

GIZ PROGRESS REPORT ON SUSTAINABILITY 2015

About this report

This year, we are publishing the second report of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH drawn up in accordance with the guidelines of the Global Reporting Initiative (GRI) as a Progress Report on Sustainability. It complements the Integrated Company Report 2014, which was published in June 2015. The many and varied links to the Integrated Company Report have been marked with the symbol  ICR. This year's company report will mark the launch of our integrated reporting. In future we will no longer publish a separate sustainability report, underlining our conviction that sustainability is our core business and a constructive and integral part of GIZ's corporate strategy. This year's Progress Report is thus a stepping stone that will carry us forward in our efforts to further enhance our sustainability performance.

Like its predecessor, this report has been drawn up in accordance with the G4 guidelines of the Global Reporting Initiative (core option). It also meets the requirements of the UN Global Compact Advanced Level and our third declaration of conformity in accordance with the Sustainability Code. The  **tables for the reporting frameworks** are available on the GIZ website as a separate annex, with additional links. The reporting period covered for quantitative data is from 1 January 2013 to 31 December 2014, while for qualitative data the period goes up to 31 August 2015. A new structural organisation and pertinent procedures were introduced as of 1 September 2015 within the scope of the "bauhaus15" reorganisation process. The resulting significant changes will be taken into account in future reports on sustainability. Some sections of this report go into developments after the cut-off point for qualitative data, right up to the copy deadline for the report on 31 October 2015, where these were felt to be particularly noteworthy in the specific context. The report covers GIZ inside and outside Germany. It is indicated when certain items of data are only applicable for certain locations. The report does not cover any interests or stakes held in other companies or organisations.

The Progress Report on Sustainability was adopted by the Sustainability Board on 20 November 2015. It was produced by the Sustainability Office, with the support of a large number of dedicated GIZ staff inside and outside Germany who provided inputs and collaborated on the report. Our sincere thanks go to them.

You will find more topical information on GIZ's sustainability work at  www.giz.de/sustainability. The symbol  is used in the report to mark information relating to the achievement of the objectives laid out in the Sustainability Programme 2013–2015.

Our actions are guided by the principles of sustainability.

We believe that only by combining social responsibility, ecological balance, political participation and economic capability will current and future generations be able to lead secure and dignified lives. Conflicting goals and interests have to be resolved fairly among all stakeholders. Negotiation processes of this kind must be professionally designed if development is to be sustainable. This belief guides our work with clients and partners, our interactions with each other, and the way we structure our operations. We perform our tasks in keeping with these convictions and are committed to upholding the values enshrined in the Basic Law of the Federal Republic of Germany.

In particular, we:

- » advocate respect for human rights, equal opportunities and integrity;
- » support the rule of law and civic participation and are committed to ensuring fair negotiation processes, both within and outside the company;
- » promote a market-oriented, ecological and social economic order;
- » observe the principles of corporate responsibility in our work.

Source: ➔ [GIZ Corporate Principles](#)



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Dear reader,



‘Sustainability is our core business.’ That is GIZ’s single most important corporate message, and it is a message that we translate into practice every day in the services we deliver around the world. We see sustainable development as the interplay of social responsibility, ecological balance, political participation and economic capability. Sustainability is our mandate and the commitment we have made. We have set ourselves the goal of aligning our own actions within the company with the same exacting principles we apply to the services we provide. Our many and diverse voluntary commitments, including GIZ’s membership of the UN Global Compact and our commitment to its ten principles, and our endorsement of the United Nations Women’s Empowerment Principles, demonstrate our determination to live up to these aspirations.

2015 was a highly symbolic year in terms of sustainability. The 2030 Agenda for Sustainable Development, the result of years of preparations within the framework of the discussion of the post-2015 Development Agenda, was adopted to replace the United Nations Millennium Development Goals. With it, the international community set itself extensive and ambitious sustainable development goals, which apply for all countries. This new set of goals is intended to set the scene for development that will also allow the generations to come to meet their needs. This makes the new Sustainable Development Goals an important framework of reference for GIZ. We are convinced that we can make a valuable contribution to mastering global challenges with the effective solutions we offer and with our own actions as a company in Germany, across Europe and around the globe.

Parallel to the publication of our first Sustainability Report in 2013, GIZ adopted a comprehensive Sustainability Programme. On the basis of the salient aspects of our sustainability management, we identified 25 objectives with a total of 39 indicators; the objectives were to be attained by the end of 2015. It is with pride that we can today look back at the hard work of the last three years and report that 31 of the indicators have been achieved in full, and that another six will be achieved in full slightly later than originally planned. There are only two indicators that we will not be able to achieve entirely in the given timeframe.

The development and worldwide implementation of our innovative and participatory sustainability management tool, the Corporate Sustainability Handprint® (CSH), has been a resounding success. By the end of 2016, we will have introduced the CSH in all countries in which GIZ operates offices. This gives us a practical management tool to promote sustainability that is ideally suited



for use in our decentralised company structure. The tool is being further developed and refined by the people who work day in, day out with enormous dedication to identify solutions to the challenges we encounter in our core business – our staff members in partner countries.

In this way, a system is emerging that enables us to consistently and continually enhance our sustainability performance, while also ensuring that hands-on sustainability becomes firmly established as a vibrant part of our corporate culture. The Corporate Sustainability Handprint helps us in no small way to effectively improve our corporate sustainability on a permanent basis.

Since 2014, all CO₂ emissions at our locations inside Germany have been offset by the acquisition of Certified Emission Reduction credits in line with the most rigorous international standards – another important achievement. Following the full identification of all emissions generated outside Germany by the end of 2016, the next step will be to draw up a consistent policy to address our worldwide emissions. The validation of our three main offices in Germany – in Eschborn, Bonn and Berlin – under the European Eco-Management and Audit Scheme (EMAS), the extensive health and human resources management services available to our staff, and the large number of worldwide dialogues in which we engage with our various stakeholders also underline the fact that we consider sustainability to be part of our corporate identity. This is demonstrated not least by the many, diverse, creative activities conceived by our staff around the globe as part of the German Council for Sustainable Development's annual Action Week on Sustainability.

We have decided to call this year's report the Progress Report on Sustainability. This is intended to reflect the fact that with our first Integrated Company Report, which was published in June 2015, GIZ is gradually incorporating reporting on sustainability in standard company reports. In this way, we wish to make it clear that sustainability is an integral part of our corporate strategy. The Progress Report on Sustainability thus complements the Integrated Company Report, in which we lay out what GIZ is doing on all of our main sustainability topics. We do realise that this is only a first step on the way to fully integrated reporting, but we have accepted the challenge of ensuring coherent reporting that reflects our understanding that sustainability is our core business. Around the world. In different ways. With commitment.

Finally, I would like to take this opportunity to thank Bernd Schleich, our Director Corporate Sustainability, who is leaving GIZ, most warmly on behalf of the entire company for his dedication and for all he has done to develop corporate sustainability management at GIZ.

I hope you enjoy reading this report.

Tanja Gönner
Chair of the Management Board

GIZ – service provider for sustainable development

Sustainability is our core business and the principle that guides our actions. We look back on over 50 years of experience in a wide variety of different areas, from economic promotion and employment, to energy and the environment, and peace and security. The wide spectrum of expertise of the federally-owned GIZ is very much in demand around the globe, where we work on behalf of the German Government, European Union institutions, the United Nations and governments of other countries.

Our main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ). We also cooperate closely with the private sector, helping to successfully dovetail development engagement and foreign trade.

We work to develop local capacities and foster local and global exchanges of knowledge and experience, enabling

our partners to carry forward development processes independently. Our [company reports](#) give an insight into our work, as do the [project briefs](#) and the interactive [project database](#) on our website.

As a public-benefit federal enterprise, we embody German and European values. This makes us a reliable service provider that all stakeholders can trust. We work flexibly with our partners to produce effective solutions that offer people genuine prospects and achieve a lasting improvement in their living conditions.

The GIZ's registered offices are in Bonn and Eschborn. In 2014, our business volume topped EUR 2 billion. Of our total workforce of 16,410 in more than 130 countries, about 70 per cent are national personnel employed in partner countries (staff and business figures as at 31 December 2014).



Sustainability management

GIZ's fundamental corporate policy

On the basis of the corporate purpose laid out in GIZ's Articles of Association, the company developed the GIZ ➔ **Corporate Principles**, which elevate sustainability to the principle that guides our actions and shapes the services we deliver. We believe that only by combining social responsibility, ecological balance, political participation and economic capability will future generations be able to lead secure and dignified lives.

With our work we support the German Government in shaping international sustainable development. The foundations on which we base our actions are standards and agreements recognised globally and by the Federal Republic of Germany, including the United Nations human rights conventions and the European Convention on Human Rights. Our activities are based on the human rights commitments entered into by the Federal Republic of Germany, and we recognise the GIZ's special responsibility to comply with these. To this end, the Management Board has adopted the ➔ **GIZ Orientation on Human Rights** which is mandatory for all staff members. The International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work is also a standard that we take as a yardstick in our work. As a member of the UN Global Compact, we have undertaken to respect its ten principles in the fields of labour, the environment, human rights and anti-corruption (⚙️ **ICR**, p. 51).

Our dealings with one another within the company are based on cooperation and mutual respect. Our ➔ **Code of Conduct** requires all staff members, integrated experts and development workers to act in line with the principles of equal rights, compliance with contract and statute, transparency, loyalty, confidentiality, and cooperation in partnership. We also expect our project partners and target groups to respect these principles of ethical conduct.

Sustainable development is only possible in the long term, if women and men can participate on an equal basis in society. That is why we have adopted a company-wide ➔ **Gender Strategy**, which lays out objectives and measures for the services we deliver and for the company itself. We have translated these objectives into more concrete terms with a view to the company itself in an Equal Opportunities Plan (see section on Political participation).

We can only preserve the development opportunities of future generations if we deal responsibly with our environment today, and if we make sustainable use of natural resources. In our ➔ **Environmental Mission Statement** we lay out our understanding and give guidelines on environmentally responsible conduct.

We support our partners in their efforts to shape development processes independently. For us this means that partners' ownership of such processes must play a prime role in our cooperation. Within the scope of international agreements such as the International Aid Transparency Initiative (IATI), Germany has undertaken to implement the international transparency standard based on IATI and OECD (Organisation for Economic Cooperation and Development) criteria (⚙️ **ICR**, p. 44). Over and above this, we respect the recommendations laid out in the German Government's Public Corporate Governance Code.

Managing corporate sustainability

Within GIZ, responsibility for sustainability is vested in the executive management level. The Chair of the Management Board also chairs the Sustainability Board. This body, created in 2012, provides advice on sustainability objectives and lays down the long-term strategic direction for corporate sustainability on the basis of the corporate sustainability principles, as well as further developing these. The Sustainability Board also analyses and assesses the company's performance in the field of sustainability. The body meets two to four times a year. It brings together a total of seven Directors General and Directors of Corporate Units as well as the Director Corporate Sustainability.

The ➔ **Director Corporate Sustainability** reports directly to the Chair of the Management Board and represents GIZ in this field. As well as managing the Sustainability Board, the Director Corporate Sustainability heads the Sustainability Office, which is responsible for coordinating and promoting sustainability management within the company. Within the scope of the "bauhaus15" restructuring process, the Sustainability Office is to become part of the new Quality and Sustainability Section of the Corporate Development Unit.



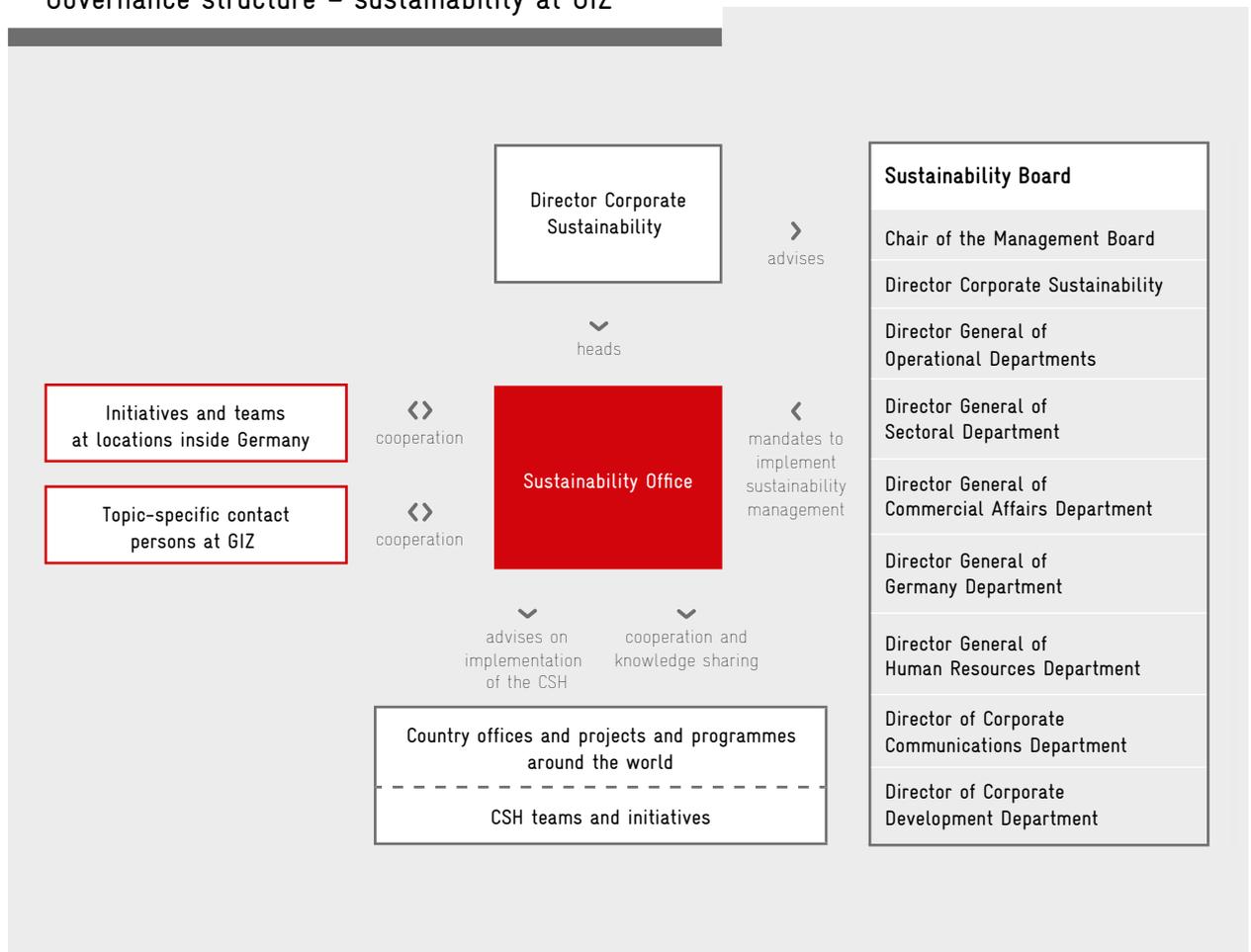
The Sustainability Office will thus become part of the line organisation, but it is to be retained as an office in its own right. The duties and responsibilities of the Director Corporate Sustainability will be transferred to the Director of the Corporate Development Unit. Incorporating the Sustainability Office in the Corporate Development Unit will make it possible to link corporate policy strategies and corporate sustainability objectives even more effectively in future.

The Sustainability Office cooperates closely with contact persons in other organisational units within the company, including Medical Services with regard to health management, the Procurement and Contracting Division with regard to sustainable procurement and Facility Management with regard to environmental management at locations inside Germany. The Sustainability Office developed our **Corporate Sustainability Handprint® (CSH)** and

is supporting the introduction of this tool around the world. The Corporate Sustainability Handprint® is the key management tool used to assess and improve our sustainability performance in partner countries (see Box on page 13 and **ICR**, p. 27). The Sustainability Office advises and supports countries, provides quality assurance for the data recorded, and monitors progress. Since 2014, the CSH has been introduced in every region in which GIZ operates. By the end of 2015, we intend to have introduced the CSH in half of all countries in which we run a country office. By the end of 2016 the CSH is to be in use across the board.

The country directors and the project and programme managers are responsible for sustainability management in our partner countries. Alongside the guidelines and regulations laid down centrally, the managers in partner countries have a certain leeway that allows them to devise

Governance structure – sustainability at GIZ





further-reaching, location-specific measures, and to put these into practice, thus fostering corporate sustainability in the local context.

In February 2015, the Management Board adopted the first version of GIZ Sustainability Guidelines. These new guidelines are a comprehensive statement issued by GIZ, that embrace the company's sustainability standards, the principles on which its sustainability management is based, and the principles that guide the actions of the company and its staff.

The Sustainability Guidelines combine corporate sustainability management with the system of environmental, climate and social impact management, currently being developed by GIZ. As of mid-2016, this new system is to be integrated in the production of offers and monitored in the course of projects and programmes. The new sys-

tem of environmental, climate and social impact management will bring together in a more systematic structure such long-standing instruments as environmental and climate assessment, gender analysis and human rights assessment, in the form of a new management model.

Material issues in sustainable corporate management

The GIZ's Long-Term Corporate Plan lays out the strategic framework for GIZ's development as a company, guided by our → **Corporate Principles** (see Management Report in the → **Annual Statement of Accounts**). It analyses trends in international cooperation and identifies future fields of action for business development.

In addition to the Long-term Corporate Plan, we base our identification of material sustainability issues on



the G4 guidelines of the Global Reporting Initiative. A materiality analysis is used to determine and prioritise the most important sustainability issues from the point of view of the company and our stakeholders.

In 2013, as part of our preparations for the GIZ's first Sustainability Report, we held a workshop for some 30 representatives of the GIZ's operational departments, service departments and corporate units, as well as staff council members and special officers at company level, including an Integrity Advisor and the Gender Equality Officers who were able to share their internal expertise. Staff members involved in conducting our dialogue with commissioning parties (🔧 ICR, p. 42, see also section on Political participation) attended as well. Thus, around the world the material sustainability issues were identified, with the focus on commissioning parties and our members of staff.

Since many processes to improve sustainability management will only be effective in the medium or long term, and our corporate policy principles derive their strength from their constancy, we have updated our 2013 materiality analysis for this Progress Report on Sustainability. It reflects the results of the previous analysis and updates these on the basis of the latest documentation of the interests of our stakeholders and a new corporate policy assessment. In identifying and prioritising major issues from the point of view of our stakeholders, we have incorporated, alongside our dialogue with commissioning parties, issues raised by our Board of Trustees and Private Sector Advisory Board, media reports on GIZ and the results of a ➡ **survey of consulting firms** we conducted in early 2015.

The survey took the form of an online questionnaire on sustainability at GIZ, which addressed 150 of the consult-





Award-winning sustainability management

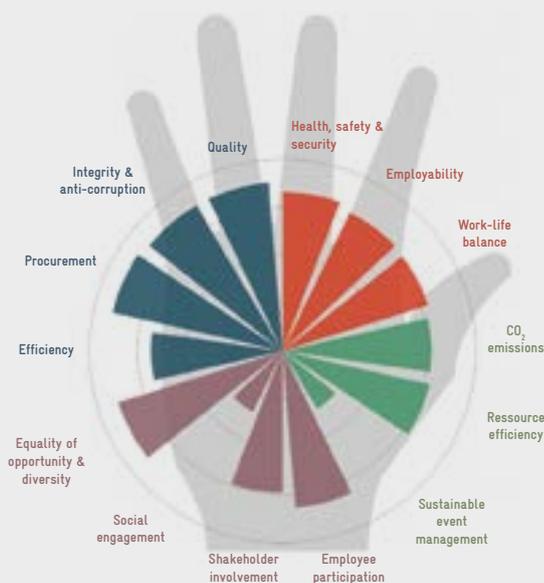


Corporate Sustainability Handprint®

The **Corporate Sustainability Handprint® (CSH)** is the management tool of choice to systematically record and improve our corporate sustainability performance worldwide.

Within the scope of the CSH, GIZ country offices work with the projects and programmes in their respective country to compile key data covering, for instance, carbon dioxide emissions generated by business travel, water consumption and the percentage of managerial posts held by women. A CSH team, all of whom are staff members in the partner country, assesses the results once every two years. The country office then sets objectives for sustainable action on the basis of these results.

Some country offices set priorities in the environmental sector and have solar panels fitted on the office or set up car-sharing schemes. Others increase the percentage of products procured locally, devise training courses on stress management and plan special action days focusing on health in the workplace. Over and above this, a large number of our colleagues are involved in the CSH teams and existing initiatives. They produce proposals and implement pertinent measures. In this way we can consistently improve our sustainability performance on a country specific basis.



Thanks to our management approach based on the Corporate Sustainability Handprint®, GIZ was singled out as one of five examples of best practice in the **Corporate Responsibility Index (CRI)** (link in German only). The Corporate Responsibility Index, drawn up by the Bertelsmann Foundation, the University of Bayreuth and concern GmbH, examines relevant success factors in corporate responsibility. It also allows participating companies to compare their own performance with that of other companies. Embracing 187 companies, in 2015 the CRI was once again the most extensive benchmark study on corporate responsibility management in German companies. GIZ did particularly well. Not only did it rank among the top ten per cent of companies covered by the index, it was also awarded the title Corporate Responsibility Champion.

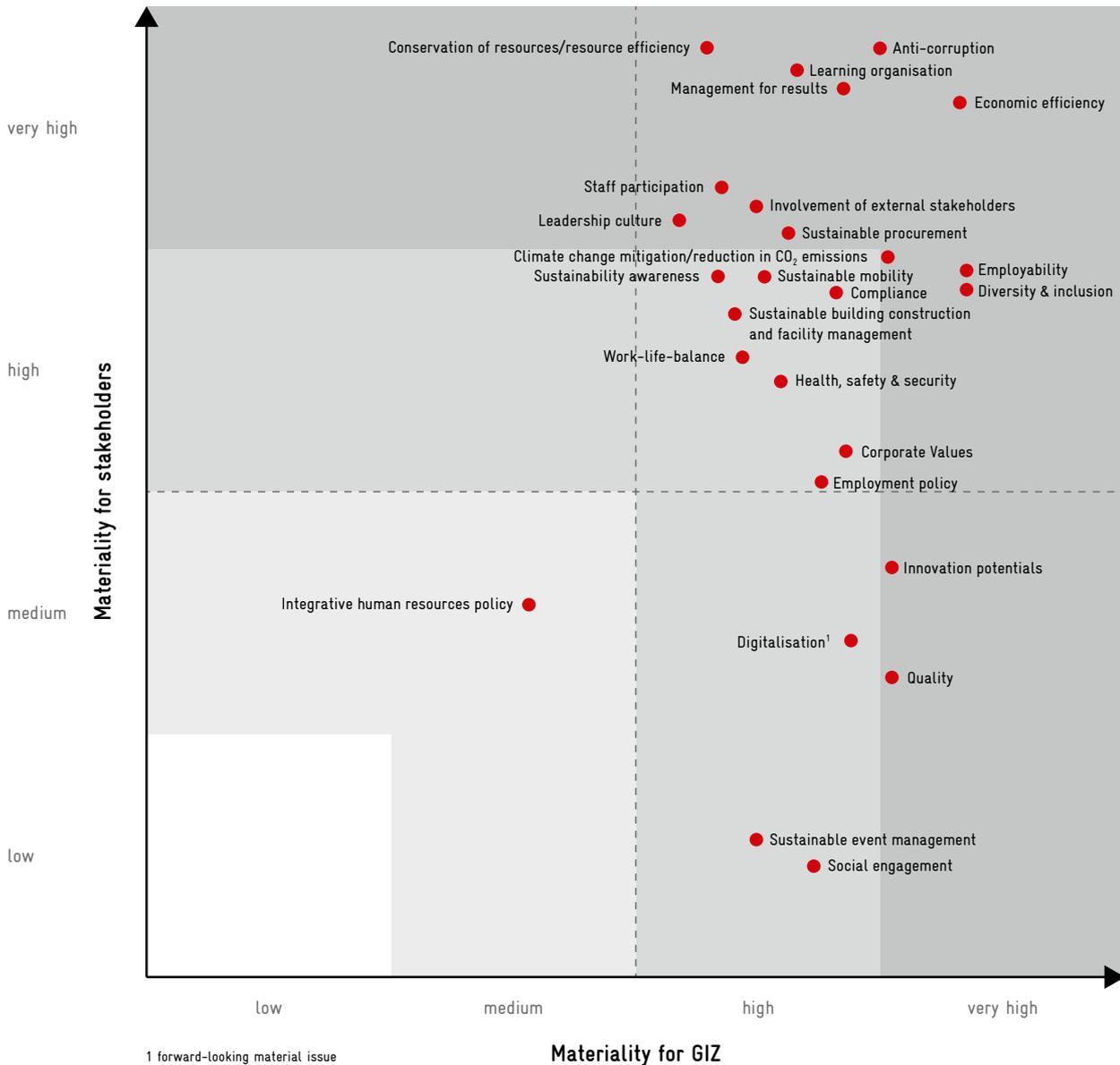
ing firms receiving the greatest volume of GIZ contracts over the period 2010 to 2013. The consulting firms taking part were free to add additional topics which they felt to be particularly important for GIZ's sustainability management. There was a high level of concurrence between GIZ and the consulting firms. Both felt, for instance, that anti-corruption, climate change mitigation and resource conservation were particularly important for the company. It was very encouraging to note the unusually high response rate of over 40 per cent. This has motivated us to further expand our dialogue on sustainability in future.

The issues identified and prioritised were then adopted by the Sustainability Board and entered in a materiality grid (see overleaf). On this basis we selected material issues and suitable indicators for this Progress Report on Sustainability. As well as providing the foundations for sustainability reporting, the materiality analysis is the starting point for the further development and fine-tuning of our sustainability management and for carrying forward the dialogue with our stakeholders. The analysis of stakeholder perspectives and the corporate policy assessment actually resulted in only a very small number of

fundamental changes. The involvement of external stakeholders and the forward-looking issue of digitalisation have now been added to the material issues we examine.

The prioritisation of sustainability issues does however differ substantially from its predecessor, for which this process was conducted only inside the company. Stakeholders, for instance, deemed 'learning organisation' to be more important, and 'sustainable event management' to be less important, while they saw 'integrative human resources policy' as significantly less important. From a corporate policy stance, the issues 'economic efficiency' and 'quality' have become increasingly important, while 'corporate values' has lost some ground, and 'integrative human resources policy' has slipped well down the priority list. The assessments of stakeholders and the company differed very significantly on 'civic engagement' and 'sustainable event management' in particular. For GIZ, however, these issues are not only a good advertisement for the company. They demonstrate that sustainability is a vibrant part of our corporate culture and lend the company credibility as a service provider in the field of sustainable development.





Our Sustainability Programme

In the first Sustainability Report, GIZ published an extensive Sustainability Programme, which embraced all four dimensions of sustainability. Of the 25 objectives, with a total of 39 indicators, we have achieved 31 indicators in full. Six more indicators will be achieved slightly later than originally planned. Only two indicators, harmonisation of different working time models and benefits resulting from the merger, and the development of a new mobility concept, will not be achieved within the given timeframe. A more detailed analysis of the achieve-

ments of the Sustainability Programme can be found overleaf.

GIZ has launched a new strategy process in the wake of the new organisational structure and procedures introduced as of 1 September 2015 as part of the “bauhaus15” reorganisation process. Sustainability is an integral part of this update of our corporate strategy. Since the process was still ongoing when this report went to print, we have devised an interim programme with objectives that we aim to achieve by the end of 2016 (see Interim Sustainability Programme 2016, page 56).

Achievement of the Sustainability Programme 2013–2015¹

Objective	Period	Measures	Indicator	Status
Economic capability				
Expand sustainable procurement	2014	Produce guidelines for sustainable procurement management and anchor these within the company	Guidelines available, communicated within the company and taken into account in invitations to tender ²	
Enhance process efficiency and quality	2014	Analyse overarching processes in terms of efficiency, cost-effectiveness and client/commissioning party requirements	Potentials to improve major, overarching processes realised	
	2013	Foster commercial capacities to take into account the greater complexity of commercial processes and tasks, for instance through capacity development services	Capacity development services introduced	
Enhance service quality on an ongoing basis	2015	Extend existing client-commissioning party dialogue (BMZ, Federal Foreign Office, Federal Environment Ministry) to embrace other clients Improve verification of results and results-based reporting inside and outside the company	Client dialogue confirms the quality of the services offered	
Foster learning organisation	2014	Measures produced within LOLA project on learning culture and dealing with errors are implemented	Measures conducted including anchoring learning culture and way of dealing with errors in management feedback ³	
Strengthen awareness of integrity issues among staff	2014	Establish a GIZ-wide e-learning system on integrity	Pilot project realised	
Extend anti-corruption management	2014	Review and improve processes from the point of view of preventing corruption (risk analysis)	Risk analysis completed and measures initiated	
Strengthen and promote the capacities of national personnel	2013ff.	Put in place a working group to systematically strengthen capacity and career development for national personnel and elaborate necessary measures	Strategy developed for systematic capacity and career development for national personnel; procedures and standards for filling managerial posts with national personnel harmonised	
	2013ff.	Offer existing BasiQ management training on an ongoing basis	At least one training offer per region	
Mainstream corporate values and principles	2013	Set up identity teams as internal advisory bodies to generate impetus for the promotion of a corporate identity	Identity team operational	
	2013ff.	Promote focus on realignment of company and common identity, especially through managers	Staff surveys and quality report confirm that the majority of staff feel realignment has made a positive contribution to integration	
	2013ff.	Process and implement required action as identified in staff survey on the subjects 'integration and change processes, identity, leadership'		
Extend internal cooperation management	2013ff.	Act on the results of the strategic initiative 'Cooperation for Growth'	Results put into practice	
Support sustainability management in country offices	2015	Develop and introduce peer learning tool Corporate Sustainability Handprint® (CSH, see box on page 13)	CSH introduced in all regions	



Objective	Period	Measures	Indicator	Status
Social responsibility				
Promote work-life balance	2015	Expand the number of nursery places and services available in Bonn and Eschborn	Bonn nursery begins work in 2013 (status: completed); after extension work is completed, Eschborn nursery offers 22 additional places	●
	2013	Seek recertification following the berufundfamilie® audit and reach agreement on improvements	Recertification	●
Gender equality in all functions	2013ff.	Realise measures in line with gender equality plan and employer/central staff council agreement on gender equality	Raise percentage of women in all fields in which they are currently under-represented	●
Expand data gathering	2015	Record all days lost through sickness and accidents at work (including fatalities)	Pertinent data available ⁴	●
Maintain health and performance capacity	2013	Establish a steering group on company health management to improve and target coordination of an integrated health management scheme	Steering group established	●
	2013	Expand counselling services offered by medical service and health management services; review the status of occupational health care at all locations inside Germany	Expanded medical services in place	●
Foster integration	2013	Foster the ability to move from one department to another through targeted human resources development (contribution of realignment to integration)	Staff survey indicates that the majority of staff feel that realignment has made a positive contribution to integration	●
	2013	Implement placement programme with a focus on integration	Placement programme established	●
Harmonise social standards	2013ff.	Harmonise working hours models and social benefits	Pertinent agreements concluded ⁵	●
Extend human resources development offerings	2013ff.	Further develop and merge internal training for face-to-face and virtual training	Establishment of a central portal for all staff training offerings	●

Notes

- 1 The Sustainability Board adopted the first Sustainability Programme in June 2013. A green traffic light in the right-hand column marks the indicators that were achieved by the planned deadline. Explanations can be found in the respective sections of this report, where they are marked with the symbol . A red or amber traffic light in the right-hand column means that the indicator in question has not been achieved or at least not yet. Explanations are given in the pertinent footnotes.
- 2 The green procurement concept has hitherto regulated the environmentally sound procurement of materials and equipment. This concept was replaced in October 2015 by the comprehensive Report on Sustainable Procurement, which takes into account social factors in addition to environmental factors, and also covers all GIZ procurement activities (see also section on Economic capability).
- 3 Some measures have been realised. The concept of learning from mistakes, for instance, has been firmly anchored in our manager development programme. The staff council still has to approve the anchoring of the learning culture and ways of dealing with errors in management feedback (see also section on Economic capability).
- 4 The very different legislation in place in different countries is still a challenge, in particular to establishing a standard system for recording the number of days lost through sickness involving national personnel. The available data are recorded within the scope of the Corporate Sustainability Handprint® (CSH) (see also section on Social responsibility).
- 5 The ongoing negotiations between the staff councils and the employer side were interrupted by the "bauhaus15" internal reorganisation process. No accord has yet been reached, but the goal is still to come to an agreement on this point.

Objective	Period	Measures	Indicator	Status
Ecological Balance				
Become a climate-neutral company	2015	Offset CO ₂ emissions of sites within Germany and air travel undertaken by Germany-based staff	To be offset for the first time in 2014	●
	2014	Switch all sites inside Germany to green power	As of 2014, all sites inside Germany to buy in green power	●
	2014	Develop a new mobility concept	Concept available ⁶	●
	2014	Forge ahead with alternative means of communication (video/telephone conferences, etc.) throughout the company	Pertinent IT infrastructure expanded	●
Reduce resource consumption	2013	Introduce EMAS at registered offices and Berlin Representation	Sites validated under EMAS	●
	2015	Optimise plant technology/building services technology and use office inputs efficiently	5 % reduction in drinking water and paper used; 10 % reduction in energy consumed as compared to 2010	●
	2015	Record key environmental figures as part of Corporate Sustainability Handprint [®] for all sites	Key figures available ⁷	●
New buildings meet sustainability standards	2015	New buildings in Bonn and Eschborn comply with silver standard of the German Sustainable Building Council	New buildings certified accordingly ⁸	●
Foster sustainability and environmental awareness	2014	Conduct activities and events with staff; develop guidelines and process examples of best practices; step up communication on sustainability within the company	Minimum of three actions conducted inside Germany; online information services further developed (intranet)	●
Sustainable event management	2015	Step up and mainstream the use of the guidelines for sustainable event management throughout the company	Guidelines used throughout the company ⁹	●

Notes

6 A concept has been drawn up and discussed by the Supervisory Board. It has not, however, yet been adopted by the Management Board.

7 By the end of 2015, we aim to have key environmental data for half of our country offices around the world. By the end of 2016, we will have these figures for all country offices.

8 The new 'Meander Building' in Bonn and House 5 in Eschborn were planned in line with the silver standard of the German Sustainable Building Council (DGNB) and completed on time in May 2014 and June 2015 respectively. The certification processes for both have been initiated.

9 We expect the guidelines to be adopted in early 2016. The very different contexts in Germany and in our partner countries make it difficult to draw up a standardised, usable document. The 'Navigator for Sustainable Event Management' which we have used hitherto is still extremely relevant.



Objective	Period	Measures	Indicator	Status
Political participation				
Extend stakeholder dialogue on corporate sustainability	2013	Publish first GIZ Sustainability Report	Report published	●
	2015	Systematise and step up dialogue on GIZ's corporate sustainability	Concept developed	●
Systematise social engagement	2013	Develop concept to promote social engagement at Bonn office	Concept available	●
Foster staff participation	2013	Establish new event formats to promote direct dialogue with Management Board	New formats in place	●
	2013	Continue staff survey and development worker survey	Surveys conducted and evaluated	●
	2015	Establish innovative forms of participation for staff regarding corporate sustainability	Innovative forms of participation introduced	●





Product responsibility

The services we deliver aim to improve people's prospects, for instance by improving environmental conservation and climate change adaptation and mitigation, and by enhancing social standards. To ensure success and involve our stakeholders appropriately, we use a variety of systems to monitor the results and quality of our work on an ongoing basis. We cooperate with our partners to evaluate lessons learned in our projects and programmes, and to consistently enhance our project management and the effectiveness of our actions.

Solutions that work

We underpin and hone the results orientation of our projects with a comprehensive planning, monitoring and evaluation system that translates into practice our ➔ **monitoring and evaluation policy**. To enable us to identify all of the root causes and the consequences of change processes from the outset, and to allow us to take a holistic approach to the development of programmes and measures, we have devised a results model on the basis of which we identify objectives and draw up strategies with our partners. GIZ's ➔ **Capacity WORKS** management model and the commissioning procedure laid down in our Orientation and Rules helps us to plan and manage our projects effectively and efficiently, and to involve all relevant actors.

We review the quality and effectiveness of all our projects and programmes at regular intervals in line with the international standards agreed by the international donor community within the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD-DAC). The results help us to manage our projects effectively, to learn from experience, and to ensure transparency vis à vis commissioning parties and the general public. We systematically observe and record the change processes we have triggered within the framework of our results-based monitoring system as of the launch of every project. The data thus gathered are used to help us manage and evaluate our projects and programmes. Since August 2014, all GIZ projects have had access to our 'results monitor'. This is an internet-based application, which builds on our results model, and can be used to collect data on the effectiveness of our work in real time. Our partners can also use mobile devices such as tablets or smartphones to access the application.

This ongoing process of reflection and review enables us to identify why an approach might have worked well in one case, but not in another. We learn from the evaluations and improve the procedures and instruments we use. Essentially, we distinguish between two basic sorts of evaluations. Central corporate strategy evaluations are handled by the Evaluation Unit. Decentralised monitoring and evaluation activities are conducted by the operational unit responsible for the programme in question. Part of this involves analysing the effectiveness of ongoing projects and programmes. One of the corporate strategy evaluations we conduct every year is a cross-section evaluation. The Evaluation Unit develops standards and instruments.

In order to systematically discuss and implement recommendations for action on the basis of evaluations, we have introduced a mandatory management response system

for corporate strategy evaluations. Relevant findings and recommendations are entered in an action plan which is regularly updated by the Evaluation Unit.

To provide comprehensive information about the impacts of our work, we publish a ➔ **Monitoring and Evaluation Report** every two years. It lays out the approaches we pursue and looks at the results and consequences of the evaluations. We attach great importance to ensuring transparency in evaluation. In addition to other company reports, we publish the ➔ **results of central and decentralised evaluations**. Over and above this, we consult closely with both DEval, the German Institute for Development Evaluation and the independent Financial Cooperation Evaluation unit of the *Kreditanstalt für Wiederaufbau* (KfW). We launched a pilot project in 2013, which has made a start on identifying and documenting the results of our work at global level. The data, taken from a number of different interventions, indicated for instance that in 2012 and 2013 alone, GIZ helped improve working conditions for more than half a million workers around the world. The improvements included higher wages, the introduction of freedom of association and the abolition of forced labour.

More information on our products, i. e. the sustainable development services we provide, can be found in our Integrated Company Report (🔧 ICR).

Upholding human rights

Every day, around the globe we work to improve people's living conditions, as well as helping to realise human rights. We consider it our duty to prevent any potential violation of these elementary rights and to take appropriate steps to address violations where these have already occurred. This applies to all services in the many fields in which we operate (see 🔧 ICR, p. 20). In the commissions we implement on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) we comply with the directives laid out in the ➔ **BMZ's strategy paper Human Rights in German Development Policy**, and take this strategy as a guideline in the measures we implement on behalf of other commissioning parties. In addition to this, our own ➔ **GIZ Orientation on Human Rights** provides a mandatory framework for action for all of our employees. Our standards for the appraisal and planning of new interventions and for project evaluations embrace criteria designed to analyse and document human rights impacts. The BMZ analyses guide our actions in terms of taking into account current and country-specific risks.

Any information about potentially negative impacts of our activities on human rights can be sent to our independent Integrity Advisors at ➔ humanrights@giz.de. It is up to



them to examine the facts of the matter and involve the relevant organisational units. The GIZ's Sectoral Department and the Corporate Development Unit support them. During the period under review, our Integrity Advisors received two complaints. In both cases, GIZ has responded extensively to the complainants. In the view of GIZ and our commissioning party BMZ, no human rights violations took place.

In future, we will be extending our complaints mechanism, partly to further improve access. We aim to ensure that we are able to respond to information submitted at an early stage so as to prevent any human rights violations from the outset. The process is to be coordinated by the Compliance and Integrity Unit established as of 1 September 2015.

Across all sections of the company we foster the capacities of our staff on human rights issues and run various training courses to this end. In 2014, a total of 120 people attended our generally one-day courses on sustainability as a guiding principle, which look at gender equality, core labour standards and human rights issues; in 2013 attendance totalled 127. Additional sector-specific training courses on human rights were also held in 2014. Overall about five per cent of our field staff and employees inside Germany attended some form of training on human rights. This figure is set to rise in future thanks to a training system to be launched as part of the implementation of the UN Guiding Principles on Business and Human Rights (see Interim Sustainability Programme 2016, p. 56).

Since February 2014, we have also offered an intensive e-learning course entitled Putting Human Rights to Work in Development Cooperation. The course involves between 50 and 60 hours of learning and was developed in cooperation with the German Institute for Human Rights. It contains a basic module on the essentials and more in-depth modules looking, for instance, at human rights in the water and health sectors. In future, a course on how to use the [➔ BMZ guidelines on incorporating human rights standards and principles](#) will also be offered as part of our training programme.

Fostering gender equality

Gender equality is key to sustainable development, an objective in its own right and an important quality feature of our work. We improve the results we achieve if we take a differentiated view of the actual lives of men and women and make our work gender-sensitive. Our [➔ Gender Strategy](#) provides a mandatory framework for the entire company (see also section on Political participation). All women and men working for GIZ must actively do their

bit to translate the Gender Strategy into practice. More than 100 gender officers inside and outside Germany advise managers and help to systematically integrate gender into our work ([⚙️ ICR, p. 37](#)).

In the run-up to a project we conduct a gender analysis which gives us information as to which concrete contribution the measure can make to achieving genuine gender equality. The results of the analysis are incorporated into the project concept and the results-based monitoring system. The standards used in project evaluation also embrace pertinent criteria. We publicise examples of successful gender work and learning processes throughout the company. Our annual Gender Week (see section on Political participation) offers one opportunity to do so.

Conserving the environment and the global climate

We are required to conduct an environmental and climate assessment for the projects and programmes we implement on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). This is intended to prevent our activities having any adverse impact on the environment or the global climate. It also enables us to harness potential for improving the environmental quality of our activities at an early stage, as well as reducing emissions of greenhouse gases and helping partner countries adapt to climate change. Since April 2015, the assessment has been mandatory for all projects implemented on behalf of BMZ. It is part of the offer we produce and an integral part of our project evaluations.

We have also produced guidelines for GIZ staff, on the basis of the BMZ's pertinent direction, to help them use the instrument correctly. The assessment has been refined, making it less a project-specific tool than a strategic environmental and climate assessment. A dedicated help desk provides staff members with the support they need to conduct the now mandatory assessment. In 2013 we received the Institutional Award of the International Association for Impact Assessment jointly with BMZ and the *Kreditanstalt für Wiederaufbau* (KfW) for our environmental and climate assessment concept.

Our staff are trained in aspects of environmental protection and climate change adaptation and mitigation, and they can draw on the guidance documents available in several languages, and on the support of specialists in the various divisions. For this purpose we take examples of good practice and use them at our special events. We monitor implementation at regular intervals and report to BMZ on the findings and recommendations made during monitoring.



Making efficient and effective use of funds

We have put in place internal control systems, which ensure that our projects are implemented in line with high commercial standards. We regularly review whether the financial and administrative operations in our projects and programmes are efficient and whether we are complying with our own internal regulations. The focus is on procurement processes, human resources issues and the adequacy of accounting. Within the framework of its checks on compliance with regulations inside and outside Germany, the Auditing Unit audits the quality of internal controls in projects and documents results in its reports which also go to the Management Board. It is standard practice for project evaluations to look at the economic efficiency of objective achievement.

In addition to these regular checks within the scope of the internal control system, certified accountants audit our project and annual accounts on a regular basis. The Price Inspection Office of the Darmstadt Regional Administrative Council (*Regierungspräsidium*) and the Federal Audit Office (*Bundesrechnungshof*) also conduct audits.

The correct use of funds for the purpose intended enjoys top priority at GIZ, especially in procurement. To avoid corruption, procurement operations are always handled by a minimum of two people from different organisational units. Decisions on placing orders are always transparent, and we give precedence to competitive bidding procedures.

The planning, order placing and accounting operations are always separate. This is further underpinned by differentiated access and authorisations within our IT systems.

Our rotation principle decrees that staff in important posts in purchasing are required to change jobs every six years at least (🔧 ICR, p. 40). Our IT systems also ensure the transparency of purchasing activities in our offices outside Germany. They make it possible, for instance, to check local fees to ascertain that they do in fact correspond to the customary levels charged in that country.

Involving partners

To boost the effectiveness of our development cooperation, and of our programmes and projects, we have made it a key task to support our partners in their moves to assume ownership. Against this background, partner orientation and participation are a fundamental part of our understanding of cooperation. The programme-based approaches are one good example of this. In programme-based approaches, we integrate our inputs systematically in the existing policies, strategies and programmes of partner countries. In this way, not only do we strengthen ownership on the part of partner countries, but also ensure greater coherence with the inputs of other donors. At the level of the system within the partner country, we can sometimes use the public financial management and procurement systems of the partner, if these are sufficiently resilient.

It is standard practice in all measures implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) that we systematically ask local project partners about measures, risks and opportunities. Their feedback helps us improve the quality and effectiveness of our services. In order to systematically realise and follow up findings and recommendations, we use a management response system here as well.



Economic capability

As we become more competitive, we underpin the future viability of our company and safeguard jobs worldwide. Having carefully weighed up the opportunities and risks involved, we deliver our services to ensure maximum efficiency in the use of inputs. We also take great care to ensure that our activities have no adverse social or economic impacts, and assure regular monitoring. This enables us to consistently improve our already high quality standards.

Our commissioning parties

Fiscal 2014 was another highly successful year for GIZ. After a slight dip in 2013, the volume of business rallied and indeed rose to EUR 2,032 million (as compared to around EUR 1,930 million in 2013). The lion's share of our income, totalling EUR 1,880 million (compared to EUR 1,753 million in 2013), came from the public-benefit business area. Our largest and most important commissioning party here is the German Federal Ministry for Economic Cooperation and Development (BMZ). The percentage of our business volume accounted for by BMZ has risen from about three-quarters to around 80 per cent. In this business area we also receive large commissions from the German Federal Foreign Office, the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, the Federal Ministry for Economic Affairs and Energy, and the Federal Ministry of Defence.

More than one sixth of GIZ's business volume was generated by third party funding, coming from such sources as governments of other countries, multilateral organisations and private foundations to cofinance measures. Under these arrangements, organisations like the European Union, and the development agencies of other countries including the United Kingdom, Norway and Switzerland provide subsidies to ongoing projects and programmes. Thanks to this additional funding, ongoing measures can be stepped up, thus achieving a broader impact. Cofinancing for BMZ commissions generated some EUR 181 million in 2014 (as compared to about EUR 170 million in 2013).

With the GIZ International Services business area, the German Government has at its disposal a special instrument for reaching its goals for international cooperation. Through GIZ International Services we offer our services to other clients, subject to the approval of the German Government. These clients include foreign governments, international organisations, private foundations and private businesses. You will find additional and more detailed information on our business figures in our

➔ **Annual Statement of Accounts.**

Making GIZ more competitive

To retain and further develop our competitive edge, GIZ believes in creating permanent incentives to ensure streamlined structures in internal cooperation. With the "bauhaus15" project, the company launched a reorganisation process that identifies responsibilities and clear interfaces in internal cooperation. Clearly defined roles and leaner operations will make for efficiency gains and pave the way for innovative projects. The new organisational structure and procedures came into effect on 1 September 2015.

We are constantly optimising procedures and processes to ensure maximum economic efficiency, and will continue to review the efficiency of various core processes in future – from project and commission management for results to commercial operations. Within the framework of the strategic project Efficiency for Growth, for instance, the preparatory process used in BMZ commissioning procedures has been simplified. Every year GIZ prepares between 100 and 200 offers for the Ministry, each of which often involves a large number of participants. Under the new streamlined process, a core team is primarily responsible for handling the offer, and an explicit clarification of the commission with BMZ has been moved forward to the start of the process to avoid unnecessary consultation and coordination loops at a later stage. This should cut the work involved by between 10 and 20 per cent.

Under our Sustainability Programme 2013–2015 we undertook to introduce training courses to strengthen commercial capacities and to act on the results of our strategic initiative Cooperation for Growth. To this end, we have extended the training courses we offer on the essentials of financial management and the costing of offers **➔**. One new course focuses on third-party funding. More than 500 employees inside and outside Germany use our Commercial Forum information and knowledge platform to share information and experience.

Since the company was founded, the German tax authorities have applied tax-law provisions such that employees working outside Germany were exempted from paying income tax on their GIZ salaries. This tax exemption in Germany was based on the fact that the company is a legal entity under private law. In partner countries GIZ remuneration is generally also exempted from income tax under the provisions of existing agreements under international law. GIZ's commissioning parties thus benefitted because experts could be seconded at a comparatively low cost, but at the same time it had the politically undesirable side-effect of producing tax-free income. At the start of 2013, individual German tax offices began to question the long-standing practice, which led to a change in the way the law is interpreted.

Under certain circumstances this has resulted in changes in the tax payable on remuneration paid by GIZ during foreign assignments, as well as maintenance allowances and subsidies. In an effort to reconcile the need to remain competitive with the need to offer attractive working conditions and remuneration, the need to treat all employees equally and our desire to remain family-friendly, we agreed on a new collective bargaining agreement covering remuneration paid during foreign assignments in 2014 (see section on Social responsibility).



Making procurement processes transparent

When we procure goods and services, we do so in line with the principles of economic efficiency, transparency, competitive tendering, and equal treatment of all bidders, and take into account any potential social and environmental impacts. As a public contracting authority we are required to comply with the provisions of public procurement law. We believe it is important to involve our partners in decisions on awarding contracts (see section on Product responsibility). Where appropriate, we also support our partners in the form of financial contributions. We thus provide funds to our partners and let them decide on awarding the contract.

Wherever technically possible and economically expedient, we procure goods and services in the partner country, thus helping to generate value there. We make every effort to ensure maximum transparency in the contract awarding procedure. On our website we publish all ➔ **contracts for services** placed by our Head Office. Our ➔ **Procurement Reports** also provide detailed information, including our top 100 sub-contractors and suppliers.

To ensure that we comply with the latest sustainability criteria, and to further refine criteria of this sort, we are engaged in regular dialogue with a number of different institutions, including the *Kompetenzstelle für nachhaltige Beschaffung* (competence unit for sustainable procurement) attached to the Procurement Office of the Federal Ministry of the Interior, the German Association Materials Management, Purchasing and Logistics (BME) and the *Kreditanstalt für Wiederaufbau* (KfW).

When it comes to buying in services, the crucial question for us is which services we deliver ourselves and which can be provided more efficiently by an external contrac-

tor. In 2013 and 2014 almost half of our business volume was spent for order placements, with about three quarters of the total (some EUR 725 million in 2014) spent on advisory and consulting services. This makes consulting companies the most important part of our supply chain by far. Orders for services of this sort account for about half of the total volume of orders for services placed by Head Office. The equivalent of about 15 per cent of our business volume is spent buying in materials and equipment that is needed in our projects and that we hand over to our partners. Most of the equipment procured is vehicles, medical equipment, drugs, power generating aggregates, solar power systems, printed materials, and computer hardware and software.

To ensure that these purchases comply with environmental and climate criteria, we have hitherto used a green procurement concept. This was replaced in October 2015 by the Report on Sustainable Procurement. Even before the report was published, though, it was mandatory for GIZ and our contractual partners to comply with sustainability criteria, in particular the ILO's core labour standards.

The new report contains a whole series of practical examples and specimen specifications for different product and service areas that are important from a sustainability stance and which are handled by GIZ inside Germany (e.g. green power, office furnishings and contracts with architects for new buildings). In addition, the document lays out the legal framework for the integration of sustainability criteria in public bidding procedures. In the dynamically evolving field of procurement, the report is a 'living document' that is to be updated on an ongoing basis.

In the medium term, we aim to address the matter at the decentralised level as well, in countries which already have

GIZ procurement overall

By type (in EUR million)		By place of procurement (in EUR million)	
Materials and equipment	129.9 <small>2014</small>	Country offices	288.9 <small>2014</small>
	105.5 <small>2013</small>		281.0 <small>2013</small>
	171.0 <small>2012</small>		307.7 <small>2012</small>
Services, construction, financing	836.1 <small>2014</small>	Head Office	677.1 <small>2014</small>
	778.0 <small>2013</small>		602.5 <small>2013</small>
	785.4 <small>2012</small>		648.7 <small>2012</small>

Procurement by country offices

In EUR million	2012	2013	2014
Services, construction, local subsidies			
Africa	68.9	87.3	75.4
Asia, Latin America	71.5	59.5	77.0
Mediterranean, Europe, Central Asia	83.5	66.0	67.8
Others	11.8	13.4	11.7
Materials and equipment			
Africa	32.0	23.4	17.1
Asia, Latin America	17.9	12.0	12.5
Mediterranean, Europe, Central Asia	20.4	16.1	24.6
Others	1.7	3.3	2.8



the necessary infrastructure, such as Mexico, Peru and South Africa. The Procurement Department also advises officers responsible for the commission around the world on how best to produce specifications for tenders.

The Director Corporate Sustainability is regularly involved in public bidding procedures at Head Office. Where drugs, pesticides, pest control products or vehicles are to be purchased, we attach the greatest possible importance to ensuring compliance with health and safety standards. The safety of our staff is the most important criterion when we procure vehicles for our offices outside Germany. We also endeavour to supply economical vehicles with low fuel consumption that offer the highest possible environmental standards. This is not a problem for the official vehicles used in Germany. It is not always possible, however, to adopt the most modern standards for vehicles in partner countries where fuel quality fluctuates enormously and the availability of sound repair and maintenance infrastructure varies widely. We do, after all, wish to ensure that the vehicles have a long service life. To keep distances travelled to a minimum and to generate value within the region, we take care to ensure that our suppliers install products in partner countries and that maintenance and repair work can be performed locally.

Our General Terms and Conditions of Contract include a commitment to comply with the core labour standards of the International Labour Organization (ILO) and to respect our own **➔ Code of Conduct**. We reserve the right to impose sanctions for any contravention of these conditions. In our financing agreements, the recipient undertakes to comply with the ratified core labour standards.

For this reporting period, the company is not aware of any contravention of these standards. Compliance with core labour standards is monitored through our risk management system, contact persons and Integrity Advisors.

Ongoing quality improvements

Our partners around the globe can be sure that we deliver top quality services, and that we do so efficiently. We understand this to mean incorporating our values geared to sustainability in all that we do, achieving positive results, making economical use of resources, steering processes efficiently and complying with regulations and standards. Our quality management, in line with the principles of the European Foundation for Quality Management (EFQM), aims to enhance the effectiveness and efficiency of our services as part of an ongoing learning and enhancement process. This allows us to meet quality standards agreed with commissioning parties and laid down in internal regulations. We rely for this on results-based planning, monitoring and evaluation of the services we deliver, on our internal Orientation and Rules (O+R), process guidelines, manuals and our **➔ Capacity WORKS** management model.

At the end of 2013, we took the next step to further develop this process with the introduction of corporate strategy evaluations (see section on Product responsibility and Monitoring and **➔ Evaluation Report 2012-2014**, p. 53-59). These evaluations are part of our **➔ Policy on Monitoring and Evaluation** and help us review, for instance, how well GIZ is equipped to address major issues that are being discussed at international level. The first corporate



strategy evaluation in 2014 helped us establish how we can roll out successful approaches beyond the individual project, both in terms of embracing a larger number of actors and stakeholders and in terms of transferring the approach to other sectors. We have identified success factors for scaling up and achieving broad impact, and these have now been integrated in our corporate strategy (⚙️ ICR, p. 51). With the help of our management response system we can integrate specific recommendations for action at company level into ongoing business processes.

As laid out in the Sustainability Programme 2013–2015, we have extended our dialogue with commissioning parties to embrace a larger number of clients (⚙️ ICR, p. 42), including German Embassies, the European Union and the Bill & Melinda Gates Foundation 🏠. In 2013/2014, the dialogue with commissioning parties once again confirmed the quality of the services we deliver, with the technical expertise of our staff receiving special mention 🏠.

Creating space for learning and innovation

Innovative ideas and concepts can only emerge if we provide space for creative thinking and a forward-looking exchange of knowledge. The knowledge and experience of our workforce are our single most important resource.

Our knowledge management system aims to tap into this through a process of dialogue and make it accessible for the company as a whole, sharing and consistently developing our pool of expertise.

The 19 sector networks, which we use to facilitate cooperation between our experts inside and outside Germany, make a valuable contribution to this. Thematic knowledge platforms and staff training also support our knowledge management. Today, we could no longer do without the many options offered by virtual communication in the form of our extensive intranet with its search engine, and our electronic document management system, which can be accessed worldwide (⚙️ ICR, p. 45).

Our Academy for International Cooperation runs what it calls ‘innovation labs’. These labs offer current and future managers inside and outside GIZ a chance to use creative methods to develop their transformation management capabilities. More than 500 international alumni, coaches and managers use the ‘leadership lab’, a virtual learning platform for managers run by the Academy, to discuss global challenges and social innovation. In 2014, the lab was also used to hold the seven-week massive open online course ‘Leadership for Global Responsibility’. The course was available free of charge around the globe. More than 3,500 people made the most of the opportunity and attended a number of different webinars.

Within GIZ, an ongoing learning process is taking place. We use this process to tap into the enormous reservoir offered by the evaluations of our projects and programmes and learn from them. The findings are then used in all important processes (see ➔ [Evaluation Report 2012–2014](#), p. 61–67). This system of institutional learning fosters exchange between different organisational units (i. e. horizontal exchange) and between different hierarchical levels within the company (i. e. vertical exchange), right up to the top echelons of management.

Learning events, such as learning cafés, are attended not only by those who are directly involved, but by all those who can use the new findings in their own work. The results of monitoring and evaluation processes are presented in a form which can be used by actors involved in a wide variety of different processes, at different levels within the company: programme level, technical level and corporate level.

The ➔ [Corporate Sustainability Handprint®](#) (CSH) is an integral part of our institutionalised learning. The CSH was developed entirely within GIZ, as was our ‘LOLA runs’ project. (The acronym LOLA stands for Learning Organisation, Learning Agents). The Corporate Sustainability Handprint® has been exceptionally well received in public assessments (see section on Sustainability management). In 2013, we used the ‘LOLA runs’ project to spotlight the way GIZ deals with errors and to address the culture of learning within the company. We then went on to produce proposals on how to improve these.

As planned within the Sustainability Programme, we have begun work on a strategy to systematically upgrade the skills and competence of national experts and managers. A working group with this mandate was set up in 2013. It has decided on a whole series of changes, many of which have already been translated into day-to-day practice (see section on Social responsibility).

Using digitalisation

The fundamental change brought by the increasing use of modern, digital technology is both a unique challenge and a huge opportunity for a company offering sustainable development services around the globe. Digital change has already made its mark on the way we use a number of applications for the purposes of communication inside and outside the company (e. g. ➔ [Facebook](#), ➔ [Twitter](#), ➔ [YouTube](#)). It is reflected in our knowledge management, e-learning systems related to the Global Campus 21 and virtual networks.

The broader issue of ‘digitalisation’ was identified by our materiality analysis as a major factor in corporate sustain-

ability for the future. It is absolutely imperative that GIZ systematically address the issue of digital transformation, and that it adapt to this transformation if it is to retain its viability and competitiveness in future. We are currently developing a corporate strategy that uses the opportunities offered by digitalisation to facilitate our work and generate greater efficiency and sustainability. The strategy will also address the imperatives of ensuring data privacy and human rights in this digital age. For GIZ it will be particularly important to harness the potentials offered by digitalisation in order to produce innovative responses in the field of international cooperation, and to further develop and fine-tune our services accordingly.

Acting with integrity

Naturally, GIZ complies with all pertinent legal provisions. In our day-to-day work, GIZ’s compliance management system is responsible for translating this principle into practice. It also ensures that our voluntary Code of Conduct and internal regulations are respected. We focus on integrity and anti-corruption as well as respect for ethical standards. These issues are reflected in our ➔ [Code of Conduct](#) (⚙️ [ICR](#), p. 40).

Our Integrity Advisors coordinate the way we deal with individual risks in the field of integrity with the company-wide risk management system. Integrity Advisors are, for instance, involved in preparations for meetings of the company-wide Risk Management Committee. They attend the meetings and are involved in elaborating a risk management system for specific regions that also addresses individual projects. Furthermore, Integrity Advisors were involved in consultations on selected instances of risks identified and in assessing business options as part of our system for screening business partners (see overleaf). The Compliance and Integrity Unit established on 1 September 2015 has been mandated to set up a comprehensive compliance management system.

The Legal Affairs and Insurance Unit advises and supports the entire company on all legal and insurance-related matters. During the reporting period 2013 to 2014, no legal action, monetary or non-monetary penalties for infringements in the field of anti-competitive behaviour including corruption, cartels, monopolies or human rights were reported to Head Office. Two human-rights-related complaints were received by our Integrity Advisors during the reporting period (see section on Product responsibility). At some locations outside Germany, where the security situation is fraught, we operate with international private security firms to ensure the safety of our staff and of the projects. This sort of cooperation is used only under exceptional circumstances, and is regulated by mandatory guidelines. It is indispensable that these companies respect



all national and international laws, in particular international humanitarian law, the International Code of Conduct for Private Security Service providers and the legal commitments for private military and security companies during armed conflict as laid out in the 2008 Montreux Document.

Fighting corruption

Our **Code of Conduct** lays out clear rules that should be adopted to prevent corruption (ICR, p. 40). We attach great importance to preventing corruption, and run pertinent training courses. Since August 2015, it has been mandatory for all new staff to take the web-based training course 'Acting with integrity'. The introductory events, which are also mandatory, are used to provide face-to-face training for staff (see diagram below). Since mid-2015, managers in particular have been addressed systematically within the scope of the human resources module. Finally, since mid-2014, our Integrity Advisors have been dealing increasingly with integrity-relevant incidents, and have identified areas in which new rules are needed. Where necessary, rules to prevent corruption are incorporated in GIZ's Orientation and Rules (O+R). Other guidelines and case studies provide practical tips. The Integrity Advisors report once a year to the Management Board and once every two years to the Supervisory Board on the status of measures taken.

On the basis of the Code of Conduct a distinction is made between reports of misconduct, i. e. specific contraventions of the Code of Conduct and / or pertinent rules, and enquiries submitted by staff members about the individual rules. The latter applies, for instance, to enquiries about the propriety of accepting gifts and other benefits, about personal and financial links to the business partners of GIZ, and to employing and contracting individuals to whom personal or financial links exist.

The number of requests for advice submitted to the Integrity Advisors has remained largely stable since 2012 (see diagram below). GIZ's risk management system requests the individual organisational units to provide feedback on the risks of corruption on a quarterly basis. Individual reports on risks of corruption outside Germany over the reporting period 2013 to 2014 were handled by the risk management committee.

GIZ is a corporate member of Transparency International and participates regularly in its forums.

Countering risks

Risks can prevent the continued positive development of our company or harm it financially or in other ways, for instance by damaging our reputation. GIZ has a risk management system that complies with legal requirements. The system also records risks arising from the failure to comply with ethical standards, environmental standards and labour standards. Over the reporting period 2013 / 2014 no notifications of non-compliance with these standards were received. Our Risk Management Committee analyses and assesses risks and reports on a quarterly basis to the Management Board. The operational departments, the Finance Department, the Human Resources Department, GIZ International Services, the Integrity Advisors, the Data Protection Officer and the Management Board are represented on the risk management committee. The Management Board informs the Supervisory Board regularly within the scope of its quarterly reports about any serious risks that could jeopardise the company as a whole. The Management Report, which is part of the **Annual Statement of Accounts** reports on the risk situation of the company.

Our business partner screening system is also a vital tool in assessing the risks involved in cooperating with private

Corruption¹

Requests for advice	Dealing with reports of corruption			Staff training
	2012	2013	2014	
2014 199	Not yet finalised ²	7	7	2014 ca. 1,350
2013 198	Disciplinary measures taken	5	19	2013 ca. 1,400
2012 202	Corrective measures successfully initiated	9	6	2012 ca. 1,400
	No GIZ staff affected, but third parties	10	6	
	No misconduct proven	9	10	
	Reports of corruption	40	48	

¹ The figures quoted relate to processing by the Integrity Advisors; further processing of reports by other organisational units runs parallel to this.

² The number of cases not yet finalised is regularly updated. At the end of the reporting period six cases were still open; efforts will be made to clarify these in the coming year.



companies or contracting such companies. It is designed to identify risks before a project is launched. The first step is to assess the potential partner company itself, its commitment to sustainability, the field in which it operates and its reputation. Does the company, for instance, infringe the Global Compact principles? Since 2015, the risk assessment for private companies has systematically included the relevant mother company. Non-profit organisations have also been assessed since 2015.

The second step is to assess the subject matter of the planned project. Are there any ethical concerns or legal problems? Is the issue the subject of controversial public debate?

The results are recorded using a points system. Where the risk is deemed to be low or medium, the director general of the operational department decides whether or not GIZ should enter into the partnership, and if necessary, under what conditions. Where the risk is deemed to be high, the business partner screening committee takes the decision.

In 2014, a total of 60 business partners were screened under this system (as compared to 51 in 2013). Of this total, 16 were classed as low-risk, 38 medium-risk and 6 high-risk. During the reporting period, no partnerships were rejected as a result of these findings, but in some cases steps were taken to counter any risk to GIZ's reputation in future. The precise number of cases is not currently recorded centrally.

Ensuring data privacy

Ensuring the privacy of the personal data relating to our staff, partners, clients and suppliers is important to us and is becoming increasingly significant. In 2012, the data protection team received 292 enquiries. By 2013 this figure had risen to 340 and by 2014 to 351. We have produced a data protection strategy, which provides the basis for our company data protection management and stipulates how we apply the legal provisions of the German Federal Data Protection Act within the company. We use this strategy at all GIZ locations around the world. At the start of 2014, we began to conduct data protection audits worldwide. So far, audits have been completed for eight major country offices. The data protection officer reports routinely to the Management Board and produces regular data privacy reports.

The core concern of the data protection officer and his or her team is to design procedures within which personal data is gathered or processed from the outset so that data is protected appropriately. Before any contract is signed, however, we check out our sub-contractors for the way they handle data privacy, and our staff submit all processes involving the gathering or processing of personal data to the data protection officer for approval in advance. This naturally presupposes that our staff know about and are sensitive to data privacy. To this end, target-group-oriented training and individual counselling are available.



Social responsibility

We are working in many countries with a number of different partners to ensure that economic progress goes hand in hand with greater participation within society. We believe that properly functioning social systems are an indispensable and integral part of social progress. The values we propagate outside the company are the same values that we live by inside the company. We accept responsibility for ensuring job satisfaction, good health and professional development of our staff.

Our personnel structure

As at 31 December 2014, GIZ employed a total workforce of 16,410. Of this total, 3,072 worked inside Germany, and 2,078 were field staff with German employment contracts working in partner countries. More detailed information on our personnel structure can be found in the [Annual Statement of Accounts](#) and the Integrated Company Report 2014 (ICR, p. 52).

Our national personnel, who have local employment contracts, account for the lion's share of our total workforce (about 70 per cent). Some 13 per cent of this group (2013: 12%, 2012: 11%) are employed at managerial level, a percentage we aim to further increase in future.

We second experts as development workers and place integrated and returning experts through the Centre for International Migration and Development (CIM), a joint operation of GIZ and the Federal Employment Agency. We are facing up to the challenges of demographic change and the concomitant longer working lives with the help of our strategies to enhance the employability of our staff and enable them to move into new fields.

We have a wide range of options for [young talent](#), such as trainee places, internships and positions for university graduates seeking their first professional experience. The *Handelsblatt* newspaper and [www.karriere.de](#) once again branded us a [fair company](#) in 2015 in recognition of the way we deal with our interns.

Basically all staff members with a German contract of employment are subject to the provisions of the collective bargaining and pertinent remuneration agreements. National personnel are governed by the relevant local labour law provisions. Many countries, however, do not have any regulations that would compare with the German Works Constitution Act (*Betriebsverfassungsgesetz*). Our guidelines for national personnel thus lay down standards to ensure a harmonised company-wide policy. For these staff

members, employment manuals detail all the regulations and employment terms that apply in a given country. National experts in projects and GIZ offices are increasingly taking on the same or similar duties and responsibilities as those performed by field staff (see section on Economic capability). They can thus take on the responsibility for the commission up to and including programme management, and accept managerial responsibility for seconded experts [≡](#).

Our limited-term projects are tailored to the needs of our commissioning parties and partners. This means that we are only able to offer fixed-term contracts to most of our project staff. In turn, this means that these staff have limited options for planning their own careers. GIZ feels that it has a special responsibility towards these staff, and does its best to place them in other projects or posts on completion of a project or programme.

Staff handling core duties such as internal services that must always be performed within the company generally have an unlimited employment contract. This employment policy gives us a very high level of flexibility, which is indispensable given that the services we provide are based on fixed-term projects. Nevertheless, we aim to offer our staff the greatest possible security to enable them to plan accordingly. Employer / central staff council agreements stipulate how employment prospects should be clarified for individual staff members and lay out the criteria, procedures and instruments we use when recruiting inside and outside the company. In future, we intend to continue to foster fair employment. One way of doing so will be to devise more mechanisms to assist staff members on fixed-term contracts.

Stepping up employability

It is our aim to enhance the employability of every single GIZ staff member. Conversely, we expect them to accept responsibility for their own professional development. We ensure that our employees can be assigned to a variety



Staff structure

Total staff	Staff structure	31.12.2012	31.12.2013	31.12.2014	Percentage staff with unlimited work contracts ¹
31.12.2014 16,410	Staff employed inside Germany	1,968	1,919	1,805	31.12.2014 51.1 %
31.12.2013 16,510	Project staff based in Germany	1,181	1,289	1,267	31.12.2013 48.8 %
31.12.2012 16,229	Field staff	1,961	2,058	2,078	31.12.2012 48.6 %
	National personnel	11,119	11,244	11,260	

¹ Staff with a German employment contract

of different functions. Within the scope of annual staff assessment and development talks, managers give staff members a clear assessment of their employability. They can decide how specific measures such as advanced training can be used to develop the capacities of staff members, and thus enhance their employability. Since 2013, an employer / staff council agreement with the central staff council has provided a framework and laid out the procedures to be used to combine these viewpoints within the company. The agreement lays out, in the interests of both sides, the duties of the staff members, the managers and the Human Resources Department with respect to human resources development, specifically with relation to the annual staff assessment and development talks.

Competence requirements forecasts, which we conduct regularly, indicate which capacities GIZ will need in future. We also record the available skills, potentials and development needs of every individual staff member in separate competence grids. This approach is intended to manage staff capacities in such a way that we have at our disposal the skills we will need in future.

A wide spectrum of training options for professional and personal development is open to GIZ staff members (🔧 ICR, p. 25). Experience shows that staff acquire new capacities most simply and most efficiently on the job. They also have the opportunity to participate in internal and external professional development courses and events. They can undertake placements in other organisational units within the company and in other institutions, or can have themselves seconded to other organisations. There has been a very positive response to this human resources development tool, which was introduced in 2013. During the reporting period, 140 individuals applied to the Human Resources Department to be considered for placements 🇩🇪.

Often, staff themselves organise learning, with colleagues advising and counselling one another and setting up learning groups. We also offer coaching, mentoring and special events, which allow staff members to further develop their professional skills. All in all, more than 450 professional development and preparatory measures were available to Germany-based staff, field staff and some national personnel in 2013 and 2014. This translates as more than 2,200 events, which were attended by over 17,000 participants. These events lasted one and a half days on average; almost 65 per cent of participants were female and 35 per cent male.

The country offices in all countries in which we have national experts and managers have developed human resources development guidelines for this group, to be finalised no later than the end of 2015. The range of professional development options open to this group was also extended and systematised such that it can be realised at regional level. During the reporting period, for instance, the range of opportunities was extended to include facilitator training and courses on project management for our national personnel. Finally, our BasiQ management training course was held at least once in English for national personnel in every region 🇩🇪.

During the reporting period we have pooled the extensive range of trainings we offer and made it accessible centrally. The 'Fobi-online' portal embraces internal GIZ events, seminars offered by the Academy for International Cooperation and appropriate training events offered by external providers. It aims to help develop capacities in all important areas and translates into practice one objective of the Sustainability Programme 2013–2015 regarding human resources development 🇩🇪.

GIZ attracts and promotes potential managerial staff with the help of a mandatory, standardised procedure, which

Development workers	Placed by GIZ		
	31.12.2012	31.12.2013	31.12.2014
31.12.2014 785	Integrated experts 542	488	527
31.12.2013 869	Returning experts 454	439	473
31.12.2012 890	'weltwärts' volunteers ¹ 443	–	–

¹ GIZ ceased to be a weltwärts sending organisation in mid-2013.



was the object of an employer / central staff council agreement. The systematic talent identification process STEP uses a three-stage procedure to decide on suitable candidates for a managerial career. It is aligned with the company's requirements, based on a professional assessment of the potentials offered by candidates, and embraces human resources development measures. Equal opportunities are a consideration at every stage of the process. The section on political participation explains how we develop managerial potential overall and what progress we have made on realising our Sustainability Programme in this regard during the reporting period.

Our strategic human resources development concept is increasingly well received by staff members. In the last staff surveys (conducted in 2012 and 2013) members of staff stated that they were largely satisfied with integration and change processes to date in the company. There was also a high level of agreement that a 'genuine feeling of community' had developed inside the company .

In this context we see the main challenge in the need to push ahead with the voluntary harmonisation of working time models and social benefits as laid out in the Sustainability Programme 2013–2015 .

Personnel trends

Staff with a German employment contract				
	2011 ¹	2012 ¹	2013	2014
Externally recruited staff (not including individuals already in the company)	697	710	656	539
Staff returning from special leave	109	148	188	187
Staff leaving the company	464	732	549	623

Breakdown by age

Staff with a German employment contract			
	2012 in %	2013 in %	2014 in %
Under 30	12.1	14.9	11.0
30–39	27.7	25.7	30.3
40–49	23.9	23.8	23.4
50–59	26.2	25.0	25.7
Over 59	10.1	10.6	9.6

¹ The calculations for 2011 and 2012 were corrected to ensure consistency. People already training within the company who were subsequently offered a contract have now been separately recorded for all years. Not all cases of staff members returning from special leave had been counted for 2011 and 2012. The figures for staff leaving the company in 2012 also included staff starting a period of special leave. These figures have now been corrected.



Making remuneration transparent

Our remuneration system offers transparent terms of employment for our staff inside and outside Germany. Until harmonisation efforts are completed, we have two separate remuneration agreements. In both cases our partner in negotiations is the Unified Service Sector Union (ver.di), although only the GIZ's collective bargaining agreement can be negotiated directly between GIZ and ver.di. In this collective bargaining agreement, we grade staff members in salary bands, by their function and the type of work performed. Each salary band has a lower and an upper limit. The collective bargaining agreement is

applied identically to the managerial-level salary bands six to eight, which are not covered by the specific terms of the agreement. The collective agreement for development aid is based on the public service remuneration agreement. National personnel are paid in line with salary bands which correspond to the customary local wages and salaries in the country in question. We determine what constitutes customary local wage and salary levels by comparing those paid by private and international businesses, as well as other international cooperation organisations with which GIZ competes in the country. The Supervisory Board decides on the remuneration of the Management Board, which we publish in the

Part-time staff

Staff with a German employment contract			
	2012	2013	2014
Total (in %)	16.2	16.6	17.0
... of this total, women (in %)	83.5	84.1	84.7
... of this total, men (in %)	16.5	15.9	15.3

Staff taking parental leave

Staff with a German employment contract			
	31.12.2012	31.12.2013	31.12.2014
Male	50	16	14
Female	98	99	109



➔ **Annual Statement of Accounts** and in the ➔ **Corporate Governance Report** (in German only). Members of the Supervisory Board work on a voluntary basis; their travelling expenses are reimbursed.

Sustainable support for retirement provisions

All members of staff with a German employment contract are covered by the company pension scheme, which is part of the collective bargaining agreement. The coverage available to national personnel depends on the pension systems in place in each partner country. To ensure fair retirement provisions in all countries, we have laid down minimum standards. In countries which have appropriate state pensions systems, the national personnel are insured via this system. Where this is not the case, we voluntarily support other forms of retirement provisions, including private pension and insurance schemes. In many countries we pay into statutory or private pensions schemes. When our last survey was conducted in 2012, we were paying into statutory pension schemes in 70 countries and into private pension schemes in seven countries. In 41 countries we paid mandatory severance payments, which are frequently seen as a form of retirement pension.

In our investments too, GIZ aims to remain true to its guiding principle, i. e. sustainability, and to the voluntary commitments it has made. When we invest, we thus take into account extensive ecological, ethical and social factors. As well as investing in the company's own buildings, GIZ has so far invested primarily in selected government bonds and debentures and in bonds of companies that meet our ecological and social criteria, and comply with the principles of good corporate governance.

In the management of a pension fund to cover future pension payments and company pension provisions, money is only to be invested in companies that are the 'best in the class' in terms of ecological and social criteria. There are also a number of criteria that would preclude investment in a certain company: for instance GIZ may not invest in companies that fail to uphold human rights or do not respect labour rights. The same applies to companies involved in corruption and those that fail to comply with minimum environmental standards. Only government bonds of countries that are not governed by authoritarian regimes and that meet certain minimum standards in the field of climate change mitigation can be purchased.

Ensuring a good work-life balance

Today, professional and private lives are becoming more and more difficult to separate. This is largely due to the opportunities offered by modern communication technology, but also because of the living conditions of our staff outside Germany. This makes it important for us to support our staff and help them achieve an individual work-life balance. We have planned and realised a whole series of measures with this in view. These have once again been reviewed within the scope of a *berufundfamilie** audit conducted in line with the directives of the Hertie Foundation, which certified GIZ as a family-friendly company (ICR, p. 37). Our most recent staff survey also demonstrated how successful this approach is: almost three quarters of our employees stated that GIZ remains a family-friendly employer.

We offer a wide range of support for staff members with children; in Germany for instance we have nursery facil-

Accidents¹

	2012				2013						2014					
	Staff in Germany		Field staff		Staff in Germany		Field staff		National personnel		Staff in Germany		Field staff		National personnel	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Accidents at work	8	11	2	2	4	4	3	1			3	6	2	2		
Accidents on the way to and from work	11	26	4	2	8	20	3	2	22	10	12	28	5	3	17	3
Deaths during official travel	0	0	1	0	0	0	1	0			0	0	0	0		
Deaths following accidents at work	0	0	0	0	0	0	2	0	3	1	0	0	0	0	3	2

¹ Data available for staff in Germany, field staff and in some places for national personnel. Accidents sustained by our national personnel have been recorded through our group accident insurance since 2013, but it is not currently possible to make a distinction between accidents at work and accidents on the way to or from work, or between deaths during official travel and deaths following accidents at work.



ities for 110 preschool children (until 2013 we provided places for 88 children), 40 in Bonn and 70 in Eschborn. We have thus achieved one of the objectives laid out in our Sustainability Programme 2013–2015. Providing places for enough children remains a challenge, however.

Accepting responsibility for staff safety and security

We also work on behalf of our commissioning parties in countries and regions where the conditions are exceptionally difficult. Often the security risks are high, as a result of political and economic instability, difficult geographic conditions or inadequate infrastructure. We take extensive precautions to ensure the safety of our staff in a wide spectrum of different fields, including refugee assistance in Ukraine (🔧 ICR, p. 18) and police training in Afghanistan (🔧 ICR, p. 21 f.). If the situation in a country is felt to be in danger of escalating, a context analysis is conducted to examine the risks involved in assigning GIZ staff. In places like these, we as a company have a special responsibility for our staff. Safety and security is a top priority for us, and in emergencies it takes precedence over implementing commissions. For national personnel this means that, where they face the same level of risk, they will not

be exposed to any risks that the company would find unacceptable for international personnel.

Where the level of risk faced by international and national personnel is not identical, we take every appropriate step to guarantee the security of all our staff.

In many countries where the security situation is critical, including Afghanistan, Yemen, the Palestinian territories and South Sudan, we employ full-time risk managers. The country offices constantly update their country-specific security concepts and take appropriate security measures in the partner country.

In countries where the security situation is fraught, we also conduct a detailed risk assessment in line with ISO 31010. The range of preparatory measures is tailored to the different working and security situations in the various countries of assignment. In matters of travel too, GIZ issues travel warnings updated on a daily basis for every country with security information. Our online travel security training and guidelines give useful pointers for staff travelling on business for GIZ. Since 2014, a new training series has looked at how GIZ staff members can work safely and securely even in contexts marked by conflict,

fragile statehood and violence. Our competence centre 'Emergency Aid, Reconstruction, Peace' provides training in peace- and security-relevant methods. Participants learn, for instance, how they can include corporate-policy requirements in major commission management processes in a social context dominated by violence.

Maintaining and promoting good health

We take active steps to keep our staff in good health and to promote their performance capacity. Our corporate health management system offers staff inside and outside Germany a wide spectrum of physical and mental health services (🔧 ICR, p. 36). To allow us to better coordinate health promotion activities at GIZ, we have now set up the steering group provided for in the Sustainability Programme in 2013. The Labour Relations Director has assumed responsibility for steering the company health management scheme. Since the middle of the year, the Director of Medical Services has headed a team that is planning and realising additional measures to maintain and enhance health within the company. The Medical Service at our registered offices in Bonn and Eschborn is a vitally important pillar in our company's health management. It advises the company on all matters relating to corporate health management and on the implementation of occupational health and safety legislation and regulations inside and outside Germany (☞). The psychological counselling unit for crises and conflict management (COPE) offers counselling services.

We offer a wide range of support to help our staff cope with the demands of everyday working life. They can attend training sessions organised by COPE to help them make better use of their own resources to avoid stress. The company's health management scheme has collaborated with the IT division to produce guidelines for staff on how to deal efficiently with the increasing deluge of e-mails in everyday work without jeopardising their health. We take part in the Corporate Health Award, a leading initiative for in-company health management in order to further improve our own health management, with the goal of

achieving certification within this framework. During the reporting period, specific improvements have included extending the range of courses offering health advice and re-equipping the gym at our Bonn office.

In countries in which the national personnel cannot be covered by an operational state-run or private health insurance scheme, we use our own system of subsidies. A list lays out the current framework for coverage in the case of sickness. Through our HIV/AIDS workplace programme we also provide special benefits in the context of HIV/AIDS. The programme aims to prevent infection and create a non-discriminatory working environment. Where a staff member becomes infected, GIZ assumes the costs of medical treatment where these are not already covered by the respective national health system.

Health promotion also includes preventing any form of addiction and offering support to sufferers. We work with the staff representation to help sufferers in a graduated procedure tailored to the needs of the individual affected. An employer/ staff council agreement lays out an intervention chain for dealing with staff suffering addictions. It goes from confidential talks among colleagues to intervention on the part of a manager and sanctions including issuing warnings and termination of employment contracts. The chain includes various offers of assistance, such as counselling services provided by our Substance Abuse and Addiction Officer.

Our responsibility towards our staff includes ensuring that they can work in a safe environment. Occupational safety matters are coordinated by safety engineers at our two registered offices inside Germany. Safety at work is reviewed at regular intervals for all of our locations outside Germany. To prevent accidents, protect staff health and ensure that the correct action is taken in emergency, we offer staff inside Germany web-based safety instructions for use in emergencies. Since the start of 2015, this has also been available to staff working outside Germany in the form of our e-learning seminar 'Safety at work outside Germany'.



Rate of absence due to sickness¹

	2012	2013	2014
GIZ Germany-based Head Office and project staff	4.41 %	4.30 %	4.01 %

¹ Includes all working days lost through illness sustained by Germany-based Head Office and project staff, reported to the Human Resources Department with and without a medical certificate (☞).



Ecological balance

In our actions we deal respectfully and responsibly with nature and the environment. Our Environmental Mission Statement stipulates that we will systematically avoid any form of adverse environmental impacts, that we will make efficient use of natural resources, and that we will involve our employees and partners in our environmental management activities. We have no intention of resting on our laurels, but aim to push ahead with environmental protection and climate change mitigation, together with all our staff, thus filling our environmental aspirations with life across the company.

Our management approach

In 2012, we integrated environmental management into our overall sustainability management. In May 2014, we merged the post of Director Corporate Sustainability with that of the Environmental Affairs Manager. The Director Corporate Sustainability thus also acts as the company representative on all matters relating to environmental management. The Environmental Management Officer is responsible for the operational level, and is attached to the Sustainability Office. Since autumn 2015, the Chair of our Management Board has assumed the role of Environmental Management Representative. Responsibility for environmental matters is thus vested in the top echelons of management at GIZ.

In 2011, on the basis of our **➔ Environmental Mission Statement**, we drew up a set of environmental objectives to be achieved by all locations in Germany by 2015. They were incorporated unaltered in the Sustainability Programme 2013–2015. On the basis of our environmental audit, we regularly check our German locations in order to ascertain whether or not we are meeting the environmental goals we have set ourselves within the company, and to identify areas in which we will have to modify our objectives. The most recent results are published in our **➔ Environmental Audit 2014 (in German only)**.

At our offices in Bonn, Berlin and Eschborn, an environmental management system is in place that complies

with the European Eco-Management and Audit Scheme (EMAS, see **⚙️ ICR**, p. 15), for which environmental programmes are drawn up **≡**. These programmes are regularly reviewed and updated by our environmental teams. The status quo and progress made are communicated in the form of our Environment Statement. The annual external environmental audits conducted in 2014 and 2015 were successful and no deviations were identified. 2016 will see an extensive EMAS revalidation exercise, under which our environmental management system will be subjected to a thorough review. In 2015, GIZ's office in Feldafing was once again certified by the Ecological Project for Integrated Environmental Protection (ÖKOPROFIT) in recognition of its commitment to corporate environmental protection.

Since 2013, we have been replacing the environmental audits of our country offices outside Germany with the **➔ Corporate Sustainability Handprint®** (CSH, see section on Sustainability management), and have been extending the sustainability factors recorded and reported by the company. The Corporate Sustainability Handprint® enables GIZ to record for the first time in a structured form its resource efficiency outside Germany, in terms of its consumption of electric power, water and paper. We also record the CO₂ emissions generated by air travel and the fuel consumption of our diesel-powered vehicles and generators. Sustainable event management is considered to be another important factor in GIZ's ecological balance. By the end of 2016, the CSH will allow us to record the environmental data for all of our country offices **≡**.





Our environmental management depends to a very great extent on our staff becoming actively involved. In firmly established environmental teams and in environmental initiatives they engage in, our staff generate ideas, suggest where improvements can be made and conduct their own activities. Our German locations, for instance, were involved in the Eschborn Environmental Initiative in 2014, which made valuable contributions to promoting sustainable consumption and sustainable nutrition. The GIZ also has its own bee-keeping group, which has several bee colonies on the roofs of GIZ's office buildings. In Berlin, the Environmental Hero Initiative helps to raise staff awareness. It encourages them, for instance, to use public transport or to cycle to work. Country offices and projects outside Germany also conduct a huge number of independent environmental measures. In Mexico, for instance, the local environmental group has set up a separate e-mail account to provide all staff members in the country with regular environmental information. GIZ's intranet provides information that can be accessed worldwide. The main products to emerge that we consider to be examples of good practice include a poster to encourage staff to act more sustainably in their everyday work, and two publications that look at sustainable event management.

GIZ is also involved in numerous environmental initiatives and networks. We are a member of the German Association of Environmental Management (B.A.U.M. e. V.), which granted its Environmental Award to the Chair of GIZ's Management Board and Chair of the Sustainability Board in September 2014.

Within the scope of the Biodiversity in Good Company Initiative we work to preserve biodiversity. This initiative, founded in 2008 by GIZ on behalf of what is today the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), helps to involve the private sector in efforts to achieve the aims of the UN Convention on Biological Diversity. Member companies use the initiative as a learning and dialogue platform, which helps them consistently develop the way they manage biodiversity.

Since 2011, the Federal Ministry for Economic Cooperation and Development (BMZ) has required German development cooperation measures to conduct an environmental and climate assessment (see section on Product responsibility). The guidelines for the environmental and climate assessment were updated by BMZ in 2014, and presented in the form of a newly drafted manual. GIZ has produced its own set of guidelines to ensure that adverse impacts are avoided in the planning and implementation of our projects, and that potentials are harnessed to enhance the quality of the environment.

Always well-informed

We hold regular induction meetings for new members of staff at which we explain our commitment to the environment and to other sustainability issues that have a bearing on our work. To ensure that our stance on environmental matters is not too readily forgotten in day-to-day operations, we maintain regular dialogue with our staff, for example through talks, information

stands, environmental campaigns and tours of the building.

Our intranet offers a wealth of important pointers on ways of protecting the environment, and gives examples of successful sustainability and environmental management initiatives. We are also aware that it is important to provide answers to practical questions: What can we do to save even more paper in our day-to-day work? How can we prevent, sort and recycle waste? How can we raise awareness of our energy usage?

Mitigating climate change

We work to protect the environment and mitigate climate change and have set ourselves ambitious goals inside the company. These are regularly reviewed and developed. We are significantly reducing our carbon dioxide emissions, replacing fossil fuels with renewables and offsetting unavoidable emissions. As a member of the *Wirtschaft pro Klima* climate protection initiative and signatory to the charter '100 companies for climate protection', promoted by the German federal state of Hesse, we have undertaken to become a carbon-neutral company within the scope of our operations in Germany.

In 2014, we cut CO₂ emissions at our German locations by 20 per cent as compared to 2012 (see table on page 45). This excellent figure is, however, somewhat mitigated by the fact that the "bauhaus15" reorganisation process can be expected to push up the international travel undertaken and hence the concomitant environmental impacts.

For the first time ever, we have offset all remaining carbon dioxide emissions generated at our German locations through the purchase of Certified Emission Reduction

(CER) credits under the Clean Development Mechanism established under the Kyoto Protocol. All projects from which CERs were purchased have been registered under the Clean Development Mechanism Gold Standard and are required to generate additional benefit for sustainable development in the project region. They thus comply with the strictest available standards for climate protection projects. The objective of the Sustainability Programme 2013–2015 of becoming a climate-neutral company has thus been achieved .

Environmentally friendly travel

As a company with worldwide operations, the business travel undertaken by our staff is responsible for significant CO₂ emissions. In fact, travel accounts for about 90 per cent of our total CO₂ emissions. As far as possible, we now use video conferences and other virtual communication options ( ICR, p. 45). Our directives governing the reimbursement of travel expenses provide for staff in Germany to travel by train rather than fly for journeys of less than four hours. Trips of 300 km or more by car will only be authorised under exceptional circumstances. Since we participate in the Environment Plus scheme operated by Deutsche Bahn, all our rail travel is entirely climate-neutral.

Between 2012 and 2014, the percentage of business travel inside Germany undertaken by train was fairly constant at about 70 per cent. We aim to increase this figure further in future.

At our German offices in Berlin, Bonn and Eschborn staff are offered 'Job tickets' for use on local public transport. We provide bicycle parking facilities and showers to encourage members of staff to cycle to work, which is one of





the most environmentally sound forms of transport. We offer company bicycles and are a member of the 'bike + business' initiative of the German cyclists' association, the ADFC. In Bonn, GIZ also sponsors the 'Cycle to Work' campaign, which is being jointly run by the ADFC and the AOK health insurance scheme. Within the framework of the German Council for Sustainable Development's annual Action Week on Sustainability, we ran 45 activities around the world focusing on exercise, health and mobility.

Reducing energy consumption

Energy consumption for heating and electricity is the second area in which we are working to reduce CO₂ emissions. In our Sustainability Programme 2013–2015, we set ourselves the goal of cutting electricity and heating energy consumption at our German locations by 10 per cent by 2015. This translates as a target consumption of 2,300 kWh electricity and 3,500 kWh heating energy per annum for every full-time staff member.

A number of measures have allowed us to achieve this objective early. Apart from actual workplaces, most of our lighting now uses LED lamps, and the control systems have been optimised. The new buildings in Bonn and Eschborn in particular make maximum use of renewable energy and ensure a high level of energy efficiency. The use of photovoltaic and solar thermal technology is to be further extended. And in addition to all this, we have used green electricity at all our German locations since 2014 in line with the high standards of the OK-Power

label. We have thus achieved an important objective of the last Sustainability Programme earlier than originally planned .

Conserving resources and using them efficiently

GIZ is essentially an office-based company, which means that a lot of paper is used. Reducing our paper consumption is an important concern of ours. As compared to 2012, we aim to further reduce paper consumption in 2015. Having already significantly reduced the number of sheets of paper used per capita, and made full use of many opportunities to make savings in the preceding years, we managed to cut paper use by another 5 per cent between 2012 and 2014. We have increasingly introduced duplex printers and put in place a standardised electronic filing system, and a paper-free fax reception system. We advise staff members on how they can use less paper and have long bought in recycled paper (during the reporting period the paper used was FSC- and EU Ecolabel-certified). To meet even higher standards, we are currently considering introducing recycled paper bearing the Blue Angel environmental label in our German offices. This would enable GIZ to join the German Government's Pro Recycling Paper Initiative.

The use of innovative technology has enabled us to significantly reduce the water used as a result of our business activities. We have achieved our goal of reducing water consumption by five per cent . Between 2012 and 2014, the per capita potable water consumption rose

Energy

Total energy consumption		2012	2013	2014
2014	16,572,027			
2013	19,083,231			
2012	18,816,803 ¹			
		2012	2013	2014
Total energy consumption (kWh)		18,816,803 ¹	19,083,231	16,572,027
- German offices (kWh)		15,070,710	15,521,826	13,590,527
- IBB (kWh)		3,459,765	3,289,954	2,721,999
Total electricity consumption (kWh)		7,371,828	7,028,748	6,839,840
Specific electricity consumption (kWh per staff member)		2,319	2,315	2,318
Percentage of green electricity		70%	74%	100%
Total heating energy consumption (kWh)		11,124,319	11,783,032	9,472,686
Specific heating energy consumption (kWh per staff member)		3,288	3,562	2,853
Direct energy consumption – motor vehicle fuel (kWh)		254,918	261,501	249,550
Direct energy consumption – diesel generators (kWh)		9,950	9,950	9,950

¹ The figure quoted here is the same as that published in the GIZ's 2014 Environmental Audit. Because of a difference in the way the figures are calculated, this figure varies slightly from that published in the GIZ Sustainability Report 2013, which was 18,795,343 kWh.

CO₂

Total CO ₂ emissions (t CO ₂) ¹		2012	2013	2014 ²
2014	20,411			
2013	24,445			
2012	25,398			
		2012	2013	2014 ²
Total CO ₂ emissions (t CO ₂)		25,398	24,445	20,411
- from mobility (t CO ₂)		22,189	21,246	18,437
- from energy consumption (t CO ₂)		3,207	3,196	1,972
- from diesel generators (t CO ₂)		3	3	3
Specific emissions (t CO ₂ per staff member)		8.91	7.65	6.63
Other significant air emissions				
NO _x (nitrogen oxides) (kg)		58,994	60,349	40,316
SO ₂ (sulphur dioxide) (kg)		43,828	43,916	27,282
PM10 (particulates) (kg)		895	1,632	876

¹ Air travel-related emissions have been calculated using the atmfair system, energy-related emissions in line with the information supplied by providers and until 2012 using the conversion factor of the German Federal Environment Agency UBA, thereafter according to the Global Emissions Model for Integrated Systems of the International Institute for Sustainability Analysis and Strategy (where the provider is unable to supply the data required). For commuter figures, the data of the Heidelberg-based Institute for Energy and Environmental Research have been used.

² Because figures have been rounded up or down there is a slight discrepancy in the total. The overall figure is correct (see Environmental Audit 2014).

Business

Total business travel within Germany (km)		2012	2013	2014 ¹
2014	11,703,223			
2013	11,818,495			
2012	12,499,360			
		2012	2013	2014 ¹
Total business travel within Germany (km)		12,499,360	11,818,495	11,703,223
- Air travel (km)		2,698,080	2,703,604	3,369,010
- Air travel (percentage)		22%	23%	29%
- Rail travel (km)		9,463,518	8,810,588	8,054,978
- Rail travel (percentage)		76%	75%	69%
- Company vehicles (km)		337,762	304,303	279,235
- Company vehicles (percentage)		3%	3%	2%
Specific business travel inside Germany (km per staff member)		4,035	3,709	3,757
Business travel outside Germany by staff based in Germany (km)		64,103,438	64,441,055	52,435,086

¹ In 2014, the shuttle flights between Berlin and Bonn were included for the first time. These figures are not included in the figures for previous years. This changes the percentages of the different types of transport and means that the 2014 data cannot be compared with that of previous years. If the shuttle figures were excluded, the percentage of rail travel would actually have risen slightly. Domestic flights would then account for 19.5% of total travel within Germany, rail travel for 77.8% and company vehicles for 2.7%.

again (see table on page 47), but the higher figures can primarily be traced back to the fact that defective water meters recorded figures for 2012 that were too low. These water meters have now been replaced. In regular office operations we have managed to cut water consumption by installing water-saving taps and fittings, reducing water pressure in the system, and using sensor technology to irrigate planted outdoor areas. In both Bonn and Eschborn we have expanded the use of non-potable water to flush toilets and irrigate outdoor areas. In the new 'Meander Building' in Bonn, which was opened in June 2015, we expect these factors to further reduce the per capita consumption of potable water.

Like every other office-based business, GIZ generates solid waste, most commonly in the form of paper and commercial waste that is comparable to municipal solid waste. To cut the volume of waste not sent for recycling, we are endeavouring to avoid producing waste, and to rigorously sort waste so that as much waste as possible can be recycled. We set ourselves the target of reducing the volume of waste not recycled at all German locations by ten per cent by 2015. This ambitious target will probably not be met. Firstly, at the time the objective was drawn up it was impossible to predict the number of office removals that would take place, and secondly many offices and a lot of our office equipment has had to be replaced (e.g. with ergonomic desks and chairs). We expect the volume of waste generated to have risen again in 2015, because of the large number of removals within the scope of the "bauhaus15" restructuring process.

Nevertheless, we do expect to see progress in the medium term on the sustainable waste management front, thanks in part to our new waste management strategy, which is to be developed in the very near future. Suitable education campaigns and communication measures are to make our staff more aware of how to avoid waste. To prevent waste being generated in the first place, when we procure products, we are increasingly looking to ensure efficient packaging that uses few resources. Disposable products are to be replaced by reusable items as far as possible. Since early 2013, we have given the office hardware we no longer need to our cooperation partner AfB Social and Green IT, which refurbishes the equipment so that it can be reused.

Building sustainably

GIZ takes into account sustainability criteria in the construction of its own buildings. These were applied to House 5 in Eschborn and the 'Meander Building' in Bonn, which were officially opened in May 2014 and June 2015 respectively. Both of these new office buildings in Bonn and Eschborn were planned and built to com-

ply with the Silver Standard of the German Sustainable Building Council (DGNB) . Another building at a new location in Röttgen close to Bonn for our Academy for International Cooperation is also to be planned and built in line with these sustainability standards.

The 'Meander Building' in Bonn houses about 500 workplaces and meets its energy needs from district heat supply, photovoltaic arrays, solar thermal systems and green electricity supply. The consumption of drinking water has been reduced significantly by using non-potable water to flush toilets. Care has also been taken in other regards, ensuring enough community rooms, for instance, and guaranteeing barrier-free access (see sections on Social responsibility and Political participation).

In Eschborn, the new building, House 5, is heated and cooled by an innovative, energy-efficient, low-temperature technology. It is based on geothermal probes, which produce heat or cold in the building via a pump. The building houses about 100 workplaces and is home to the company nursery and a cafeteria which seats 120.

Sustainable event management

Video conferences and live streaming can sometimes take the place of face-to-face encounters, but in future too, there will still be conferences and large-scale events. It is important to us that these are planned and held in line with the tenets of sustainability.

As early as the planning stage, it can be ensured that travel and access to the event are barrier-free. Caterers should offer menus that take account of religious factors and that provide information on allergens. The laws that apply in Germany do not apply to all the countries in which we operate. Food and other products, as well as the services required, must be procured from sources that guarantee appropriate working conditions and fair wages.

To reduce the adverse impact on the environment as a result of waste generated and CO₂ emissions, for instance, a detailed mobility and procurement concept should be drawn up for events. Where the service provider selected, be it a hotel, travel agency or caterer, has its own environmental management system, there are additional opportunities to improve event management in terms of achieving greater sustainability.

In 2014, we launched a series of newsletters, offering a total of 22 tips for sustainability. During the annual Action Week on Sustainability, we held workshops on this topic in Berlin, Bonn and Eschborn. Before the end of this year, we will provide GIZ staff members with extensive guidelines on sustainable event management .

Paper

Total paper consumption (sheets)		2012	2013	2014
2014	18,530,192	22,595,021	20,902,252	18,530,192
2013	20,902,252	19,779,427	18,011,942	16,297,209
2012	22,595,021	2,815,594	2,890,310	2,232,983
Specific paper consumption – German offices (sheets per staff member)		6,820	6,334	6,474

Water

Total water consumption (m³)		2012	2013	2014
2014	43,265	39,629 ¹	39,925	43,265
2013	39,925	29,838	29,384	27,914
2012	39,629 ¹	18,095	19,015	20,988
– German offices (m³)		11,743	10,369	6,926
– IBB (m³)		6,849	7,200	7,986
Specific potable water consumption – German offices (litres per staff member)		9,791	10,541	15,351
Non-potable water consumption (m³)				

¹ This figure is the same as those published in the GIZ Environmental Audit 2014. Because a slightly different method was used to calculate the figure, there is a discrepancy between this figure and that published in the GIZ Sustainability Report 2013 (28,881 m³).

Solid waste

Total solid waste (t) ¹		2012	2013	2014
2014	443.2	578.8	515.2	443.2
2013	515.2	475.7	413.2	352.6
2012	578.8	103.1	102.0	90.7
Total waste to recovery (t)		578.8	514.7	442.3
Recovery rate (%)		100.0	99.9	100.0
Total waste to material recovery (t)		176.6	181.7	156.6
– Paper waste (t)		115.5	148.9	132.2
– Other waste to material recovery (t)		61.1	32.8	24.4
Total waste to thermal recovery (t)		402.2	333.0	285.8
– Residual waste (t)		285.8	269.8	215.2
– Hazardous waste (t)		14.3	o.A. ²	o.A. ²
– Other waste to thermal recovery (t)		102.0	63.2	70.5

¹ Sites not included: Berlin Köthener Strasse, Potsdamer Platz and AgenZ Rödelheim.

² These figures are not available in a standardised form for 2013 and 2014, since the way hazardous waste was recorded varied. In 2016, we will revise the recording methods used.





Political participation

Our work depends to a great extent on dialogue and cooperation. We attach great importance to involving our various stakeholders in the development and design of our services, and deploy a wide range of formats to do so. Inside GIZ, we deal with one another as partners thanks to the well-established codetermination system that embraces all staff members. We are particularly active in upholding the principles of diversity, non-discrimination and gender equality.

Our external stakeholders

To enable us to effectively facilitate change processes with the services we deliver, we maintain close contacts to all important groups within society, from the realms of politics, business and civil society both in Germany and in our partner countries. We operate our own offices in some 90 countries, and in 40 more we have entered into long-term commitments. We are also closely networked with state and non-state actors in these countries. We have a presence in nearly all of Germany's federal states (*Bundesländer*).

A large number of external stakeholders influence our objectives, the way we work and the results we achieve. Particularly relevant stakeholder groups are:

- » clients, commissioning parties and partners
- » national and international cooperation, alliance and network partners
- » the general public

With a view to responding even better to their expectations and interests, we devised a concept for expanding the dialogue with our stakeholders on the subject of corporate sustainability, thus realising one of the objectives laid out in our Sustainability Programme 2013–2015 . The concept provides for the gradual expansion of the dialogue to embrace additional important actors, including non-governmental organisations. A special dialogue event

is also to be held in 2016. In the design and development of our sustainability management system we also use a number of different types of dialogue to integrate the interests of our external stakeholders (see section on Sustainability management). Along with these external stakeholders, our shareholders, supervisory bodies and advisory boards play a key part, as of course do our staff members. They are GIZ's most important internal stakeholders.

Shareholders, supervisory bodies and advisory boards

The official bodies of GIZ, as required by law, are the Shareholder Meeting, the  **Supervisory Board** and the Management Board. The  **Board of Trustees**, which has up to 40 voluntary members, advises GIZ. It serves to further the exchange of information and opinions and fosters relations between GIZ and the representatives and institutions represented on the Board. They include the German federal parliament, German federal ministries, the federal states and municipalities, civil society, the private sector, trade unions, development workers and scientific institutes.

Recently, the Board of Trustees has, for instance, dealt with the GIZ's "bauhaus15" reorganisation process, the promotion of youth employment and skilled worker migration. Since 2011, we have been conducting an intensive dialogue with representatives of companies and



business associations in our **➔ Private Sector Advisory Board**, with the aim of identifying additional opportunities for cooperation and joint action. The Board generally meets twice a year.

Engaging in dialogue with clients, commissioning parties and partners

The key consideration in our services is the benefit they bring to our clients, commissioning parties and partners. It is for them that we work consistently to hone the quality of our work. We are engaged in an ongoing, intensive dialogue with them, and use standardised procedures to this end. Our dialogue with commissioning parties was extended for the first time in 2014 to embrace partners outside German federal ministries and outside Germany (🔧 ICR, p. 42). Starting in 2016, we intend to poll our commissioning parties every two years to ascertain how satisfied they are with our services.

Our project partners are mainly national government institutions as well as civil society and business organisations. We maintain constant dialogue with them and involve them in the planning, implementation and evaluation of our projects in order to ensure high-quality cooperation and hence the success of these projects (see section on Product responsibility).

At the start of 2015, we conducted a **➔ Consulting Company Survey**, which asked our partners in the consulting sector for the first time about their views of sustainability at GIZ (see section on Sustainability management). One of our aims was to establish whether the company's identification of the most important sustainability issues tallied with the views of consulting companies. This was the first time that a key part of our supply chain was directly asked about their views on sustainability issues (see section on Economic capability).

Entering into strategic alliances and cooperation arrangements

We seek out strategic partnerships and alliances, participate in networks in Germany and throughout the world and bring our expertise in sustainable development to bear in international professional forums and networks. As part of this work we organise events and dialogues, publish the most important findings of our work and contribute actively to information platforms set up by others as a means of sharing our knowledge and experience. We are also continuously expanding our dialogue and exchange of information with partner institutions, universities and research institutes as well as with the private sector and civil society. The Director Corporate Sustainability is the institutional point of contact at

GIZ for organisations and networks like the Global Compact, the German Association of Environmental Management B.A.U.M. e.V. and the German Council for Sustainable Development, and is in regular dialogue with them.

Worldwide, we work closely with consulting companies who represent a significant proportion of our value chain (see section on Economic capability). With the German Association of Consulting Engineers (VBI), we discuss the further development of cooperation twice a year. Our **➔ Procurement Reports** highlight emerging trends in our business development and hence in our demand.

Getting staff involved

The dedication and commitment of our staff members are the precondition for the high quality of our work, and thus also the guarantor of our success. We bear the responsibility for our staff and we encourage individual and institutional learning processes and changes within the company (see section on Social responsibility). The complexity of our work presupposes the availability of expertise in a large number of very different fields. Only excellent cooperation allows us to network this diverse expertise, pass it on and harness it successfully to benefit our commissioning parties, clients and partners. Our **➔ Corporate Principles** therefore commit us to respectful and fair relationships with each other, constructive critical dialogue and a culture of cooperation.

Dialogue within the company takes a wide range of forms. As well as dialogue, discussion and exchange between staff members, it is important for us that there is a dialogue between the staff and the executive management. Our key instrument for realising corporate sustainability at GIZ, the **➔ Corporate Sustainability Handprint®** (CSH), is participatory in design, and thus also supports networking among our staff inside and outside Germany (see section on Sustainability management and 🔧 ICR, p. 27).

In our efforts to implement the Sustainability Programme, we have introduced additional innovative participation options. At our German locations discussions are held regularly with the Management Board. Video podcasts provide information about the meetings of the Management Board. To give GIZ staff members around the globe the opportunity to contact the Management Board directly, important events are relayed worldwide with a live video stream **≡** (🔧 ICR, p. 42).

We conduct regular staff surveys **≡**. As of 2016, our staff and our development workers are to be surveyed together. In addition to the staff surveys we conduct several



topic-specific surveys. The most recent of these looked at the level of satisfaction with the Medical Service and our Procurement and Contracting Division. Proposals relating to corporate sustainability can be submitted to the [Director Corporate Sustainability](#). Our staff magazine 'wir', the intranet, and a large number of in-house newsletters provide our staff members with regular, extensive and well-founded information.

Shaping codetermination in the company

The German Works Constitution Act (*Betriebsverfassungsgesetz*) and the local staff council mechanisms, as well as the central staff council in the case of issues affecting the company as a whole, guarantee the codetermination rights of employees in Germany. The field staff representation, a committee of the central staff council, is responsible for representing the interests of staff outside Germany. To ensure a working relationship based on partnership and comply with legal requirements, the staff council committees and GIZ have agreed on various forms of dialogue – from monthly meetings with local

staff councils to joint annual conferences. The management has entered into employer / central staff council agreements on a large number of issues (see section on Social responsibility). Agreements of this sort supported the implementation of the structure of the new GIZ following the merger of GTZ, DED and InWEnt in 2011. With a view to harmonising working time models and specific benefits, mutually acceptable agreements have still to be negotiated .

GIZ's policy on national personnel provides for a staff representation being elected at regular intervals in every country. The legislation on the statute books in each country determines the scope of codetermination and the form it takes. Staff representatives have a say in discussions on collectively applicable rules that affect staff. Representatives can be called on by staff in the event of a dispute and can channel ideas and suggestions from members of staff to the country director. In the Human Resources Department a contact system is in place to ensure that human resources management services are available to national personnel.

Fostering diversity and equal opportunities

The diversity of our workforce is our strength. Our staff inside and outside Germany come from more than 100 countries. They come from a wide spectrum of cultural backgrounds and have enormously diverse skills, experience and ways of approaching things, which gives our work valuable impetus. We actively foster gender equality, and have our own → **Gender Strategy**, which is mainstreamed in two distinct ways. We use special projects in partner countries to specifically foster gender equality. And gender is also taken into account in projects operating primarily in other areas (see section on Product responsibility and ⚙️ **ICR**, p. 37). We have been able to further increase the percentage of women in managerial posts since 2012 (see table on page 54). GIZ retains the goal of achieving equality between women and men at every level of the company 🏠.

Our vision of what gender equality really means is based on the provisions of the Federal Act on General Equality (*Bundesgleichstellungsgesetz*). Our actions are also guided by the → **BMZ Strategy Paper 'Gender Equality in German Development Policy'** adopted in 2014. By signing the Unit-

ed Nations Women's Empowerment Principles during GIZ's Gender Week in 2015, the Chair of the Management Board expressly affirmed her commitment to these seven principles on behalf of the company.

Our → **Equal Opportunities Plan 2015–2018** lays out five new objectives and concrete steps to be taken to counter disadvantages as well as to make it easier to combine the demands of professional and family life. By the end of 2018, a stable total of 40 per cent of all managerial and expert posts outside Germany are to be held by women. At administrative officer level too, male/female parity is to be achieved. This means addressing men directly for the first time, because at this level women are over-represented. GIZ's Human Resources Department oversees implementation of the company's gender equality plan. It publishes regular human resources reports and keeps the Management Board and the Supervisory Board informed of developments.

Our → **Gender Strategy** is realised in our offices around the world, with the support of a Gender Coordination Committee and more than 100 contact officers in the field. Three Gender Equality Officers at our main offices in





Germany are responsible for ensuring that the company's human resources objectives appropriately reflect our commitment and undertaking to achieve equality. They also ensure that our equality policy is properly implemented.

Part of this involves a whole series of events which we hold in Germany and in our partner countries. The annual Gender Weeks and biannual Gender Competition are particularly important in this context. In 2014, a total of 73 teams from 48 partner countries submitted entries to the Gender Competition. The 2014 Gender Week saw events organised in 27 different countries. In Germany alone 18 special events were organised. To give young people career guidance that transcends cliché gender roles, GIZ is also actively involved in Boys' Day and Girls' Day events, which allow young people to find out more about jobs more generally associated with the other sex. We use these days to give young people an insight into the many professional openings offered by international cooperation.

The gender equality officers are involved in relevant employer / staff council agreements, and are responsible for introducing gender-relevant issues to the discussion. They are also actively involved with the team set up to promote measures that help staff balance their professional and family commitments.

Realising inclusion

We offer our commissioning parties and partners services designed to improve the integration of people with disabilities into society. Inclusion is also taken into account in GIZ projects and programmes in other fields. We endeavour to provide an appropriate working environment for our disabled employees. Our new buildings increasingly guarantee barrier-free access and we fit out workplaces to meet a variety of different needs. The new House 5 in Eschborn and the 'Meander Building' in Bonn both have a number of structural and technical features designed to help people with limited mobility and sensory impairments, including a number of offices, parking spaces and sanitary facilities offering barrier-free access. The buildings have also been fitted out with both optical and acoustic warning systems.

A company Disability Officer and the Disabled Persons' Representation, elected by staff members, ensure that the interests of staff members with disabilities are heard and advanced. The Disabled Persons' Representation advises and supports colleagues and is consulted, for instance, when we review barrier-free accessibility in both our old and our new properties. It is also involved in human resources procedures and staff council structures in order to represent the interests of employees with disabilities. For

example, additional benefits for disabled employees have been anchored in the social compensation plan.

Our personnel officers have a checklist that they can use when considering applications from disabled people. All applications from persons with disabilities are automatically shortlisted for the vacancy in question, so as to ensure that the manager responsible for recruitment looks in detail at the application. Managers are also advised on the support services that are available and can be requested when a person with a disability is employed. We are now making greater use of the integration services when circulating advertisements for vacancies at the two registered offices and we make it clear that applications from people with disabilities are welcomed.

In communication, GIZ is increasingly taking account of the needs of people with disabilities. On request we print business cards in Braille and are increasingly posting barrier-free versions of documents on our website.

In 2014, the percentage of our workforce with a disability dropped to 5.17 per cent, from 6.62 per cent in 2013. This is primarily due to disabled employees retiring. Ensuring non-discrimination against people with disabilities in the recruitment process remains a challenge, but it is a challenge that we have accepted.

Taking action against discrimination

GIZ has put in place numerous rules to provide staff members with protection against discrimination. We have

introduced a **Code of Conduct**, which is intended to prevent discrimination, in particular on grounds of ethnic background, gender, religion, disability, age, and sexual identity and orientation.

The Code of Conduct was recently extended to include a clear commitment to ban sexual harassment and anti-mobbing regulations (ICR, p. 37). It applies for all GIZ members of staff around the world.

Members of staff affected by discrimination within the company can approach the Integrity Advisors and certain members of the staff councils. Specific contact persons also exist, including the Gender Equality Officers, the young people and trainees' representation, the disabled persons' representation and the representative of employees of same-sex orientation. A wealth of information is available on the intranet, concerning for instance the legal position for employees of same-sex orientation in partner countries. Because the issues involved are generally very sensitive, consultations are subject to very strict confidentiality requirements and are always anonymous. Multiple contacts through different contact points cannot therefore be ruled out and so GIZ does not keep any statistics on these enquiries.

Demonstrating civic engagement

Our civic engagement is multi-faceted. We ensure, for instance, that people taking part in our training and education measures can remain in touch thereafter. Our **Alumniportal Deutschland** is used by more than

Number of women in various salary bands, official bodies and groups of employees

Group	31.12.2012		31.12.2013		31.12.2014	
	Total numbers	No. of women/in %	Total numbers	No. of women/in %	Total numbers	No. of women/in %
Management Board	5	2/40 %	4	2/50 %	4	2/50 %
Supervisory Board	20	6/30 %	20	6/30 %	20	9/45 %
Board of Trustees	38	13/34 %	33	12/36 %	36	16/44 %
Private Sector Advisory Board	10	2/20 %	10	2/20 %	10	2/20 %
Managerial posts (salary bands 5-8) ¹	1,242	432/34.8 %	1,269	452/35.6 %	1,254	460/36.7 %
Employees in Germany	3,149	2,073/66 %	3,208	2,136/67 %	3,072	2,053/66.8 %

¹ The database has been modified in line with the company reports. The figures now include salary bands 5-8 (rather than formerly 4-8); they do not include the Management Board or national personnel.

120,000 people in 190 countries, who have studied at German universities or education institutes. We help them network, train further, share project ideas and keep in touch with Germany. A competition, held for the third time in 2015, fosters dialogue in networks and the development of innovative approaches. This year, the motto of the online competition was 'Living Sustainably'. Participants in 30 countries developed concepts for digital products designed to facilitate a sustainable lifestyle.

We are also involved in local activities in the areas in which our offices are located. We join local sustainability alliances and take part in local and national campaigns like the German Council for Sustainable Development's annual Action Week on Sustainability. This year, GIZ staff in 13 countries organised 45 activities to raise awareness of issues relating to mobility and health.

We are actively involved in the 'Fair Week' and in the state of Hesse's Sustainability Day. On International Environment Day 2015, the GIZ's Beekeeping Group provided information on the importance of bees for human beings.

An important element of our civic engagement, alongside our long-standing support of the Rheingau Music Festival, is art sponsorship. Art offers the opportunity to bring home to the German public the cultural diversity of the countries in which we work. We also organise campaigns to raise money for specific projects. Over Christmas 2014, GIZ staff in Berlin, for instance, raised money for *Kontakt- und Beratungsstelle e.V.*, an organisation which

advises and supports young people in need. Our employees around the world also donated almost EUR 100,000 for colleagues affected by the major earthquake that hit Nepal in 2015 and by Typhoon Haiyan that hit the Philippines in 2013; more than 20 of our national personnel lost everything they owned.

In 2013, a concept to bring new impetus to our civic engagement was developed in line with the Sustainability Programme. It includes ideas for networking more effectively with scientific and research institutes and with private businesses.

Transparent information

As a federal enterprise, transparency is particularly important to us (ICR, p. 44). Our [Transparency and Information Policy](#) explains how we implement international agreements to achieve greater transparency and specifies, which information we make publicly available. By publishing our Integrated Company Report and Annual Statement of Accounts, the Monitoring and Evaluation Report and information on projects, as well as the Corporate Governance Report, we aim to inform the general public and develop an exchange of knowledge and experience with partners inside and outside Germany. Extensive project-related information is also publicly available via our [project database](#), the Federal Ministry for Economic Cooperation and Development (BMZ) and the OECD's Development Assistance Committee. We provide rapid access to some 38,000 GIZ publications via our [publications database](#).



Group	31.12.2012		31.12.2013		31.12.2014	
	Total numbers	No. of women/in %	Total numbers	No. of women/in %	Total numbers	No. of women/in %
Seconded staff outside Germany	1,961	701/36 %	2,058	733/36 %	2,078	783/37.7 %
National personnel in managerial posts (salary bands 5-6)	1,268	490/39 %	1,389	521/38 %	1,449	561/39 %
GIZ collective bargaining agreement (salary bands 1-5)	4,149	2,327/56 %	4,317	2,416/56.0 %	4,246	2,409/56.7 %
GIZ collective bargaining agreement (salary bands 6-8)	671	223/33 %	677	238/35.2 %	678	245/36.1 %
Collective bargaining agreement for development aid/public sector (TVöD) (remuneration groups 1-11)	243 ¹	200/82 %	231	193/83.5 %	191	161/84.3 %
Collective bargaining agreement for development aid/public sector (TVöD) (remuneration groups 12-15)	47 ¹	24/51 %	41	22/53.7 %	35	21/60 %

¹ As of 1 January 2012, a total of 121 GIZ staff members moved to the newly founded ENGAGEMENT GLOBAL gGmbH. This is the main reason for the decline in the number of employees covered by the provisions of the TVöD.

Interim Sustainability Programme 2016

The Interim Sustainability Programme 2016 lays out the objectives to be achieved by the end of 2016, with the pertinent measures and indicators. Additional objectives, measures and indicators have already been adopted that will be largely integrated in the future Corporate Strategy during the first quarter of 2016. In 2016, GIZ will publish a complete Sustainability Programme 2016–2020 along with the future GIZ Corporate Strategy.

Economic capability			
We procure materials, equipment and services in line with the highest sustainability standards. ¹	2016	A sustainable procurement concept is adopted to guide our procurement activities.	A mandatory concept is adopted, anchored in company-wide regulations and is in use.
We gear our work to achieving client satisfaction.	as of 2016	We consistently raise client satisfaction.	Client satisfaction as measured in our surveys has risen.
We promote human rights within the framework of our commissions and ensure that the company respects human rights.	2016	The UN Guiding Principles on Business and Human Rights are implemented in the company.	A management, training and reporting system has been developed. Complaints mechanisms are in place.
We apply the same sustainability criteria to our services as we use inside the company.	2016	Sustainability guidelines for our projects and programmes are developed along with a pertinent implementation concept.	Sustainability guidelines have been developed and operationalised and are being implemented.
We establish a compliance management system.	2016	An operational system with control mechanisms is implemented to identify any contraventions at an early stage and help prevent them, as well as to document operations and individual incidents, and to train staff members at all levels.	The concept for the compliance management system (CMS) has been reviewed by Internal Auditing to ensure alignment with IDW PS 980, and has 'passed'.
Social responsibility			
We are a top employer.	as of 2016	Our human resources policy ensures that GIZ is one of Germany's most attractive employers.	GIZ regularly scores well (among the top 100) in external assessments of employer attractiveness.
Ecological balance			
We reduce our global CO ₂ emissions and aim to make GIZ a carbon-neutral company worldwide.	as of 2016	We record our CO ₂ emissions inside and outside Germany.	Basic data on emissions are available for at least 90% of country offices. The data embrace CO ₂ emissions caused by business air travel, fuel consumption of diesel vehicles and generators and the energy consumption of offices.
Political participation			
We conduct a regular dialogue with our stakeholders.	as of 2016	We continue our regular dialogues with our main stakeholder groups and develop new formats for other main stakeholder groups. There are plans to include service recipients and final beneficiaries in the medium term.	Existing dialogue formats are continued. New formats are in place and are documented in the company's reports.

¹ Outside Germany the strictest sustainability criteria apply, adapted to the country-specific conditions.

Audit certification of the GIZ Progress Report on Sustainability 2015



Our task/audit criteria

Our task was to carry out an external audit in accordance with the AA1000APS Accountability Standard, type 1, moderate level of assurance, of the information published in the GIZ Progress Report on Sustainability 2015 (hereinafter referred to as the Progress Report) with regard to compliance with the G4 reporting principles of the Global Reporting Initiative:

- » Content of reports: stakeholder inclusiveness, sustainability context, completeness, materiality
- » Quality of reports: balance, timeliness, accuracy, clarity, comparability, reliability
- » The principles of the AA1000APS Accountability Standard and the associated criteria: inclusivity, responsiveness, materiality

We also checked random samples of the report for compliance with the general and specific GRI standards with regard to conformity with reporting principles and in accordance with the GRI core option.

Responsibility

The legal representatives of GIZ are responsible for the production of the Progress Report and the contents thereof. This responsibility applies to the selection and application of appropriate reporting methods, the making of assumptions and estimates, and the design, implementation and maintenance of systems, processes and internal controls for the production of a report that is free from material errors.

Our task is to provide an assessment of the Progress Report on the basis of the external audit conducted. We achieve moderate assurance as agreed, by reviewing sufficient evidence which allows us to conclude that in material respects the report has been drawn up in accordance with the above reporting principles and criteria and with the requirements of the 'core option'.

Principal auditing procedures

- » Evaluation of the internal papers provided by GIZ relating to stakeholder involvement and materiality analysis as well as the Integrated Company Report 2014 including all relevant linked documents
- » Questioning the Director Corporate Sustainability and the staff of the Sustainability Office as well as individual members of the Sustainability Board on sustainability management at GIZ and on the report production process
- » Questioning various corporate units on matters relating to sustainability and the way these are presented in the Progress Report
- » Gaining an understanding of the relevant processes / documentation systems; sampling evidence of implementation and suitability
- » Viewing the GRI index
- » Carrying out comparisons with other GIZ publications

Principal findings

The documented processes and the enquiries show that the procedure used to establish materiality has been refined since 2013. Stakeholder interests have been systematically included in the production of the Progress Report. Communication with external stakeholders has been extended during the reporting period.

GIZ has a clear vision of corporate sustainability, and sustainability in the supply chain and relating to products, and can present this vision

succinctly in the four pre-defined dimensions. The category 'Product Responsibility' and the 'Economic Capability' dimension are presented primarily in the Integrated Company Report, while the dimensions 'Social Responsibility', 'Ecological Balance' and 'Political Participation' are laid out in detail in the Progress Report. Together, the two reports thus provide a comprehensive reflection of GIZ's sustainability performance.

During the reporting period, the issue of sustainability has been taken to GIZ offices around the world with the help of the Corporate Sustainability Handprint® (CSH). In the years to come, the data is to be recorded and evaluated, resulting for the first time in a comprehensive sustainability audit for the company as a whole.

The Sustainability Programme drawn up in 2013 has been achieved almost in its entirety. The objectives have been largely attained. New objectives have been identified, and an Interim Sustainability Programme 2016 has been drawn up. The aim is to integrate sustainability entirely into a new corporate strategy process.

The Progress Report clearly reflects the company's sustainability performance in qualitative and in quantitative terms. Quantitative data have been recorded on the basis of the requirements of GRI G4 guidelines. Recognised and accepted standards have been used for calculations. The data structures are consistent; where changes have occurred over time, this is stated, making it possible to compare different periods. Data gathered at locations outside Germany use the CSH; this process is to be completed by the end of 2016.

There are no material issues that are not recognisably covered in the report. All material issues are addressed. There is no indication that the qualitative statements contained in the Progress Report contradict other information or indications currently available.

Conclusion

On the basis of our work to achieve a moderate level of assurance, we have not identified any material issues that give grounds to assume that the material aspects of the information contained in this Progress Report do not comply with the criteria laid out.

As at: 22 December 2015



Thomas Merten
Trifolium – Beratungsgesellschaft mbH, Friedberg/Hessen

future  **verantwortung** unternehmen

Dr. Udo Westermann
future e.V. – verantwortung unternehmen, Münster

Abbreviations

ADFC	Allgemeiner Deutscher Fahrrad-Club (German cyclists' association)	EMAS	European Eco-Management and Audit Scheme
B.A.U.M. e.V.	Bundesdeutscher Arbeitskreis für Um- weltbewusstes Management e.V. (German Association of Environmental Management)	EU	European Union
BMUB	Bundesministerium für Umwelt, Naturschutz, Bau und Reaktorsicherheit (German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety)	FSC	Forest Stewardship Council
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (German Federal Ministry for Economic Cooperation and Development)	GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
CDM	Clean Development Mechanism	GRI	Global Reporting Initiative
CER	Certified Emission Reduction	GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit GmbH
CIM	Centre for International Migration and Development	IAIA	International Association for Impact Assessment
CMS	compliance management system	IATI	International Aid Transparency Initiative
COPE	Psychological Counselling Unit for Crises and Conflict Management	IBB	Internationales Bildungs- und Begegnungs- zentrum (International Training Centers)
CR	corporate responsibility	ILO	International Labour Organization
CRI	Corporate Responsibility Index	InWEnt	Internationale Weiterbildung und Entwicklung gGmbH (Capacity Building International, Germany)
CSH	Corporate Sustainability Handprint®	ISO	International Organization for Standardisation
DAC	Development Assistance Committee (of the OECD)	ICR	Integrated Company Report
DED	German Development Service	KfW	Kreditanstalt für Wiederaufbau
DEval	German Institute for Development Evaluation	LOLA	Learning Organisation – Learning Agents national personnel
DGNB	Deutsche Gesellschaft für Nachhaltiges Bauen (German Sustainable Building Council)	NP	
EFQM®	European Foundation for Quality Management	OECD	Organisation for Economic Cooperation and Development
		O+R	(GIZ's) Orientation and Rules
		SC	The Sustainability Code
		TVöD	Tarifvertrag für den öffentlichen Dienst (collective bargaining agreement for development aid/public sector)
		VBI	Verband Beratender Ingenieure (German Association of Consulting Engineers)

Publication details



Published by

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices

Bonn and Eschborn

Friedrich-Ebert-Allee 36+40
D-53113 Bonn
Germany
T +49 228 4460-0
F +49 228 4460-17 65

Dag-Hammarskjöld-Weg 1-5
D-65760 Eschborn
Germany
T +49 61 96 79-0
F +49 61 96 79-11 15

E info@giz.de
I www.giz.de

Responsible for contents

Bernd Schleich (GIZ)
Director Corporate Sustainability

Project management

Valentin Dyckerhoff (GIZ)

Editing

Valentin Dyckerhoff, Carsten Hildebrand (GIZ)
Gerhard Kaminski

Collaboration

Lucienne Usztics, Marina Vulovic (GIZ)

Layout and design

kipconcept GmbH, Bonn

Proofreading

Anne Wulff

Translation

GIZ Language Services,
Lynne Jagau, Christopher Hay

Photo credits

Getty Images/Dragan Todorovic (1, 60),
GIZ/Karsten Thormaehlen (6),
GIZ/Horst M. Vogel (8),
GIZ/Tabata Kunze (11),
GIZ/Kenan Gurda (12),
GIZ/Pierre Bonifassi (14, 19, 23, 35, 41, 48),
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GIZ/Valentin Dyckerhoff (28, 51),
istockphoto.com/Geber86 (31),
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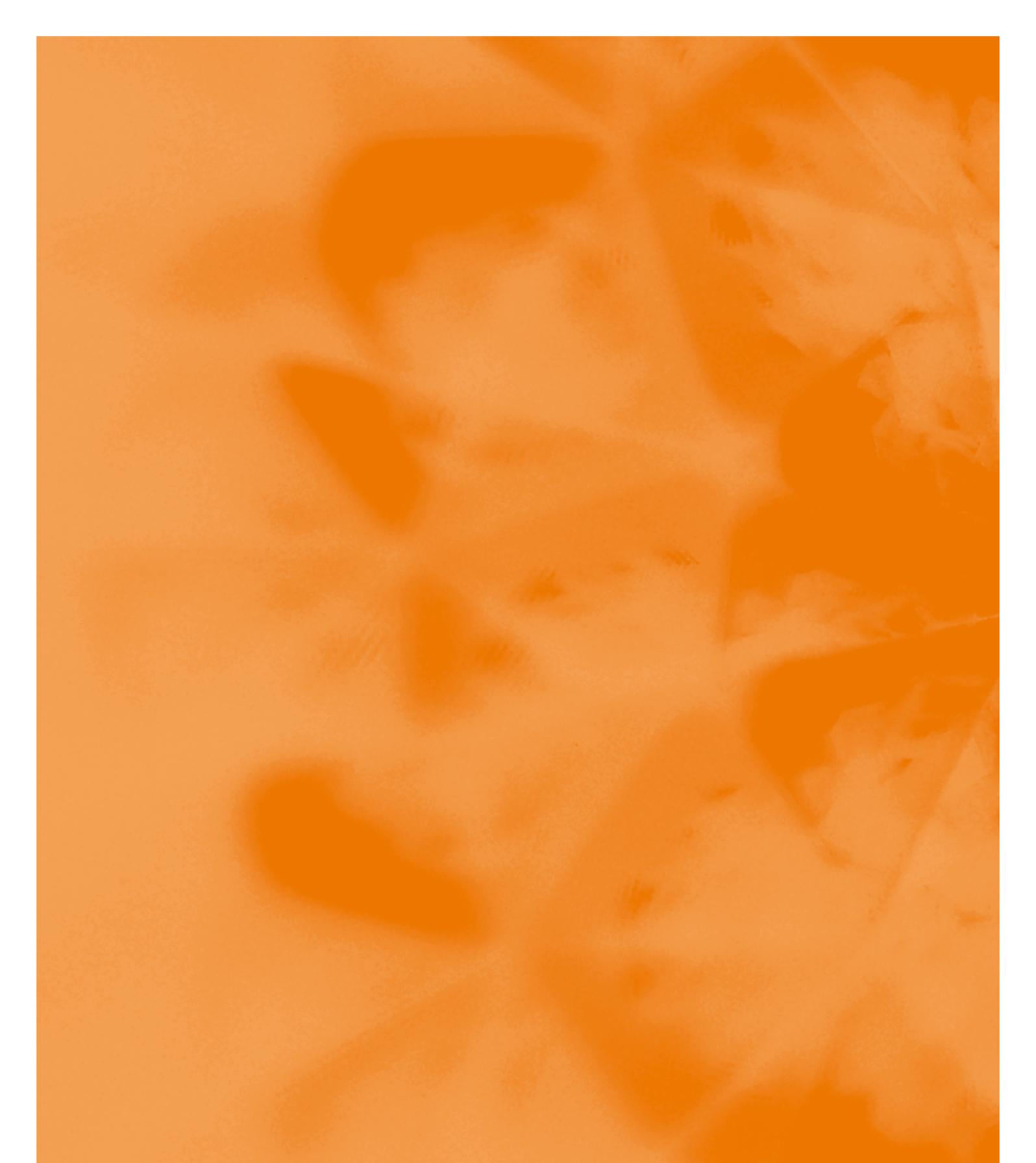
31 October 2015

Contact

sustainabilityoffice@giz.de

Bonn, May 2016

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Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn

Friedrich-Ebert-Allee 36+40
D-53113 Bonn
Germany
T +49 228 4460-0
F +49 228 4460-17 65

Dag-Hammarskjöld-Weg 1-5
D-65760 Eschborn
Germany
T +49 61 96 79-0
F +49 61 96 79-11 15

E info@giz.de
I www.giz.de