




GIZ Communication on Progress 2014 on the Global Compact Principles



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About the report

This fourth Communication on Progress published by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH provides information on how we comply with Global Compact principles. It builds on the first [Sustainability Report 2013](#). The Sustainability Report is 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 Compact Advanced Level. In the annex you will find a list of reporting references that ensure transparency for all indicators. For quantitative data the reporting period covered is 1 January 2013 to 31 December 2013, while for qualitative data the period goes up to 30 June 2014. Our first [Sustainability Report in 2013](#) in accordance with the guidelines of GRI G4 (core option), has been subject to a comprehensive external assurance in line with AA1000AS (see pp. 54ff.). The next Sustainability Report to be published in 2015 will likewise be subject to an extensive external assurance.

The company has operated as GIZ since January 2011. The report covers GIZ inside and outside Germany. It is indicated when certain items of data are only applicable for specific locations. The report does not cover any interests or stakes held in other companies or organisations. The Communication on Progress was adopted by the Sustainability Board on 30 October 2014.

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Bonn, November 2014

Statement by the Management Board



Sustainable development is GIZ's core business and guiding principle. It is our mandate and our commitment.

GIZ understands sustainable development as a combination of economic capability, social responsibility, ecological balance and political participation. Only by combining these factors will current and future generations be able to lead secure and dignified lives.

GIZ is committed to the Global Compact principles as a reflection of our guiding principle. Respecting human rights, treating employees and their elected representatives in a socially responsible way, protecting the environment and the climate, and preventing corruption are values and themes that guide our actions. The Global Compact principles are also enshrined in our international cooperation projects and programmes. We advocate their implementation in our dealings with clients and commissioning parties. The principles of sustainability guide our project activities – for all commissioning parties and all services. As a federal enterprise, GIZ supports its commissioning parties and partners in meeting local, national and global challenges to advance sustainable development.

GIZ has achieved considerable success in implementing the Global Compact principles in the fourth year since the merger of its predecessor organisations.

We foster sustainability management at our locations inside and outside Germany with the new GIZ sustainability management instrument – the Corporate Sustainability Handprint® (CSH). With the CSH we have now devised a method that launches an internal learning process aligned with international sustainability standards such as the Global Reporting Initiative. The CSH 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.

In summer 2013 we introduced our business partner screening which is intended to reveal risks of cooperating with private businesses and contracting companies before a project is launched.

This system checks whether or not these companies comply with the Global Compact principles. 51 screenings have been conducted during this reporting period.

Pursuing our goal of 50 per cent women's share especially at managerial posts and as field staff, we consistently encourage women to take up these posts. With success! In 2013 the percentage of women in managerial and expert posts rose to 35.6 per cent. Since 2013 two of our four managing directors have been women.

In 2013 the Sustainability Board approved the first GIZ Sustainability Programme 2013 – 2015. It lays out the goals the company has set itself in our four dimensions of sustainability and describes how it intends to achieve these. It is based on a materiality analysis. The programme is thus a forward-looking systematisation of what sustainability currently means to GIZ.

Sustainability depends on the involvement of our staff. GIZ contributed to the Action Days for Sustainability of the German Council for Sustainable Development in 2013 and 2014. With a host of creative ideas GIZ staff were involved in almost 80 individual events, nearly half of which were organised outside Germany.

On behalf of our main commissioning party, the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ has been coordinating the German Global Compact Network (DGCN) since 2001. GIZ is thus not merely a member of the Global Compact, but also helps raise awareness for the concerns and objectives of this global organisation in the public and political spheres through its coordination work.

By delivering this Communication on Progress, GIZ is reaffirming its adherence to the Global Compact's ten principles within the company and to addressing them as a key issue in its dealings with partners and commissioning parties.

Tanja Gönner
Chair of the Management Board



GIZ engagement for sustainability

On the German Government's behalf, GIZ has been working for decades to seek and implement tailor-made and effective solutions to the global challenges of tomorrow, worldwide. Through its international cooperation services for sustainable development, GIZ supports its commissioning parties, clients and partners in managing social change processes for the benefit of the people.

GIZ operates in many **fields**: economic development and employment promotion, governance and democracy, security, reconstruction, peacebuilding and civil conflict transformation, food security, health and basic education, environmental protection, resource conservation and climate change mitigation. We also support our partners with management and logistical services, and act as an intermediary, balancing diverse interests in sensitive contexts. In crises, we carry out refugee and emergency aid programmes. As part of our services, we also second development workers to partner countries. Capacity development for partner-country experts is a major component of our services.

GIZ's guiding principles

On the basis of the corporate purpose laid out in GIZ's Articles of Association, the company developed in a broadbased, participatory process the **GIZ Corporate Principles**. They elevate sustainability to the principle that guides our actions and shapes the services we deliver. 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. As a member of the United Nations Global Compact we undertake to respect its ten principles.

Our **Code of Conduct** requires all staff members, integrated experts of the Centre for International Migration and Development (CIM), 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. Additionally, we respect the recommendations of the **German Government's Corporate Governance Code** (German only).

Management structure & tools

Within GIZ the Chair of the Management Board is responsible for corporate sustainability. Since 2012 the Sustainability Board has supported the implementation of the corporate sustainability principles within the company. It monitors progress made towards achievement of our targets and decides how the targets should be updated. This internal body brings together the Chair of the Management Board and top executives. Since 2012 a Director Corporate Sustainability advises the Management Board. He heads the Sustainability Office and reports directly to the Chair of the Management Board (**Sustainability Report 2013**, pp. 6f.).

The **Corporate Sustainability Handprint® (CSH)** is our innovative learning and improvement tool for corporate sustainability. Its main purpose is to identify strengths and weaknesses when planning and operationalising corporate sustainability, company-wide. We also use the CSH to initiate changes, and make results visible within the company, thus stimulating a process for learning and sharing. By using the CSH we intend to continuously improve the company's sustainability performance. The basis of the CSH is GIZ's guiding principle of sustainability. For each dimension, key indicators are recorded and the major fields of action of corporate sustainability are listed. The fields of action describe the different areas of the corporate sustainability dimensions and are based on a materiality analysis carried out in 2013.

Please contact the **Sustainability Office** if you have any queries, comments or suggestions about the report or any queries concerning GIZ's corporate sustainability.

Bernd Schleich
Director Corporate Sustainability

In fiscal 2013 GIZ succeeded in keeping its volume of business virtually at the previous year's level. This year's figure was EUR 1,931 million (compared to EUR 2,104 million in 2012). Over 90 per cent of the total business volume was accounted for by the public-benefit business area. Commissions from the German Federal Ministry for Economic Cooperation and Development (BMZ) accounted for the lion's share, topping EUR 1.4 billion (compared to EUR 1.6 billion in 2012). BMZ thus remains our principal commissioning party. The remaining 10 per cent was generated in the International Services business area, in which GIZ receives commissions from foreign governments, multilateral organisations and bilateral donors, among others (📄 [Company Report 2013](#), pp. 46ff. 📄 [Annual Statement of Accounts 2013](#)).

Effectiveness & quality of our projects

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 endeavours to assume ownership. Against this background, partner orientation and participation are a fundamental part of our understanding of cooperation. 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. We commit ourselves to 📄 [transparency](#) in order to consistently improve the effectiveness of international cooperation and accountability for the use of public funds. We maintain a systematic dialogue with our commissioning parties. We seek out 📄 [strategic alliances and partnerships](#) and bring our expertise in sustainable development to bear in international professional forums and networks (📄 [Sustainability Report 2013](#), pp. 6, 17, 47, 52f.).

We review the 📄 [quality and effectiveness](#) of all our projects and programmes at regular intervals in line with the international standards agreed upon by the international donor community within the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD-DAC).

The Management Board adopted a new monitoring and evaluation policy at the end of 2013 that is to be introduced throughout the company in 2014. It is mandatory for all business areas. Key cornerstones of the new policy include the expansion of corporate strategy evaluations for cross-section evaluations or ex-post analyses and the introduction of project evaluations for BMZ commissions, which will be used both to prepare for a follow-on measure and for reporting to BMZ and the general public. This will extend their function beyond internal steering, planning and learning.

To harness the enormous potential to learn from our evaluations, we have devised a number of learning processes and instruments at various levels (📄 [Monitoring and Evaluation Report](#)). We systematically integrate recommendations for action into ongoing business processes at company level with a management response system (📄 [Sustainability Report 2013](#), p. 13).

Sustainable procurement

In 2013 almost half of our business volume (45.7 per cent) was spent for order placements, with 70 per cent of the total (or some EUR 630 million) going on advisory and consulting services. This makes consulting companies the most important part of our supply chain. We use about 5 per cent 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.

All of our procurement activities are based on the principles of economic efficiency, transparency, competitive tendering, equal treatment of bidders, social and environmental compatibility. As a public contracting authority we are required to comply with the provisions of public procurement law.

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. For example, environmental standards with regard to fuel

2013

GIZ kept its business volume at EUR 1,931 million

70%

of orders are placed for advisory and consulting services



51

business partner screenings during reporting period

consumption, CO₂ output and emission classes have been taken into account in the tender documents for vehicles and in the respective framework agreements with suppliers as far as applicable for the use in the partner countries. For IT products, drugs, plant protection and pest control agents we attach enormous importance to compliance with health and safety standards (Sustainability Report 2013, pp. 20f; compare chapter labour standards).

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 2013 to mid 2014 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.

In 2013 GIZ decided on a new procurement strategy to take account of the new corporate structure, new markets, and electronic procurement. This will enhance efficiency and ensure maximum standardisation of supplier management. The strategy should be implemented by end of 2018.

On our website we publish all contracts for services placed by our Head Office. The Procurement Report provides detailed information, including our top 100 subcontractors and suppliers.

Business partner screening

In summer 2013 we introduced our 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? Are these subjects 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. During the reporting period, GIZ has performed about 51 business partner screenings. Thus, the tool has been successfully established as a central instrument for assessing risks in the cooperation with companies. To ensure its consistency and efficiency, the specialised business unit for private sector cooperation offers both centrally coordinated business partner screenings and respective quality assurance.

Risk management

GIZ has a risk management system (Sustainability Report 2013, p. 26) that records risks arising from the failure to comply with ethical standards, environmental standards and labour standards. Over the reporting period no notifications of non-compliance with these standards were received. Our risk management analyses and assesses risks and reports to the Management Board on a quarterly basis. The operational departments, the Commercial Affairs Department, the Human Resources Department, GIZ International Services, the Legal Department, the Corporate Strategy Department, the Integrity Advisor, the Data Security Officer and the Management Board are represented on our Risk Management Committee. The Management Board informs the Supervisory Board regularly about any significant risks that could jeopardise the company as a whole.

Human rights

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



Our activities are based on the human rights commitments entered into by the Federal Republic of Germany, and we recognise 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. Through this orientation we undertake to work worldwide to improve living conditions and help realise human rights. 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'** as well as the **Guidelines on Incorporating Human Rights Standards and Principles, Including Gender, in Programme Proposals for Bilateral German Technical and Financial Cooperation'**, and take these as guidelines in the measures we implement on behalf of other commissioning parties.

GIZ implements projects and programmes in over 50 countries which are affected by conflicts, fragility and violence. GIZ is bound by the relevant precepts of its main commissioning party BMZ as set out in its **strategy paper 'Development for Peace and Security'** and the binding implementation agreement. Furthermore, GIZ elaborated an internal guidance on work in conflict zones and with actors of the security sector for projects and programmes worldwide in 2014. The guidance illustrates relevant fields of action in the area of security, peace and reconstruction and their relevance for sustainable development. Furthermore, GIZ became a member of the Global Compact expert group 'Responsible Business & Investment in high Risk Areas' in 2013.

Since 2013 the assessment of relevant human rights risks and impacts is a mandatory part for all BMZ project proposals. Yet, even before 2013 our standards for appraising and planning new projects and programmes, for project progress reviews and

for independent evaluations had been embracing criteria for analysing and documenting the impacts our measures have had or seem likely to have on human rights.

Our Integrity Advisors can be contacted 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. GIZ's Sectoral Department and the Corporate Development Unit support the Integrity Advisors in this. During the reporting period two such notifications were sent to the Integrity Advisors, of which one was solved. In the second case GIZ could not reach an agreement with the complaining NGO after having sent a comprehensive reasoning statement. No legal actions, monetary or non-monetary penalties for infringements in the field of human rights were reported to Head Office.

Special attention to private security firms

At some locations, 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.

Staff training & awareness raising

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 2013, a total of 127 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. Furthermore, we offer special courses on how to implement human

our central contact point for any information about potentially negative impacts of our activities on human rights

GIZ projects focusing on human rights



On behalf of the German Government and other commissioning parties, GIZ implements **projects** aimed at securing direct improvements of the human rights situation in our partner countries.

The aim of human rights projects is to strengthen organisations and institutions, that seek to improve protection of human rights. We also support our state and civil society partners in enhancing their respect for and protection and fulfilment of human rights in their own specific areas of work.

We place special emphasis on projects that promote the rights of population groups that are particularly affected by human rights violations, including indigenous peoples, women, children and young people, and people with disabilities. A further priority is promoting compliance with and implementation of human rights in the context of transformation processes, political upheaval, and conflict. GIZ also promotes the anchoring of a human rights approach in specific sectors, including health, education and water.



working in fragile states and scenario planning in fragile contexts. GIZ provides its staff with aids, tools for conflict-sensitive programming, sources of information and training to help them implement the precepts of the above mentioned strategy 'Development for Peace and Security'. A total of 277 staff members took part in courses on conflict management and in security trainings offered by GIZ's Academy for International Cooperation in 2013.

rights aspects in development cooperation. In 2014, we introduced two additional online courses on human rights and gender. To mark International Human Rights Day we conducted a survey of Head Office staff: the results indicate that 40 per cent believe that human rights are a central issue that is highly relevant for development cooperation, while another 52 per cent see human rights as a cross-cutting issue.

GIZ maintains the 'Network International Cooperation in Conflicts and Disasters' which covers over 80 programmes and projects and more than 500 staff members working in the peace, security and reconstruction sector. The network offers trainings and summer schools for both international and local field staff on issues such as

Gender: a key quality factor of our work

The **GIZ Gender Strategy** adopted in 2012 provides a uniform and binding framework for the company as a whole. In line with our own and **BMZ's 2014 strategy paper 'Gender Equality in German Development Policy'** (currently available in German only) gender equality is a key quality feature of our work.

In the run-up to a project, it is mandatory to conduct a gender analysis which provides information as to how the planned measure can foster gender equality and by doing so enhance the results and impact of our work. The standards for project and programme implementation, progress reviews, internal and independent evaluations also contain criteria for assessing gender impacts.

GIZ's network of more than 100 gender officers worldwide enhances our capacity to translate the Gender Strategy into practice. We promote gender knowledge and competence through **online courses**, by sharing our **experiences** and through events. Good examples of integrating gender systematically into our work are promoted throughout the company. One channel is our annual Gender Week and the GIZ Gender Award, which is granted biannually to recognise particularly successful approaches. In 2014, 73 teams from 48 countries submitted entries for the GIZ Gender Award, demonstrating good practices and tangible impact on gender quality (**Gender Week Report 2014**).

The results of implementing the Gender Strategy are presented to GIZ Directors General and the Executive Management Committee in the form of an annual report. The **Gender Strategy Report** provides an insight in how GIZ's departments have operationalized the strategy. In 2015, we will conduct a corporate strategy evaluation of our Gender Strategy.

Labour Standards

Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4 the elimination of all forms of forced and compulsory labour;

Principle 5 the effective abolition of child labour; and

Principle 6 the elimination of discrimination in respect of employment and occupation.



The International Labour Organization's (ILO) 'Declaration on Fundamental Principles and Rights' at Work is a standard that we take as a yardstick in our work. In our dealings with one another within the company we focus on cooperation and mutual respect.

Staff councils, collective bargaining & dialogue

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 is a committee of the central staff council. To ensure a working relationship based on partnership and to comply with legal requirements, the staff council committees and GIZ agreed on various forms of dialogue – from monthly meetings with local staff councils in Germany to joint annual conferences. In the reporting period elections were held for the three local staff councils. Several new employer/staff council agreements were drawn up dealing, for instance, with new transparent and standardised guidelines for staff recruitment and transfer, human resources development and integration management within the company.

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.

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 magazine 'wir:', the intranet and various internal newsletters are important channels of communication. We conduct regular staff surveys, most recently in 2013. From 2016 onwards these surveys will be conducted biannually. Overall, most of the opinions stated in the

2013 staff survey were more positive than in 2012, or at least confirmed the assessments made in the previous year. However, they still see potential for improvement in areas such as cooperation across the company and aspects related to corporate culture. In response, the Management Board adopted an action plan covering issues such as integration, corporate culture and general working conditions.

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). In the GIZ collective bargaining agreement we grade our staff by their function and the type of work performed in salary bands. In 2014, a new system of remuneration for GIZ field staff took effect as agreed by GIZ and ver.di. This system was made necessary by a new interpretation of German law, as a result of which GIZ has been required to deduct income tax from the remuneration of field staff liable to pay tax in Germany. 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.

Anti-discrimination & equal opportunities

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.

We comply with the requirements of Germany's national gender equality law. We foster the compatibility of professional and family commitments for both men and women. This is reflected, for instance, in our certification as a family friendly employer by the Hertie Foundation. We currently offer more than 200 different part-time working models. Additionally, company child care is provided. We also advise our staff when they are called on to care for sick or elderly family members at

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working time models
offered by GIZ



home. Employees working outside Germany and their families also benefit from a large number of special services (Sustainability Report 2013, pp. 32f.; Company Report 2013, p. 49). GIZ's Human Resources Department keeps the Management Board and the Supervisory Board informed of developments in gender equality. Four Gender Equality Commissioners 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 keep employees informed about their gender equality work. Regular induction meetings in 2013 allowed them to address almost 240 new employees. 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 play an active part in equality issues. They are also actively involved with the team set up to promote measures that help staff balance their professional and family commitments.

quota of 5 per cent. To ensure an appropriate working environment, we provide furnishings and equipment in the workplace, in line with 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 consulted when reviewing 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 employees with disabilities. We make it clear that applications from people with disabilities are welcomed. In our company communications we are increasingly taking account of the needs of people with disabilities.

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 Commissioners, the young people's and trainees' representation, the disabled persons' representation and the representative of employees of same-sex orientation. Because the

6.6%

of GIZ's German workforce was disabled in 2013.

In 2013, people with disabilities accounted for 6.6 per cent of our workforce in Germany (2012: 6.4 per cent). This means that during the period under review the percentage of people with disabilities in our workforce exceeded the statutory

Staff figures overview

Overview	As at 31.12.2011	As at 31.12.2012	As at 31.12.2013
Total work-force	17,057	16,229	16,510
Employees in Germany	3,241	3,149	3,208
Field staff	1,887	1,961	2,058
National personnel	11,929	11,119	11,244
Share of women	As at 31.12.2011	As at 31.12.2012	As at 31.12.2013
	Total no. of persons/of women/in %	Total no. of persons/of women/in %	Total no. of persons/of women/in %
on Management Board	7 / 0 / 0%	5 / 2 / 40%	4 / 2 / 50%
on Supervisory Board	20 / 4 / 20%	20 / 6 / 30%	20 / 6 / 30%
among employees in Germany	3,241 / 2,131 / 66%	3,149 / 2,073 / 66%	3,208 / 2,136 / 67%
among field staff	1,887 / 661 / 35%	1,961 / 701 / 36%	2,058 / 733 / 36%
in managerial positions*	845 / 259 / 31%	863 / 284 / 33%	904 / 308 / 34%
in managerial positions as national personnel (salary bands 5 – 6)	1,259 / 482 / 38%	1,268 / 490 / 39%	1,389 / 521 / 38%
Share of women		2012 in %	2013 in %
in professional development and preparatory measures		59%	62%

* with staff responsibilities; excluding Management Board and national personnel

34%

of managerial positions held by women



GIZ project focusing on labour standards

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.

Staff security, health & social security

We also work on behalf of our commissioning parties in countries and regions where the conditions are exceptionally difficult. In these places, security risks are often high and GIZ has a special responsibility for staff. In emergencies safety and security take precedence over implementing commissions. 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 respective measures within the company. 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. (Sustainability Report 2013, pp. 24, 34). In summer 2014 we launched a corporate strategy evaluation of the way security and risk management is organised in our partner countries. Results are expected in 2015.

One vitally important pillar of our health management is the medical service. It advises 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. 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 (Sustainability Report 2013, pp. 34f.).

In 2013 we recorded a rate of absence due to sickness of 4.3 per cent among employees in Germany, as well as 12 occupational accidents (2012: 23), 24 commuting accidents (2012: 43) and three fatalities related to business trips or occupational accidents (2012: 1).

All members of staff with a German employment contract working inside and outside Germany and according to German law with a duration of employment of more than five years are covered by the company pension scheme which is part of the collective bargaining agreement. 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. The latest analysis in 2012 showed that we contributed to statutory pension schemes in 70 countries and to private pension schemes in seven countries. Forty-one of our partner countries also have mandatory severance payments, which are frequently seen as a form of retirement provision (Sustainability Report 2013, p. 32).

Better working conditions, less overtime and higher wages for workers in eight C&A supplier factories in India and Bangladesh – these were the objectives of a programme with which the C&A Foundation commissioned GIZ IS in 2011. The teams were given 18 months of coaching on issues like safety at work, dealing with absences, measures to improve productivity and quality management. Constructive dialogue was established between workers and managers. This changed the working atmosphere and strengthened the workers' position. The key, though, was the optimisation of production processes. This had a noticeable effect on working hours. For example, in one factory owned by the Indian company Color Lines, overtime equivalent to 11 per cent of total working time was reduced to almost zero. Wages have also increased, as the higher productivity of the factories is reflected in boosted sales. Management passes on part of the additional revenue to the workers in the form of bonuses. This programme complements other activities conducted by GIZ in Bangladesh on behalf of BMZ, the European Union and other private clients. On their behalf, GIZ has supported over 2,000 factories with a total workforce of 1.5 million since 2005.

GIZ's work on social standards

Environment

Principle 7 Businesses should support a precautionary approach to environmental challenges;

Principle 8 undertake initiatives to promote greater environmental responsibility; and

Principle 9 encourage the development and diffusion of environmentally friendly technologies.



2015

we aim to be a carbon-neutral company.

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 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. 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 and part of our [Sustainability Programme](#).

Management

Our environmental management activities are coordinated by the Environmental Affairs Manager. The roles of the Environmental Affairs Manager and the Director Corporate Sustainability were combined in May 2014. The Environmental Affairs Manager, supported by the Environmental Affairs Commissioner for EMAS, is 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.

Environmental balances of the German offices are drawn up every year. This enables us to monitor whether we are reaching our environmental targets. In the past, we conducted environmental audits in our country offices. Since 2013, we have been broadening the scope of the audit to include the whole range of sustainability issues using our new learning and management tool CSH ([chapter GIZ engagement for sustainability](#)).

Since 2013, we have been using the Eco-Management and Audit Scheme (EMAS) in Bonn, Eschborn and Berlin as a further aid to continuous improvement of our environmental performance. This system enables us to streamline and systematise our environmental measures and identify new measures when necessary. A major advantage of the system is the external verification process that it entails, which ensures a high level of transparency ([Sustainability Report 2013](#), p. 38; [EMAS Environmental Statement](#) (available in German only)).

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) jointly 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 effects 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 environmental and climate 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 monitor implementation at regular intervals and report to BMZ.

Awareness raising

All staff can utilise their know-how in environmental teams and help improve our environmental management system by putting forward their suggestions. We hold regular induction meetings for new members of staff at which we explain our commitment to sustainability. We maintain regular dialogue with our staff, for example through talks, information stands, environmental campaigns, tours of the building, activities during the Action Days for Sustainability and information provided by local environmental teams. Important information is posted on the intranet and the internal CSH portal, together with examples of successful sustainability and environmental management initiatives. We regularly publish sustainability tips on the intranet.

Measures & results

In 2014, the GIZ International Training Centre in Feldafing was newly certified as an 'Eco-profit Company'. Also, as of 2014, all German locations have now switched to 100 per cent green electricity. In the same year we opened a new office building in Eschborn. It not only hosts our expanded day-care facility for up to 70 children.

100%

green electricity in our German offices



GIZ projects focusing on climate change

It also provides office space for around 100 colleagues, as well as 16 rooms for meetings and seminars. The new building, which has been designed for barrier-free access throughout, has its own 120-seat cafeteria, an area for cyclists with showers and changing facilities. Its overall energy concept has been awarded the German Seal of Approval for Sustainable Building. In total, 77 per cent of the building's energy requirements are generated from renewable sources. Most of the energy supplied is geothermic. The roof areas are planted with vegetation, and rainwater is collected and recycled for use in flushing toilets and watering green areas. (more examples in our [Sustainability Report 2013](#), pp. 38 ff.)

The heralds of climate change threaten people's very existence in every part of the world, but most dramatically in developing countries. Effective adaptation strategies are needed to counter this. As part of the German Government's international climate policy, GIZ is supporting many countries in very different ways. GIZ is currently implementing more than 300 [climate change](#) mitigation and adaptation measures around the world on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), and other clients. Our ProKlima programme has already helped cut CO₂ emissions by over 100 million tonnes.

Key environmental figures

	2011	2012	2013	Goal 2015 ¹	11% reduction in CO ₂ emissions from 2011 to 2013
CO ₂ emissions	27,201.40 t CO ₂	25,398.17 t CO ₂	24,144.02 t CO ₂	Climate neutrality	
_from mobility	23,508.40 t CO ₂	22,188.60 t CO ₂	21,152.04 t CO ₂	/.	
Specific CO ₂ emissions/staff member	8.91 t CO ₂	8.91 t CO ₂	7.65 t CO ₂	/.	
Energy consumption ²	19,522,937 kWh	18,816,803 kWh ³	19,083,231 kWh	/.	
_Electricity consumption	8,009,516 kWh	7,371,828 kWh	7,028,748 kWh	/.	
_Heating energy consumption	11,242,919 kWh	11,145,779 kWh	11,783,032 kWh	/.	
Specific electricity consumption German offices ³ /staff member	2,566 kWh	2,439 kWh	2,315 kWh	-10% / 2,327 kWh	
Specific heating energy consumption German offices ³ /staff member	3,356 kWh	3,288 kWh	3,562 kWh	-10% / 3,502 kWh	
Percentage of green electricity	57% ⁵	70% ⁶	74%	/.	
Paper	24,479,680 sheets ⁷	22,595,021 sheets ⁸	20,902,252 sheets	/.	
Specific paper consumption German offices ³ /staff member	8,164 sheets	6,820 sheets	6,334 sheets	-5% / 7,820 sheets	
Percentage of ecological paper	100%	94% ⁹	97%		
Solid waste	564.20 t	578.78 t ¹⁰	515.15 t ¹¹		
Potable water consumption	29,691 m ³	29,838 m ³ ¹²	29,384 m ³		
Specific potable water consumption German offices ³ /staff member	6,863 l	6,849 l	7,200 l	-5% / 8,941 l	

¹ Compared to the baseline year 2010.

² Total energy consumption includes fuel for company vehicles and diesel generators, the corresponding values are not separately listed here.

³ Figures for energy consumption 2012 partly revised compared to Sustainability Report 2013 as updated data became available, e.g. corrections of consumption billings.

⁴ Without International Training Centres.

⁵ Data not collected for Mannheim, Berlin Stresemannstrasse and Berlin Lützowufer

⁶ Data not collected for Mannheim

⁷ Data not collected for Bad Honnef

⁸ New calculation method as of 2012. Limited comparison possibilities with data from previous periods.

⁹ In 2011 data was collected for recycled and FSC® paper, but in 2012 only for recycled paper. Most of the remaining 6 per cent of paper consumption involved paper with the FSC® logo or EU ecolabel.

¹⁰ As a result of removals and rebuilding, more waste arose at several sites in 2012 and data was collected on more waste components.

¹¹ Data not collected for Berlin Potsdamer Platz, Berlin Köthener Straße, AgenZ.

¹² Figures for water consumption 2012 revised compared to Sustainability Report 2013 as updated data became available, e.g. corrections of consumption billings.

Anti-corruption

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



Our reputation as an ethical company is a major factor in our success. Integrity and anti-corruption are two of the core elements of our compliance management.

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.

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.

Management systems

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. 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.

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 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 ([Sustainability Report 2013](#), p. 17).

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.

Measures & awareness raising

Independent [Integrity Advisors](#) train and advise our staff and act as central contacts for all relevant matters. Other guidelines and case studies provide practical tips. A compulsory introductory event on this topic sensitises new staff members. In 2013, as in 2012, some 1,400 staff members were trained and sensitised in anti-corruption. Furthermore, in summer 2014 a GIZ-wide e-learning system on integrity was initiated.

In 2012 we began to investigate areas particularly susceptible to corruption. Eight processes were 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 ([Sustainability Report 2013](#), p. 25). The Integrity Committee analysed the results and generally confirmed the effectiveness of structures and mechanisms for anti-corruption in many processes. However, it was decided to further elaborate integrity management and to establish a more comprehensive compliance management in 2015.

1,400

staff members trained and sensitised in anti-corruption



GIZ projects focusing on anti-corruption

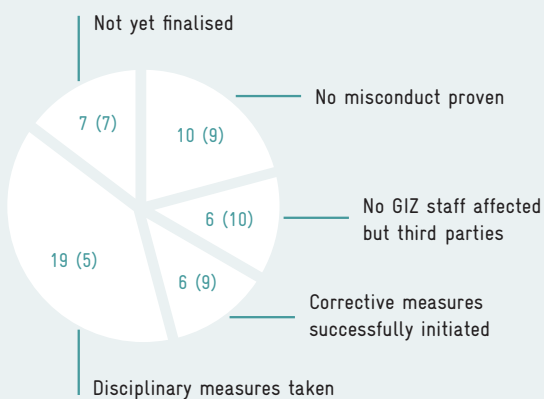
Results

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 or monopolies were reported to Head Office.

The number of requests for advice received by the Integrity Advisors remained fairly stable between 2012 (202) and 2013 (198), which we see as evidence that our corruption prevention is successful. In 2013 they received 48 tip-offs of possible cases of corruption (2012: 40), all of which were investigated.

Individual reports on risks of corruption outside Germany over the reporting period were handled by the risk management system. Additional anti-corruption measures were introduced by the organisational units responsible.

Dealing with reports of corruption in 2013 (2012), n = 48 (40)



Corruption is one of the greatest obstacles to development. It poses a danger to democracy, creates legal uncertainty and discourages foreign investors. It leads to public resources being squandered or misappropriated. At the same time, corruption undermines the achievement of key reform goals and the efficiency and effectiveness of development cooperation. In collaboration with international partners, we support partner countries in developing comprehensive solutions to prevent corruption. We pursue a holistic approach in this field and cooperate with various government institutions, including anti-corruption commissions, interior ministries, supreme audit institutions and the judiciary, but also with civil society and private actors. The aim is to strengthen government institutions that guarantee access to public services for all in accordance with the principles of transparency, integrity, participation and accountability.

GIZ's work on  anti-corruption.



Annex: 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			
1a	Place responsibility for execution of sustainability strategy in relevant corporate functions	2	
1b	Align strategies, goals and incentive structures with sustainability strategy	2, 5	
1c	Assign responsibility for sustainability	2	
1d	Design sustainability strategy to leverage synergies and deal with trade-offs	1	Corporate Principles
1e	Ensure coordination between different corporate functions	2-3, 7, 12-13	Capacity WORKS management model Monitoring and Evaluation
Criterion 2 Value chain implementation			
2a	Analyse the value chain for risks, opportunities and impacts	3-4	Procurement Report 2013
2b	Communicate policies to suppliers and relevant business partners	4	
2c	Implement monitoring and assurance mechanisms	4	Sustainability Report 2013, p. 60
2d	Awareness-raising and training for suppliers and business partners	2-4, 7	Sustainability Report 2013, pp. 13, 53 Procurement Report 2013
2f	Policies, procedures, and activities that the company plans to undertake	4	
Human rights policies and procedures			
Criterion 3 Robust commitments, strategies or policies			
3a	Commitment to comply with applicable laws and respect international human rights standards	1-2, 5-7	Orientation on Human Rights
3b	Statement by management on human rights	2, 5	
3c	Policy stipulating human rights expectations of internal and external parties linked to operations, products or services	2, 5	Code of Conduct
3d	Publicly available and internally and externally communicated policy on human rights	5	
Criterion 4 Management systems to integrate human rights principles			
4a	Process to ensure that human rights are respected	4-9, 12-13	
4b	Ongoing due diligence processes for impacts on human rights	1, 4-6	
4c	Internal awareness-raising and training on human rights	5-6	
4d	Grievance mechanisms for human rights impacts	5	
4e	Allocation of responsibilities and accountability for addressing human rights impacts	5, 12-13	
4f	Internal decision-making, budgets and oversight for effective response to human rights impacts	5,12	
4g	Processes for remediation of adverse human rights impacts that the company has caused or contributed to	5,12	
4h	Processes and programmes to support human rights in the core business, through social investment, public policy engagement or partnerships	1-2, 5-7	Services for human rights
Criterion 5 Mechanisms for monitoring and evaluating human rights integration			
5a	System to monitor the implementation of human rights policies	4, 6, 9	
5b	Monitoring drawn from internal and external feedback	5	
5c	Review of effectiveness and results by management	3-5, 12	
5d	Processes to deal with incidents the company has caused or contributed to	5	
5e	Accessible and transparent grievance mechanisms	5	
5f	Outcomes of integration of human rights principles	5	Monitoring and Evaluation Report
5h	Policies, procedures, and activities that the company plans to undertake	6	
Labour management policies and procedures			
Criterion 6 Commitments, strategies and policies			
6a	Reference to relevant international conventions and instruments in company strategies	2, 5, 7	
6b	Relevance of labour principles for the company	4-5, 7-8	Sustainability Report 2013, p. 8
6c	Written company policy on labour standards	1, 4, 7	
6d	Inclusion of minimum labour standards in contracts with suppliers and business partners	3-4	
6e	Specific commitments and goals	1, 6-9	see Sustainability Programme 2013-2015 in Sustainability Report 2013, pp. 10f.
Criterion 7 Management systems to integrate labour principles			
7a	Risk and impact assessments of labour standards	4	
7b	Dialogue mechanisms with trade unions on the subject of labour standards	7	
7c	Allocation of responsibilities and accountability within the organisation	6-8	
7d	Internal awareness-raising and training on labour standards	5-6, 8	
7e	Active engagement with suppliers to address labour standards	4	
7f	Grievance mechanisms, communication channels and other procedures for reporting concerns or seeking advice	7-9	
7g	Other established or emerging best practices	2, 7, 9	
7h	Policies, procedures, and activities that the company plans to undertake	1	see Sustainability Programme 2013-2015 in Sustainability Report 2013, pp. 10f.

Best Practice	Brief description	Page	Further information
Criterion 8 Mechanisms for monitoring and evaluating labour principles integration			
8a	System to track and measure performance based on standardised performance metrics	8-9	
8b	Dialogues with the employee representation bodies	7	
8c	Steps to monitor and improve working conditions in the supply chain	1, 4	
8e	Outcomes of the integration of labour principles	1, 4, 7-8	Sustainability Report 2013 , pp. 29f., 33
8g	Policies, procedures, and activities that the company plans to undertake	1	see Sustainability Programme 2013-2015 in Sustainability Report 2013 , pp. 10f.
Environmental management policies and procedures			
Criterion 9 Commitments, strategies and policies			
9a	Reference to relevant international conventions and instruments	2, 10-11	Environmental Mission Statement , p. 8 (German only) Sustainability Report 2013 , p. 38 Sustainability Report 2013 , p. 8
9b	Reflection on the relevance of environmental stewardship for the company	1, 10	
9c	Written company policy on environmental stewardship	10	
9d	Inclusion of minimum environmental standards in contracts with suppliers and business partners	3-4	
9e	Specific commitments and goals for specified years	1-2, 10-11	see Sustainability Programme 2013-2015 in Sustainability Report 2013 , p. 11
9g	Policies, procedures, and activities that the company plans to undertake	1	see Sustainability Programme 2013-2015 in Sustainability Report 2013 , p. 11
Criterion 10 Management systems to integrate environmental principles			
10a	Environmental risk and impact assessments	10	see key figures in Sustainability Report 2013 , pp. 41, 43
10b	Assessment of lifecycle impact of products	10	
10c	Allocation of responsibilities and accountability within the organisation	1-2, 10	
10d	Internal awareness-raising and training on environmental stewardship	1, 10	
10e	Grievance mechanisms, communication channels and other procedures for reporting concerns or seeking advice regarding environmental impacts	10	Contact umweltbeauftragter@giz.de
10g	Policies, procedures, and activities that the company plans to undertake	1, 11	see Sustainability Programme 2013-2015 in Sustainability Report 2013 , p. 11
Criterion 11 Mechanisms for monitoring and evaluation of environmental stewardship			
11a	System to track and measure performance based on standardised performance metrics	2, 10	see key figures in Sustainability Report 2013 , pp. 41, 43
11b	Leadership review of monitoring and improvement results	2	
11c	Process to deal with incidents	10	
11d	Steps to monitor and improve environmental performance in the supply chain	3-4	
11e	Outcomes of integration of the environmental principles	10-11	Sustainability Report 2013 , pp. 41, 43
11f	Other established or emerging best practices	2	
11g	Policies, procedures, and activities that the company plans to undertake	1, 11	see Sustainability Programme 2013-2015 in Sustainability Report 2013 , p. 11
Anti-corruption management policies and procedures			
Criterion 12 Commitments, strategies and policies			
12a	Public statement of zero tolerance of corruption	1-2, 12	
12b	Commitment to be in compliance with all relevant anti-corruption laws, including monitoring changes in the law	1-2, 12-13	
12c	Statement of support for international and regional legal frameworks	2, 12	
12d	Detailed policies for high-risk areas of corruption	12	
12e	Policy on anti-corruption regarding business partners	4	Procurement Report 2013 , pp. 8f. Corporate Governance Report (German only)
Criterion 13 Management systems to integrate anti-corruption			
13a	Support by the organisation's leadership for anti-corruption	1, 12	
13b	Carrying out risk assessment of potential areas of corruption	12	Corporate Governance Report (German only)
13c	Human Resources anti-corruption procedures including communication to and training for employees	12-13	
13d	Internal checks and balances to ensure consistency with the anti-corruption commitment	12	
13e	Actions taken to encourage business partners to implement anti-corruption commitments	2, 4	Our services in the field of good governance
13f	Management responsibility for implementation of anti-corruption commitments and policies	12	
13g	Communication channels and follow-up mechanisms for reporting concerns or seeking advice	12	Contact integrity-mailbox@giz.de GIZ's Integrity Advisors and Ombudswoman Corporate Governance Report (German only)
13h	Internal accounting and auditing procedures related to anti-corruption	1, 12-13	
13i	Other established or emerging best practices	2	
Criterion 14 Mechanisms for monitoring and evaluating the integration of anti-corruption principles			
14a	Leadership review of monitoring and improvement results	4, 12-13	
14b	Process to deal with incidents	12-13	
14c	Legal cases regarding corruption	13	
14d	Independent external assurance of anti-corruption programmes		Sustainability Report 2013 , p. 17
14e	Outcomes of the integration of anti-corruption principles	13	

Best Practice	Brief description	Page	Further information
Support of broader UN goals and issues			
Criterion 15 Contributions to UN goals and issues			
15a	Align the company strategy with one or more relevant UN goals	1-2	
15b	Develop products, services and business models that contribute to UN goals	2, 6, 9, 11, 13	Our services for sustainable development
15c	Modify procedures to maximise the contribution to UN goals	3	
Criterion 16 Social investments and philanthropy			
16a	Pursue social investments and philanthropic contributions		Sustainability Report 2013 , p. 53 Art at GIZ Strategic alliances and partnerships
16b	Coordinate sustainability efforts with other organisations in order to amplify them	3	
16c	Take responsibility for the intentional and unintentional effects of the company's activities on local customs, traditions, religions and individuals	5-6	
Criterion 17 Advocacy and public policy engagement			
17a	Publicly advocate the importance of action in relation to UN goals and tasks	1-2	
17b	Commit company leaders to participate in key summits, conferences, and other public policy interactions in relation to UN goals	1, 3	
17d	Policies, procedures, and activities that the company plans to undertake		see Sustainability Programme 2013-2015 in Sustainability Report 2013 , p. 11
Criterion 18 Partnerships and collective action			
18a	Partnership projects and joint initiatives in support of UN goals	1, 3	Strategic alliances and partnerships Sustainability Report 2013 , p. 53 GIZ's clients Strategic alliances and partnerships
18b	Cooperation with similar companies, UN organisations and other stakeholders to solve common challenges	3	
18d	Policies, procedures, and activities that the company plans to undertake		see Sustainability Programme 2013-2015 in Sustainability Report 2013 , p. 11
Sustainability governance and leadership			
Criterion 19 CEO commitment and leadership			
19a	Public statement by the CEO on sustainability and the UN Global Compact	1	
19b	CEO promotes initiatives to enhance sustainability	3	Sustainability Report 2013 , p. 38
19c	CEO leads management team to develop corporate sustainability strategy and monitor sustainability performance	2	
19f	Policies, procedures, and activities that the company plans to undertake	1	
Criterion 20 Board adoption and oversight			
20a	Board of Directors assumes responsibility and oversight for long-term corporate sustainability strategy and performance	4, 7-8, 12	GIZ's Supervisory Board Corporate Governance Report (German only) GIZ's Annual Statement of Accounts
Criterion 21 Stakeholder engagement			
21a	Public assumption of responsibility for the company's impacts on stakeholders	3, 5	Monitoring and Evaluation Report Monitoring and evaluation
21b	Involve stakeholders in defining sustainability strategies and targets	7	Sustainability Report 2013 , pp. 8f., 47ff.
21c	Involve stakeholders in implementing and reviewing corporate sustainability	2-3, 10, 12	Sustainability Report 2013 , pp. 47, 52f.
21d	Establish channels of communication with employees and other stakeholders and protect 'whistleblowers'	7, 10, 13	Sustainability Report 2013 , pp. 47, 49, 52f.
21f	Policies, procedures, and activities that the company plans to undertake		see Sustainability Programme 2013-2015 in Sustainability Report 2013 , p. 11
Business and peace			
Criterion I Company policies and practices in high-risk and conflict areas			
Ia	Information on how policies, strategies and operating practices have been adapted to the specific high-risk/conflict context	3-6, 9	
Ib	Adherence to best practices even where national law sets a lower standard	2-3, 5	Procurement Report 2013 , pp. 7ff.
Ic	Management of the supply chain to avoid contributing to conflict through purchasing decisions and practices	1, 4	
Criterion II Company/government relations in high-risk and conflict areas			
Ila	Assessment of opportunities for constructive engagement with government actors in order to support peace	5	Our services for good governance and security and peace
Ilb	Measures undertaken to avoid complicity in human rights violations by government actors	5	
Ilc	Management measures to prevent corruption in relations with government representatives	2-4, 7, 12	
Ile	Policies, procedures, and activities that the company plans to undertake	5, 12	
Criterion III Local stakeholder engagement and strategic social investments in high-risk or conflict-affected areas			
IIIa	Stakeholder engagement mechanisms	3	
IIIb	Approaches to stakeholder engagement		Our services for good governance and security and peace Sustainability Report 2013 , p. 17
IIIc	Actions toward constructive and peaceful company-community engagement		see findings of the evaluation of crisis prevention and peacebuilding programmes in Monitoring and Evaluation Report , pp. 11ff.

Annual Statement of Accounts 2013 <http://www.giz.de/en/downloads/giz2014-en-annual-report-2013.pdf>

Anti-corruption and integrity <http://www.giz.de/expertise/html/1942.html>

Art at GIZ <http://www.giz.de/en/aboutgiz/12125.html>

BMZ 'Guidelines on Incorporating Human Rights Standards and Principles'
http://www.bmz.de/en/zentrales_downloadarchiv/themen_und_schwerpunkte/menschenrechte/Leitfaden_PV_2013_en.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 'Gender Equality in German Development Policy'
http://www.bmz.de/de/mediathek/publikationen/reihen/strategiepapiere/Strategiepapier341_02_2014.pdf (German only)

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

Capacity WORKS <http://www.giz.de/expertise/html/4619.html>

Clients and commissioning parties http://www.giz.de/en/html/doing_business_with_GIZ.html

Code of Conduct <http://www.giz.de/en/downloads/giz2014-en-code-of-conduct.pdf>

Company Report 2013 <http://www.giz.de/de/downloads/giz2014-en-company-report-2013.pdf>

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

Corporate Governance Report 2013 <https://www.giz.de/en/downloads/giz2014-de-corporate-governance-bericht-2013.pdf> (German only)

Corporate Principles <http://www.giz.de/en/aboutgiz/identity.html>

Corporate Sustainability Handprint <https://gc21.giz.de/ibt/var/app/wp342P/1841/>

Environmental Mission Statement <http://www.giz.de/de/downloads/giz-2013-umwelterklaerung-de.pdf> (p. 8, German only)

EMAS Environmental Statement 2013 <http://www.giz.de/de/downloads/giz-2013-umwelterklaerung-de.pdf> (German only)

Fields of operation <http://www.giz.de/expertise/html/1845.html>

Gender Knowledge Platform <http://www.gender-in-german-development.net/>

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

Gender Strategy Report 2012/2013 http://www.giz.de/fachexpertise/downloads/giz-EN-Gender_Strategy_Report_on_Implementation2012.pdf

Gender Week Report 2014 <http://www.giz.de/fachexpertise/downloads/giz2014-en-genderweek.pdf>

General Terms and Conditions of Contract
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