



LIVING SUSTAINABILITY

GIZ Sustainability Report 2013

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:

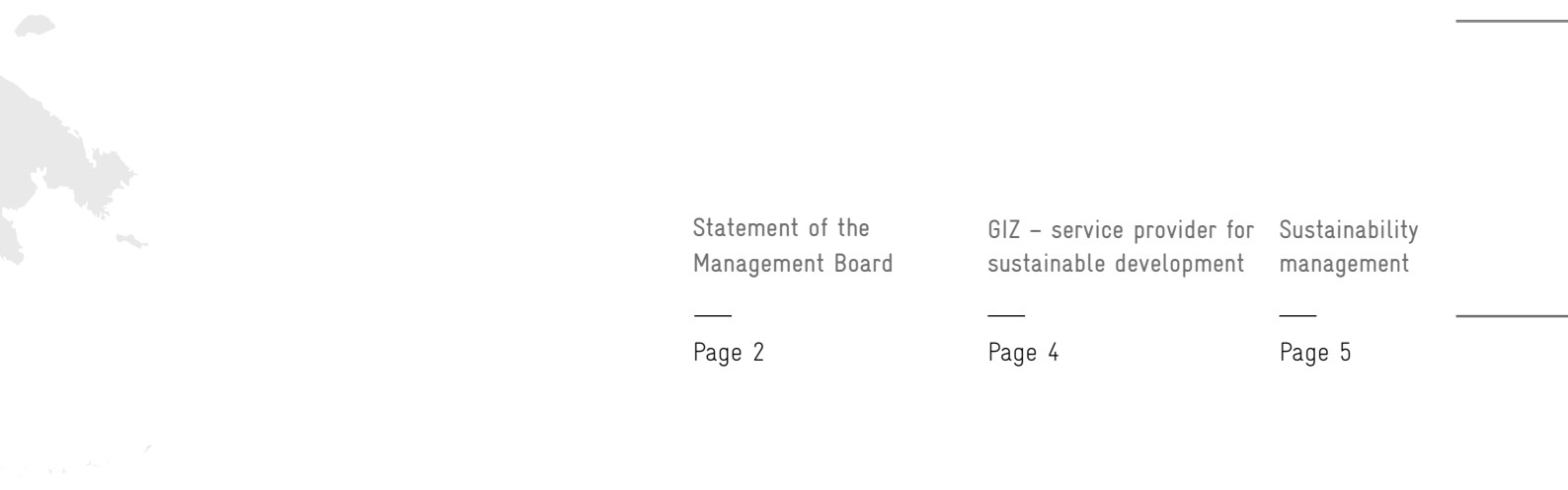
- _ advocate respect for human rights, equal opportunities and integrity;
- _ support the rule of law and civic participation and are committed to ensuring fair negotiation processes, both within and outside the company;
- _ promote a market-oriented, ecological and social economic order and observe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

Source [▶ GIZ Corporate Principles](#)

About this report

This first Sustainability Report published by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH provides information on how we comply with our corporate sustainability principles. It will be published every two years to complement existing reports including the Company Report and the Monitoring and Evaluation Report on our services. At relevant points in the text and in the lists of reporting references you will find links to more detailed information. These are marked with the symbol [▶](#). This report has been drawn up in line with the guidelines of the Global Reporting Initiative G4 (core option). It also meets the requirements of the Global Compact Advanced Level and the declaration of conformity in accordance with the German Sustainability Code (GSC). In the annex you will find lists of reporting references that ensure transparency for all indicators, also for those that go beyond the core option. For quantitative data the reporting period covered is 1 January 2011 to 31 December 2012, while for qualitative data the period goes up to 8 October 2013. The company has operated as GIZ since January 2011. Integration-related activities over the months that followed the merger of the three predecessor organisations, GTZ GmbH, InWEnt gGmbH and DED gGmbH, mean that not all data is available for the full reporting period. The report basically 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 Sustainability Report was adopted by the Sustainability Board on 15 November 2013. It was produced by the Sustainability Office on the basis of inputs provided by a large number of dedicated GIZ staff. Our sincere thanks go to them.

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Sustainability in the company: some practical examples



Germany: EMAS

Our registered offices in Eschborn and Bonn and our Berlin Representation received their first validation under the widely recognised EMAS (European Eco-Management and Audit Scheme) in 2013. EMAS aims to improve the environmental performance of organisations in areas including energy efficiency, material efficiency, water, waste, emissions and biodiversity. Regular third-party audits are conducted to determine whether the planned improvements have been achieved.



Nicaragua: 'Gender in my life'

Women in the desk jobs, men as drivers and in technical sectors – that is often the gender break-down, not only in the GIZ Nicaragua office. In an effort to spotlight the gender stereotypes and role conflicts involved, a gender team organised the GIZ Gender Week 2013 in Nicaragua. A 'Gender in my Life' workshop helped participants grasp the often abstract concept of gender, and made it more accessible. The special events were rounded off with an information event on the current women's rights situation. Since then the gender group, with representatives of the national personnel and the human resources officer, has been encouraging staff to get to grips with the whole concept of gender with an internal awareness campaign and workshops.



Ghana: Focus on staff wellbeing

Financial insecurity, inadequate health care and discrimination often take their toll on performance at the workplace. To nip these problems in the bud, GIZ expanded the existing HIV/AIDS workplace programme in Ghana in 2012, making it a comprehensive employee wellbeing programme. The new programme assures all staff members and their immediate families better medical care. They are insured against accidents and ill health and benefit from a pension scheme. They also receive advice on financial matters and preventive health measures. The programme is regularly reviewed, and its success has swiftly encouraged others to follow its example. Today several GIZ offices in Africa run similar programmes.



Worldwide: Annual Action Week on Sustainability

Sustainability depends on the involvement of our staff. GIZ's contribution to the 2013 Annual Action Week on Sustainability of the German Council for Sustainable Development was organised under the banner 'We at GIZ put sustainability into practice. Around the world. In different ways. With commitment.' With a host of creative ideas GIZ staff were involved in more than 40 individual events, almost half of which were organised outside Germany. The activities ranged from trash art exhibitions to after work bird watching.



Nepal: Climate change mitigation and environmental protection in urban and regional development

Nepal will be hit particularly hard by climate change. The country's towns and cities are also spreading rapidly, encroaching and impacting on surrounding ecosystems. We thus decided to subject the advisory services we deliver to our Nepalese partner organisations on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) in the field of urban and regional development to an environmental and climate assessment, which led to innovations in the course of the project. Staff of planning authorities, for instance, are now receiving training to enable them to use green technologies and construction techniques. We are thus reducing pressure on the ecosystems surrounding built-up areas.



Cambodia: Making everyday office work environmentally sustainable

Our GIZ office in Phnom Penh began to focus on making more economical use of natural resources in 2011. The scheme has proved successful. Since it was launched staff members use less water, paper and power. Batteries and toner cartridges are reused wherever possible, and computers that no longer meet requirements are donated to non-governmental organisations and second-hand shops.



Uganda: Sustainable business ideas

The GIZ Business Development Unit in Uganda is developing promising business ideas with a view to implementing economically sustainable projects for the population and the private sector. The Unit brings together the ideas and skills of private businesses, public donors and GIZ, and translates these into marketable concepts. In rural areas, for instance, solar-powered mobile telecommunications masts have been installed which also provide electric power for 50,000 people.



Philippines: Fostering integrity and fighting corruption

Corruption has many facets and prevention begins, for instance, with the question 'How do I deal with gifts?' GIZ staff in the Philippines organised an action week on integrity and anti-corruption. At a workshop they analysed the risks of corruption in the context of projects and together drew up specific proposals to avoid these risks. An open forum was held at which GIZ experts and high-ranking politicians and business leaders discussed how greater transparency and efforts to stamp out corruption could contribute to sustainable development in the Philippines.

Statement of the Management Board



Sustainability is the principle that guides our actions – in everyday work within the company and in all services that GIZ delivers within the framework of international cooperation for sustainable development. We must lead by example if we are to offer our clients, commissioning parties and partners convincing solutions with long-lasting impacts to complex societal challenges. GIZ has firmly anchored the guiding principle of sustainability in the company's Corporate Principles. This first Sustainability Report documents how GIZ translates the environmental, social and economic dimensions of sustainability into everyday working life within the company.

Sustainability always entails reconciling divergent interests and presupposes a willingness to embrace change. We believe that sustainability can only be achieved with ongoing learning processes. Recently, for example, we launched the company-wide LOLA project. LOLA stands for Learning Organisation, Learning Agents and aims to develop our corporate culture such that mistakes are seen more as an opportunity to learn, to enhance the quality of our performance and increase job satisfaction, while honing internal processes to make further efficiency gains. GIZ puts its faith in the experience of its managers and employees.

The main factor in ensuring the high quality of GIZ services and underpinning the success of the company is our highly qualified and dedicated workforce around the globe. In order to attract the best qualified experts, we take our responsibilities vis à vis our workforce very seriously. We are constantly investing to make ourselves even more attractive as an employer, as demonstrated by our recertification as a family-friendly company following the *berufundfamilie*[®] audit. We also conduct regular staff surveys and use the responses to improve the working environment.

As a member of the United Nations Global Compact we foster compliance with its ten principles which relate to human rights, labour standards, environmental protection and anti-corruption. The new mandatory GIZ guidelines on human rights, adopted by the Management Board, are only one example. We at GIZ also accept our responsibility for the way we deal with natural resources. At our Eschborn, Bonn and Berlin offices we have had our environmental management audited and validated in line with the criteria of the European Eco-Management and Audit Scheme (EMAS).



GIZ is also working to get suppliers to comply with these criteria. In 2013 we introduced a business partner screening system for all forms of cooperation with private businesses. This system checks whether or not companies with which we intend to cooperate comply with the UN Global Compact principles.

On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ coordinates the German Global Compact Network (DCGN), thus helping to mainstream the concerns and objectives of the Global Compact in the awareness of the general public. This report also updates our declaration of conformity in accordance with the German Sustainability Code. Back in 2012 we were one of the first federally owned enterprises to sign up.

Nevertheless challenges remain that we aim to focus on to a greater extent within the scope of our sustainability programme for the period 2013-2015. We intend, for instance, to become a climate-neutral company. Our mobility strategy is designed to reduce official travel, partly by making greater use of modern forms of communication. Staff travel is currently the main source of emissions. We intend to further boost our economic efficiency and will be reviewing core processes, from results-based project and commission management to commercial processes, to this end. In the field of gender equality too we will be striking out further along the path we have already taken. We aim to continue to raise the percentage of women in managerial posts; currently about one third of jobs at this level are held by women.

During the annual Action Week on Sustainability initiated by the German Council for Sustainable Development our staff showed once again how committed they are to achieving sustainability. This report demonstrates that we at GIZ put sustainability into practice. Around the world. In different ways. With commitment.

Tanja Gönner
Chair of the Management Board

GIZ – service provider for sustainable development



Sustainable development is at the heart of our business and our actions. Around the world we advise and support our clients, commissioning parties and partners at local, regional, national and international level on strategic and sectoral matters. How can renewable energies raise the standard of living in developing countries and emerging economies? How can civil conflict transformation secure peace in the long term? How can consumer protection and food safety be improved in industrialised countries? Our managerial, sectoral and country-specific expertise and our long-standing experience in realising a wide spectrum of projects and programmes allow us to devise specially tailored and efficient solutions. To this end we help build capacities at local level and foster the exchange of knowledge and lessons learned at both local and global levels to enable our partners to take charge of development processes and continue these independently (► [capacity development](#)). Our ► [company reports](#) and the ► [project outlines](#) on our website provide an insight into our work.

We are a German federal enterprise. Most of our work is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). However, we also operate on behalf of other German ministries and public and private bodies in Germany and abroad. These include governments of other countries, the European Commission, the United Nations and the World Bank. We are equally committed to helping our clients in the private sector attain their goals.

GIZ operates throughout Germany and in more than 130 countries worldwide. Our registered offices are in Bonn and Eschborn. We have over 16,000 staff members around the globe, some 70 per cent of whom are employed locally as national personnel. Our business volume was about EUR 2 billion as at 31 December 2012.

Sustainability management



Sustainable, innovative, effective: that sums up the solutions to the overarching global questions of our time that GIZ offers in the field of international cooperation for sustainable development to commissioning parties, clients and partners around the world. We aspire to gear not only our services but also our internal processes to sustainability criteria.

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** (see section on participation), 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 current and 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 Millennium Declaration and the Universal Declaration of 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 in 2012 the Management Board adopted the **Orientation on Human Rights**



which is mandatory for all staff members. The International Labour Organization (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 United Nations Global Compact we undertake to respect its ten principles in the fields of labour standards, the environment, human rights, and anti-corruption.

In our dealings with one another within the company we focus on cooperation and mutual respect. Our **Code of Conduct** requires all staff members, CIM 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 in 2012 we adopted a company-wide **Gender Strategy**, which lays out objectives and measures for the services we deliver and for the company itself. 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.

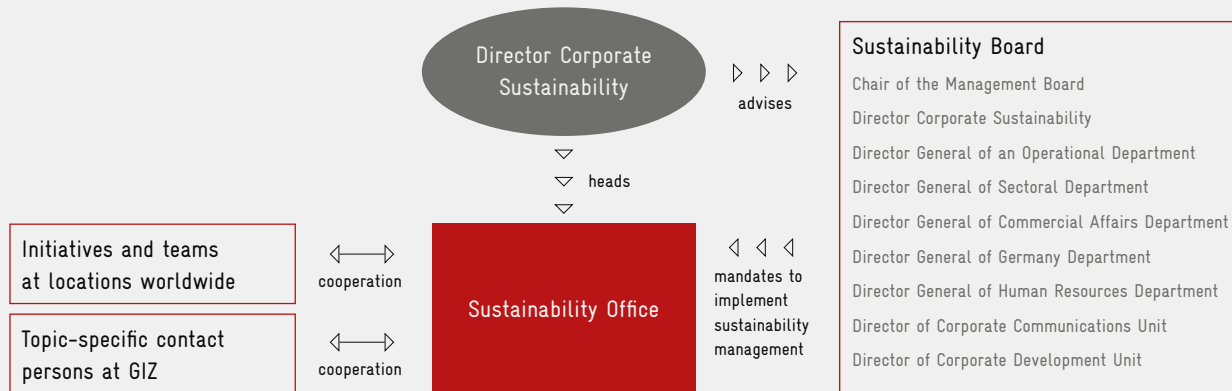
We support our partners in their efforts to shape development processes independently. For us this means that partners' ownership of such processes must play a prime role in our cooperation. Within the scope of international agreements such as the Busan Outcome Document, we pursue these principles, and commit ourselves to transparency in order to consistently improve the effectiveness of international cooperation and accountability over the use of public funds (see section on participation). Over and above this, we respect the recommendations of the German Government's Corporate Governance Code.

Managing corporate sustainability

Within GIZ the Chair of the Management Board is responsible for corporate sustainability. Since 2012 a Sustainability Board has supported the implementation of the corporate sustainability principles within the company. This internal body, which brings together the Chair of the Management Board and top executives, meets between two and four times a year to discuss sustainability objectives and targets, assess performance in this field and monitor specific steps for improvement. The Sustainability Board has taken over the responsibilities of the Environmental Steering Group and expanded these to embrace all dimensions of sustainability.

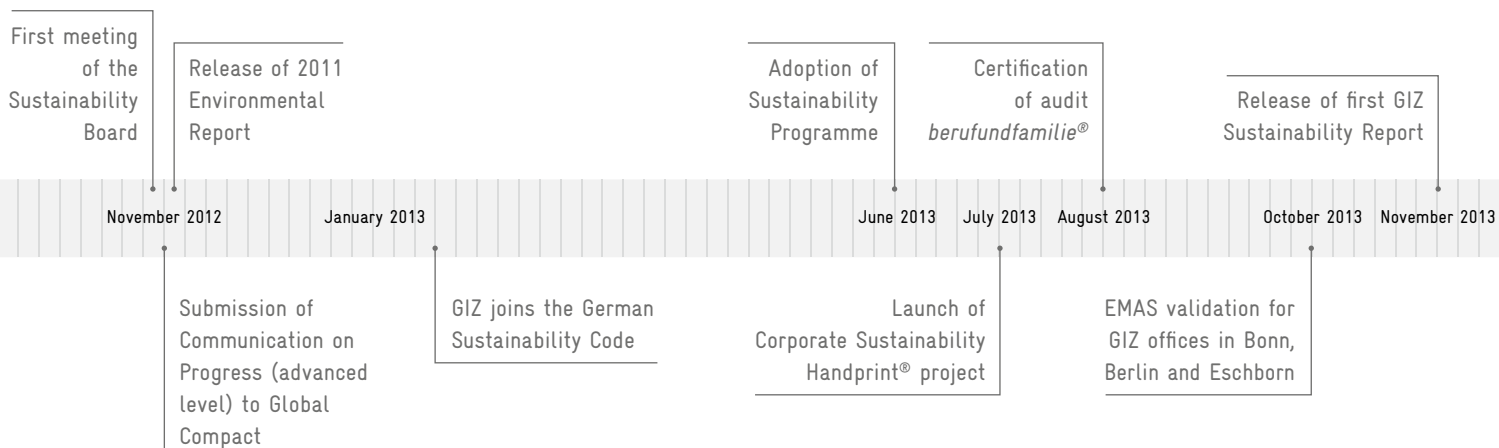


GIZ's sustainability management



Since 2012 a **Director Corporate Sustainability** has advised the Management Board, reporting directly to the Chair of the Management Board. The Director Corporate Sustainability also sits on the Sustainability Board and is responsible for further developing corporate sustainability management. He heads the Sustainability Office and acts as contact point for all queries arising inside and outside the company. Sustainability depends on the workforce taking on board the corporate values and making it part of their everyday working life.

A large number of voluntary initiatives organised by dedicated staff members around the world are helping make this happen, for example within the scope of location-specific environmental initiatives. We will continue to encourage this commitment, for instance with the annual Action Week on Sustainability, which is to be held regularly as of 2013 as our contribution to the initiative of the German Council for Sustainable Development (see fold-out page).



Material issues in sustainable corporate management

Current trends in international cooperation for sustainable development critically determine the strategic direction our company takes. Our Long-Term Corporate Plan analyses these trends and defines future fields of action for business development. In particular it takes into account the areas in which Germany plays a pioneering role in international cooperation for sustainable development (see Management Report in the [Annual Statement of Accounts 2012](#)). Our Long-Term Corporate Plan focuses on the areas where there is demand on the part of long-standing and potential commissioning parties to ensure the company can successfully hold its own against international competitors. These include all aspects of globalisation as cross-border flows of goods, services and capital expand, accompanied by a greater international division of labour in global value chains,

increasing mobility and ever-closer digital networking. Climate change and the consequences thereof, as well as the impacts of demographic change, are also topical areas.

The Long-Term Corporate Plan defines the strategic framework for GIZ's development as a company, guided by our Corporate Principles. On this basis, some 30 internal knowledge bearers – representatives of the operational and service departments, corporate units, the staff council and special officers at company level including the Integrity Advisor and the Gender Equality Officer – attended a workshop in May 2013 to identify the principal sustainability topics within the company with a focus on commissioning parties and employees. The aim was to determine which topics were the main ones from

Material sustainability issues



the point of view of these two interest groups for our corporate sustainability over the reporting period and which will be important in future. Since this was preceded by a survey of commissioning parties, the employees involved in the survey attended and reported on the findings (see section on participation). The topics identified at the workshop were confirmed by the Sustainability Board and are reflected in this Sustainability Report. Not only do they serve as a basis for our reporting, they are also an important foundation on which to build and further develop our Sustainability Programme.

Our Sustainability Programme

The GIZ's first Sustainability Programme 2013-2015 lays out the goals the company has set itself and de-

scribes how it intends to achieve these. This was based on the above materiality analysis and on benchmarking. The benchmark aimed to categorise the fields of action, objectives and measures to be laid out in a GIZ Sustainability Programme in terms of relevance and requirements from the point of view of competition and branches. The programme renders systematic the objectives and measures that already existed within the company in the environmental, social, economic and participation-relevant dimensions of sustainability. The programme is thus a forward-looking systematisation of what sustainability currently means to GIZ. We foster sustainability management at our locations inside and outside Germany with the new GIZ sustainability management instrument – the Corporate Sustainability Handprint® (see box on page 23).



Sustainability Programme 2013 – 2015¹

Objective	Period	Measures	Indicator
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
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 (see box on page 23) are implemented	Measures conducted including anchoring learning culture and way of dealing with errors in management feedback
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	as of 2013	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
	as of 2013	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 (status: completed)
	as of 2013	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
	as of 2013	Process and implement required action as identified in staff survey on the subjects 'integration and change processes, identity, leadership'	
Extend internal cooperation management	as of 2013	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 23)	CSH introduced in all regions
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 <i>berufundfamilie</i> ® audit and reach agreement on improvements	Recertification (status: completed)
Gender equality in all functions	as of 2013	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
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 (status: completed)

¹ The first Sustainability Programme was adopted by the Sustainability Board in June 2013. Measures that have since been implemented are marked accordingly.

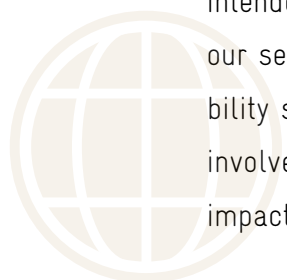
Objective	Period	Measures	Indicator
	2013	Expand counselling services offered by medical service and health management services; review the status of occupational health care at all locations inside Germany	Expanded medical services in place
Foster integration	2013	Foster the ability to move from one 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 (status: completed)
Harmonise social standards	as of 2013	Harmonise working hours models and social benefits	Pertinent agreements concluded
Extend human resources development offerings	as of 2013	Further develop and merge internal training for face-to-face and virtual training	Establishment of a central portal for all staff training offerings
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
	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 (status: completed, see page 38)
	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
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
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
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 (status: completed, see page 48)
	2013	Continue staff survey and development worker survey	Surveys conducted and evaluated
	2015	Develop innovative forms of participation for staff in the field of corporate sustainability	Innovative participation formats introduced

»» We are value-driven.

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Product responsibility



It is primarily the impacts of the services we deliver that determine whether or not our work is successful. To achieve the positive results intended, we have put in place appropriate systems. These ensure that our services comply with social, economic and environmental sustainability standards irrespective of the sectoral focus of the project, that they involve stakeholder groups, and that they identify and amplify long-term impacts.

1

Solutions that work

We have put in place a planning, monitoring and evaluation system to underpin and foster the results orientation of our projects. It is especially important to record the causes and consequences of change processes in their entirety from the outset. To enable us to adopt an integrative approach to planning in complex settings, we have developed a results model, on the basis of which we devise objectives and strategies with our partners. GIZ's management model **► Capacity WORKS** helps us manage our projects effectively and efficiently, with the involvement of all pertinent stakeholders.

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. When a project is launched we begin to systematically observe and record the change processes triggered by our intervention, within the framework of our results-based monitoring system. The data thus gathered are used to help us manage and evaluate projects and programmes.

Why did a given approach work well in one context and not in another? What does this mean for comparable situations in future? Evaluations help us answer these and other similar questions. We distinguish between two basic sorts of evaluations. Central independent evaluations are handled by the Monitoring and Evaluation Unit. To ensure impartiality, the Unit contracts external research institutes and consulting firms to conduct the evaluations. Decentralised monitoring and evaluation activities are managed by the operational departments responsible for the project or programme in question. These include project progress reviews conducted in ongoing measures. The Monitoring and Evaluation Unit advises the operational units and develops standards and instruments. In order to systematically discuss and implement recommendations for action on the basis of the evaluation, we have introduced a mandatory management response system. Relevant findings and recommendations must be incorporated in a plan of action which is then followed up by the Monitoring and Evaluation Unit.

The GIZ **► Monitoring and Evaluation Report**, which is published every two years, presents our approaches and sums up results. With respect to the **► outcomes of individual independent evaluations** too, we attach great importance to transparency; these reports are freely available on our website. Over and above this, we collaborate closely with the German Institute for Development Evaluation (DEval).

Upholding human rights

Through the **► Orientation on Human Rights** we undertake to work worldwide to improve living conditions and help realise human rights. This is a fundamental tenet and aim of our work. We see it as our duty to identify any potential human rights violation, to prevent any such violation and, where a violation has nevertheless occurred, to remedy this situation. This applies not only to projects which specifically aim to promote human rights, but to all measures across the full spectrum of services we deliver.

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 2011 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. Our standards for appraising and planning new projects and programmes, for project progress reviews and for independent evaluations embrace criteria for analysing and documenting the impacts

our measures have had or seem likely to have on human rights.

Since 2012 it has been possible to contact our Integrity Advisors at **► humanrights@giz.de** with any information about potentially negative impacts of our activities on human rights. 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 the Integrity Advisors in this. No such notifications were sent to the above e-mail address during this reporting period.

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 2011, a total of 125 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 2012 attendance was 112.



Fostering gender equality

Gender equality is key to sustainable development 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** adopted in 2012 provides a uniform framework for the company as a whole. An internal network of more than 100 gender officers inside and outside Germany help translate the Gender Strategy into practice. They advise managers and help integrate gender systematically into our work. The results of implementing the Gender Strategy are presented to a Gender Steering Group and the Executive Management Committee in the form of an annual report.

In the run-up to a project, we conduct a gender analysis which provides information as to how the planned measure can foster gender equality. The standards for project progress reviews and independent evaluations also contain criteria for assessing gender impacts. Examples of successful gender work and learning processes that encourage gender equality are communicated throughout the company. One channel is our annual Gender Week during which a large number of special events are held, and the GIZ Gender Prize, which is awarded once every two years to recognise particularly successful approaches.

You 'genderised' me!

Gender equality can only work in the long term if men are on board. In Uganda this is where we and our partners began work. Many men believed that families would break up if women were given more control over their own financial matters. That made it difficult for women to obtain microloans. Alongside other activities to step up women's participation, a radio campaign helped convince men that giving women equal rights would not be to their own detriment. Quite the reverse is true in fact: women can contribute to the family income. This approach brought the project team the 2012



GIZ Gender Prize. A male Ugandan colleague hit the nail on the head, 'You might have won the prize, but the real success is that you managed to 'genderise' me!'



Conserving the environment and the global climate

Since 2011 all the projects and programmes we implement on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) have been required to conduct an environmental and climate impact assessment, for which BMZ, GIZ and the *Kreditanstalt für Wiederaufbau (KfW)* together received the Institutional Award of the International Association for Impact Assessment in 2013.

The environmental and climate impact assessment is designed to ensure that our actions do not have any adverse effect 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, reducing emissions of greenhouse gases, and helping partner countries to adapt to climate change. The impact assessment is a mandatory part of our standards for producing offers and for project progress reviews.

Staff are trained and can rely on the guidance documents available in several languages, and on the support of specialists in the various divisions. We collect examples of good practice and use them in our training and informative 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

Internal control systems assure the proper commercial handling of our projects. We review at regular intervals whether the financial and administrative operations in our projects are correct and 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 both project progress reviews and independent evaluations to look at the economic efficiency of objective achievement.

GIZ has internal monitoring systems in place and is in addition regularly inspected by auditors who carry out audits of project financial statements and annual financial statements, by the Price Inspection Office of the Darmstadt Regional Administrative Council (*Regierungspräsidium*) and by the Federal Audit Office (*Bundesrechnungshof*).

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, with some 60 critical combinations being automatically monitored. Our rotation principle decrees that staff in important posts in purchasing are required to change jobs every six years at least. Any deviations from this rule must be fully documented. 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 called for at international level 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. In 2012 a survey looked at the extent to which partners are involved in decisions on placing orders and contracts. The findings indicate that they are frequently involved, in some cases very intensively, in procurement processes. We intend to repeat this survey at regular intervals in future.

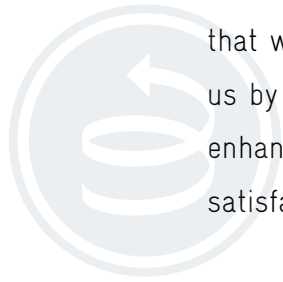
It is standard practice in all measures implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) that we systematically ask local project partners about measures, risks and opportunities. Their feedback helps us improve the quality and effectiveness of our services.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



>> We stand
for global excellence.

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Economic capability



For us economic performance means preserving and increasing the value of the company, but just as importantly securing the jobs we provide. We invest in the future of our company, for instance by consistently ensuring that we make economical and efficient use of the resources entrusted to us by clients and commissioning parties. We also work tirelessly to further enhance the quality of the services we deliver. The high level of customer satisfaction is in itself evidence that these efforts are successful.

Our commissioning parties

Fiscal 2012 was another highly successful year for GIZ: the volume of business rose from EUR 2,031.9 million to EUR 2,104.1 million. About one fifth of our business volume was achieved without German tax-payers' money, but with third-party funding from international organisations, multilateral organisations and foundations within the framework of cofinancing arrangements or in the form of commissions placed with GIZ International Services.

The lion's share of income, totalling EUR 1,874 million (compared to EUR 1,755 million in 2011) came from the public-benefit business area. Our largest and most important commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ) which accounted for some three quarters of the business volume. The income generated by BMZ business also contains some EUR 179 million (compared to some EUR 170 million in 2011) third-party funding to cofinance BMZ commissions. Under cofinancing arrangements, organisations such as the European Union or the development agencies of other countries including Australia and the Netherlands provide funds for ongoing projects. Thanks to this additional funding, ongoing measures can be stepped up, thus achieving a broader impact. In the public-benefit business area, the German Federal Foreign Office, the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, the Federal Ministry of Economics and Technology and the Federal Ministry of Defence are also major commissioning parties.

With the GIZ International Services business area, the German Government disposes of 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.

Economic efficiency

GIZ's business management is continuously engaged in creating incentives to streamline structures. Many procedures and processes have already been optimised to maximise economic efficiency. In future too we will review the efficiency of various core processes – from results-based project and commission management to commercial processes. The latter are to be geared still more closely to the specific requirements of various commissioning parties. Building on the outcomes of a strategic initiative in 2012, the internal project 'Efficiency for Growth' is reviewing company-wide core processes in 2013 (see Sustainability Programme, pages 10–11).

Transparent procurement processes

All of our procurement activities are based on the principles of economic efficiency, transparency, competitive tendering, equal treatment of bidders, and social and environmental compatibility. 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 award financial contributions, providing our partners with funds and letting them decide on awarding the contract.

Wherever technically possible and economically expedient, we procure goods and services in the country of assignment, thus helping to generate value there. We ensure transparent procedures in decentralised procurement. On our website we publish all **contracts for services** placed by our Head Office. The **Procurement Report 2012** provides detailed information, including our top 100 sub-contractors and suppliers.

We consult closely on issues pertaining to sustainable procurement with the *Kompetenzstelle für nachhaltige Beschaffung* (competence unit for sustainable procurement) of 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 contractor. In 2011 and 2012 almost half of our business volume was spent for order placements, with about three quarters of the total (or some EUR 700 million in 2012) going on advisory and consulting services. This makes consulting companies the most important part of our supply chain. We use about one fifth of our business volume to buy in materials and equipment that is needed in our projects and is handed over to our partners. In most cases this is technical equipment including machine tools, laboratory equipment, medical equipment, drugs and vehicles.

Our commitment to environmental protection and climate change mitigation is reflected in the way our procurement system operates. We always take into account ecological criteria, such as standards for electronic equipment and ecolabels for paper, and gear activities to our concept for environmentally sound procurement. The environmental affairs manager is regularly involved in public tendering at Head Office. For IT products, drugs, plant protection and pest control agents we attach enormous importance to 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 take care that products can be used for a longer period by ensuring that our suppliers will install products in the partner country in question and will perform maintenance and repair work on site there.

GIZ procurement overall

By type of goods (in EUR million)	
	2011
Materials and equipment	128.8
	2012
Services	596.1
Construction	785.4
Financing	

By place of procurement (in EUR million)	
	2011
Country offices	214.0
	2012
Head Office	307.7
	2011
	510.9
	2012
	648.7

Procurement by country offices

in EUR million	2011	2012 ¹
Services, construction, local subsidies		
Africa	52.7	68.9
Asia, Latin America	52.2	71.5
Mediterranean, Europe, Central Asia	62.4	83.5
Others	4.7	11.8
Materials and equipment		
Africa	16.4	32.0
Asia, Latin America	11.4	17.9
Mediterranean, Europe, Central Asia	12.1	20.4
Others	2.1	1.7

¹ The differences in "Service, construction, local subsidies" between these figures and those quoted in the 2012 Procurement Report result from the fact that figures were evaluated at different times. The cancellations, corrections and currency fluctuations that could not be taken into account in the Procurement Report are included here.

Our **General Terms and Conditions of Contract** and **General Purchase Conditions** 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 the reporting period from 2011 to mid-2013 we are unaware of any contraventions of these conditions. Compliance with core labour standards is monitored through our risk management system, contact persons and integrity advisors (see list of reporting references).

Ongoing quality improvements

The quality of our work is the foundation for the success of GIZ. We understand quality to mean incorporating our values geared to sustainability in all that we do, achieving positive results, making economic use of resources, steering processes efficiently and complying with rules and regulations. 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. To achieve this high quality level, we put our faith in results-based planning, monitoring and evaluation of the services we deliver, in our internal Orientation + Rules (O+R), process guidelines, manuals and our management model **Capacity WORKS**.

GIZ's quality management applies across the company and is practised at decentralised level within the individual organisational units. Underpinning and developing quality is one of our managers' most important tasks. In their daily work, our staff inside and outside Germany shape the quality of the products and processes within the company, making them the principal actors in this regard. To aid company-wide steering and management, data and information are systematically gathered from commissioning parties, partners and personnel, and evaluated. On this basis we have produced an annual quality report 2012 which analyses positive trends and challenges. Key findings were incorporated in our Long-Term Corporate Plan. The Quality Day and Quality Prize 2012 and 2013 provided incentives for greater quality awareness and innovation.

Quality Day 2013 recognises innovative ideas

The Quality Day and Quality Prize motivate staff to present their own ideas and initiatives to boost the quality of our services and processes, and encourage exchange among staff members on these topics. The idea has been well received. 60 entries were received for the 2013 Quality Day, from which three prize-winners were selected. The first prize went to a project in South Africa which fosters citizen participation via text messages. It makes use of the high density of mobile phones in South Africa to involve the people in a direct two-way communications system based on messaging. They are not just informed about power cuts, but are systematically involved in political decisions and can play an active



part in consensus building processes. Invitations to council meetings were sent out by text message, for instance, with the result that more citizens attended the meetings.

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 and make it accessible for the company as a whole, sharing and developing our pool of expertise.

Knowledge can best be harnessed in dialogue. This makes networks a pivotal element of a decentralised organisation like GIZ. Our 18 sector networks represent one knowledge management tool. They facilitate cooperation between our experts inside and outside Germany. Thematic knowledge platforms, training, our extensive intranet with its search engine and the electronic document management system, which can be accessed worldwide, all support GIZ's knowledge management.

Various activities foster our culture of innovation. Since 2012 staff have been able to submit their innovative proposals to the Business Development Unit within the Sectoral Department, which focuses and hones them. A high-ranking managerial group meets regularly to discuss the realisation of initiatives submitted.

To harness the enormous potential to learn from our evaluations, we have devised a number of learning processes and instruments at three levels (► [Monitoring and Evaluation Report](#)). Project managers use the results directly in the planning and implementation of new projects. At the level of the individual organisational units, results are considered beyond the confines of individual projects with a view to improving sectoral and regional approaches. We systematically integrate recommendations for action into ongoing business processes at company level with a management response system.

At our locations outside Germany in particular we have discovered that heterogeneous groups can be particularly innovative. Seconded staff from Germany have the expertise based on a German knowledge and values system. National personnel have a very precise understanding of the given sociocultural context and have special access to sections of society in the partner country.



GIZ Corporate Sustainability Handprint®

Identify the need for change – introduce change – learn from one another

We put the systematic improvement of our sustainability profile firmly at the heart of our sustainability management. We aim to reduce our ecological footprint and enhance our active contribution to sustainability – our handprint. The handprint is based on an initiative of the Indian non-governmental organisation Centre for Environment Education (CEE) which has developed the handprint idea. The Corporate Sustainability Handprint® (CSH) we have now devised is a method that launches an internal learning process aligned with international sustainability standards such as the Global Compact and the Global Reporting Initiative. Our aim is to gain a clear impression, especially within our field structure, of the country-specific sustainability performance and to make these data transparent and comparable by using standardised procedures. This enables us not only to identify the need for change, but to single out examples of good practice, which allow us to learn from one another and thus to improve our performance.



The core elements of every Country Sustainability Handprint are thus the recording of major facts and figures, the presentation of examples of good practice and ideas for improvements in our four dimensions of sustainability, as well as a self-assessment performed by in-country colleagues.

As of 2014 this method will successively be introduced in our country offices in order to generate an aggregated Corporate Sustainability Handprint®. A platform is to make the country-specific realisation of corporate sustainability and examples of good practice accessible to the entire company, thus facilitating an exchange (see Sustainability Programme, pages 10–11).

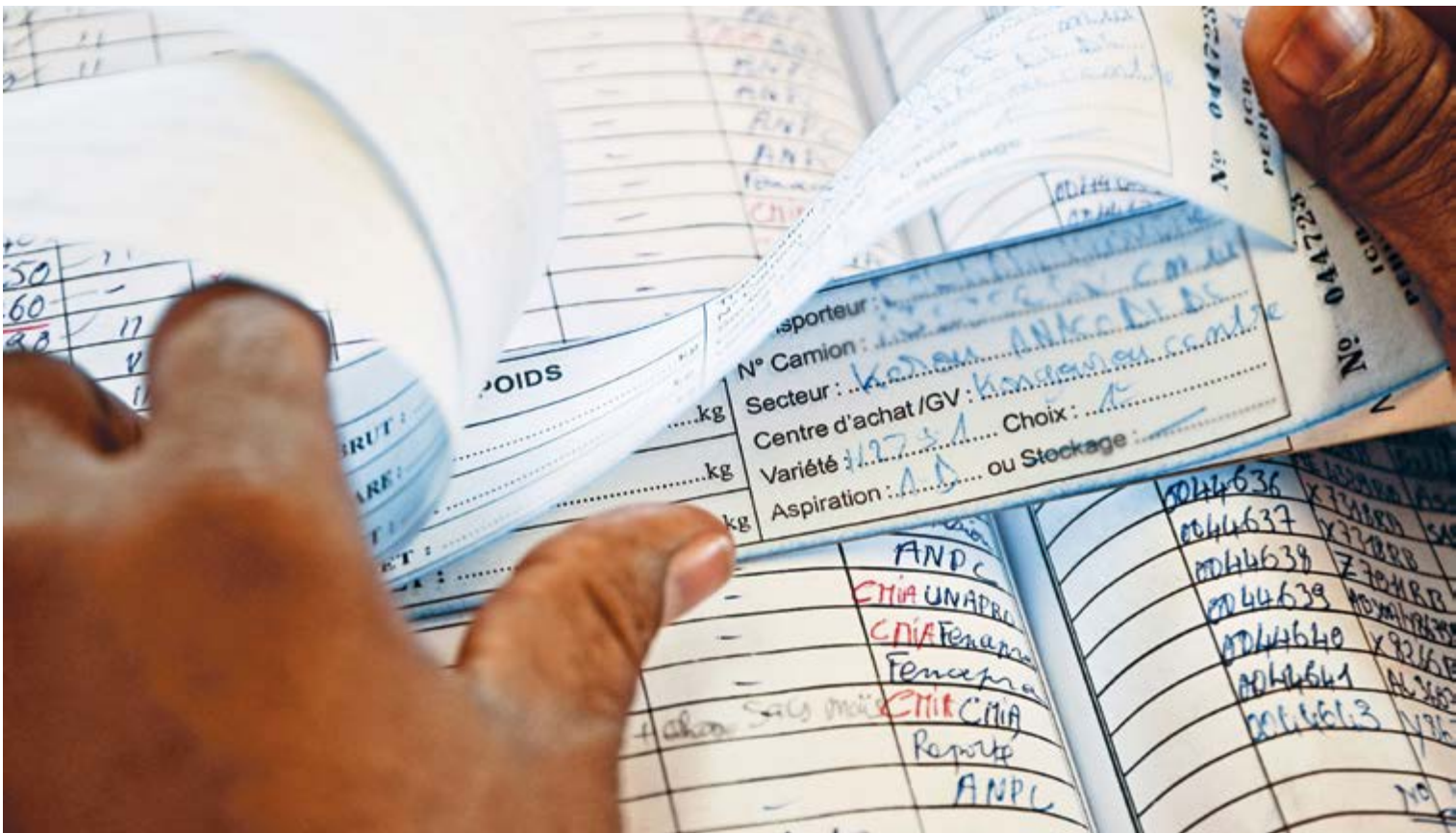
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LOLA – taking a creative approach to errors

The acronym LOLA stands for Learning Organisation – Learning Agents. LOLA is intended to take a creative approach to improving GIZ’s learning culture and the way we deal with errors. At the start of 2013 thirty little LOLA dolls, all with a shock of red hair, could be seen ‘running’ through the company. Their mission was to make everyone who met them think about the way he or she dealt with errors and about learning within the company. Some 200 staff members gave LOLA their feedback via an anonymous email address. The Management Board took the ideas submitted and decided, for instance, to incorporate handling errors in the manager feedback scheme



(see Sustainability Programme, pages 10–11). The idea of LOLA originated from the 2012 staff survey, in which staff members stated that they felt the company needed to improve its learning culture and the way it handled errors.



Acting with integrity

The core elements of our compliance management are compliance with legal obligations, our voluntary code of conducts and internal regulations. We focus on integrity, anti-corruption and data privacy as well as respect for ethical standards. These issues are reflected in our **Code of Conduct**.

Our reputation as an ethical company is a major factor in our success. To ensure that this remains the case, we have established an Integrity Committee, on which the Chair of the Management Board, the Labour Relations Director, the Directors General of the Commercial Affairs and Human Resources Departments and the Directors of the Auditing Unit and the Legal Affairs and Insurance Unit sit. Independent integrity advisors train and advise our staff and act as central contacts for all relevant matters.

The Legal Affairs and Insurance Unit advises and supports the entire company on all legal and insurance-related matters. During the reporting period, 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.

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. Mandatory guidelines regulate this cooperation. 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. To complement these, guidelines provide assistance on selecting security companies, including pointers on the way they train their staff. International private security firms are only used under exceptional circumstances.

Fighting corruption

We understand corruption to be the clandestine abuse or misuse of the power conferred by public office or through private sector authorisations. This includes active and passive bribery, the giving and taking of gifts and other benefits, the employment and contracting of related or associated persons and other conflicts of interest. Fraud and embezzlement are crimes that tend to be associated with corruption.

Our **Code of Conduct** lays out clear rules that should be adopted to prevent corruption. Other guidelines and case studies provide practical tips. A compulsory introductory event on this topic sensitises new staff members. 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.

The number of requests for advice received by the integrity advisors almost doubled between 2011 and 2012 from 109 cases to 202, which we see as evidence that our corruption prevention is successful. In 2012 they received 40 tip-offs of possible cases of corruption, all of which were investigated (see diagram). We do not have these figures for 2011, since at this point the merger of the three predecessor organisations had not yet been finalised in the context of integrity and anti-corruption. GIZ's risk management system requests the individual organisational units to provide

feedback on the risks of corruption on a quarterly basis, within the scope of company-wide risk identification. Individual reports on risks of corruption outside Germany over the reporting period 2011 to 2012 were handled by the risk management system. Additional anti-corruption measures were introduced by the organisational units responsible.

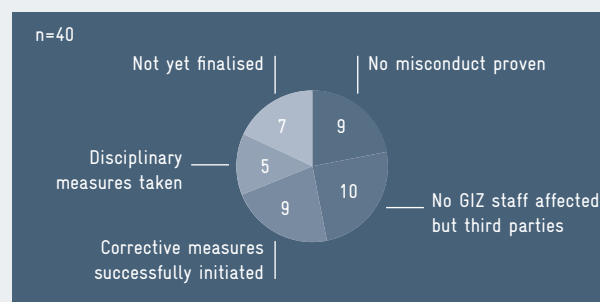
In 2012 we began to investigate areas particularly susceptible to corruption. Eight processes are part of the vulnerability analysis: staff recruitment (including national personnel), project design and appraisal/review, contracts with service providers, procurement of materials and equipment, construction services, financing instruments, control mechanisms and accounting modalities. Special attention is paid to the situations in crisis- and conflict-affected regions. The Integrity Committee will be analysing the results obtained in the second half of 2013 and the necessary steps will be taken (see Sustainability Programme, pages 10–11).

For the projects and programmes we implement on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), the **BMZ strategy paper Anti-corruption and Integrity in German Development Policy** provides a mandatory framework. We are a corporate member of Transparency International and regularly participate in its forums.

Requests for advice

Staff training

Dealing with reports of corruption in 2012





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 2011-2012 no notifications of non-compliance with these standards were received. Our risk managers analyse and assess risks and report on a quarterly basis to the Management Board. The operational departments, the Commercial Affairs Department, the Human Resources Department, GIZ International Services and the Management Board are represented in the risk management system. 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.

In 2013 we introduced business partner screening which is intended to reveal risks of cooperating with private businesses and contracting companies before a project is launched, so that measures can be planned in advance to counter these risks where necessary. The first step in the business partner screening scheme is to assess the 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? The results are recorded using a points system. 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? Depending on how the risk is classed, the heads of the operational departments or the business partner screening body will decide whether or not we should enter into a partnership, and if appropriate on what terms.



Ensuring data privacy

It is important for us to ensure the privacy of the personal data relating to our staff, partners, clients and suppliers and thus to comply with legal data privacy provisions. Our data protection strategy provides the basis for company data protection management and stipulates how we apply the German Federal Data Protection Act within the company. 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 such that data is protected appropriately. Before we conclude any contracts with sub-contractors we check them out for the way they handle data privacy, should they come into contact with personal data within the scope of their work for us. All processes within which personal data is gathered, or processed internally or by third parties, are submitted in advance by our staff to the data protection officer who reviews them.

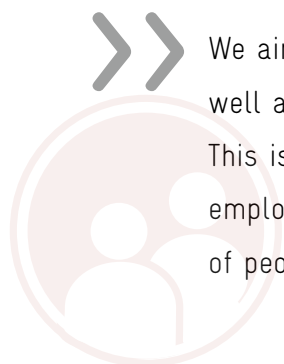
This naturally presupposes that our staff know about and are sensitive to data privacy. To this end target-group-oriented training and individual counselling are available. The whole issue of data privacy is becoming increasingly important within the company. While 190 enquiries were received by the data protection team in 2011, this figure rose to almost 300 in 2012, and the trend continues unchecked. The data protection officer reports periodically to the Management Board and produces regular reports. He is also involved in the company-wide IT management and risk management systems.



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Making remuneration transparent — p. 32
Supporting retirement provisions — p. 32
Getting the balance right — p. 32
Responsibility for staff safety and security — p. 34
Maintaining and promoting good health — p. 34

>> We value
and respect each other.

Social responsibility



We aim to improve the living conditions of people in many countries as well as respecting human rights, equality of opportunity and diversity. This is what guides us in our work and shapes our relations with our employees. We have a very special responsibility for the many thousands of people around the world who help make our company successful.

Our personnel structure

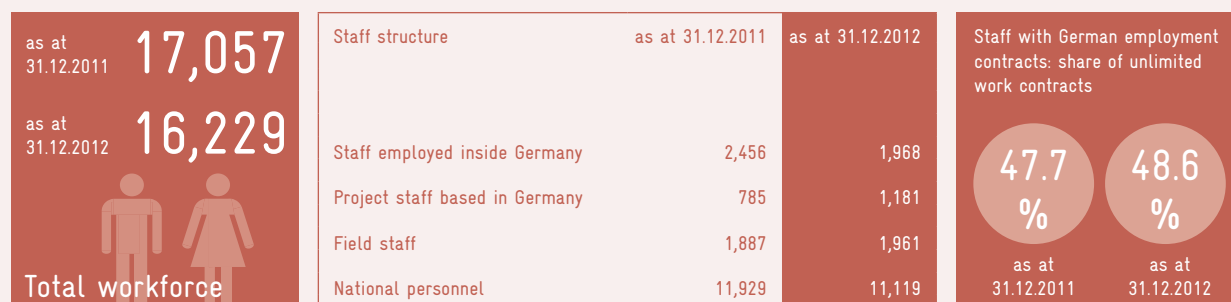
As at 31 December 2012 GIZ employed a total workforce of 16,229. Of this total 3,149 worked inside Germany and 1,961 were field staff working in partner countries. 2012 saw some shifts in our personnel structure within Germany, with 396 people more working in projects while the number of staff with Head Office functions fell by 488. This is primarily a reflection of the strategic realignment of the company.

The vast majority of our staff work in partner countries. We second field staff with German employment contracts. Our national personnel, who have local employment contracts, account for about 70 per cent of our total workforce. Some 11 per cent of this group are employed at managerial level, a percentage we aim to increase in future (see Sustainability Programme, pages 10–11).

We second experts as development workers and place integrated and returning experts via the Centre for International Migration and Development (CIM), a joint operation of GIZ and the Federal Employment Agency. The BMZ 'weltwärts' volunteer programme enables young people to perform voluntary service with a partner organisation abroad for a period of six to 24 months. The commissioning of GIZ as a seconding organisation for 'weltwärts' ended in mid-2013.

We are facing up to the challenges of demographic change and longer lives with the help of our strategies to enhance the employability of our staff and enable them to move into new fields. GIZ offers individuals a wide variety of ways of incorporating their professional and personal experience in project work – also beyond the statutory retirement age of 65 years. In 2012 we hired 59 people aged 55 or older; this accounted for 7.5 per cent of all new hirings in 2012. We also support this age group in project assignments with health checks and appropriate medical care.

Staff members



We have a wide range of options for **young talent**, with trainee places, internships and positions for university graduates seeking their first professional experience. The *Handelsblatt* newspaper and *www.karriere.de* have branded us a **fair company** 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 (see section on making the remuneration system transparent, page 32). National personnel are governed by the pertinent 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. Employment manuals document all regulations and recruitment requirements for national personnel in each partner country.

Our limited-term projects are tailored to the needs of our commissioning parties and partners and call for a unique and customised personnel structure. This means that we are only able to offer fixed-term contracts to most of our project staff. 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 to clarify the employment prospects of individual staff members, and lay down the criteria, procedures and instruments we use when recruiting inside and outside the company.

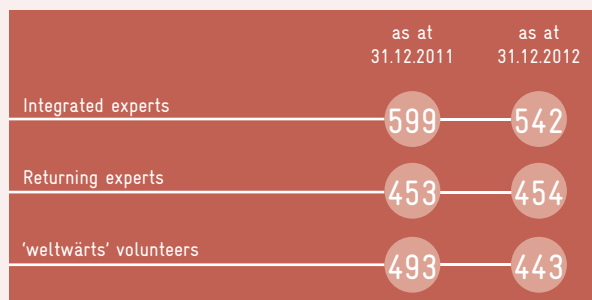
A social compensation plan regulates the measures we take to monitor and compensate for personnel changes in the wake of the merger of the three predecessor organisations, DED, GTZ and InWEnt. Specifically it provides, for instance, for compensation for merger-related relocations and daily commuting. It lays down regulations governing professional development measures and assures staff members leaving the company of counselling and training.

Stepping up employability

It is our aim to enhance the employability of every single staff member. We develop their capacities and ensure that they can be assigned to a variety of different functions. It is, of course, clear that the staff members themselves bear their share of the responsibility. Within the scope of annual staff assessment and development talks, managers give staff members a clear assessment of their employability. The staff assessment and development talk can be taken as an opportunity to propose specific steps, such as advanced training, to develop capacities and thus boost the employability of a staff member.

Development workers

Placed by GIZ



Creating prospects

Our international cooperation projects are always limited in term. This automatically restricts the ability of our project staff to plan their careers. GIZ considers that it has a very special responsibility in this regard, and does its best to assign staff members to another project or post when their project is completed. The GIZ office in Nicaragua, for instance, offers staff members training and coaching to prepare them for what comes after the project is wound up. The staff members explore issues such as where



they stand, how they can develop further and which career options are open to them.

Our annual competence requirements forecast identifies the capacities that GIZ will need in future. The competence grid drawn up for each individual staff member reflects the competencies currently available and identifies those areas in which capacities will have to be developed. 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.

Experience shows that staff members acquire new capacities easiest and most efficiently on the job, when they take on new duties. GIZ staff also have the chance to participate in internal and external professional development courses and events, to undertake placements in other units within the company and to be seconded to other organisations. 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.

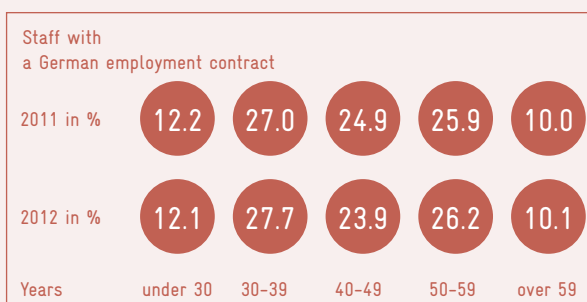
All in all almost 370 professional development and preparatory measures were available to Germany-based staff, field staff and some national personnel in 2011 and 2012. This translates into far more than 2,000 events which were attended by a total of about 23,000 participants. The events lasted one and a half days on average; 59 per cent of participants were female and 41 per cent male.

3

Personnel trends



Breakdown by age





Making remuneration transparent

Our remuneration system offers transparent terms of employment for our staff inside and outside Germany.

We have two separate remuneration agreements – the legacy of our merger. 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. The collective agreement for development aid is based on the public service remuneration agreement. In the GIZ collective bargaining agreement we grade our staff by their function and the type of work performed in salary bands, each of which has an upper and a lower 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 that 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 [Annual Statement of Accounts](#) and in the [Corporate Governance Report](#). Members of the Supervisory Board work on a voluntary basis; their travelling expenses are reimbursed.

Supporting retirement provisions

All members of staff with a German employment contract working inside and outside Germany 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 2012 we contributed in 70 countries to statutory pension schemes and in 7 countries to private pension schemes. Forty-one of our partner countries also have mandatory severance payments, which are frequently seen as a form of retirement provision.

Getting the balance right – professional and private life

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. Our staff confirm this: almost three quarters of our workforce stated in the 2012 staff survey that GIZ is a family-friendly employer. The Hertie Foun-

Prima-Blog: networking for field staff

The basic idea: people working for GIZ and those who have worked for GIZ abroad have a wealth of practical knowledge and lots of experience, for instance in achieving a work-life balance. Unfortunately this knowledge is seldom passed on. Our 'Prima Blog' is intended to stop the knowledge being lost. Colleagues in partner countries and their families can share tips, experience and reports, and thus help one another make the most of their time abroad.



Our certification's *berufundfamilie*[®] audit has also certified us as a family-friendly company.

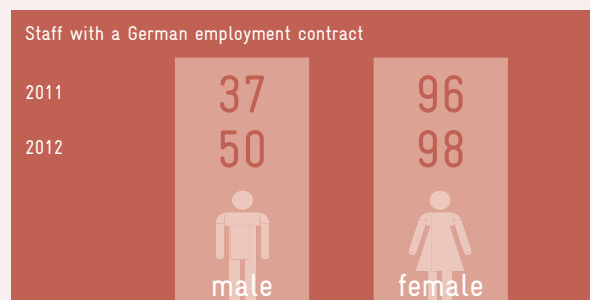
One crucial pillar of this is our flexible working time regulations, which allow individuals an extensive degree of freedom to decide on their own working hours. We currently have more than 185 different working time and organisation models in use. We offer a wide spectrum of support for staff members with children; in Germany itself for instance we have nursery facilities with space for 88 pre-school children. Another 22 places will be available by the end of 2013. We also give our staff allowances to cover part of their child-care expenses.

But it is not only children who need care: staff members often have to look after sick or elderly family members, which is a serious problem for an increasing number of staff members. We support them with advice and information. When our staff take on a position outside Germany, a special degree of flexibility and mobility is called for, not only on the part of the staff members themselves, but also on the part of their families. This is why we advise, counsel and support them, for instance with our own medical service, preparatory events, school fees allowances, and information and exchange platforms (see box).

3

Part-time staff

Staff taking parental leave



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 geographical conditions or inadequate infrastructure. In places like this 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 subjected to any risks that the company would find unacceptable for international personnel. Where the level of risk faced by international and national personnel varies, we take every appropriate step to guarantee the security of all of our staff.

We have regulated our responsibility for the safety and security of our personnel and the instruments we use to ensure this. The Head of GIZ's Crisis Desk is the central point of contact for all issues pertaining to security and risk management outside Germany, and is available 24/7. With the support of the GIZ Crisis Desk she coordinates crisis management, calls an internal crisis taskforce if necessary and coordinates necessary measures within the company.

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 take security measures in line with the risk situation on the ground and keep their country-specific security strategies up to date. 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. Every individual staff member preparing to take up an assignment outside Germany is obliged to take our internal stress and conflict management course. And in matters of travel too GIZ issues travel warnings updated daily for each country with security information. The online tool 'Sicherheit auf Reisen' (travel safely) and guidelines give useful pointers for staff undertaking official travel.

Maintaining and promoting good health

We take active steps to promote good health and performance capacity on the part of our staff. One vitally important pillar of our health management is the medical service at our registered offices in Bonn and Eschborn. It advises

Tackling HIV/AIDS and discrimination

At our locations outside Germany in particular many of our staff and their families face the problem of HIV/AIDS. Our HIV/AIDS workplace programmes for staff and their families are already in place in 74 countries where we support prevention, education and treatment. In this way we are endeavouring to counter discrimination and stigmatisation and to offer help, either in the form of medical care, drugs or psychosocial care. GIZ's own HIV/AIDS committee monitors the implementation of the programme. GIZ Ghana has expanded its workplace programme to



make it an all-round employee wellbeing programme (see fold-out page).



the company on all matters relating to corporate health management and on the implementation of occupational health and safety laws and regulations inside and outside Germany. The psychological counselling unit for crisis and conflict management (COPE) offers counselling services.

We also foster good health with a wide spectrum of health courses and ergonomic advice at the workplace. Should staff members suffer acute complaints they can also consult our in-house medical service during surgery hours. The medical service advises all staff members undertaking official travel to a partner country. Staff members leaving Germany for a partner country can contact it for advice and examinations for themselves and their families. The service offers advice on every medical aspect of travelling, administers vaccinations and is available 24/7 with advice in the case of medical emergencies.

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 (see box on page 34).


In the 2012 staff survey more than two thirds of respondents stated that they were basically happy with health management at GIZ. About one third of respondents saw scope for improvement in the field of stress management. One important step is to avoid permanently high workloads and ensure that the subject can be discussed freely within the company. And one way of doing so is by broaching it openly in our staff magazine 'wir'.

Managers play a particularly important part. It is their task to recognise and correct any excessive workloads and stress within their organisational units at an early stage. Since 2013 it has been mandatory to discuss the subject in every staff assessment and development talk. To help staff to better deal with work-related stress, COPE offers counselling and coaching inside and outside Germany.

Health promotion also includes preventing any form of addiction and offering support to sufferers. An employer/staff council agreement lays down standard procedures for dealing with staff suffering addictions. It also provides information about potential assistance, including counselling from 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. In 2012 we also conducted a standardised survey of safety at work at all of our locations outside Germany. A check list was used to record the status quo. The results showed where there is a need for further investigation. The situation is now to be monitored at regular intervals.

To prevent accidents, protect health and ensure that staff can respond appropriately in an emergency, we offer our Germany-based staff online safety training for emergencies. We are currently investigating how to expand this training to embrace our locations outside Germany.



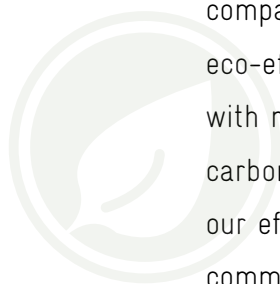
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»» We protect the environment
and our global climate.

Ecological balance



We can only safeguard the development opportunities of future generations if we manage our environment responsibly today and use its resources sustainably. We are committed to preventing or reducing the company's environmental impacts. We are increasing the deployment of eco-efficient technologies and materials and we carry out our projects with minimum environmental impact. We are also aiming to become a carbon-neutral company. We can only succeed if we involve our staff in our efforts to boost environmental performance. We have set out these commitments in an **► Environmental Mission Statement** that is binding on all staff members.



Our management approach

On the basis of the Environmental Mission Statement, GIZ sets itself environmental targets, which are reviewed every five years. The current targets are contained in the Environmental Programme 2011-2015; most of them apply at present only to our German offices (see the Sustainability Programme, pages 10–11). The practical steps that we intend to take in order to reach these targets are also outlined in the Environmental Programme. Our environmental management activities are coordinated by the environmental affairs manager.

An environmental audit of the German offices is drawn up every year. This enables us to monitor whether we are reaching our environmental targets.

The country offices, in which more than two-thirds of our staff work, operate under widely varying conditions. The environmental audits must therefore be adapted to each specific location. We provide a guidance document that helps our offices systematically identify savings potentials, formulate environmental targets and implement the measures needed to achieve them.

By the end of 2012 half the country offices had drawn up an environmental audit. We are currently enlarging the scope of the audit to include the whole range of sustainability issues (see box on page 23).

The Sustainability Board monitors progress made towards achievement of our targets and decides how the targets should be updated. The environmental affairs manager is also the central contact person for complaints about the environmental impacts of the company's activities. No such complaints have been notified to Head Office in this reporting period.

In a number of units and country offices there are contact persons for environmental issues, and some members of staff have set up environmental initiatives themselves. All staff can utilise their knowhow in environmental teams and help improve our environmental management system by putting forward their suggestions.



In Bonn, Eschborn and Berlin we are using the Eco-Management and Audit Scheme (EMAS) as a further aid to continuous improvement of our environmental performance (see the Sustainability Programme, pages 10–11). This system enables us to streamline and systematise our environmental measures and add to them when necessary. A major advantage of the system is the external verification process that it entails, which ensures a high level of transparency. As part of our preparation for EMAS, the Eschborn office took part in the ÖKO-PROFIT® Frankfurt 2010/2011 project. As a member of the German Association of Environmental Management e.V. (B.A.U.M. e.V.) we are bound by the B.A.U.M. Code of Conduct; this provides guidance on responsible environmental management, with particular emphasis on the responsibilities of the Management Board.

Our training centre in Feldafing won an ÖKOPROFIT® 2012 award for its corporate environmental activities – this is the third such award it has received. In 2011 the Bonn and Eschborn offices won B.A.U.M.’s Office and Environment Prize for their sustainable office management. The judges particularly commended our green procurement strategy (see section on transparent procurement processes, pages 20–21).

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, tours of the building (see photo, page 39) and information provided by local environmental teams. Important information is posted on the intranet, together with examples of successful sustainability and environmental management initiatives. We are also aware of the importance of providing practical environmental tips. For example, what can we do to save even more paper? How can we prevent, sort and recycle waste? What can we do to raise awareness of our energy usage? These and other questions are answered in the sustainability tips that we publish regularly on the intranet.

Mitigating climate change

We aim to be a carbon-neutral company within the scope of our operations in Germany by 2015. Our approach involves, firstly, reducing our energy consumption; secondly, using renewable sources instead of fossil fuels; and, thirdly, offsetting unavoidable emissions.

In 2011 GIZ signed the charter ‘100 companies for climate protection’ promoted by the state of Hesse. This commits it to implementing a climate action plan. Since 2012 we have also been involved in the ‘Wirtschaft pro Klima’ climate protection initiative. Unavoidable emissions will be offset through a special carbon offset project in Thailand that is registered under the Clean Development Mechanism Gold Standard.



Environmentally friendly travel

We operate all over the world, so our staff travel a lot. The majority of our CO₂ emissions – almost 87 per cent – are attributable to business travel. When arranging business trips, all staff are required to choose a mode of travel that is economical and environmentally friendly. For journeys of less than five hours, staff in Germany are instructed to take the train rather than fly. Around three quarters of the distance travelled on business journeys within Germany was covered by train. Since we participate in the Environment Plus scheme operated by Deutsche Bahn, all our rail travel since 2011 has been climate-neutral.

Our opportunities for reducing international air travel are limited. In our partner countries we often have little freedom of choice, because alternative forms of transport are

either unavailable or cannot be used for security reasons. However, we reduce the need for business travel by using video conferencing and other forms of virtual dialogue (see box on page 40) wherever possible.

We encourage environmentally friendly commuting: for example, at several offices in Germany we provide 'Job-tickets' for use on local public transport. Because cycling is one of the most climate-neutral forms of transport, we provide cycle parking facilities, company bicycles and showers for members of staff who cycle. We are a member of the 'bike + business' initiative of the German cyclists' association, the ADFC. In the period covered by this report several offices, including the registered office in Bonn, have been commended as 'cycle-friendly' by B.A.U.M.

Reducing energy consumption

Energy consumption for heating and electricity – especially for lighting and IT – is the second area with significant potential for CO₂ reductions.

Our German offices use about seven million kilowatt-hours of electricity per year (2012), which is equivalent to the usage of almost 1,500 average German four-person households. We plan to reduce our annual electricity consumption to around 2,300 kilowatt-hours per staff member per year by 2015. From 2014 all German offices will use green electricity that meets the high standards of the OK-Power label. In 2012 about 70 per cent of the electricity used in our German offices was green electricity.

We are taking a number of steps to reduce our energy consumption: for example, we are replacing the servers and storage systems in our computer centres with more efficient models. The existing photovoltaic and solar thermal systems in Eschborn are being expanded. The lighting in the underground car parks at the company's main offices accounts for a significant proportion of our energy consumption. Energy-efficient LED lamps have therefore been installed in Bonn and motion detectors have been introduced in Eschborn.

Virtual networking

GIZ's internal Clever Mobility, Information and Communication Technology project showed that modern information and communication technology holds great potential to improve our mobility behaviour. We are therefore steadily expanding our video conferencing capacity and we provide online conferencing software that can be used all over the world (see the Sustainability Programme, pages 10–11). This is good for the environment, saves time and money and makes it easier to network and to communicate with colleagues and clients. For example, a project in Viet Nam that involves six sites spread over a distance of



more than 2,000 kilometres holds regular meetings by means of online conferencing; this has significantly reduced the number of business trips.

Energy

Energy consumption	2011	2012	Comments on change in consumption
2011	19,522,937 kWh		
2012		18,795,343 kWh	
Energy consumption	19,522,937 kWh	18,795,343 kWh	
_German offices	15,350,054 kWh	15,070,710 kWh	
_IBB	3,902,381 kWh ¹	3,459,765 kWh	
Electricity consumption (German offices + IBB)	8,009,516 kWh	7,371,828 kWh	Increase in specific electricity and heating energy consumption as a result of lower staff numbers.
Specific electricity consumption	2,566 kWh/staff member	2,585 kWh/staff member	
Percentage of green electricity	57 % ²	70 % ⁵	
Heating energy consumption	11,242,919 kWh	11,124,319 kWh	More company cars were included in 2012.
Specific heating energy consumption	3,356 kWh/staff member	3,901 kWh/staff member	
Direct energy consumption – motor vehicle fuel	260,552 kWh ³	254,918 kWh ⁶	Diesel generators are not used; consumption from the TUV system audit.
Direct energy consumption – diesel generators	9,950 kWh ⁴	9,950 kWh ⁴	

¹ Data not collected for Berlin Stresemannstrasse ² Data not collected for Mannheim, Berlin Stresemannstrasse and Berlin Lützowufer

³ Data only collected for Eschborn, Bonn (4 out of 6 cars) and Mannheim ⁴ Only applicable to Eschborn ⁵ Data not collected for Mannheim

⁶ Data not collected for Berlin Potsdamer Platz, Berlin Köthener Strasse and AgenZ Rödelheim

CO₂ emissions

Emissions	2011	2012	Comments on change in consumption
2011	27,201.40 t CO₂		
2012		25,398.17 t CO₂	
CO ₂ emissions	27,201.40 t CO ₂	25,398.17 t CO ₂	
_from mobility	23,508.40 t CO ₂	22,188.60 t CO ₂	No reduction in specific emissions, because savings have been accompanied by lower staff numbers.
_from energy consumption	3,679.00 t CO ₂	3,206.90 t CO ₂	
_from diesel generators	2.67 t CO ₂ ¹	2.67 t CO ₂ ¹	
Specific emissions	8.91 t CO ₂ /staff member	8.91 t CO ₂ /staff member	
Other significant air emissions			In 2012 data was collected for company cars at all sites. This contributes to the increase in other air emissions.
NO _x (nitrogen oxides)	54,692.73 kg	58,993.59 kg	
SO ₂ (sulphur dioxide)	41,339.53 kg	43,827.50 kg	
PM10 (particulates)	713.65 kg	894.63 kg	

¹ Only applicable to Eschborn

Air emissions

Business travel

Business travel within Germany	2011	2012	Comments on change in consumption
2011	11,748,029 km		
2012		12,499,360 km	
Business travel within Germany	11,748,029 km ²	12,499,360 km ²	
_Air travel	2,768,270 km	2,698,080 km	Travel within Germany has increased as a result of the merger; in particular there are more frequent journeys on the route between Siegburg and Frankfurt/Main.
_Air travel (percentage)	24 %	22 %	
_Rail travel	8,716,342 km	9,463,518 km	
_Rail travel (percentage)	74 %	76 %	
_Company vehicles	263,417 km ¹	337,762 km ³	Additional company cars were included in 2012.
_Company vehicles (percentage)	2 %	3 %	
Business travel outside Germany by staff based in Germany	60,150,243 km ²	64,103,438 km ²	

¹ Data only collected for Eschborn, Bonn (4 out of 6 cars) and Mannheim

² Data collected only for business trips booked through the in-house travel agency

³ Data not collected for Berlin Potsdamer Platz, Berlin Köthener Strasse and AgenZ Rödelheim

2011 Sites included

German offices: Bonn Friedrich-Ebert-Allee, Eschborn Buildings 1-5, Berlin Reichpietschufer, Berlin Potsdamer Platz, Berlin Lützowufer, AgenZ Rödelheim. International Training Centres (IBB): Bad Honnef, Berlin Stresemannstrasse, Feldafing, Mannheim, Zschortau

2012 Sites included

German offices: Bonn Friedrich-Ebert-Allee, Eschborn Buildings 1-4, Berlin Reichpietschufer, Berlin Potsdamer Platz, Berlin Köthener Strasse, AgenZ Rödelheim. IBB: Bad Honnef, Feldafing, Mannheim, Zschortau

Conserving resources and using them efficiently

We are primarily an office-based business that cannot avoid using paper. Nevertheless, we plan to reduce our paper consumption by 5 per cent in the five-year period from 2010 to 2015, so that by the end of that period we shall be using less than 8,000 sheets per person per year. To achieve this, we are purchasing modern duplex printers and using a standardised electronic filing system. Our offices already use almost entirely recycled or FSC-certified paper; we plan to completely phase out the use of other office paper.

We are saving water in many areas and using innovative technologies to reduce our annual consumption by 500 litres per person by 2015. At Eschborn we use groundwater for the air-conditioning and sanitation systems and the watering system for the outdoor areas. At other sites, such as Bonn, water consumption per person has been significantly cut by reducing the water pressure in the pipes.

Like every company, we also produce waste, especially paper and waste with a make-up similar to domestic refuse.

Between 2011 and 2015 we plan to reduce the quantity of waste not sent for recycling by 10 per cent to 52 kilos per person per year. It is envisaged that this target will be reached partly through even more rigorous separation of waste. Collection bins at workstations and at central points are designed to ensure that recyclable waste is not disposed of with non-recyclable items. Waste from our canteen is not disposed of with the refuse but is used by an external recycling company to generate energy. We have also revised the environmental and social criteria applied when inviting tenders for cleaning services and are now using them. Awareness-raising measures help make staff more conscious of ways to prevent waste. Since early 2013 we have been passing our discarded hardware to our cooperation partner AFB Social and Green IT, which recycles it sustainably (see box, page 44).

We build sustainably

We emphasise the use of sustainable building methods in our new building projects, just as we did when we renovated the Head Office building in Eschborn. From 2015 the new **office building at our headquarters in Bonn** (only in German) will meet all its energy requirements from district heat supply, photovoltaic arrays, solar thermal systems and green electricity supply. It will have a number of social areas for staff including parent and child rooms, quiet rooms and fitness rooms. The building will comply with the Silver Standard of the German Sustainable Building Council (DGNB); the new office building in Eschborn will be built to the same standard. The new building in Eschborn (see picture) will house a company nursery. We plan to use innovative, energy-efficient, low-temperature technology to heat and cool the building.



Most of the building's energy needs will be met by a heat pump that uses geothermal probes to produce cold or heat. Around 70 million euros is being spent on the new building in Bonn and almost 14 million on the new building in Eschborn, while the purchase, modernisation and construction of our German Academy for International Cooperation (AIZ) will cost some 28 million.

Paper

Paper consumption		2011	2012	Comments on change in consumption
				
Paper consumption		24,479,680 sheets ¹	22,595,021 sheets	<p>New calculation method as of 2012. Limited comparison possibilities with data from previous periods.</p> <p>In 2011 data was collected for recycled and FSC® paper, but in 2012 only for recycled paper. Most of the remaining 6% of paper consumption involved paper with the FSC® logo or EU ecolabel.</p>
_German offices		22,619,430 sheets ²	19,779,427 sheets ²	
_IBB		1,860,250 sheets ¹	2,815,594 sheets	
Specific paper consumption – German offices		8,164 sheets/ staff member	6,820 sheets/ staff member	
Percentage of ecological paper		100 %	94 %	

¹ Data not collected for Bad Honnef ² Includes paper for Eschborn Buildings 6 and 7

Water

Potable water consumption		2011	2012	Comments on change in consumption
				
Water consumption		38,424 m ³	28,881 m ³	<p>Water consumption in Eschborn in 2010–2012 was incorrectly recorded by the water supplier; the difference has been added to the figure for 2010–2012.</p> <p>At the time of going to press no figures for non-potable water were available for 2012.</p>
Potable water consumption		29,691 m ³	28,881 m ³	
_German offices		17,627 m ³ ¹	17,138 m ³	
_IBB		12,064 m ³ ²	11,743 m ³	
Specific potable water consumption – German offices		6,863 l/ staff member	6,486 l/ staff member	
Non-potable water consumption		8,733 m ³ ³	no details	

¹ Data not collected for AgenZ Rödelheim ² Data not collected for Berlin Stresemannstrasse

³ Only applicable to Eschborn and Berlin Lützowufer

Solid waste

Solid waste		2011	2012	Comments on change in consumption
				
Total solid waste		564.20 t	578.78 t	<p>As a result of removals and rebuilding, more waste arose at several sites in 2012 and data was collected on more waste components.</p>
_German offices		427.20 t ¹	475.67 t ²	
_IBB		137.00 t	103.11 t	<p>Information from the waste disposal company showed that in 2012 all waste, including residual and hazardous waste, was sent to material or thermal recovery.</p> <p>In 2012, unlike in 2011, the petrol separator was emptied.</p>
Total waste to recovery		347.00 t	578.78 t	
Recovery rate		61.50 %	100.00 %	
Total waste to material recovery		347.00 t	176.64 t	
_Paper waste		198.50 t	115.50 t	
_Other waste to material recovery		148.50 t	61.14 t	
Total waste to thermal recovery		217.20 t	402.15 t	
_Residual waste		216.90 t	285.79 t	
_Hazardous waste		0.30 t	14.32 t	
_Other waste to thermal recovery		no details	102.04 t	

¹ Data not collected for Berlin Potsdamer Platz and AgenZ Rödelheim

² Data not collected for Berlin Potsdamer Platz, Berlin Köthener Str. and AgenZ Rödelheim

2011 Sites included

German offices: Bonn Friedrich-Ebert-Allee, Eschborn Buildings 1–5, Berlin Reichpietschufer, Berlin Potsdamer Platz, Berlin Lützowufer, AgenZ Rödelheim.
International Training Centres (IBB): Bad Honnef, Berlin Stresemannstrasse, Feldafing, Mannheim, Zschortau

2012 Sites included

German offices: Bonn Friedrich-Ebert-Allee, Eschborn Buildings 1–4, Berlin Reichpietschufer, Berlin Potsdamer Platz, Berlin Köthener Strasse, AgenZ Rödelheim.
IBB: Bad Honnef, Feldafing, Mannheim, Zschortau

New life for old hardware

In 2012 we replaced our operating systems and office software throughout Germany and introduced a new printer scheme in Bonn. This suddenly left us with around 170 computers and 300 printers that we could no longer use, although they still worked. What were we to do? We searched for a sustainable solution and found it in our cooperation partner AfB Social and Green IT, who refurbished the machines so that they could be sold on. The 2012 German Sustainability Award went to AfB for this business model, which has an additional advantage: half of



their staff are people with disabilities, who thus now have a job in the mainstream labour market.

Organising events sustainably

Sharing our knowledge and experience with others is an important part of our work. We do this at a number of events around the world that we organise each year. We want to act sustainably in this area of our work, so we have published guidelines on how events can be sustainably conceived, planned, implemented and followed up. The guidelines cover many aspects of event organisation, from travel to the event to accommodation and catering. An email address has been set up that staff can use for specific questions about sustainable event management.



Maintaining biodiversity

Biological diversity is key to everyone's well-being and livelihoods. We consider biodiversity conservation in the context of both our services and our properties. We are active in the Biodiversity in Good Company initiative and are in frequent contact with the other member organisations.

Our biodiversity strategy covers our properties and procurement processes and requires us to make staff aware of the issues involved. In addition, we are a member of the BioFrankfurt network, which supports the conservation of biodiversity.

At our properties we plant the outside areas and roofs with native species wherever possible. In Eschborn our

environment initiative has installed beehives on the GIZ site (see photo). When awarding the contract to operate our canteen, we considered whether the operators offer organically grown, regional or seasonal foods and sustainably caught fish (MSC), and whether they provide Fair Trade and organic coffee at conferences and in the coffee machines.

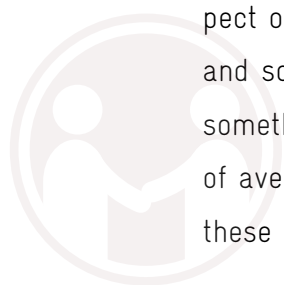
In addition to buying environmentally friendly paper, we also aim to buy office furniture and building materials made of FSC-certified wood whenever possible. Awareness-raising and environmental communication are key components of our biodiversity strategy. We organise biodiversity campaigns not only for our staff but also for the children at the company nursery in Eschborn.



>> We promote cooperation.


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Political participation



Cooperating, networking, joining alliances – cooperation in its many different forms, both within and outside the company, is an important aspect of GIZ's work and one that helps us develop innovative approaches and solutions. Involving our stakeholders in organisational processes is something we regard as essential. To that end, we have created a number of avenues for cooperation and participation. We keep in close touch with these stakeholders and inform them regularly about our work.

Our stakeholder groups

In our services, we involve all relevant social groups from politics, business and civil society in change processes, mediating between groups in order to find viable solutions. Since we have our own offices in more than 90  countries and are involved on a long-term basis in about 40 other countries, we have good links with state and non-governmental actors on the ground. We have a presence in nearly all of Germany's federal states.

Many different stakeholder groups influence our goals and working methods and the success of our activities. Particularly important external stakeholder groups are

- _ clients, commissioning parties and partners
- _ shareholders, supervisory bodies and advisory boards
- _ national and international cooperation, alliance and network partners, and
- _ the general public.

In addition, our staff are crucial to the success of our company, and we have responsibilities towards them (see the section on social responsibility). Our employees are a key driver of learning and change within the company. They ensure that our services are of high quality (see the section on economic capability) and are in constant dialogue with our partners, commissioning parties and clients.

Our staff

The high quality of our work could not be maintained without the active cooperation of our staff. The complexity of our operations calls for expertise in a wide range of fields. Cooperation is essential if these many different strands of knowledge are to be interwoven and used successfully for the benefit of 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.

After the company began operating as GIZ in January 2011 following the merger of the predecessor organisations DED, GTZ and InWEnt, one of our key tasks was to create a basis for a shared corporate identity. In a broad-based, participatory process we drew up Corporate Principles that encapsulate our Vision, our Mission Statement, our Corporate Values and Guiding Principles for staff and managers (see box on page 49).

How do staff rate cooperation within GIZ, gender equality in the company, communication by management, our learning culture and the way we deal with errors? In 2012 we asked around 11,000 members of staff to share their views anonymously. We also sought the opinion of GIZ's development workers. The Management Board adopted a number of suggestions and responded to criticisms. For example, it was decided to work on the company's learning culture and the way it deals with errors through a special project (see box on page 23). A company-wide working group was set up to monitor change projects; it reports regularly to the Management Board. Another survey was conducted in the autumn of 2013 and this process will be repeated every two years. We also conduct regular surveys among staff on specific issues, such as satisfaction with the IT system and mobility. Suggestions relating to corporate sustainability can be submitted to the company's

🔴 [Director Corporate Sustainability](#).

Dialogue within the company is important to us. Management and staff exchange ideas and opinions worldwide. Staff meetings are held regularly, and there are also 'Open Space' events, live video talks with Managing Directors and many other opportunities for dialogue.

Our staff are kept up to date with regular, reliable and comprehensive information. Our staff magazine 'wir.', the intranet and various internal newsletters are important channels of communication (see box on page 49).

Codetermination

The right of employees in Germany to participate in decision-making is guaranteed by the German Works Constitution Act (*Betriebsverfassungsgesetz*) and local staff council mechanisms, and by the central staff council in the case of issues affecting the company as a whole. The interests of staff outside Germany are promoted by the field staff representation, which became a committee of the central staff council in 2012. To ensure a working relationship based on partnership and comply with legal requirements, the staff council committees and GIZ agreed on various forms of dialogue – from monthly meetings with local staff councils to joint annual conferences.

For the first two years, this dialogue focused mainly on issues relating to the integration process following the merger of GTZ, DED and InWEnt into GIZ. The matters addressed included implementation of the new company structure, modification of organisational processes and the new company's employment policy. This resulted in a number of employer/staff council agreements being drawn up.

The local legislation governing the participation and codetermination rights of our national personnel in the cooperation countries varies widely from place to place. Under our company-wide standard, national personnel regularly elect representatives at country level. 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. Staff representatives have a say in discussions on collectively applicable rules that affect staff. The Human Resources Department has set up a special helpdesk for our colleagues outside Germany, to help them with their concerns.

Capturing the Corporate Principles on camera!

After the merger of GIZ in 2011, more than 90 staff members and managers worldwide drew up suggestions for values and guidelines that would provide a framework for the company's activities. An online survey enabled all members of staff to view these suggestions and vote on the ones they regarded as most significant. After analysis of the results and further intensive debate, the new Corporate Principles were finally produced and adopted by the Management Board in early 2012.

Our Corporate Principles live – not just in words and actions, but also in images. Over 100 members of staff all over the world submitted photos illustrating our Corporate Principles for our photographic



competition 'Click! Capturing the Corporate Principles on camera!' Their images show that our corporate principles are already rooted in our daily work – whether the setting is project activities, interaction with colleagues, an outing in a partner country or the calculation of a project budget.

Well informed: prize-winning internal communication

GIZ has more than 16,000 members of staff, located all over the world. Our intranet and the staff magazine 'wir:' enable them to keep abreast of company strategy, GIZ's work and related issues, and to communicate with each other. We have won a number of awards for our communication in both formats, including the International German PR Award and the German Prize for Online Communication.

Staff can find all sorts of information on the intranet – from updates to guidelines to details of contact persons. To enable as many people as possible to access it easily, the intranet site is published in German and English. Important documents, such as the Corporate Principles and our Orientation and Rules (O+R) are available in up to seven languages. A less technically complex version of the intranet is provided for staff outside Germany who have to rely on slower internet connections.



Our staff magazine 'wir:' describes company policy in readable terms, provides background information and explores issues that have a bearing on the work our staff do. Topics raised in 'wir:' are also featured on the intranet, where readers can comment on them.

Diversity and equality of opportunity

Diversity is valued at GIZ. Our German-based members of staff and field staff come from more than 90 countries. Teams made up of diverse members have more to offer in terms of innovation and customer orientation.

GIZ has a **Gender Strategy** which enshrines gender equality in our work in two ways: in our projects in partner countries, we specifically promote the equality of men and women in gender projects, and in projects in other areas we comply with the requirements of our Gender Strategy (see the section on product responsibility).

Within the company we encourage women to enter new fields, especially in functions in which they are underrepresented. We would particularly like to see more women in posts outside Germany and more female managers inside and outside Germany. The appointment of the new GIZ Management Board in July 2012 was a move in the right direction: the board, which consisted previously of seven men, now comprises two women and three men.

We comply with all the requirements of Germany's national gender equality law. Our equality plans contain numerous ideas and concrete measures in support of our gender policy, especially with regard to ensuring the compatibility of professional and family commitments for both men and women. 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.

From 2010 until 2012, gender equality within the company was a top priority in staff assessment and development talks with managers. Sample monitoring showed that there had been less discussion of gender equality in 2012 than had been expected, but the subject was addressed to an equal extent by male and female managers and was raised particularly frequently outside Germany.

Three gender equality officers at the main sites are responsible for ensuring that the company's human resources policy appropriately reflects the company's declared aims and our commitment to equality. They also ensure that our equality policy is properly implemented. They are involved in negotiations on relevant employer/staff council agreements so that they can contribute comments on equality 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. In 2011 the gender equality officers explained what they do to more than 200 people at the monthly induction meetings for new staff; in 2012 190 people were briefed in this way.

We offer our commissioning parties and partners services designed to improve the integration of people with disabilities into society. Increasingly, too, GIZ projects in other areas are fostering the inclusion of people with disabilities.

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

Group	as at 31.12.2011		as at 31.12.2012	
	Total numbers	No. of women/in %	Total numbers	No. of women/in %
Management Board	7	0/0 %	5	2/40 %
Supervisory Board	20	4/20 %	20	6/30 %
Board of Trustees	38	13/34 %	38	13/34 %
Private Sector Advisory Board	10	2/20 %	10	2/20 %
Number of women in managerial positions ¹	845	259/31 %	863	284/33 %
Employees in Germany	3,241	2,131/66%	3,149	2,073/66%
Seconded employees outside Germany	1,887	661/35%	1,961	701/36%
National personnel in managerial positions (salary bands 5-6)	1,259	482/38%	1,268	490/39%

¹ Excluding Management Board and national personnel. Managerial positions are positions with staff responsibilities.

In 2012, disabled persons accounted for 6.4 per cent of our workforce in Germany; in 2011 the figure was 7.48 per cent. This means that during the period under review the percentage of disabled people in our workforce exceeded the statutory quota of 5 per cent. To ensure an appropriate working environment, we provide furnishings and equipment in the workplace for people with special needs. A company disability officer and an elected disabled persons' representation are responsible for ensuring that our policy of inclusion is put into practice. The disabled persons' representation advises and supports colleagues and is, for example, consulted when reviewing barrier-free accessibility in both our old and our new properties. The disabled persons' representation is also involved in human resources procedures and in staff council structures in order to represent the interests of disabled employees there. 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. We are making greater use of the integration services when circulating advertisements for jobs at the two registered offices and we make it clear that applications from people with disabilities are welcomed.

In our company communications we are increasingly taking account of the special needs of people with disabilities. For example, upon request we print business cards in Braille, and more and more of the documents on our website are available in barrier-free formats.

No room for discrimination

Protection against discrimination, especially on the grounds of ethnic origin, gender, religion, disability, age, sexual identity and orientation, is enshrined in our **Code of Conduct**. In keeping with our principle of equal rights for all members of our workforce, our Corporate Principles apply to all employees worldwide.

Anyone affected by discrimination within the company can turn to the integrity advisors and members of the staff councils. For certain groups there are special contact persons: these include the gender equality officers, the young people's and trainees' representation, the disabled persons' representation and the representative of employees of same-sex orientation. Because the issues involved are often very sensitive, consultations are always strictly anonymous. Multiple contacts through different contact points cannot therefore be ruled out and so GIZ does not keep any statistics on these enquiries.

A wide range of information for employees of same-sex orientation – for example, on the legal situation in partner countries – is available on the intranet.

Group	as at 31.12.2011		as at 31.12.2012	
	Total numbers	No. of women/in %	Total numbers	No. of women/in %
GIZ collective bargaining agreement (salary bands 1-5)	4,027	2,242/56%	4,149	2,327/56%
GIZ collective bargaining agreement (salary bands 6-8)	651	213/33%	671	223/33%
Collective bargaining agreement for development aid/public sector (TVöD) (remuneration groups 1-11)	351	284/81%	243 ¹	200/82%
Collective bargaining agreement for development aid/public sector (TVöD) (remuneration groups 12-15)	99	53/54%	47 ¹	24/51%

¹ As of 1 January 2012 a total of 121 GIZ staff members shifted to the newly founded ENGAGEMENT GLOBAL gGmbH. This is why employee numbers for TVÖD declined.

Clients, commissioning parties and partners

Benefit to our clients, commissioning parties and partners drives our services. With them in mind we are constantly improving the quality of our work, and we maintain an intensive exchange with them. We have developed standard procedures for these dialogues.

The issues covered in the 2012 commissioning party dialogue included our customer orientation, the effectiveness of our services and the competitiveness of our company. We surveyed our main commissioning party, the German Federal Ministry for Economic Cooperation and Development (BMZ), as well as the German Federal Foreign Office and the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety. These three German ministries commission around 85 per cent of our business volume. The survey revealed that the commissioning parties recognise in particular the quality of our services and the professional nature of our work. At the same time they would like to see more flexibility in the design of project proposals and offers, a more specific customer orientation and greater economic efficiency. We are taking these suggestions on board and shall, for example, review our existing training courses in the light of what we have learned from the commissioning party dialogue. This will ensure, for instance, that all employees are more aware of the perspective of the broad-based commissioning party structure with the particular requirements this entails. In 2013 the discussions will be extended to include bilateral, multilateral and private-sector commissioning parties and selected economic cooperation officers at German em-

bassies (see the Sustainability Programme, pages 10–11). From 2015 we plan to survey the entire range of commissioning parties every two years.

Our project partners are in the main 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 the section on product responsibility).

Official bodies

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 GIZ's relationships with the institutions that the trustees represent, namely the German federal parliament, German federal ministries, the states and municipalities, civil society, the private sector, the trade unions, development workers and scientific institutes. By the middle of 2013 the Board of Trustees had met four times. It considered issues such as GIZ's International Services business area, human resources policy, GIZ's involvement in the Mediterranean/Middle East region and Afghanistan and its activities in Germany.

Sharing knowledge and experience: the Eschborn Dialogue

How can the race for minerals, land and water be made fair and climate-friendly? What part do companies play in this? Some 400 experts from politics, the private sector, science and civil society discussed important issues of this sort at the 2013 Eschborn Dialogue. Our annual series of events encourages the exchange of know-how on issues relevant to international cooperation. As part of our commitment to sustainable event organisation we take steps to



ensure that resources are used efficiently and we purchase certificates to offset the CO₂ emissions generated by participants' travel to Eschborn.

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 meets at least twice a year. Issues that it has discussed to date include GIZ's International Services business area, the German Healthcare Partnership, migration, vocational training in GIZ's work and the German Climate Technology Initiative.

Involvement in strategic alliances and partnerships

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 company's contact person for organisations and networks such as the Global Compact, the German Association of Environmental Management (B.A.U.M.) 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 the section on transparent procurement processes, pages 20–21). It is our declared aim to give interested companies and consultants the opportunity to attune themselves promptly and professionally to changing requirements and to deploy the range of services that is available internationally for effective and efficient project implementation. With the German Association of Consulting Engineers (VBI), we discuss the further development of cooperation twice a year. Our [Procurement Report](#) highlights emerging trends in our business development and hence in our demand.

Transparent information

As a federal enterprise, transparency is particularly important to us. Our [Transparency and Information Policy](#) describes how we implement international agreements on increased transparency and what information we make publicly available. This is part of the action we are taking to implement the international transparency standards agreed at the High Level Forum on Aid Effectiveness in Busan (South Korea) in 2011. We publish a large quantity of data and documents, including project summaries and summary reports of evaluations. In addition, the value, project number and title of all contracts concluded by Head Office are published on the internet; in the case of contracts with legal persons, the name of the contract partner is also stated.

By publishing our Annual Statement of Accounts, our Company Report, the Human Resources Report, the Monitoring and Evaluation Report, project information and the Corporate Governance Report (see list of links on page 67) we further our aim of providing information to the general public and expanding the exchange of knowledge and experience with partners inside and outside Germany. In addition, extensive project-related information about BMZ and the Development Assistance Committee of the Organisation for Economic Co-operation and Development OECD (OECD-DAC) is publicly available. We provide rapid access to some 38,000 GIZ publications via our [publications database](#).

Our social engagement

We are 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 and events such as Boys' Day and Girls' Day, Fair Week and the state of Hesse's Sustainability Day.

An important element of our social engagement is our longstanding support of the Rheingau Music Festival and our art sponsorship. Art provides an opportunity for bringing home to the German public the cultural diversity of the countries in which we work. Our exhibitions stimulate discussion and foster interest in and understanding of other ways of life.

Audit certification of the GIZ Sustainability Report 2013

Our task

Our task was to carry out an external audit in accordance with the AA1000 assurance standard, type 1, moderate level of assurance, of the information published in the GIZ Sustainability Report 2013 with regard to compliance with the GRI 4.0 reporting principles. Our audit is based on the notes and tests in the GRI 4.0 implementation manual.

The external audit on the basis of internationally recognised standards, carried out by auditors who are independent of GIZ, is intended to strengthen the credibility of the communicated information.

The period under review is the period from 1 January 2011 to 31 December 2012 for the quantitative data and that from 1 January 2011 to 8 October 2013 for the qualitative data. The report relates to the online version with a copy deadline of 8 October 2013 posted on the Global Compact database and the GIZ publication database on 22 November 2013.

Audit criteria

The audit utilised the reporting principles on the content and quality of the reported statements set out in the Global Reporting Initiative (GRI 4.0), namely:

Principles for defining report content are materiality, stakeholder inclusiveness, sustainability context and completeness.

Principles for defining report quality are balance, accuracy, clarity, timeliness, comparability and reliability.

The principles of the AA1000APS Accountability Standard and the associated criteria were also used: inclusivity, materiality and responsiveness.

Responsibilities of the organisation

The legal representatives of GIZ are responsible for the production and content of the Sustainability Report in accordance with the above criteria. This responsibility applies to the selection and application of appropriate methods of sustainability reporting in accordance with the specified criteria; 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.

Responsibilities of the auditing organisation

Our task is to provide an assessment of the GIZ Sustainability Report 2013 based on the external inspection that has been carried out. In addition, the conclusions and

recommendations of the audit process as set out here are designed to contribute to further development of the sustainability performance of the audited organisation. We achieve moderate assurance where sufficient evidence has been obtained to support the statement that the risk of conclusions being in error is reduced but not reduced to very low or zero. The conclusions on the nature and extent of adherence to the principles in relation to the information provided by the reporting organisation are based on the audit activities that were carried out. Conclusions on the reliability of the information provided are based on the auditing procedures carried out.

Upon critical evaluation it should be possible to exclude with a limited level of certainty the possibility that in material respects the report was not drawn up in adherence to the above reporting principles and criteria. The work we have performed is less extensive than for an audit designed to achieve a sufficient level of certainty.

Principal auditing procedures

Our assurance engagement involved the following principal tasks:

- _ Performing a media analysis of critical issues related to the organisation being assessed.
- _ Evaluating the summary of the benchmark study on the comparison of the relevant sustainability performance provided by GIZ.
- _ Questioning the Director Corporate Sustainability, the staff of the Sustainability Office and the Chair of the Management Board (who is at the same time the Chair of the Sustainability Board) on sustainability management within the company and the report production process, including the stakeholder dialogue and materiality analysis.
- _ Questioning the Corporate Development and Monitoring & Evaluation Unit, the Human Resources Department, the chair of the central staff council, the Environmental Affairs Manager and the Labour Relations Director (who is also a member of the Management Board).
- _ 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

Content principles

The documented procedures and the enquiries show that the establishing of materiality was performed by means of a systematic procedure. The documented procedures and the enquiries show that stakeholder interests were included in the production of the Sustainability Report by means of a systematic procedure. GIZ does not have a comprehensive process for engaging all stakeholders in the report production process and corporate sustainability but it is able to demonstrate that the report's contents were largely selected from a comparison with stakeholders' interests. A comprehensive analysis of the impacts and boundaries of the (material) aspects – as described in Step 1 'Identification of sustainability aspects' (G4-18) – was not carried out.

GIZ does not have an explicit sustainability strategy, but it can convincingly demonstrate the relevant orientation and responsibility in other guiding documents. The company has a clear concept of (corporate) sustainability and can expound it precisely. The Sustainability Report focuses on 'corporate sustainability' and refers to other reports for information on 'sustainability in the projects'. The Sustainability Board, being the highest official decision-making body for sustainability issues, has been closely involved in the investigation and decision-making process.

GIZ meets its commitment to respond to enquiries using a systematic documented process, the specific course of which varies according to the enquiry. The Management Board issues communication guidelines for use by all managerial staff when dealing with critical issues and also provides responsible guidelines on enquiries and language. There are no material issues that are not recognisably covered in the report. All material issues are addressed.

Quality principles

The report recognisably depicts the sustainability performance qualitatively and quantitatively. The qualitative statements contained in the Sustainability Report correspond to other information and available indicators. Data collection was based on GRI 4 and other recognised standards (GHG protocol). The collection boundary for a large part of the material data is currently the properties in Germany and the staff with German contracts of employment.

The data collected on an annual basis enables site-related comparisons over time to be carried out. Comparisons across locations or external comparison of standardised energetic parameters is not at present possible as weather-related corrections have not been undertaken.

Conclusion

On the basis of our work aimed at achieving a limited level of certainty we are not aware of any circumstances that would cause us to believe that in material respects the information contained in the present GIZ Sustainability Report (2013) was not drawn up in adherence to the specified criteria. Without prejudice to the above conclusion, we should like to make the following recommendations and comments for the further development of GIZ's sustainability reporting:

Material recommendations and comments

Content principles

Criteria for evaluating and prioritising the 'material aspects' could be drawn up.

Establishment of a continuous stakeholder dialogue that in particular involves external stakeholder groups in further development of the company's sustainability performance.

The report focuses on the German offices and centres and on the staff with German contracts of employment – extension to all sites and all staff would ensure greater transparency.

The interplay between corporate sustainability and projects/products, in various reporting formats, could be improved in future and presented in a sustainability report in a thematically integrative manner.

Quality principles

The comprehensive reporting should be further extended in relation to all material aspects to the national personnel. Data collection should also be extended to the sites outside Germany, with priority being given to quantitatively measurable impacts in key aspects and measurement of the results of improvement measures that have been carried out. Targets should be formulated in ways that are more readily measurable so that the extent to which targets have been reached can be subsequently evaluated. Systems for checking data validity that have been established for some areas should be speedily extended to all material data in the environmental field.

Bonn, 18 November 2013

Thomas Merten

Trifolium Beratungsgesellschaft mbH, Friedberg

Udo Westermann

future e. V. - verantwortung unternehmen, Münster

GRI 4 – General Standard Disclosures

Abbreviation	Brief description	Page	Further information	Reasons for omissions
>> Strategy and analysis				
G4-1	Statement by the Management Board	2-3	◻ Corporate Principles	
G4-2	Key sustainability impacts, risks and opportunities	2-3, 8-9	Sustainability trends and business development: ◻ Annual Statement of Accounts 2011 , page 2ff ◻ Annual Statement of Accounts 2012 , page 3ff	
>> Organisational profile				
G4-3	Name of the organisation	Title page, fold-out page		
G4-4	Primary brands, products and services	4	◻ Company Profile ◻ Company Report 2011 and ◻ Company Report 2012 ◻ Products	
G4-5	Location of the organisation's headquarters	4		
G4-6	Number/names of countries of operations and focus of business activities	47	◻ Worldwide A detailed overview of our country offices and local projects	
G4-7	Ownership structure and legal form	Fold-out page, 4	◻ Shareholder	
G4-8	Markets served	4, 19	On the sectors: see G4-4 Detailed information in publications relating to the ◻ Annual Statement of Accounts 2011 , page 2f and ◻ Annual Statement of Accounts 2012 , page 2ff and in the ◻ Company Report 2011 and ◻ Company Report 2012	
G4-9	Scale of the organisation	19, 29	Detailed information in publications relating to the ◻ Annual Statement of Accounts 2011 and ◻ Annual Statement of Accounts 2012 and in the ◻ Company Report 2011 , page 12ff and ◻ Company Report 2012 , page 50ff	
G4-10	Structure of the workforce	20, 29-33, 50-51		
G4-11	Employees covered by collective bargaining agreements	29-30, 33		
G4-12	Description of the supply chain	20-21	Further details of sub-contractors, suppliers and procurement procedures in the ◻ Procurement Report 2012 , page 5ff	
G4-13	Significant changes in the structure of the company and its ownership during the reporting period		None	
G4-14	Methods of precautionary action	3, 13-17, 20, 37-38		
G4-15	Participation in and support of external initiatives	2-3, 5-6, 13, 25, 38	◻ Membership of the Global Compact ◻ Orientation on Human Rights ◻ GSC Declaration of Compliance (only in German)	
G4-16	Membership of associations and advocacy organisations		see G4-15 ◻ Cooperation with national, European and international organisations and institutions	
>> Identified material aspects and boundaries				
G4-17	The report's accounting boundaries	Fold-out page	◻ Stakeholdings ◻ Annual Statement of Accounts 2011 , page 23 and ◻ Annual Statement of Accounts 2012 , page 25	
G4-18	Processes for defining the report content	8-9		Material aspects were identified. A comprehensive management approach to the precise estimation of the impacts and impact boundaries within the company (all sites) and outside is currently being developed.
G4-19	Material aspects of the report	8		
G4-20	Aspect boundaries within the organisation	Fold-out page		
G4-21	Aspect boundaries outside the organisation	Fold-out page		
G4-22	Restatement of information provided in previous reports		Modifications to the basis of calculation for environmental figures (e.g. more types of waste recorded) are explained in the relevant places.	
G4-23	Changes from previous reporting periods in the scope and aspect boundaries		Modifications to the basis of calculation for environmental figures (e.g. more locations covered) are explained in the relevant places.	
>> Stakeholder engagement				
G4-24	Stakeholder groups engaged by the organisation	47	Composition of our advisory bodies the ◻ Board of Trustees and the ◻ Private Sector Advisory Board Overview of our ◻ commissioning parties Overview of ◻ strategic alliances and partnerships	
G4-25	Identification of stakeholders relevant to the organisation	47, 52-53		
G4-26	Approach to stakeholder engagement	8-9, 17, 47-53		
G4-27	Stakeholder concerns and the organisation's response	47-53	◻ Press portal with press releases, contact points, etc.	

Abbreviation	Brief description	Page	Further information	Reasons for omissions
>> Report profile				
G4-28	Reporting period	Fold-out page		
G4-29	Date of previous report	Fold-out page		
G4-30	Reporting cycle	Fold-out page		
G4-31	Contact point	63	Contact sustainabilityoffice@giz.de	
G4-32	,In accordance with' the GRI core/ comprehensive option	Fold-out page		
G4-33	External assurance of the report	54-55		
>> Governance				
G4-34	Governance structure including responsibility for sustainability	6-7	Organisation chart of GIZ	
G4-35	Delegation of sustainability topics by the governance bodies	6-7		
G4-36	Appointment of a position for sustainability topics	6-7		
G4-37	Consultation processes between stakeholders and governance bodies on sustainability topics	6-7, 48		
G4-38	Composition of the highest governance body	50-51	Gender is particularly relevant here. Managing Directors List of members of the Supervisory Board and the organisations represented on it Corporate Governance Report 2012 (only in German), page 3ff	For data privacy reasons, it is not possible to collect data on other criteria such as social minorities.
G4-39	Statement of whether the chair of the highest governance body is also an executive officer		The Chair of the Supervisory Board is the State Secretary at the Federal Ministry for Economic Cooperation and Development (BMZ) and has no executive function within GIZ.	
G4-40	Nomination of members of the governance bodies	50-51	Corporate Governance Report 2012 (only in German), page 3, 6	
G4-41	Management of conflicts of interest in the governance bodies	6	Corporate Governance Report 2012 (only in German), page 2f	
G4-42	Role of the governance bodies in the development and implementation of sustainability targets	6-7, 49		
G4-43	The governance bodies' expertise in the field of sustainability	6-7,9	Managing Directors List of members of the Supervisory Board and the organisations represented on it	
G4-44	Processes for evaluating the performance of the highest governance body	32	Publications relating to the Annual Statement of Accounts 2011 and Annual Statement of Accounts 2012 Corporate Governance Report 2011 (only in German), page 3 Corporate Governance Report 2012 (only in German), page 4	
G4-45	Role of the highest governance body in relation to sustainability impacts, risks and opportunities	6-7, 26, 49, 52-53		
G4-46	Role of the highest governance body in relation to the risk management of sustain- ability topics	26	The Status Report 2012 , page 7ff, 17 as part of the publications relating to the Annual Financial Statement includes information about the assets, finance and profit situation and any risks. It is approved by the Supervisory Board after submission by the Management Board	
G4-47	Frequency of the highest governance body's review of sustainability impacts, risks, and opportunities	6-9, 26	The publications relating to the Annual Statement of Accounts 2011 and Annual Statement of Accounts 2012 provide information about the meetings of the Supervisory Board on page 1.	
G4-48	Highest management level that approves the sustainability report	Fold-out page		
G4-49	Process for communicating critical concerns to the highest governance body	6-7		
G4-50	Critical concerns that were communicated to the highest governance body and how they were resolved	6-7, 25, 26, 27	Within GIZ, several contact persons are in charge of dealing with different issues (e.g. sustainability, integrity, disability, environment, data privacy). It is therefore not possible to record the total number of concerns, since the same concern may have been raised with more than one contact person. For specific concerns, such as data privacy and integrity/anti-corruption, there are contact officers responsible who report to the Management Board.	
G4-51	Remuneration policies for the governance bodies	32	Annual Statement of Accounts 2011 , page 34 Annual Statement of Accounts 2012 , page 33 Corporate Governance Report 2011 (only in German), page 4f Corporate Governance Report 2012 (only in German), page 4ff	
G4-52	Determination of remuneration		see G4-51	
G4-53	Stakeholder involvement in setting remuneration		see G4-51	
>> Ethics and integrity				
G4-56	Organisation's principles, corporate values and code of conduct	5-6	Corporate Principles (Vision, Mission Statement, Corporate Values) Code of Conduct Orientation on Human Rights	
G4-57	Mechanisms for advice on integrity	24	Integrity management Integrity Advisors and the Ombudswoman	
G4-58	Mechanisms for reporting unethical or unlaw- ful behaviour	14, 24-25, 51	see G4-57 Integrity Advisors and the Ombudswoman	

GRI 4 – Specific Standard Disclosures

Abbreviation	Brief description	Page	Further information	Reasons for omissions
>> Economic performance indicators - management approach 19-21				
Aspect Economic performance				
G4-EC1	Economic value generated and distributed	19	We use our generated surpluses for own measures in the context of public-benefit, statutory purposes (see Annual Statement of Accounts 2012 , page 23); human resources expenditure 2011: €674,226,137 (2012: €653,003,391). The public-benefit business area is not taxable on earnings, for other taxes see the Annual Statement of Accounts 2011 , page 20 and Annual Statement of Accounts 2012 , page 20). This information cannot be broken down by region due to our accounting systems. Annual Statement of Accounts 2011 , page 22 and Annual Statement of Accounts 2012 , page 20 Company Report 2011 , page 12f and Company Report 2012 , page 2, 50f	
G4-EC2	Financial impacts of climate change	8	Services with regard to the environment and climate change Annual Statement of Accounts 2012 , page 17 Annual Statement of Accounts 2011 , page 2f, 14, 16	
G4-EC3	Defined benefit plan obligations	32	Annual Statement of Accounts 2012 , page 20, page 25f Annual Statement of Accounts 2011 , page 22, page 28, page 31	
G4-EC4	Public financial assistance		The public-benefit area is not taxable on earnings. Financial assistance: see Annual Statement of Accounts 2012 , page 10f Annual Statement of Accounts 2011 , page 1, 30	
Aspect Market presence				
G4-EC6	Proportion of senior management hired from the local community	29, 51		
Aspect Indirect economic impacts				
G4-EC7	Development and impact of infrastructure investment and services supported	42	Procurement contracts to construction companies awarded by Head Office amounted to €15.3 million in 2011 and €24.9 million in 2012 (see Procurement Report 2012 , page 9) Our services	
G4-EC8	Nature and extent of significant indirect economic impacts	13	Our services Monitoring and Evaluation Report 2010-2012	
Aspect Procurement practices				
G4-EC9	Proportion of spending on local suppliers	20	Procurement Report 2012 , page 11ff	
>> Environment - management approach 37-38				
Aspect Materials				
G4-EN1	Materials used by weight or volume	42-43		
G4-EN2	Percentage of materials used that are recycled materials	42-43		
Aspect Energy				
G4-EN3	Direct energy consumption	41		
G4-EN5	Energy intensity	41		
G4-EN6	Reduction of energy consumption	40-41		
G4-EN7	Reductions in energy requirements of products and services		Services in the field of energy supplies and energy efficiency	
Aspect Water				
G4-EN8	Total water withdrawal by source	43		
G4-EN10	Recycled water	42-43		
Aspect Biodiversity				
			This aspect was not identified as a material issue in the stakeholder workshop (see page 8-9). GIZ undertook the implementation of the 'Biodiversity in Good Company' network during its start-up phase on behalf of the German Federal Environment Ministry. Once this work had been completed, GIZ became a member of the network. The issue is therefore covered in the report in the context of the principles in the leadership declaration.	
Aspect Emissions				
G4-EN15	Direct greenhouse gas emissions	41		
G4-EN16	Indirect greenhouse gas emissions	41		
G4-EN18	Greenhouse gas emissions intensity	41		
G4-EN19	Reduction of greenhouse gas emissions	41		
G4-EN20	Emissions of ozone-depleting substances		Not applicable, as we do not operate any production sites.	
G4-EN21	NO _x , SO _x and other significant air emissions	41		
Aspect Effluents and waste				
G4-EN22	Water discharge by quality and destination	43	At our offices in Germany waste water is discharged into the drains; all waste water is of the usual domestic type. Only in Eschborn waste water is discharged into the Westerbach.	
G4-EN23	Solid waste by type and disposal method	42-43		
G4-EN24	Significant spills		None in the reporting period	
G4-EN25	Hazardous waste	43		
G4-EN26	Water bodies that are significantly affected by the organisation's discharges of water		At our offices in Germany waste water is discharged into the drains; all waste water is of the usual domestic type. Only in Eschborn waste water is discharged into the Westerbach.	

Abbreviation	Brief description	Page	Further information	Reasons for omissions
Aspect Products and services				
G4-EN27	Extent of impact mitigations of environmental impacts of products and services	16, 38-45		
G4-EN28	Percentage of products with reclaimed packaging materials		Not applicable	
Aspect Compliance				
G4-EN29	Fines for non-compliance with environmental laws and regulations		Head Office has not been notified of any such grievances or complaints in this reporting period.	
Aspect Transport				
G4-EN30	Environmental impacts of transporting goods and staff	39, 41		
Aspect Overall				
			This aspect was not identified as a material issue in the stakeholder workshop.	
Aspect Supplier environmental assessment				
G4-EN32	New suppliers that were screened using environmental criteria	20		
G4-EN33	Actual and potential negative environmental impacts in the supply chain and actions taken	20		
Aspect Environmental grievance mechanisms				
G4-EN34	Number of grievances about non-compliance with environmental laws and regulations		Head Office has not been notified of any such grievances or complaints in this reporting period.	
>> Labour practices and decent work - management approach				
Aspect Employment				
G4-LA2	Social benefits	32-33, 35	Corporate Governance Report 2012 (only in German), page 1	
Aspect Labour/management relations				
G4-LA4	Notice periods regarding significant operational changes	48		
Aspect Occupational health and safety				
G4-LA5	Percentage of total workforce represented in worker health and safety committees that monitor and advise on occupational health and safety		The occupational health and safety committee carries out regular inspections of the offices within and outside Germany. Two members of the staff council are on this committee. The safety engineers are supported by safety officers.	
G4-LA6	Lost days, injuries and fatalities		In 2012, Head Office was notified of the following work and commuting accidents: Members of staff in Germany: - Work accidents: men: 8, women: 11 - Commuting accidents: men: 11, women: 26 Members of staff outside Germany: - Work accidents: men: 2, women: 2 - Commuting accidents: men: 4, women: 2 - Fatality on a business trip: 1 man The data collection procedure is going to be consolidated for the 2013 reporting period.	As a result of the merger, figures for lost days caused by illness throughout the company as a whole have not been recorded on a uniformed basis. This is planned for the future.
G4-LA7	Staff with high risk of work-related diseases	34		
G4-LA8	Health and safety topics covered in formal agreements with trade unions		The benefits agreed between GIZ and ver.di in the GIZ collective bargaining agreement include sickness benefits and group accident insurance. These benefits apply to all staff in Germany and to seconded staff covered by the GIZ collective bargaining agreement. Sick pay is one of the issues covered in the TVöD.	
Aspect Training and education				
G4-LA10	Skills management and lifelong learning programmes	29-31		
G4-LA11	Percentage of employees receiving regular performance and career development reviews	30-31		
Aspect Diversity and equal opportunity				
G4-LA12	Diversity in the staff structure	29, 50-51	Composition of the Supervisory Board on the website and in the Company Report 2011, page 15 and Company Report 2012, page 52 ff	
Aspect Equal remuneration for women and men				
G4-LA13	Remuneration by gender and employee category	32, 51	Assignment to the pay groups is based on function and type of work (see page 32). The percentage of women in the salary bands is relevant in this context (see page 50-51). Regarding the pay structure of the Management Board see the Corporate Governance Report 2012 (only in German), page 4ff	

Abbreviation	Brief description	Page	Further information	Reasons for omissions
Aspect Supplier assessment for labour practices				
G4-LA14	New suppliers that were screened using labour practices criteria	21	<p>☛ General Purchase Conditions, page 5</p> <p>☛ General Terms and Conditions of Contract, page 6ff</p> <p>see LA15</p>	
G4-LA15	Impacts on labour practices in the supply chain and actions taken	21	<p>Various mechanisms are used to monitor human rights aspects (inc. the ILO labour standards):</p> <p>ILO core labour standards in the ☛ General Purchase Conditions and ☛ General Terms and Conditions of Contract, page 21,</p> <p>☛ Code of Conduct as a component of contracts of employment and procurement contracts, business partner screening (page 26),</p> <p>identification of significant suppliers in the procurement report, and a transparent procurement procedure based on value limits (page 20-21);</p> <p>see GIZ's ☛ Procurement Report, page 5 ff, the Integrity Advisors' central contact point (page 24), the quarterly risk assessment in relation to ethical standards (page 26).</p> <p>As a federal company we are a public commissioning party (page 21) and we can consider the criteria of recognised labels in invitations to tender but we cannot demand any labels ourselves.</p>	
Aspect Labour practices grievance mechanisms				
G4-LA16	Grievances about labour practices that have been addressed and resolved through formal grievance mechanisms			There are contact points for different issues (e.g. officers for gender equality, integrity, disabled employees). Consultations are always anonymous. Individual cases may be reported to several officers and it is therefore not possible to record the total number.
>> Human rights - management approach		14-15, 21, 25		
Aspect Investment				
G4-HR1	Investment agreements that include human rights clauses or that underwent human rights screening	21	<p>We use our generated surpluses for own measures in the context of public-benefit, statutory purposes.</p> <p>We invest our capital in special securities funds mainly with government bonds and securities backed up by a cover pool and surplus liquidity as overnight and time deposits on the money market. We also invest in real estate for our own use, partly as a means of funding the company's pension commitments. Approximately €70 million is being spent on a new building in Bonn and €14 million on a new building in Eschborn. The buildings are being constructed to meet the standards of the German Sustainable Building Council (DGNB) (page 42). €28 million is being spent at the new site for our Academy for International Cooperation (AIZ).</p>	
G4-HR2	Employee training on human rights	14		
Aspect Non-discrimination				
G4-HR3	Number of incidents of discrimination and actions taken			We do not record the total number, because consultations are always anonymous and individual cases may be reported to several officers.
Aspect Freedom of association and collective bargaining				
G4-HR4	Freedom of association and collective bargaining	14, 21	see LA15	
Aspect Child labour				
G4-HR5	Policies and measures to prevent child labour	21	see LA15	
Aspect Forced or compulsory labour				
G4-HR6	Policies and measures to prevent forced labour	21	see LA15	
Aspect Security practices				
G4-HR7	Total number and percentage of security personnel trained in the organisation's human rights policies	24	In 2012 GIZ employed around 100 people as security staff outside Germany. There is no standardised training for this group of staff. Our staff can access training that meets their personal training needs. Information on individual training courses cannot be collected retrospectively. Our internal guidelines on personal safety when working outside Germany contain compulsory rules for the behaviour of our staff in unstable and unsafe contexts. This includes, for example, a ban on firearms.	
Aspect Indigenous rights				
This aspect was not identified as a material issue in the stakeholder workshop.				

Abbreviation	Brief description	Page	Further information	Reasons for omissions
Aspect Assessment				
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews	14	► Orientation on Human Rights In our work we implement the ► BMZ strategy paper 'Human Rights in German Development Policy' , which is compulsory for us.	
Aspect Supplier human rights assessment				
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	14, 21, see also LA15 26		
G4-HR11	Significant negative human rights impacts in the supply chain and actions taken	21	see also LA15	
Aspect Human rights grievance mechanisms				
G4-HR12	Number of grievances about non-compliance with human rights standards and how they were resolved	24	Comments can be addressed to our Integrity Advisors at ► humanrights@giz.de	
>> Society - management approach 13, 17, 25				
Aspect Local communities				
G4-S01	Operations that have been assessed with regard to their impact on the local community	13-16	Our management model ► Capacity WORKS supports the management of complex projects ► KOMPASS provides various tools and methods that can be used to conduct a comparative assessment of the perspectives of partners and target groups. ► Monitoring and Evaluation Report 2010-2012	
Aspect Anti-corruption				
G4-S03	Corruption risks	25		
G4-S04	Communication and training on anti-corruption policies and procedures	25	► Code of Conduct	
G4-S05	Incidents of corruption and actions taken	25		
Aspect Public policy				
G4-S06	Total value of political contributions		As a federal company we implement sustainable development projects in international cooperation on behalf of the German Government.	
Aspect Anti-competitive behaviour				
G4-S07	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	24	We regard the consulting sector as a close and indispensable partner in the performance of our tasks. Consultancy companies are part of GIZ's supply chain, helping us achieve the greatest impacts for our commissioning parties at an appropriate cost/benefit ratio. See ► Guidelines for Cooperation with the Consulting Sector	
Aspect Compliance				
G4-S08	Fines for non-compliance with laws and regulations	24		
Aspect Supplier assessment for impact on society				
G4-S010	Impacts on society in the supply chain and actions taken	21, 24, 26		
Aspect Grievance mechanisms for impacts on society				
G4-S011	Number of grievances about impacts on society	24	see EN29	
>> Product responsibility - management approach 13-17				
Aspect Customer health and safety				
This aspect was not identified as a material issue in the stakeholder workshop.				
Aspect Product and service labelling				
G4-PR3	Product and service labelling		We provide comprehensive information on our website about ► our services and their impacts (► Monitoring and Evaluation Report 2010-2012).	
G4-PR4	Number of incidents of non-compliance with regulations or voluntary product information codes		Not applicable, see PR3	
G4-PR5	Results of surveys measuring customer satisfaction	52		
Aspect Marketing communications				
This aspect was not identified as a material issue in the stakeholder workshop.				
Aspect Customer privacy				
This aspect was not identified as a material issue in the stakeholder workshop.				
G4-PR8	Complaints regarding breaches of customer privacy		2011: One. The registration details of seven external participants in a web platform were available on the internet. This was rectified within two hours of our becoming aware of the issue.	
Aspect Compliance				
G4-PR9	Fines for non-compliance with laws and regulations concerning the provision and use of products and services	24		

Global Compact Advanced Level

Best Practice	Brief description	Page	Further information
>> Implementing the ten principles into strategies and operations			
Criterion 1 Mainstreaming into corporate functions and business units			
1b	Place responsibility for execution of sustainability strategy in relevant corporate functions	6-7	
1c	Align corporate strategies, goals and incentive structures with the sustainability strategy	5	
1d	Assign responsibility for sustainability to individuals in each business unit	37-38	see Best Practice 1b
1e	Design the sustainability strategy to leverage synergies and deal with trade-offs	Fold-out page	see Best Practice 1c
1f	Ensure cooperation between different corporate functions	6-7, 13, 24-26	
Criterion 2 Value chain implementation			
2b	Analyse the value chain for risks, opportunities and impacts	20-21	🔗 Procurement Report 2012 see GRI G4-LA15
2c	Communicate policies to suppliers and relevant business partners	6, 20-21	🔗 Procurement Report 2012
2d	Implement monitoring and assurance mechanisms	21	see GRI G4-LA15
2e	Awareness-raising and training for suppliers and business partners	53	🔗 Procurement Report 2012 see also Best Practice 2c
>> Human rights policies and procedures			
Criterion 3 Robust commitments, strategies or policies			
3b	Commitment to comply with applicable laws and respect international human rights standards	5-6	🔗 Orientation on Human Rights 🔗 Code of Conduct
3c	Statement by management on human rights	2, 5	🔗 Orientation on Human Rights
3d/e	Publicly available and internally and externally communicated policy on human rights	5	🔗 Orientation on Human Rights
Criterion 4 Management systems to implement human rights principles			
4b	Process to ensure that human rights are respected	5-6, 14-15, 21, 24, 34, 48, 50-51	🔗 Orientation on Human Rights 🔗 BMZ strategy paper 'Human Rights in German Development Policy'
4c	Ongoing due diligence processes for impacts on human rights	14, 26	🔗 Orientation on Human Rights 🔗 BMZ strategy paper 'Human Rights in German Development Policy'
4d	Internal awareness-raising and training on human rights	14	
4e	Grievance mechanisms for human rights impacts	14	Contact 🔗 humanrights@giz.de
4f	Allocation of responsibilities and accountability for addressing human rights impacts	14, 24	Contact 🔗 humanrights@giz.de
4g	Internal decision-making, budgets and oversight for effective response to human rights impacts	14	Contact 🔗 humanrights@giz.de
4h	Processes for remediation of adverse human rights impacts that the company has caused or contributed to	14	
4i	Processes and programmes to support human rights in the core business, through social investment, public policy engagement or partnerships	2, 5-6	🔗 Services for human rights GIZ is a member of the Global Compact and since 2001 it has run the 🔗 Focal Point of the German Global Compact Network on behalf of BMZ
Criterion 5 Mechanisms for monitoring human rights strategies			
5b	System to monitor the implementation of human rights strategies	13, 14, 24,	Contact 🔗 humanrights@giz.de
5c	Monitoring drawn from internal and external feedback	14	Contact 🔗 humanrights@giz.de
5d	Review of effectiveness and results by management	22, 24, 26	
5e	Processes to deal with incidents the company has caused or contributed to	14	
5f	Accessible and transparent grievance mechanisms	14	Contact 🔗 humanrights@giz.de
5g	Outcomes of integration of human rights principles	14	
>> Labour management policies and procedures			
Criterion 6 Strategies and policies for implementing labour standards			
6b	Reference to relevant international conventions and instruments in company strategies	5-6	🔗 Orientation on Human Rights
6c	Relevance of labour principles for the company	8, 14, 21	
6d	Written company policy on labour standards	21, 30	General 🔗 Purchase Conditions and 🔗 Terms and Conditions of Contract 🔗 Code of Conduct
6e	Inclusion of minimum labour standards in contracts with suppliers and business partners	21	General 🔗 Purchase Conditions and 🔗 Terms and Conditions of Contract
6f	Specific commitments and goals (e.g. inclusion of discriminated/vulnerable groups) for specified years	10, 34, 51	🔗 Gender Strategy
Criterion 7 Management systems for implementing labour standards			
7a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	10-11	
7b	Risk and impact assessments of labour standards	26	
7c	Dialogue mechanisms with trade unions on the subject of labour standards	32, 48	
7d	Allocation of responsibilities and accountability within the organisation	48, 50, 51	🔗 Gender Strategy
7e	Internal awareness-raising and training on labour standards	14, 50	
7f	Active engagement with suppliers to address labour standards	21	General 🔗 Purchase Conditions and 🔗 Terms and Conditions of Contract
7g	Grievance mechanisms, communication channels and other procedures for reporting concerns or seeking advice	14, 48	

Best Practice	Brief description	Page	Further information
Criterion 8 Mechanisms for monitoring labour standards			
8a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	10	
8b	System to track and measure performance based on standardised performance metrics	31, 32, 50, 51	
8c	Dialogues with the employee representation bodies	48	
8d	Steps to monitor and improve working conditions in the supply chain	21	see GRI G4-LA15
8f	Outcomes of the integration of labour principles		see GRI G4-11, G4-HR4-6
>> Environmental management policies and procedures			
Criterion 9 Environmental stewardship commitments, strategies and policies			
9a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	11	🔗 Environmental Report , page 5
9b	Reference to relevant international conventions and instruments	5, 38	
9c	Assessment of the relevance of environmental stewardship for the company	8-9, 37	
9d	Written company policy on environmental stewardship	37	
9e	Inclusion of minimum environmental standards in contracts with suppliers and business partners	20	
9f	Specific commitments and goals for specified years	11, 37, 38	
Criterion 10 Management systems for implementing environmental stewardship			
10a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	11, 37, 38	
10b	Environmental risk and impact assessments	16, 38, 41, 43	
10c	Assessment of lifecycle impact of products	16	
10d	Allocation of responsibilities and accountability within the organisation	16, 37	
10e	Internal awareness-raising and training on environmental stewardship	38	
10f	Grievance mechanisms, communication channels and other procedures for reporting concerns or seeking advice regarding environmental impacts	37	Contact 🔗 umweltbeauftragter@giz.de
Criterion 11 Mechanisms for monitoring environmental stewardship			
11a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	38	
11b	System to track and measure performance based on standardised performance metrics	37, 41, 43	
11c	Review of effectiveness and outcomes by management	37	
11d	Process to deal with incidents	37	
11e	Steps to monitor and improve environmental performance in the supply chain	20	
11f	Outcomes of integration of the environmental principles	41, 43	see GRI EN indicators
>> Anti-corruption management policies and procedures			
Criterion 12 Anti-corruption commitments, strategies and policies			
12a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	10	
12b	Public statement of zero tolerance of corruption	2, 25	🔗 Code of Conduct
12c	Commitment to be in compliance with all relevant anti-corruption laws, including monitoring changes in the law	2, 6, 25	🔗 Code of Conduct 🔗 BMZ strategy paper 'Anti-Corruption and Integrity in German Development Policy'
12d	Statement of support for international and regional legal frameworks	25	see Best Practice 12c
12e	Detailed policies for high-risk areas of corruption	17, 25	
12f	Policy on anti-corruption regarding business partners	21	General 🔗 Purchase Conditions and 🔗 Terms and Conditions of Contract 🔗 Corporate Governance Report 2012 (only in German)
Criterion 13 Management systems for implementing anti-corruption			
13a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	10	
13b	Support by the organisation's leadership for anti-corruption	24, 25	
13c	Carrying out risk assessment of potential areas of corruption	17, 25	🔗 Corporate Governance Report 2012 (only in German)
13d	Human Resources anti-corruption procedures including communication to and training for employees	25	
13e	Internal checks and balances to ensure consistency with the anti-corruption commitment	17, 25	Contact 🔗 integrity-mailbox@giz.de
13f	Actions taken to encourage business partners to implement anti-corruption commitments	17, 25	🔗 Corporate Governance Report 2012 (only in German)
13g	Management responsibility for implementation of anti-corruption commitments and policies	24	
13h	Communication channels and follow-up mechanisms for reporting concerns or seeking advice	24	Contact 🔗 integrity-mailbox@giz.de
13i	Internal accounting and auditing procedures related to anticorruption	17, 24, 25	🔗 Corporate Governance Bericht 2012 (only in German)
Criterion 14 Monitoring and evaluation mechanisms for anti-corruption			
14a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	10	
14b	Leadership review of monitoring and improvement results	25	
14c	Process to deal with incidents	25	
14d	Legal cases regarding corruption		see GRI G4-S05
14e	Independent external assurance of anti-corruption programmes	17, 56	
14f	Outcomes of the integration of anti-corruption principles	25	

Best Practice	Brief description	Page	Further information
>> Support for the goals and issues of the United Nations (UN)			
Criterion 15 Contributions to the goals and issues of the United Nations (UN) in the core business			
15b	Align the company strategy with one or more relevant UN goals	2, 5	
15c	Develop products, services and business models that contribute to UN goals	4	► Our services for sustainable development
15d	Modify procedures to maximise the contribution to UN goals	13-17	
Criterion 16 Social investment and philanthropy			
16b	Pursue social investments and philanthropic contributions	53	
16c	Coordinate sustainability efforts with other organisations in order to amplify them	17, 19, 38	
16d	Take responsibility for the intentional and unintentional effects of the company's activities on local customs, traditions, religions and individuals	14, 15	► Orientation on Human Rights ► Gender Strategy
Criterion 17 Public support and engagement			
17a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	11	
17b	Publicly advocate the importance of action in relation to UN goals and tasks	2, 5-6	► Orientation on Human Rights
17c	Commit company leaders to participate in key summits, conferences, and other public policy interactions in relation to UN goals		We network actors ► worldwide, in order to promote sustainable development see Best Practice 4i
Criterion 18 Partnerships			
18a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	11	
18b	Partnership projects and joint initiatives in support of UN goals	19	see Best Practice 17c
18c	Cooperation with similar companies, UN organisations and other stakeholders to solve common challenges	53	► Cooperation with national, European and international organisations and institutions
>> Sustainability governance and leadership			
Criterion 19 Commitment of management level			
19b	Public statement by the CEO on sustainability and the UN Global Compact	2-3	
19c	CEO promotes initiatives to enhance sustainability	38	
19d	CEO leads management team to develop corporate sustainability strategy and monitor sustainability performance	6-7	
Criterion 20 Role of the Management Board			
20b	The Management Board assumes responsibility for long-term sustainability strategy and performance	6	
20c	Establishment of a committee or board member with responsibility for corporate sustainability	6	
20d	Approval of sustainability reporting by the Management Board or the established committee	Fold-out page, 6	
Criterion 21 Involvement of interest groups			
21a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	11	
21b	Public assumption of responsibility for the company's impacts on stakeholders	13, 14	► Orientation on Human Rights
21c	Involve stakeholders in defining sustainability strategies and targets	8	
21d	Involve stakeholders in implementing and reviewing corporate sustainability	7, 16, 25, 38, 47, 53	
21e	Establish channels of communication with employees and other stakeholders and protect 'whistleblowers'	24, 37, 38, 47, 48, 52-53	
>> Business and peace			
Criterion I Company activity in risk and conflict areas			
1b	Information on how policies, strategies and operating practices have been adapted to the specific high-risk/conflict context.	4, 14, 20, 24, 26, 34	GIZ is bound by the relevant precepts of its main commissioning party BMZ as set out in the ► BMZ strategy paper 'Development for Peace and Security' and the binding implementation agreement. GIZ provides its staff with aids, sources of information and training to help them implement these precepts.
1c	Adherence to best practices even where national law sets a lower standard	2, 24, 30	
1d	Management of the supply chain to avoid contributing to conflict through purchasing decisions and practices	3, 26	
Criterion II Company/government relations in risk and conflict areas			
11a	Policies, procedures, and activities that the company plans to undertake to fulfil this criterion	25	
11b	Assessment of opportunities for constructive engagement with government actors in order to support peace		see Best Practice 1b ► Services for Security and Peace and ► Good Governance
11c	Measures undertaken to avoid complicity in human rights violations by government actors	14	
11d	Management measures to prevent corruption in relations with government representatives	6, 17, 20, 21, 25	
Criterion III Involving of interest groups and investment in local communities in risk and conflict areas			
111b	Mechanisms for involving stakeholders	17, 47, 52	
111c	Approaches for involving stakeholders that include civil society, international organisations, etc.		see Best Practice 1b
111d	Activities that contribute to constructive and peaceful relations between the company and society		► Services for Security and Peace and ► Good Governance Outcomes of projects dealing with 'Crisis prevention and peacebuilding' in the ► Monitoring and Evaluation Report 2010-2012, page 10 ff

German Sustainability Code

(The GRI indicators of the GSC relate to GRI 3)

Criterion	Brief description	Page	Further information
>> Strategic analysis, strategy and goals			
1	Analysis of opportunities and risks in relation to sustainable development and description of the steps taken to act in accordance with international standards	Fold-out page, 2-3, 5-6, 8, 24, 38	Sustainability trends and business development: Annual Statement of Accounts 2011 , page 2ff and Annual Statement of Accounts 2012 , page 3ff
2	Disclosure of the company's strategy on sustainability aspects	Fold-out page, 5-6, 8, 10-11, 13-17, 22	Corporate Principles Orientation on Human Rights Gender Strategy 2012
3	Sustainability targets, monitoring of these targets and involvement of relevant stakeholders	6-7, 10-11, 37, 47	see GSC for reporting period 2011 (only in German), Criterion 3 Overview of GIZ's official bodies Cooperation with national, European and international organisations and institutions
4	Monitoring and importance of sustainability criteria in the value chain	4, 16, 20, 21	Overview of our services see GRI G4-LA15 General Purchase Conditions and Terms and Conditions of Contract Code of Conduct
Performance indicator GRI 1,2	Description of key impacts, risks and opportunities	4	see GRI G4-2 Information on the outcomes of our work in the Monitoring and Evaluation Report 2010-2012 Sustainability trends and business development: Annual Statement of Accounts 2011 , page 2ff and Annual Statement of Accounts 2012 , page 3ff
>> Rules and processes			
5	Responsibility for the company's sustainability	6-7	
6	Implementation of the sustainability strategy, description of specific circumstances in the value chain and consideration of stakeholder groups	6-7	
7	Integration of sustainability indicators into planning and monitoring, and quality assurance of data on internal guidance and external communication	6-7, 8, 10-11, 41, 43	
Performance indicator GRI 4,8	Internally developed statements of mission, internal codes of conduct and principles relevant to the company's sustainability performance, and how they are implemented	2-3, 5-6, 38, 45	Corporate Principles Code of Conduct Orientation on Human Rights Gender Strategy Transparency and Information Policy
Performance indicator GRI 4,9	The highest governance body's procedures for monitoring sustainability, including significant risks and opportunities and adherence to internationally agreed standards		see GRI G4-34 to G4-37, G4-45 to G4-48
>> Incentive schemes			
8	Relevance of sustainability performance to employees' targets and pay and to evaluation of the top management level by the supervisory body		see GSC for reporting period 2011 (only in German), Criterion 8
Performance indicator GRI 4,5	Linkage between the pay of members of the highest governance body, senior managers and executives (including departure arrangements) and the organisation's performance (including social and environmental performance).		see GSC for reporting period 2011 (only in German), Criterion 8 Annual Statement of Accounts 2011 , page 34 and Annual Statement of Accounts 2012 , page 33 Corporate Governance Report 2012 (only in German) (only in German), page 4ff Corporate Governance Report 2011 (only in German), page 4f see criterion 8 and GRI 4,5
Performance indicator GRI 4,10	Processes for evaluating the highest governance body's own performance, particularly with respect to sustainability performance		see criterion 8 and GRI 4,5
>> Stakeholder engagement			
9	Identification of relevant stakeholders, communication with them and integration into the sustainability process	6-7, 47-53	see GRI G4-24 to G4-27 Composition of our official bodies the Board of Trustees and the Private Sector Advisory Board Overview of our Commissioning parties Cooperation with national, European and international organisations and institutions
Performance indicator GRI 4,16	Stakeholder engagement, including frequency of engagement by type and by stakeholder group		see GRI G4-24 to G4-27
Performance indicator GRI 4,17	Issues that have been raised through stakeholder engagement and details of how the organisation has responded to these issues and concerns, including through its reporting		see GRI G4-27
>> Innovation and product management			
10	Disclosure of processes for improving product sustainability through innovation and evaluating impacts on sustainability	13-17, 22, 53	Monitoring and Evaluation Report 2010-2012
Performance indicator GRI EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	16, 40-43	see GRI G4-EN6, G4-EN27, G4-EN28
Performance indicator GRI EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	16, 40-43	see GRI G4-EN27, G4-EN28
Performance indicator GRI FS11	Assets subject to positive or negative environmental or social screening		see GRI G4-HR1

Criterion	Brief description	Page	Further information
>> Usage of natural resources			
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Links

Annual Statement of Accounts 2011 <http://www.giz.de/en/downloads/giz2011-en-jahresabschluss.pdf>

Annual Statement of Accounts 2012 <http://www.giz.de/en/downloads/giz2013-en-annual-report-2012.pdf>

BMZ strategy paper 'Anti-Corruption and Integrity in German Development Policy'
http://www.bmz.de/en/publications/type_of_publication/strategies/Strategiepapier323_04_2012.pdf

BMZ strategy paper 'Development for Peace and Security'
http://www.bmz.de/en/publications/topics/peace/Strategiepapier333_04_2013.pdf

BMZ strategy paper 'Human Rights in German Development Policy'
http://www.bmz.de/en/publications/topics/human_rights/Strategiepapier305_04_2011.pdf

Board of Trustees http://www.giz.de/en/aboutgiz/board_of_trustees.html

Capacity Development <http://www.giz.de/en/ourservices/270.html>

Capacity WORKS http://www.giz.de/en/aboutgiz/quality_results_evaluation.html

Capacity WORKS Manual <http://www.giz.de/de/downloads/gtz2009-en-capacity-works-manual.pdf>

Code of Conduct (incl. contact persons) <http://www.giz.de/en/downloads/giz2012-en-giv.pdf>

Company profile <http://www.giz.de/en/aboutgiz/profile.html>

Company Report 2011 <http://www.giz.de/en/downloads/giz2012-en-unternehmensbericht-2011.pdf>

Company Report 2012 <http://www.giz.de/en/downloads/giz2013-en-unternehmensbericht-2012.pdf>

Company reports and other documents http://www.giz.de/en/aboutgiz/corporate_reports.html

Composition of our supervisory and advisory bodies, the Board of Trustees and the Private Sector Advisory Board
http://www.giz.de/en/aboutgiz/official_bodies.html

Contacting the Integrity Advisors and the Ombudswoman http://www.giz.de/en/aboutgiz/integrity_advisor.html

Contracts for services http://www.giz.de/en/workingwithgiz/awarded_contracts.html

Cooperation with national, European and international organisations and institutions
http://www.giz.de/en/aboutgiz/strategic_alliances_and_partnerships.html

Corporate Governance Report 2011 (only in German) https://www.giz.de/de/downloads/giz2012-de-corporate-governance-_Bericht2011.pdf

Corporate Governance Report 2012 (only in German)
http://www.giz.de/de/downloads/giz2013-de-corporate-governance-bericht_2012.pdf

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Countries in which GIZ works <http://www.giz.de/en/html/worldwide.html>

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Environmental Mission Statement (in the Environmental Report 2011)
<http://www.giz.de/en/downloads/giz2012-en-environmental-report-2011.pdf>

Environmental Report 2011 <http://www.giz.de/en/downloads/giz2012-en-environmental-report-2011.pdf>

Fair company http://www.giz.de/en/jobs/award-winning_employer.html

Findings of independent evaluations <http://www.giz.de/en/aboutgiz/516.html>

Gender Strategy 2012 <http://www.giz.de/fachexpertise/downloads/Fachexpertise/giz-gender-strategy-en-2012.pdf>

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<http://datenbank.deutscher-nachhaltigkeitskodex.de/DNKProfil/DNKHome.aspx?CompanyID=7304&lang=de&year=2011>

Global Compact Communication on Progress 2011/2012
<http://www.giz.de/en/downloads/giz2012-en-communication-on-progress-global-compact.pdf>

Governance and democracy services http://www.giz.de/en/ourservices/governance_and_democracy.html

Guidelines for Cooperation with the Consulting Sector
<http://www.giz.de/en/downloads/GIZ-Factsheet-Consultingwirtschaft-en-150dp.pdf>

Integrity management http://www.giz.de/en/aboutgiz/code_of_conduct.html

KOMPASS <http://www.giz.de/en/aboutgiz/515.html>

Managing Directors <http://www.giz.de/en/aboutgiz/7152.html>

Membership of the Global Compact http://www.giz.de/en/aboutgiz/global_compact.html

Monitoring and Evaluation Report 2010-2012
<http://www.giz.de/en/downloads/giz2013-en-evaluierungsbericht-2010-2012.pdf>

Official bodies http://www.giz.de/en/aboutgiz/official_bodies.html

Office building Bonn (only in German) <http://www.giz.de/de/downloads/giz2013-de-maaenderbau-fakten.pdf>

Organisation chart of GIZ http://www.giz.de/en/aboutgiz/organisation_chart.html

Orientation on Human Rights <https://www.giz.de/de/downloads/giz2012-en-giz-and-human-rights.pdf>

Our services http://www.giz.de/en/html/our_services.html

Outcomes of independent individual evaluations <http://www.giz.de/en/aboutgiz/516.html>

Overview of our commissioning parties http://www.giz.de/en/html/doing_business_with_GIZ.html

Press portal <http://www.giz.de/en/html/press.html>

Private Sector Advisory Board http://www.giz.de/en/aboutgiz/private_sector_advisory_board%20.html

Procurement Report 2012 (first produced for 2012)
<http://www.giz.de/en/downloads/giz2013-en-report-on-the-procurement-of-goods-and-services-2012.pdf>

Procurement: other important documents <http://www.giz.de/en/workingwithgiz/procurement.html>

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Services for Human Rights <http://www.giz.de/de/downloads/giz2011-en-human-rights.pdf>

Services for Security and Peace <http://www.giz.de/expertise/html/1936.html>

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Registered offices

Bonn und Eschborn

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

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

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

Responsible

Bernd Schleich (GIZ),
Director Corporate Sustainability

Project coordination

Sonja Leguizamón (GIZ)

Concept, editing

Jana Latschan, Sonja Leguizamón (GIZ)

Collaboration

Valentin Dyckerhoff, Nadine Grund
Svenja Loos, Maximilian Schneider (GIZ)

Consulting

Jörg Hilger (GIZ)

Layout

Agnes Weegen

Copy-editing

Susanne Reiff

Proofreading

Anne Wulff

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Lynne Jagau, Christopher Hay

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Contact

sustainabilityoffice@giz.de

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Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn

Friedrich-Ebert-Allee 40	Dag-Hammarskjöld-Weg 1-5
53113 Bonn	65760 Eschborn
T +49 228 4460-0	T +49 61 96 79-0
F +49 228 4460-17 65	F +49 61 96 79-11 15

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