic can be felt in every corner of our lives. But what continues to amaze me is the ability of humankind to adapt to change. Our member banks’ first priority in 2020 was to protect the health and well-being of their clients and employees. At the same time, practical, often financial, solutions had to be found fast to support people and help businesses stay alive. Values-based banks, with their focus on the community, were particularly effective at providing this support. While enormous challenges remain, it is time to think about the future. Before us lies an epochal transformation of business, society, and the broader economy. Banks will play a pivotal role in the recovery once the impact of the pandemic diminishes. Going back to ‘business as usual’ will not be an option. Values-based banking must take the lead and show how to shape the future of finance so that it becomes fairer, greener, and more inclusive. While it is still too early to see the full financial impact of the crisis on our member banks, I am convinced that they will be able to draw on their resilience to support this transformation.

Our network thrives on exchange and mutual learning. In the current time the need to share and exchange is greater than ever. With this in mind, we expanded our capabilities to convene virtual meetings. In June, we successfully launched the first ever virtual edition of the Leadership Academy.
This was followed by a programme of five Regional Chapter Meetings in the Autumn including, for the first time, Africa. Building on this experience, we are developing a comprehensive Global Alliance for Banking on Values agenda that will deliver relevant content to a broader group of co-workers across our membership. In all our activities we will continue to draw on the invaluable support of our Supporting Partners.

As a network we adopted Lead, Strengthen and Expand as the three pillars of our 2023 Strategy in Bern. To sharpen our positioning and better demonstrate what makes us distinct in the banking sector, we developed the Global Alliance for Banking on Values brand values and differentiation criteria. These brand values ‘live’ in programmes we worked on during the year including collaborating in the EU on the Social Taxonomy or the Partnership for Carbon Accounting Financials (PCAF) on climate change.

2020 also marked the renewal of the Secretariat, including a transition to a new leadership team and the arrival of new staff members. We are grateful to our former colleagues for their passion and professionalism, on whose achievements we will build.

Finally, I am proud that despite the uncertainties of the pandemic, we have been able to welcome three new members to our network. Even in difficult times, member banks see the Global Alliance for Banking on Values as a unique place to network, collaborate and build greater positive impact. And our network continues to attract leaders in the field of values-based banking precisely because our work is more relevant now, than ever.
HIGHLIGHTS IN 2020

Delivered the 5th cohort of the Leadership Academy and its first virtual addition (33 participants from 16 countries)

Shifted to virtual way of working – webinars hosted and remote Secretariat created

Created the Covid-19 Resource Hub

Opportunity Bank Serbia deal done – the first consortia of Global Alliance for Banking on Values members to invest in one of their own

Launched inaugural Africa Chapter

Hosted Every Degree Matters - 2020 Annual Meeting in Bern, Switzerland

Member City First Bank and Broadway Federal Bank merged to create largest African American-led bank in the US

Grew network with three new members

Appointed New Executive Director, Martin Rohner

Partnership for Carbon Accounting hit the mainstream - over 90 institutions with assets of USD 20 trillion join
A GLOBAL NETWORK

Global Alliance for Banking on Values
Members according to region 2020

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<th>Asia-Pacific</th>
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<td>5. Civic Federal Credit Union</td>
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<td>13. NMB Bank Limited</td>
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<td>15. Megabank</td>
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<td>12. SAC Apoyo Integral, S.A.</td>
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<td>13. Vision Banco</td>
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Looking Ahead – the 2023 Strategy

The Global Alliance for Banking on Values’ 2023 Strategy was adopted by our membership in February, in Bern, putting the three pillars of Lead, Strengthen and Expand at the heart of our work. The new strategy coincides with the advent of a new team at the Global Alliance for Banking on Values Secretariat, including a new Executive Director, Chief Operations and Programme Officer and several new staff members. We hope that members will experience a step change in the provision of membership services as we gear up to providing new formats for exchange and peer learning.

Going forward, our intention is to build on the great work that has already been done to be more outward looking. We plan to engage more extensively with other initiatives in our field, through the Secretariat or via our members. While the growth of our membership remains important, we will put greater emphasis on diversity and on engaging with banks and financial services providers beyond our network.
Membership at-a-glance

During 2020, the Global Alliance for Banking on Values welcomed one new Full Member and two Associate Members, who met the requirements for membership, and saw the departure of one member. The regional distribution of Global Alliance for Banking on Values membership in 2020 is presented in Figure 1.1, while Figure 1.2 shows regional membership since 2009.
Organisational Change

2020 marked the departure of Marcos Eguiguren, the Global Alliance for Banking on Values’ first Executive Director, after serving for more than five years in this role. His achievement was celebrated at the Bern Annual Meeting with a ‘Friends of the Global Alliance for Banking on Values Award’. The Board and Global Alliance for Banking on Values members expressed their great appreciation for Marcos’ achievement in building a strong and credible network. As of 1 June, 2020, Martin Rohner, former CEO of Alternative Bank Switzerland, took the helm as new Executive Director.

Since April, 2020, the Global Alliance for Banking on Values Secretariat has been complemented by a Chief Operations and Programme Officer (COPO) to support the Executive Director in managing the day-to-day business and to help deliver key projects and programmes. James Niven, former International Head of Impact Assessment and Reporting at Triodos Bank, has taken over the COPO role.

Find more information about the entire team here.

Supporting Partners

Supporting partners are a valuable part of the Global Alliance for Banking on Values network and play a significant role in supporting our programmes, growing our member base and amplifying the importance of the values-based banking movement. Our 16 strategic partners are a diverse mix of organisations that share a common vision to create greater economic, social and environmental impact through innovative, inclusive and sustainable solutions. There are three categories of Supporting Partner:

1. Banking and Finance: including development banks and international investment organisations providing financial support and services to developing countries.

   • Aga Khan Microfinance Agency
   • CDC Group plc
   • FMO
   • Oikocredit
   • Opportunity International
   • SME Finance Forum
   • Solidarité Internationale Pour Le Développement et l’investissement (SIDI)

2. Education and Research: academic institutions and network organisations that provide education, networking and research opportunities related to business management, banking, and finance.

   • Asociación de Universidades Confiadas a la Compañía de Jesús en América Latina (AUSJAL)
   • CEMS
   • Institute for Social Banking

3. Non-profit, civil society and other networks: impact networks, advocacy groups, humanitarian agencies and foundations that are focused on large-scale change and the transformation of business, society and economic systems to become more equitable, inclusive and sustainable.

   • B Lab (Europe)
   • CARE International
   • Finance Watch
   • Fundación Avina
   • ProMujer
   • Wellbeing Economy Alliance

Examples of support from these groups in 2020 included identifying and introducing new members as well as providing research assistance, including interns, to work in the Global Alliance for Banking on Values secretariat. Additionally, there was knowledge sharing through the participation of Supporting Partners as guest speakers at the Global Alliance for Banking on Values regional chapter meetings and in turn, the Global Alliance for Banking on Values participation at webinars and annual conferences hosted by our partners.

More information about the Global Alliance for Banking on Values’s supporting partners can be found here.
Every Degree Matters – the 2020 Annual Meeting

The 2020 Annual Meeting was held in Bern, Switzerland, from 24-27 February, hosted by Alternative Bank Switzerland, on the occasion of its 30-year anniversary. The meeting focused on Climate Change and the role of the financial sector. This encounter brought together more than 65 international financial institutions and supporting partners committed to #bankingonvalues, encompassing the summit on climate and finance. A special public event drew over 300 high level participants involving the Swiss Youth movement and the Swiss mainstream financial sector.

During the Annual General Meeting members approved the new 2023 Global Alliance for Banking on Values Strategy, formally launched the African Regional Chapter and bade farewell to outgoing Executive Director, Marcos Eguiguren (see above).

The Meeting was the last in-person meeting of the Global Alliance for Banking on Values in 2020. Shortly after, lockdowns and travel restrictions were imposed by most countries in the world to stem the spread of the coronavirus.

Regional Chapter Meetings

The Global Alliance for Banking on Values is a genuinely international network. For that reason, the network has established five regions – most recently launching an African Chapter in 2020 – where Chief Executive Officers, and senior colleagues, convene to discuss topics that matter most to them. These groups are supported by a network of regional representatives, all of whom are senior bankers with extensive experience of the regions they serve. You can read more about our 2020 regional chapter's activities here.

The Chapters often welcome colleagues from outside the region to discuss relevant issues. We expect to build on this cross-fertilization of ideas and people during 2021.

Practitioner Power: Communities of Practice

The Global Alliance for Banking on Values convenes Communities of Practice to help strengthen our members and increase their positive impact. Together these communities address relevant topics, harnessing the knowledge of experts working on challenges and developing opportunities that are often unique to values-based banking.

The Governing Board Forum is made up of participants from senior governance boards. The group explores what's required to make values-based banks positive, proactive and profitable agents of change. The Group met in Bern, Switzerland, at the 2020 annual meeting, and will convene more frequently, virtually, in 2021.

Human Development leaders identified best practice in values-based banking during 2020 and discussed case clinics answering specific questions. The group plans to meet more frequently in 2021, with the benefit of a central co-ordinator.
The Impact and Metrics community has developed the GABV’s Scorecard, a tool to assess the qualitative and quantitative impact of values-based banks. Many participants also collaborated on the development of carbon accounting during the year.

Marketing & Communications professionals discussed how to communicate and market effectively during a pandemic, in 2020, as well as on a successful, annual #BankingOnValues Day (see below).

Find more details in the Projects and Programmes section here.

**Events convened in the face of the pandemic**

Values-based bankers make a difference to the lives of millions of people across the globe every day. In 2020 these relationships focused in particular on the response to the Covid-19 crisis.

Shortly after the pandemic hit the Global Alliance for Banking on Values created an online Covid-19 Resource Hub, sharing examples of how our members had found practical and effective ways to respond to the crisis. This was shared on our website so stakeholders inside and outside the network could benefit from our members’ expertise.

**The Hub continues to include:**

1. Global Alliance for Banking on Values members responses to the coronavirus highlighted in a comprehensive document
2. Covid-19 related news, such as articles and interviews, created by our members
3. Webinars where CEOs from our members describe their response to, and learnings from, the crisis
4. Member Campaigns and initiatives.

For more visit this link.

Regional webinars, with the CEOs of our member banks, proved to be a particularly powerful way to help equip others to cope with the impact of the crisis and support their customers and co-workers, and they will be built on further in 2021.
#BankingonValues Day Campaign

#BankingOnValues Day is an annual campaign to encourage Global Alliance for Banking on Values members, partners, customers, policy makers, regulators and the public to actively celebrate the growing global values-based banking movement. It showcases the positive economic, social and environmental impact of the values-based banking movement.

The campaign was the brainchild of marketing and communication professionals from our membership and launched in 2014. Since then, it has always focused on positive collaborative action through our members and partners, communicating one message with one voice on one day.

In 2020 despite, and partly because of, the challenges of 2020, we focused on well-founded hope for the future through interviews with the inspiring entrepreneurs our members finance. We chose six ‘pioneers of the future’ from around the world, each from a different Global Alliance for Banking on Values’ member bank. These pioneers exemplify the global, diverse nature of our movement and its transformative power to deliver lasting change.

Participation in the campaign was higher than ever, reaching an audience of approximately four million individuals.

More information about the campaign can be found here.
REPORT FROM THE REGIONS

North America

The North American chapter is an active group of 16 CEOs in Canada and the United States. The group welcomed a new Associate Member, Civic Credit Union, based in North Carolina, during the year. The group was also ably supported by a new regional representative in 2020; senior social entrepreneur, Jean Pogge.

The management challenges of 2020 were significant. CEOs returned from the Bern Annual Meeting and needed to quickly transition staff to a virtual work environment. Throughout the year they naviged an uncertain economy and served as the distribution channel for various government subsidy programmes.

Monthly virtual chapter calls provided a mechanism for the CEOs to discuss challenges and share learnings. Values-based banking principles provided a solid foundation for members to grapple with the national discussion about racial equity that began in the United States, over the summer. Against this backdrop one notable highlight was the merger of Global Alliance for Banking on Values’ member City First Bank of D.C. in Washington and Los Angeles-based Broadway Federal Bank, the largest African American led bank in the United States.

In September, the chapter held its annual meeting virtually with an agenda defined by the CEOs themselves. Meeting highlights included a presentation by Jellie Banga, Chief Operating Officer of Triodos Bank, on how European banks are using a values-based banking lens to deal with shrinking interest margins. The group also welcomed Chief Robert Joseph, a Hereditary Chief of the Gwawaenuk First Nation in British Columbia, to discuss racial reconciliation based on the Canadian experience.

Despite the headwinds in 2020, the impact of GABV North American members was strong.

“I envision an antiracist city”

George Jones, CEO of Bread for the City in Washington DC. George’s business benefits from finance from City First Bank.

Read more about his story here.
Latin America

2020 was a challenging year for the member banks of the Latin American chapter. The Covid-19 pandemic forced members to be creative and innovate, to be close to their customers and employees. It also prompted members to find new ways to connect with each other and to exchange experiences. The group created a digital chat group to stay in regular contact and to provide immediate support.

A webinar took place immediately after the annual meeting in Bern because of the urgent challenge the pandemic presented. 32 participants heard how Caja Arequipa, in Peru, was dealing with the consequences of Covid-19. Later in the year, and deeper into the impact of the pandemic, Visión Banco, in Paraguay, and Bancosol, in Bolivia, shared their experiences in a second webinar for an audience more than 100 senior bankers from the region.

The Latin American Chapter was delighted to welcome Banco Codesarrollo, as its 13th member during 2020. A Christian-inspired bank with a social vision that supports the sustainable development of Ecuador’s rural and urban areas, Banco Codesarrollo finances poverty reduction, offering hope, justice, peace and a more humane approach.

The year ended with a virtual Regional Meeting in November, hosted by Bancosol. Topics included the continuing approaches of our members to the COVID-19 pandemic, the creation of more opportunities for collaboration among members, and how to raise the profile of the values-based banking movement. 33 people, 12 banks and two Supporting Partners attended this two-day meeting.

At the end of the year the Chapter bade farewell to Rafael Llosa. Rafael has worked as the region’s regional representative since 2017, providing fantastic support for this thriving chapter. Rafael will be succeeded by Juan Pablo Meza, who will step down from his position as CEO of our member SAC Apoyo Integral in El Salvador, early in 2021.

Vianel Rivas, who is financed by Banfondesa, produces organic fertilizer that promotes sustainable agriculture in the Dominican Republic.

Read more about her story here.
Asia-Pacific

Despite 2020’s challenges, the members in the Asia Pacific region continued to test, explore, and learn how to accelerate innovative initiatives so that services to their customers continued unhindered. Committed and resilient, the members proved to be well positioned to respond to the challenges of the financial sector in their respective countries.

Highlights during the year included a webinar on how BRAC Bank is responding to the Covid-19 pandemic. It became clear that Global Alliance for Banking on Values members’ focus on sustainability and values is an advantage when addressing the crisis. Indeed values-based banks that are focused on economic, social and environmental sustainability have become much more relevant in the face of the pandemic.

The annual Asia Pacific Chapter meeting was held virtually for the first time amidst the pandemic, bringing together members and key supporting partners operating in the region. The meeting emphasized the need to enhance mutual cooperation among this community.

Awards received during the year were another indication of the importance of our members in the region. In 2020, they included:

- **NMB Bank**, Nepal - Bank of the Year, Nepal by The Banker, Financial Times Group
- **BRAC Bank**, Bangladesh – Best SME Bank, Silver Winner - Asia from the SME Finance Forum IFC
- **Muktinath Development Bank**, Nepal – European Micro Finance Award 2020
- **ESAF Small Finance Bank**, India – Global Sustainability Award 2020 from the Energy and Environment Foundation

Despite the ongoing pandemic, two new members joined the region during the year: Sanasa Development Bank, Sri Lanka, and G & C Mutual, Australia. There are now fifteen members in the region.

“I’ll cook, keep the lights on, and provide heat with waste from my farm”

Abdus Sattar Miah, runs a sustainable farm in Narsingdi in Bangladesh, with the help of finance from BRAC Bank.

Read more about his story [here](#).
Africa

Africa is a diverse continent of 53 countries, four distinct regions and many languages, and a banking sector that is dominated by large and mostly foreign and state-owned commercial banks. As such it is a challenging region for a values-based banking network like ours to build a coherent regional presence. At the same time, it is home to a significant underserved population, especially in rural areas, and a growing microfinance sector that is extending into gaps left by traditional banks.

So the launch of the African Regional Chapter during the Bern 2020 Annual Meeting represented an important moment in the year. All African member banks and their Board members, as well as Supporting Partners, came together to formally inaugurate the new Chapter.

Fabian Kasi, CEO of Centenary Bank Uganda, was appointed as Chair of the Chapter and Board Member for Africa. The Chapter has two Full Members, Centenary Bank in Uganda and LAPO Bank in Nigeria, as well as two Associate Members, Opportunity Savings, Ghana and Grooming Microfinance Bank, Nigeria. We will put special emphasis on growing the Chapter under the 2023 Strategy.

The African Regional Chapter Meeting, held virtually on 5 November, focused on how we can create greater visibility for the Global Alliance for Banking on Values on the continent and identify potential new members. It benefitted from the proactive participation of Supporting Partners including FMO, CDC, SIDI and Triodos Investment Management.

With the help of our member banks and Supporting Partners, we intend to approach national and regional networks through which microfinance institutions, in particular, are organised to create visibility and membership interest. In order to accelerate growth in an important region for values-based banking, expansion initially may come through associate membership, which allows institutions with assets below USD 50 million to join our network.

“Education is key to economic recovery, especially after the pandemic”

Brandie Stevens-Igbe, is Head of Sustainability at LAPO Microfinance Bank, in Nigeria, and runs a high social impact skills acquisition and vocational training programme.

Read more about her story here.
Europe

European banks were strongly represented at the founding of the Global Alliance for Banking on values in 2009. Five of its initial ten members were from Western Europe. Today, the network has much better regional balance thanks to significant expansion in other continents. Growth has also been strong in Europe, including banks in Central and Eastern Europe. Nevertheless, more than half of the banks are located in the European Union.

At the end of 2020, there were 18 member banks in the Europe Chapter. The European member banks have organised formal annual European Chapter meetings since 2013; in France, Italy, Denmark, Switzerland, Spain, Serbia and Sweden. Because of travel bans due to the Covid-19 crisis, the 2020 meeting was organised virtually for the first time.

Themes discussed during these meetings include advocacy for value-based banking, network expansion, transparency and impact reporting, training of values-based bankers the challenge of increasing regulation, and the supervision and how to demonstrate the specificity of values-based banking.

The expansion of the network increases the diversity of members banks and brings new perspectives. The banks participate in strategic projects such as the Leadership Academy, the investment fund SFRE, transparent reporting with the Scorecard and carbon accounting. For the latter UK based member banks were actively involved in the creation of a UK coalition to promote carbon accounting in the UK during the year.

The Covid-19 crises has affected all the member banks around the world in 2020. A lot of sharing of experiences took place bilaterally and through special webinars. As Europe was heavily affected at an early stage, several European members shared their experience with themes such as the people’s perspective (Banca Etica), prudential regulation (Triodos Bank), and the strategic perspective (Merkur).

Gorjana Ponjević Ballani has overcome forced migration and prejudice to become the owner of a successful carpentry business in Zrenjanin (Serbia).

Read more about Gorjana’s story here.
Research

Since 2012, the Global Alliance for Banking on Values published a comparison of values-based banks with the largest banks in the world, otherwise known as Global Systemically Important Banks (GSIBs). Real Economy – Real Returns: The Business case for Values-based Banking examines the evolution of financial returns for both values-based banks and GSIBs over a 10-year period through 2018 finding that in serving the real economy VBBs deliver better and more stable financial returns.

Scorecard Developments

The Global Alliance for Banking on Values was founded on the success of values-based banking around the world in meeting societal needs sustainably and on the shared commitment of its members to expand and strengthen their impact and reach. The Global Alliance for Banking on Values Scorecard was created to support this commitment.

Developed by practitioners, it emphasizes the two most distinctive factors common to values-based banking institutions: a focus on serving the real economy and a commitment to actively do good, not just to avoid harm. It is structured around an institution’s core culture and capabilities to realise its mission and the quantitative evidence of its results, offering a holistic view of a bank’s activities across multiple dimensions.

Values-based banking is both a journey and a commitment to sustained progress, transparency and accountability. The Scorecard supports these efforts as a tool for self-assessment and as repository of valuable information and insight into an organisation’s strategies and policies, processes and actions, and their results.

In 2020 the Metrics team in close collaboration with the Metrics Community of Practice has taken additional steps to better account for the diversity in banking models, regional footprint, and challenges across our network. To do so successfully we have worked with MFR, a global rating agency specializing in inclusive and sustainable finance, to develop more comparable, consistent, and ambitious guidelines to classify the net positive contributions to people, planet, and prosperity of our members. This revised Scorecard will be rolled out in 2021.

Human Development in a Virtual World

The Human Development Community of Practice supports member learning and development. It is a peer network of senior Human Resources professionals uniquely focused on values-based banking.

In 2020, the group transitioned its flagship development programme, the Leadership Academy, to an online course. With 33 participants from 12 member banks and two supporting partners, representing 16 countries across all five Global Alliance for Banking on Values regions, the fifth cohort of the Leadership Academy had the highest number of participants and was the most
geographically diverse group since its inception. The pilot programme, built on five online modules, was enthusiastically received and will continue in its virtual format in 2021.

The group also conducted a survey during the year to identify CEO human development priorities. Reinvigorated by the direction and support of the CEOs, the group refined its strategy for the next three years.

The group also met monthly to provide peer support and share best practices to manage the impact of Covid on co-workers. In the Fall, the group convened for a two-day virtual meeting focusing on how to lead and strengthen Human Resources in values-based banks, leadership in the digital age, and peer learning to support co-workers during and post-Covid. The group will benefit from the appointment of a part-time but dedicated co-ordinator for its activities in 2021.

Carbon Accounting Goes Global

The Global Alliance for Banking on Values’ Climate Change Commitment is a member-led initiative committing its signatories to assess and report the carbon footprint of their loans and investments as a key step to aligning with the Paris Climate Goals. In 2020 the Commitment helped to contribute to a systemic change in the banking sector.

Almost all the signatories to this Commitment are participants in The Partnership for Carbon Accounting Financials (PCAF); a global programme that uses PCAF’s credible, open-source carbon accounting methodology. By assessing and reporting transparently, a financial institution is equipped with the information it needs to start to take actions to address the climate emergency.

PCAF, including a number of GABV member banks, developed and launched a global standard during 2020 which can be applied across the world. By the year end over 90 institutions were participating in the PCAF initiative, including some of the largest banks in the world, with combined assets of around USD $ 20 trillion.

Next year we will continue to support the expansion and implementation of the methodology within and beyond our membership, including producing case studies which highlight how carbon accounting can be a catalyst to address the climate emergency.

Values Regulation in Europe – (the VALoRE Project)

The European Commission has created an action plan to finance sustainable growth across the continent. One of its key elements is the establishment of an EU classification system (an EU taxonomy) for sustainable activities. The VALoRE Project, launched in September 2020, with support from the Open Society Foundation seeks to positively influence both the development of this classification system and a wider Sustainable Finance Strategy agenda, with a particular focus on a social classification system.

The project has two core components:

1. The collection of best practices of Global Alliance for Banking on Values banks to inform the design, implementation and monitoring of social sustainability and impact of banking products and services, and
2. The dissemination and advocacy of this information before high-level experts and officials in the EU and selected member countries.

The year-long project represents a new opportunity to inform the future of banking. We are taking important steps to meet our commitment to lead the transformation of the financial system through this regional initiative, which is expected to have significant global implications.
The Board

The Global Alliance for Banking on Values was established in 2009 as a Dutch not-for-profit foundation. The network is governed by a Board of Directors which has a strategic leadership role and monitors organisational activities. Operational responsibilities and the execution of the strategy are delegated through the Chair of the Board to a Secretariat, led by an Executive Director. On July 1, 2020 Marcos Eguiguren was succeeded by Martin Rohner, who was a member of the Board until March 2020, as Executive Director of the network.

Given its strategic role in defining priorities for the movement, the Board consists of CEOs or other top management representatives of the Global Alliance for Banking on Values member institutions. It has a regional composition that ensures regional membership representation in decision making. Two Members At Large add to the diversity of the Board. Members of the Board are appointed by direct election from the members during the Annual General Meeting.

During 2020 Tamara Vrooman, CEO of Vancity in Canada until July 2020, stepped down from the Board. Tamara has been a key figure in the development of the Global Alliance for Banking on Values, hosting two annual meetings and playing a leading role promoting the values-based banking movement internationally. The Board thanks Tamara for her extraordinary contribution.

With Martin Rohner stepping down from the Board to become Executive Director, Ugo Biggeri, Chair of Etica Sgr and former Chair of Banca Etica, moved from an At Large position, to become the European Region Board member. Damien Walsh, CEO of Bank Australia, was welcomed to the Board during 2020 as an At Large Representative. Fabia Kasi, CEO of Centenary Bank, Uganda, joined the Board as its first African Region Board member.

In 2020, the Board adopted a gender policy according to which no gender may have more than 70% of the votes. The requirement must be implemented as soon as possible but not any later than October 2022. Therefore, the Board is actively seeking senior female colleagues that have an interest in serving on the Board.
Board Members

**Peter Blom**
CEO, Triodos Bank (The Netherlands), Chair

**Tamara Vrooman**
President and CEO, Vancity (Canada), Vice Chair (until June 2020)

**Shameran Abed**
Director of BRAC Microfinance Programme (Bangladesh), Asia-Pacific Region

**Martin Rohner**
CEO, Alternative Bank Schweiz (Switzerland), European Region (until March 2020)

**Kurt Koenigsfest**
CEO, BancoSol (Bolivia), Latin American Region

**David Reiling**
CEO, Sunrise Banks (USA), North American Region

**Ugo Biggeri**
Chair Etica Sgr, Banca Etica (Italy), European Region (from March 2020)

**Damien Walsh**
CEO, Bank Australia, At Large Representative (from March 2020)

**Fabian Kasi**
Managing Director, Centenary Bank (Uganda), African region
The Secretariat

The Global Alliance for Banking on Values Secretariat organises and facilitates the Global Alliance for Banking on Values activities. The core team is based in Amsterdam, the Netherlands, and a network of advisors operates remotely, ensuring closer connections with members and partners. You can find updated roles and profiles on the dedicated page on our website.

The Secretariat meets in person twice a year and operates on the basis of its Team Charter. This year we would like to especially thank Marcos Eguiguren, former Executive Director of the GABV for his commitment and effort during his 6 years of leading the Banking on Values movement.

**Karla Pastor**
Operations and Logistics Support Officer

**James Niven**
Chief Operations and Programme Officer

**Dr Adriana Kocornik-Mina**
Metrics and Research Senior Manager

**Alice Khounta**
Knowledge and Network Manager

**Martin Rohner**
Executive Director

**Jesica Cooray**
Marketing and Communications

**Dr Katrin Käufer**
Leadership Academy and Human Development Senior Adviser

**Fernando García-Escudero**
Communications and Brand Manager

**Pierre Aeby**
European Regional Representative

**Jean Pogge**
North American Regional Representative

**Rafael Llosa**
Latin American Regional Representative

**Upendra Poudyal**
Asia-Pacific Regional Representative

**James Niven**
Chief Operations and Programme Officer

**Dr Adriana Kocornik-Mina**
Metrics and Research Senior Manager

**Alice Khounta**
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**Jean Pogge**
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**Rafael Llosa**
Latin American Regional Representative

**Upendra Poudyal**
Asia-Pacific Regional Representative

**Pierre Aeby**
European Regional Representative

**Jean Pogge**
North American Regional Representative

**Rafael Llosa**
Latin American Regional Representative

**Upendra Poudyal**
Asia-Pacific Regional Representative
## Statement of activities for the year 2020

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>2020 EUR</th>
<th>2020 EUR</th>
<th>2019 EUR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting fees</td>
<td>5,826</td>
<td>-</td>
<td>-</td>
<td>3,898</td>
</tr>
<tr>
<td>Membership fees</td>
<td>982,755</td>
<td>962,400</td>
<td>915,617</td>
<td></td>
</tr>
<tr>
<td>Supporting partners fees</td>
<td>38,500</td>
<td>44,000</td>
<td>33,000</td>
<td></td>
</tr>
<tr>
<td>IP fees</td>
<td>25,450</td>
<td>30,000</td>
<td>25,677</td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>132,781</td>
<td>155,006</td>
<td>132,842</td>
<td></td>
</tr>
<tr>
<td><strong>Total of benefits</strong></td>
<td><strong>1,185,312</strong></td>
<td><strong>1,191,406</strong></td>
<td><strong>1,111,034</strong></td>
<td></td>
</tr>
</tbody>
</table>

| **Expenses**     |              |          |          |          |
| Staff costs      | 886,592      | 911,529  | 747,581  |          |
| Marketing and communication | 27,497 | 41,000   | 41,592   |          |
| Knowledge and Services | -      | 5,000    | 9,145    |          |
| Travel costs     | 9,913        | 44,000   | 40,262   |          |
| Meeting and conference costs | 31,872 | 40,000   | 34,202   |          |
| ICT              | 14,572       | 15,000   | 14,282   |          |
| Administration and other costs | 50,985 | 25,000   | 16,768   |          |
| Rental costs     | 24,249       | 27,000   | 8,500    |          |
| HD Group         | 27,707       | 35,000   | -        |          |
| Research         | -            | -        | 32,670   |          |
| Special projects | -            | 47,500   | 88,389   |          |
| **Total of expenses** | **1,073,387** | **1,191,029** | **1,033,393** |   |

| **Total of net result** | 111,925 | 377 | 77,641 |

| **Appropriation of result** |              |          |          |
| Appropriation reserve       | 100,000      | -        |          |
| General reserve             | 11,925       | 77,641   |          |
| **Total of appropriation**  | **111,925**  | **77,641** |          |
**Balance sheet as at 31 December 2020**

(After proposal distribution of result)

<table>
<thead>
<tr>
<th></th>
<th>31-12-2020</th>
<th></th>
<th>31-12-2019</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td>EUR</td>
<td>EUR</td>
<td>EUR</td>
<td>EUR</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivables</td>
<td>56,692</td>
<td>61,180</td>
<td></td>
<td></td>
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<tr>
<td>Other receivables</td>
<td>5,190</td>
<td>92</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accruals and prepaid expenses</td>
<td>17,472</td>
<td>16,020</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>79,354</td>
<td>77,292</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>765,830</td>
<td>539,897</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>845,184</td>
<td>617,189</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriation reserves</td>
<td>100,000</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General reserves</td>
<td>539,655</td>
<td>527,730</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>639,655</td>
<td>527,730</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Short-term liabilities</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Accounts payable</td>
<td>4,542</td>
<td>48,708</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables relating to taxes and social security contributions</td>
<td>20,322</td>
<td>3,910</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other liabilities and accrues expenses</td>
<td>180,665</td>
<td>36,841</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>205,529</td>
<td>89,459</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>845,184</strong></td>
<td><strong>617,189</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Global Alliance for Banking on Values
E mail@gabv.org
www.gabv.org
#bankingonvalues

The Global Alliance for Banking on Values is an independent network of banks and banking cooperatives with a shared mission to use finance to deliver sustainable economic, social and environmental development.

Disclaimer
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