

INTEGRATED  
COMPANY REPORT  
2017

CORPORATE

SUSTAINABILITY



20,702

PARTICIPANT DAYS IN  
AIZ'S TRAINING PROGRAMME



830

NEW STAFF MEMBERS

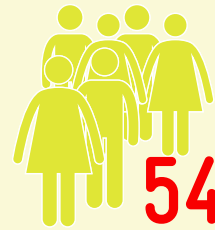


89,127

TOTAL GHG EMISSIONS  
FROM MOBILITY ABROAD  
(IN T)

22,218

TOTAL GHG EMISSIONS  
FROM MOBILITY IN GERMANY  
(IN T)



542

STAFF MEMBERS  
LEAVING THE COMPANY

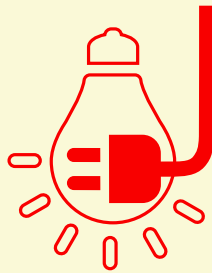


103,855

TOTAL GHG EMISSIONS  
OUTSIDE GERMANY  
(GHG EMISSIONS TO BE OFFSET)  
(IN T)

25,088

TOTAL GHG EMISSIONS  
IN GEMANY  
(GHG EMISSIONS TO BE OFFSET)  
(IN T)



5,112

TOTAL ENERGY CONSUMPTION  
PER STAFF MEMBER IN GERMANY  
(IN KWH)

4,558

TOTAL ENERGY CONSUMPTION  
PER STAFF MEMBER ABROAD  
(IN KWH)

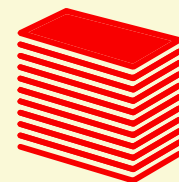


85

ANNUAL VOLUME OF  
RESIDUAL WASTE IN GERMANY  
(KG PER STAFF MEMBER)

3,636

SHEETS PER STAFF MEMBER  
IN GERMANY



4,979

SHEETS PER STAFF MEMBER  
ABROAD

# ABOUT THIS REPORT

Sustainability as contribution towards a sustainable future. We believe that only a combination of social responsibility, ecological balance and economic capability will lead to current and future generations living in security and dignity – also and especially in times of more short term decisions and operative requirements. Along these three international established dimensions of sustainability, the GIZ pursues a fourth one: political participation. Therefore, cooperation and participation are of central importance in our work.

The GIZ intends to redeem the claim on sustainability on two levels: The corporate level and in the implementation of the assigned projects.

The report about corporate responsibility shows how responsibility and sustainability are strategic embedded and put into practice. It complements the integrated company report 2017 through adding the [↗ material topics](#) of corporate responsibility. We established them in an intensive dialogue with our stakeholders in 2016 and communicated them in 2017.

The reporting period is 1<sup>st</sup> of January 2017 to 31<sup>st</sup> December 2017. In general, the information about corporate responsibility include Germany and country offices abroad. It is marked if information just relate to a specific location. The report has been prepared in accordance with the GRI Standards “Core”-option. Simultaneously we meet the requirements of the UN Global Compact (Advanced Level). The GRI- and UN- Global-Compact Index are located in the chapter [↗ Services](#) (p. 78).

The fourth integrated company report is published online at [↗ reporting.giz.de](#).

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# COMPETENCE AND RESPONSIBILITY





# IT'S UP TO ALL OF US: MANAGING OUR CORPORATE SUSTAINABILITY

A COMPANY DOES NOT BECOME SUSTAINABLE THROUGH WORDS ALONE, BUT THROUGH ACTION: WHETHER IN THE FORM OF RESOURCE-FRIENDLY BUSINESS PRACTICES, SUSTAINABLE PROCUREMENT, STAKEHOLDER PARTICIPATION OR GENDER EQUITY. WITH THIS IN MIND, AT GIZ WE HAVE CREATED A SUSTAINABILITY PROGRAMME WITH THE NECESSARY STRUCTURES, CLEAR INDICATORS AND OBJECTIVES FOR IMPLEMENTATION. THE MANAGEMENT BOARD, MANAGERS AND INDIVIDUAL MEMBERS OF STAFF ASSUME JOINT RESPONSIBILITY FOR ACHIEVING CORPORATE SUSTAINABILITY. BECAUSE WHEN IT COMES TO SUSTAINABILITY, IT'S UP TO ALL OF US.

'ENVIRONMENT AND CLIMATE ISSUES ARE KEY TO SUSTAINABILITY.\*'

'WHAT IS GIZ'S ROLE WHEN IT COMES TO TAKING RESPONSIBILITY FOR COMPLYING WITH HUMAN RIGHTS?\*'

'GIZ SHOULD REPORT ON GOOD EXAMPLES, BUT ALSO ACKNOWLEDGE CHALLENGES AND MISTAKES.\*'

\* Feedback from participants in the 2016 Stakeholder Dialogue



# MAINTAINING DIALOGUE AND SETTING PRIORITIES TOGETHER

As a sustainable enterprise, we take participation in and exchange with our interest groups very seriously. One of the tools we use for this is stakeholder dialogue, an instrument that is also strategically important for corporate sustainability management.

## OUR STAKEHOLDERS' OPINIONS ARE IMPORTANT TO US

In 2016, we launched an intensive dialogue with our stakeholders to find out what representatives from the fields of politics, business, the academic and scientific community and civil society expect from GIZ's sustainability management. The results of the Stakeholder Dialogue in 2016 were fed directly into the Materiality Matrix 2017, which in turn plays an important role in refining our sustainability programme. Like the strategies for gender, human resources, business development and digital change, it is an important part of our overarching Corporate Strategy.

In an online dialogue, GIZ invited its stakeholders to provide feedback on sustainability at GIZ. Building on that, a Stakeholders' Day was held in December 2016, the results of which were analysed, processed and subsequently communicated externally. We highlighted this in the [Integrated Company Report 2016](#).

## MATERIALITY MATRIX REFLECTS SUSTAINABILITY PRIORITIES OF GIZ AND ITS STAKEHOLDERS

Following the Stakeholder Dialogue, GIZ's Sustainability Board, which advises on the long-term strategic orientation of corporate sustainability, adopted a [materiality matrix](#) in 2017 with 23 priority fields of action. The matrix shows the sustainability topics that are relevant from the company's perspective and those prioritised by stakeholders. It was published in 2017.

For us, a key outcome of the first Stakeholder Dialogue was that it is ultimately the exchange of views and discussion of topics that help us move forward together. The next Stakeholder Dialogue will be held in 2018.

## GIZ MATERIALITY MATRIX 2017

The vertical axis of the matrix shows the sustainability topics prioritised by GIZ's stakeholders – in order of increasing importance from bottom to top. The horizontal axis shows the areas prioritised by GIZ – in order of increasing importance from left to right.

Thus, the topics in the top-right-hand corner are those with the greatest over-

lap between the priorities of GIZ and those of its stakeholders. There are a total of six areas that both GIZ and its stakeholders believe should be treated as priorities: environment and climate protection, human rights, results orientation and lasting effects, partner orientation and empowerment of local partners, communication and transparency, and cooperation.





# EMBEDDED AT THE HIGHEST LEVEL OF MANAGEMENT AND CENTRALLY COORDINATED

**What does sustainability mean for GIZ? What do we hope to achieve, and how do we want to put it into practice?**

The Sustainability Board, the Director Corporate Sustainability and the Sustainability Office work closely together to systematically promote sustainability. In the highest echelons of management, the Sustainability Board, overseen by the Chair of GIZ's Management Board, lays down the long-term strategic orientation of our corporate sustainability and analyses and evaluates how it is being implemented.

The other members of the Sustainability Board are the Director of the Corporate Development Unit, in her role as Director Corporate Sustainability, and seven other heads of departments and corporate units.

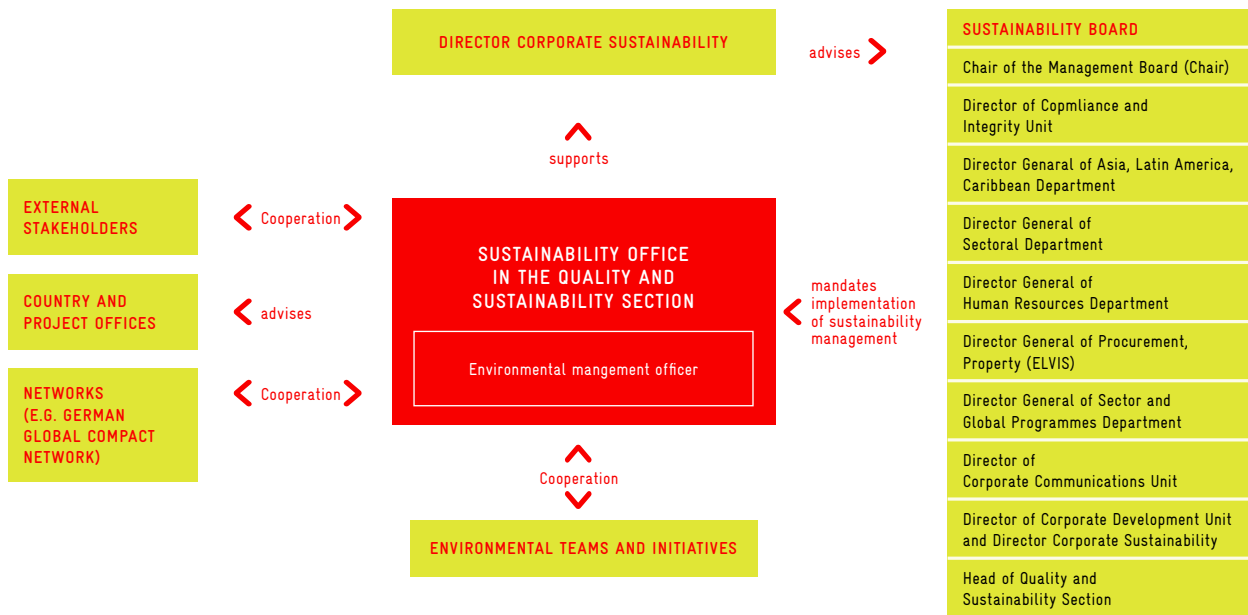
## CENTRALLY COORDINATED AND REVIEWED

The Director Corporate Sustainability is the central point of contact for matters relating to sustainability, both inside and outside the company, and ensures that future development of sustainability management is linked to GIZ's corporate development.

The Director Corporate Sustainability is supported by the Sustainability Office, which coordinates and monitors sustainability management across the company, cooperating closely with other organisational units at GIZ. The Sustainability Office promotes sustainability management at locations outside Germany with a specially developed instrument, the Corporate Sustainability Handprint®, which has now been introduced worldwide.



## OUR GOVERNANCE STRUCTURE: SUSTAINABILITY STRATEGICALLY EMBEDDED



INTERVIEW WITH ELKE SIEHL,  
GIZ DIRECTOR CORPORATE SUSTAINABILITY

## “WE ARE AIMING TO PLAY A PIONEERING ROLE AS A SUSTAINABLE COMPANY”

**How important is corporate sustainability for GIZ?**

**ELKE SIEHL** In a nutshell, corporate sustainability management has gone from being something that it would be nice to do to an absolute must. It is a key factor in our credibility and in ensuring our long-term viability.

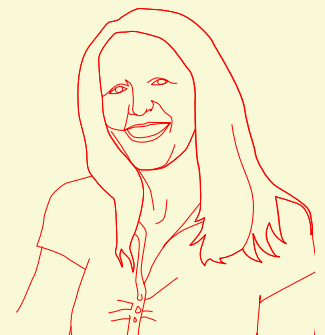
**What part does the dialogue with stakeholders play in this?**

This exchange of ideas is crucial. Our first Stakeholder Dialogue on Sustainability was held in 2016. We asked representatives from the worlds of politics, business and the scientific and academic community what issues were important to them with regard to sustainability at GIZ (note: see [➔ Materiality Matrix](#)). One of the outcomes of this was that they wanted to see GIZ in Germany

assuming a pioneering role as a sustainable company. We are organising the next Stakeholder Dialogue in 2018 as a follow-up.

**How is GIZ living up to this expectation?**

Our actions are guided by the principles of sustainability. As one of the pioneers in corporate sustainability, we have embedded sustainability targets in our Corporate Strategy. We are aiming to reduce our worldwide resource consumption and **CO<sub>2</sub>** emissions, for example, and by 2020 we want to be climate-neutral. Our decentralised management instrument, the [➔ Corporate Sustainability Handprint®](#) along with our Sustainability Programme and Environmental Programme, are helping us translate this into reality.



# LEAVING A POSITIVE HANDPRINT



Managing our corporate sustainability in offices outside Germany: the giz office in Burundi collects e-waste for recycling; in Nicaragua, the country office produces a newsletter on health and nutrition; and at the giz office in Indonesia, a mascot teaches the principles of acting with integrity in potential conflict situations. These are just a few examples that illustrate how we put the many different facets of sustainability into practice all around the world.

Local actions such as these were developed using the [Corporate Sustainability Handprint®](#) (CSH). This is a management tool created by GIZ that our offices outside Germany have been using since 2016 to systematically measure how they contribute to corporate sustainability.

While the ecological footprint measures things such as water consumption and **CO<sub>2</sub>** emissions, the handprint documents active contributions towards sustainability: from solar panels and car-sharing schemes to raising health awareness and ensuring that job advertisements reach out to women, minorities and people with disabilities.

“For us, the **CSH** is a strategic instrument that enables us to pool large numbers of smaller measures and keep an overview of them to make sustainability an integral part of our day-to-day processes.”

## RECORDING DATA SYSTEMATICALLY

Every two years, the offices use the CSH to collect their sustainability data, such as CO<sub>2</sub> emissions resulting from business trips, water consumption and the percentage of management posts held by women.

A CSH team in each country analyses the findings, taking account of particular local factors such as how easy or difficult it is to travel to certain project locations.

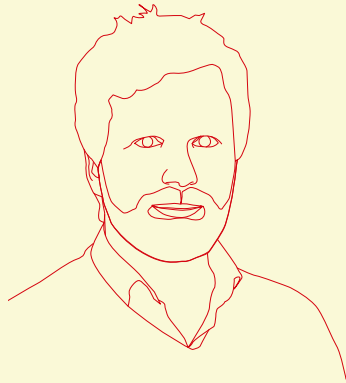
## SETTING THEIR OWN LOCALLY ADAPTED TARGETS

The country and project offices then set their own targets, tailored to local circumstances. The voluntary commitments lay down what is expected to be achieved over the next two years, from relatively small-scale steps taken immediately to the development of new strategies and guidelines. Whether or not the targets are achieved is then reviewed in the next CSH.

One important element of the CSH is using it to share best practices from other countries. The country offices document their handprint on an internal digital platform. In a process known as peer consultation, two countries with a similar context and portfolio enter into a dialogue to discuss their best practices and experiences. This inspires others to try out the ideas for themselves and encourages mutual learning at GIZ.



INTERVIEW WITH PIERRE BONIFASSI,  
CSH OFFICER AT THE  
GIZ COUNTRY OFFICE IN ARMENIA



## ARMENIA IS CURRENTLY SWITCHING TO SUSTAINABLE PROCUREMENT. WHAT IS NEW ABOUT IT?

**PIERRE BONIFASSI** There used to be no guidelines for sustainable procurement at the Armenia country office. Our products and external services were mainly purchased on the basis of two criteria – price and quality. We are now expanding that and also taking account of environmentally and socially sound procurement criteria.

### How did you go about doing this?

We used [↓ GIZ's Sustainable Procurement Report 2016](#) as a basis to devise a questionnaire that is adapted to local needs and also involves our staff. We asked a range of questions, including: How sustainable are the products that we acquire? Are there sustainable alternatives to them or other ideas? Have we already seen positive examples of sustainable procurement?

### What has already been achieved?

The findings from the questionnaire were incorporated into our CSH Action Plan for 2017–2019 and are now helping us in procurement in the eight most important fields: office equipment, office materials, paper, cleaning agents, IT hardware, energy supply, company vehicles and event management.

## CONTINUOUS IMPROVEMENT

The CSH was evaluated in 2017, revealing – as well as a lot of positive feedback – that the country and project offices thought it in some ways too complex and too time-consuming in practice. In 2018, therefore, the CSH is being revised once again and streamlined, partly to simplify the recording of CO<sub>2</sub> emissions and working processes.

Even after the first CSH round, which finished at the end of 2016, staff in the participating countries were already much more aware of sustainability. Collecting and assessing data in teams is one of the main ways of triggering debate and generating creative ideas on how sustainability can become part of our business processes. The local CSH teams adopted a total of 779 voluntary commitments in our four dimensions of sustainability: economic capability, social responsibility, ecological balance and political participation. As many as a third of these relate to resource efficiency, reducing CO<sub>2</sub> emissions and sustainable event management.



## FURTHER INFORMATION

**Country offices measuring how they contribute to corporate sustainability with the GIZ-management instrument CSH since 2016:**

[↓ CSH Report](#)

# CORPORATE SUSTAINABILITY MANAGEMENT

As a service provider in the field of international cooperation for sustainable development, sustainability is at the heart of what we do and serves as a guiding principle for our work. Our approach to corporate sustainability management is shaped by this basic understanding of corporate policy.



## FURTHER INFORMATION

The video gives an overview of our sustainability management:

➤ [Sustainable! Sustainability Management at GIZ](#)

Information about the topic "Corporate sustainability" on the GIZ-website:

➤ [Sustainability](#)



Sustainable business practices are an important part of GIZ's understanding of quality and a key factor in safeguarding our competitiveness and long-term viability. The 2030 Agenda, the Paris Agreement on climate change and the German Sustainable Development Strategy provide the overarching framework for our actions in this context.

The values we promote in our projects and programmes are therefore embodied in our company wherever possible. For us, corporate sustainability management is an absolute must and not just something it is nice to have.

## RESPONSIBILITY FOR THE FUTURE

Our sustainability standards and our principles for managing corporate sustainability are anchored in our [guidelines on corporate sustainability](#), which we follow both internally as a company and when implementing commissioned projects. The guidelines on corporate sustainability also state how environmental and social standards are maintained within our projects to comply with national legislation in our cooperation countries and with the obligations arising from international agreements. In 2017, the guidelines were updated to bring them into line with the goals of the 2030 Agenda.



## FOUR FIELDS OF ACTION ON SUSTAINABILITY

GIZ HAS DEFINED FOUR FIELDS  
OF ACTION ON SUSTAINABILITY:

Sustainability is also a cross-cutting theme in our [↗ Corporate Strategy 2017–2019](#). It features prominently in the “effectiveness” area of action, with one measure dedicated to implementation of the 2030 Agenda and stakeholder satisfaction with GIZ’s sustainability services. The implementation principles and objectives of the 2030 Agenda are firmly embedded in GIZ’s services. In the “value for money” area of action, sustainability is also addressed in the separate sub-item “sustainable business practices”, with a focus on social and environmental criteria in procurement.

Our [↘ Sustainability Programme](#) and, subordinate to that, our [↘ Environmental Programme](#), specify relevant indicators and measures, for instance on reducing the consumption of electricity, water and paper, cutting CO<sub>2</sub> emissions, promoting sustainable event management and strengthening stakeholder and staff participation.

The Sustainability Programme is the principal guideline and management instrument for the work of the Sustainability Office. To ensure its successful implementation, the Sustainability Office engages in close dialogue with other units within the company.

SOCIAL

RESPONSIBILITY





# WE ARE COMMITTED TO SOCIAL RESPONSIBILITY

ECONOMIC PROGRESS SHOULD BE ACCOMPANIED BY GREATER SOCIAL PARTICIPATION - WE ARE COMMITTED TO ACHIEVING THIS TOGETHER WITH VARIOUS PARTNERS IN MANY COUNTRIES. FOR US, EFFECTIVE SOCIAL PROTECTION SYSTEMS ARE AN ESSENTIAL ELEMENT OF SOCIAL PROGRESS. WITHIN OUR COMPANY, WE EMBODY THE VALUES WE COMMUNICATE TO THE OUTSIDE WORLD BY ACCEPTING RESPONSIBILITY FOR THE JOB SATISFACTION, HEALTH AND CAPACITY DEVELOPMENT OF OUR EMPLOYEES.



# GIZ AS AN EMPLOYER: INCREASING EMPLOYABILITY

We want our staff to be happy at work. After all, job satisfaction means more motivation and better performance. We therefore offer a range of activities designed to maintain and increase staff employability, with particular emphasis on career planning, capacity development and training.



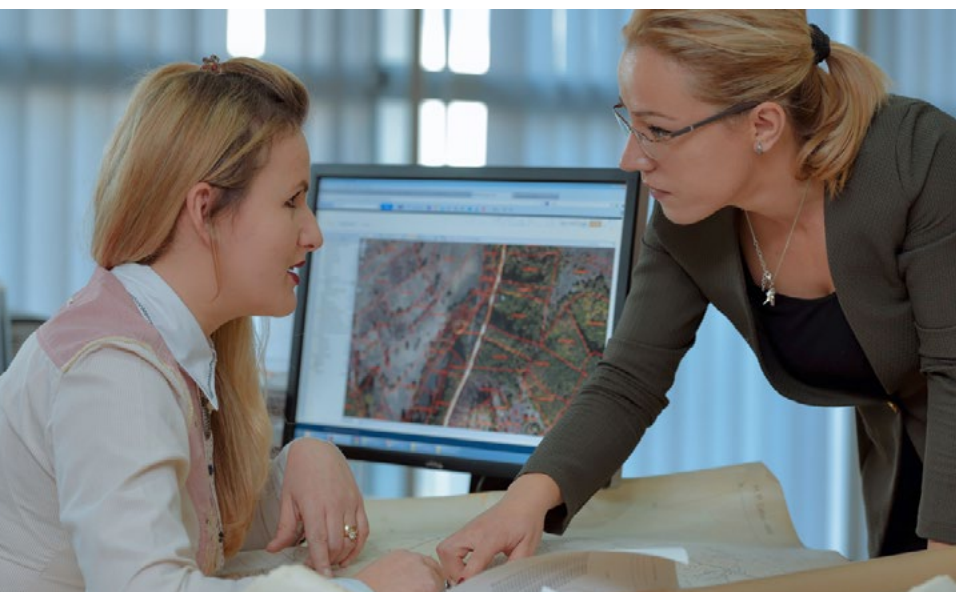
## HR DEVELOPMENT

In the annual staff assessment and development talk, our employees receive feedback on their performance and discuss their skills profile and medium- to long-term career plan with their line manager. Based on this and on the company's strategic objectives, capacity development measures are then agreed. The staff assessment and development talk is documented and archived in the required format.

In 2017, preparations were made at the HR strategy level for transferring more responsibility to national personnel in future in line with their abilities. A corresponding mission statement will be presented to the Management Board for approval in the first quarter of 2018. In 2017, it was decided that, going forward, all national personnel and seconded staff will be offered basic management training.

## ACADEMY FOR INTERNATIONAL COOPERATION

GIZ's [Academy for International Cooperation \(AIZ\)](#) strives to shape learning processes and capacity development in the field of international cooperation and makes a key contribution to HR development at GIZ. It offers an extensive range of training and capacity development measures for staff. AIZ's comprehensive programme provides learning opportunities for all GIZ employees. Some of the courses are also available to partner experts and the expert community at large, including consultants/appraisers, non-governmental organisations and other organisations.





# 20,702

PARTICIPANT DAYS  
IN AIZ'S 2017 PROGRAMME,  
BY EMPLOYEE GROUP

# 9,915

PARTICIPANT DAYS  
IN THE 2017 ONBOARDING PROCESS,  
BY EMPLOYEE GROUP

AIZ's programme is updated and refined on a continuous basis. The courses are systematically reviewed and strategically adapted once a year based on:

- > GIZ's strategic projects and annual objectives
- > An annual analysis of HR development needs
- > Statistical and economic evaluations of AIZ's training
- > Feedback on trends and new requirements from staff responsible for specific issues
- > Current trends in corporate learning and digitalisation.

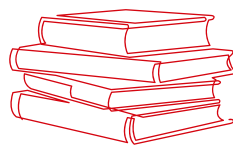
### PARTICIPANT DAYS IN AIZ'S 2017 PROGRAMME AND IN THE 2017 ONBOARDING PROCESS

	Participant days in AIZ's 2017 programme, by employee group	Participant days in the 2017 onboarding process, by employee group
Germany	5,849	1,723
Abroad	13,794	8,028
External/other	1,059	164
<b>Total</b>	<b>20,702</b>	<b>9,915</b>

### GIZ STAFF MEMBERS

	New staff members*	Staff members leaving the company*
Men	44.9 %	47.6 %
Women	55.1 %	52.4 %
Under 30	31.3 %	17.9 %
30 – 50	54.8 %	50.7 %
Over 50	13.9 %	31.4 %
<b>Total</b>	<b>830</b>	<b>542</b>

### FURTHER INFORMATION



**A key aspect of employability is the health of our employees. Find out more about health management at GIZ and how our employees can benefit from it.**

→ **Committed to promoting health and a good work-life balance** (P. 20)

**Detailed information on GIZ's staff can be found under**

➤ **Our personnel**

**830** new staff members  
thereof 55.1% women



**542** staff members leaving the company  
thereof 52.4% women



\* Data relates only to employees with a German employment contract and not to national personnel. The data cannot be broken down by region.

# COMMITTED TO PROMOTING HEALTH AND A GOOD WORK-LIFE BALANCE

As an employer, GIZ has a keen interest in the well-being of its staff. It has therefore implemented a corporate health management system that takes a holistic approach to health, offering a variety of services to help employees around the world stay healthy. Staff satisfaction also promotes health. We therefore do all we can to support our staff in achieving a healthy work-life balance.



Health management services at GIZ include health courses, ergonomic consultations and e-learning.



## CORPORATE HEALTH MANAGEMENT

Corporate health management designed to maintain the performance capacity of our workforce is an intrinsic part of GIZ policy. Through its approach to corporate health management, GIZ aims to create working structures and conditions that are conducive to long-term health. The seven pillars of GIZ's corporate health management approach enable the company to comprehensively fulfil its social responsibility and duty of care for its employees. The pillars cover:

- › Health and prevention
- › Emergencies and accidents
- › Safety and security
- › Work-life balance
- › Ergonomics
- › Sport and exercise
- › Best practices

Our system of corporate health management is based on the principle of shared responsibility. Maintaining performance capacity is the responsibility of staff. The company, in turn, is responsible for providing an enabling environment for them to do so. Managers have a special role, in that they represent the values and objectives of the company, have a duty of care for their staff and are responsible for maintaining their own performance capacity. They therefore serve as role models, too.

As part of this process, numerous activities have been designed for managers and staff, including a seminar and guidelines on healthy leadership, the "GIZ Moves! Active break culture" initiative, plus a workload management guide in conjunction with related e-learning courses.

At the company's main offices in Germany, GIZ's corporate health management programme also offers a wide range of additional health services. These include sport and exercise courses, advice on ergonomics and achieving a work-life balance (for example, reconciling work and family commitments, and mobile working), seminars and check-ups. The options available depend on the location.



## HEALTH TEAM

To facilitate coordination of the various units that contribute to occupational health and safety and health promotion, an interdisciplinary Health Team has been formed. It consists of staff from different departments, and meets regularly.

The “GIZ Moves! Active break culture” initiative strengthens staff participation, sovereignty and health literacy by encouraging staff to act as exercise multipliers. By instilling an active break culture, GIZ’s Corporate Health Management Team aims to motivate staff members to be more physically active by taking breaks together.

The topic of health and safety is also firmly embedded in the staff and development worker survey, with a view to identifying needs and trends. The staff and development worker survey is an HR instrument that reflects staff opinions on specific topics and the mood of participants at the time of the survey. The Corporate Health Management Team also conducts its own evaluations at irregular intervals and analyses general key indicators.

## GLOBAL ACCESS TO SERVICES

Information about occupational health and safety, and health in general, is available to all staff on the intranet pages of Medical Services and the Corporate Health Management Team. On the Global Campus 21 platform, staff worldwide can access extensive online services on topics such as occupational health and safety, ergonomics and exercise.

GIZ provides adequate protection from the risk of disease for local personnel in partner countries. In all countries that have a functioning – state-run or private – health insurance system at the local or regional level, national personnel are covered by this system. In countries with no functioning health insurance system, cover is provided by GIZ’s allowance system.

## PROFESSIONAL SUPPORT FROM MEDICAL SERVICES AND COPE

The services provided by our Corporate Health Management Team are complemented by those offered by Medical Services, the Occupational Health and Safety Team and GIZ’s psychosocial counselling Cooperation with Personnel in Stress, Conflict and Crisis (COPE).





Medical Services advises all those involved in health and safety within the company on issues related to health and well-being. It supports the company in implementing occupational health legislation and regulations both in and outside Germany, with the aim of creating a healthy work environment for all staff and offering advice on healthy behaviour.

As the point of contact for all those seeking counselling due to specific events or special living and working conditions, COPE's services (for trauma, addiction and workload, for example) complete GIZ's holistic approach.

## WORK-LIFE BALANCE

GIZ supports efforts to find better ways of combining work and family life. This is reflected in, for example, the certification it has been awarded by the Hertie Foundation. Following successful audits, most recently in 2016, the Hertie Foundation repeatedly found that GIZ's human resources policy is geared towards families and different stages of an employee's life. As well as in-house childcare facilities, GIZ offers a variety of part-time working models and support mechanisms for staff with family members requiring nursing care.

In practice, many employees can determine when they work and where they work from on an increasingly flexible and independent basis. However, the company still lacks a uniform, company-wide working time model that does justice to this growing flexibility. GIZ and the relevant staff councils are therefore currently negotiating an employer/staff council agreement on the flexibilisation of working hours and place of work that will enable employees to strike an even better balance between work and individual lifestyles in future. This is expected to take effect in 2019.

For staff on field assignments outside Germany, two new flexible working time models were agreed in 2017. Both provide for longer periods in the employee's place of permanent residence and therefore enable assignments to be planned in a more individual and family-friendly manner.



## FURTHER INFORMATION

**Health is necessary for employability. However, a number of other factors must also be taken into account. Regular feedback, career planning, capacity development and training are all important elements in ensuring that our employees are happy and enjoy their work.**

**Find out more about this topic GIZ as an employer:**

→ [Increasing employability](#) (S. 18)

# WE EMBRACE DIVERSITY



GIZ is a company that benefits from the diversity of its workforce. All GIZ staff are protected from discrimination. We ensure that women and men at all levels and in all areas of the company have equal opportunities in their professional development. We also create an enabling environment for achieving a good work-life balance. Our employees are paid according to a fair remuneration system for staff in Germany and in the field and for our national personnel and trainees.

## ANTI-DISCRIMINATION

Protection from discrimination on the grounds of factors such as ethnicity, gender, religion, disability, age or sexual identity and orientation is embedded in our Code of Conduct, which applies equally to all employees worldwide.

Anyone affected by discrimination within the company can report this to the integrity advisors, members of the relevant staff representation or the complaints committee. Specific contacts exist for certain groups, including the gender equality officer, representatives for young people and trainees, representatives for people with disabilities and representatives for **LGBTI** staff members. Because the issues discussed are often highly confidential, all discussions remain anonymous. There are therefore no statistics on these enquiries.

## EQUALITY

Equality at GIZ means removing disadvantages and placing on an equal footing the professional development of women and men at all levels and in all areas of the company. It also means creating an enabling environment for both genders to reconcile work and family commitments, based on the requirements of the Federal Act on Gender Equality. The Human Resources Department keeps the Management Board and Supervisory Board up-to-date on developments in the field of equality.

Three equal opportunity commissioners at GIZ's main offices in Germany ensure that our declared objectives and commitment to equality are reflected in our HR policy. They are also jointly responsible – in conjunction with the Human Resources Department – for achievement of our equality objectives. They participate in relevant negotiations between the Staff Council and GIZ in order to actively contribute to equality issues. In addition, they support measures aimed at facilitating a good work-life balance.







## GENDER EQUALITY

To ensure successful implementation in every area, several sets of guidelines establish a binding framework for gender equality: the [↓ GIZ Gender Strategy](#), the employer/staff council agreement on the equal status of men and women, the Gender Equality Plan and the policy on sexual harassment in the workplace. In our projects, the [↗ Safeguards + Gender Management System](#) enables external risks and obstacles – but also specific potential to promote gender equality – to be identified at an early stage, and to be taken into account in the planning of projects from the outset.

Gender Week is an annual company-wide event during which our employees can gain inspiration from new ideas and examples of good practice and have the chance to discuss new developments and challenges. In 2017, employees in 36 countries made use of this opportunity and organised a total of 99 actions.

The Women and Leadership event, for instance, gave female colleagues a whole host of information but also the chance to explore their potential personal career paths at GIZ with a coaching expert. The #Code4Equality event drew attention to co-determination and the participation of women and girls through digital technologies. An expert discussion was also held on how GIZ and other actors can play a part in speaking openly about discrimination on the basis of sexual orientation or gender identity and taking specific steps to reduce such discrimination.

The events encourage people to join in and follow the example of others. Details can be found on the GIZ Gender Website.

A Gender Competition is also held at GIZ every two years, promoting innovation and helping participants to learn from each other. All entries are described on the GIZ Gender Website. The prizes for the best activities are presented personally by the Management Board at a celebratory event. This is a clear indication of our appreciation of people's commitment to realising equal opportunities and rights and combating gender-related disadvantages and discrimination. The next Gender Competition will be held in 2018.

## PEOPLE WITH DISABILITIES

In June 2016, GIZ prepared a statement to improve the inclusion of people with disabilities at GIZ. Concrete measures were adopted to this end and implemented in the year under review. They include addressing people with disabilities in a better and more targeted manner during the recruitment process, and reserving training places for this target group. The statement will be reviewed in 2018.

To create an appropriate working environment, we provide furniture and equipment in accordance with the requirements of our staff members. Implementation of the inclusion policy is overseen by a company inclusion officer and elected representatives for people with disabilities.

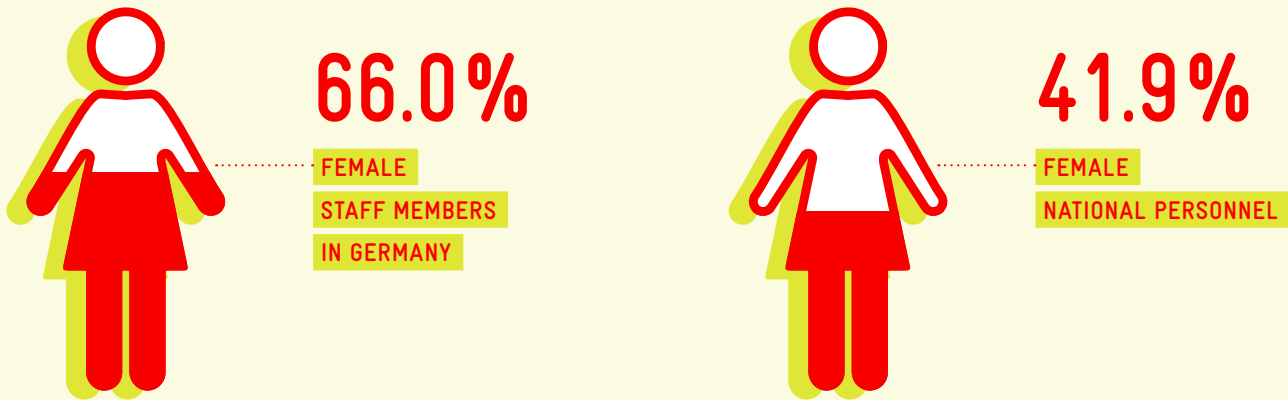
These individuals also provide advice and support in assessing the accessibility of new and existing properties. The disabled persons' representatives are involved in HR processes and staff representation structures, with a view to ensuring adequate representation of this group's interests. We make it clear that we welcome applications from people with disabilities. In our internal communications, we are increasingly taking into account the various needs of our employees. Information for people with different needs is provided on the intranet. The intranet pages of the main disabled persons' representative are a particularly good source of information on inclusion. For other

topics, such as caring for family members or questions and answers on foreign assignments for LGBTI staff, the Human Resources Department has compiled some useful information.

**YOUNG PROFESSIONALS**

GIZ uses a variety of methods to introduce young professionals to the company and the world of development and international cooperation at an early stage in its trainee, volunteer and internship programmes. These programmes are subject to fair and regulated conditions.

The employment conditions for trainees, for example, are based on a separate collective bargaining agreement. A specially created unit within the Human Resources Department is responsible for the quality assurance and management of programmes for young professionals and provides



**DIVERSITY AT GIZ**

	Management Board including staff members, excluding official bodies	Seconded experts	Staff members in Germany	<b>i</b> National personnel
Men	36.4 %	57.4 %	34.0 %	58.1 %
Women	63.6 %	42.6 %	66.0 %	41.9 %
Under 30	4.5 %	10.5 %	12.4 %	13.1 %
30 - 50	50.0 %	58.3 %	57.1 %	71.3 %
Over 50	45.5 %	31.2 %	30.5 %	15.6 %

Detailed information on diversity at GIZ can be found in the Integrated Company Report under [People, Figures, Structures](#) and in the [Corporate Governance Report 2017](#) (German only).

support for this group. Since 2016, GIZ has also offered a one-year introductory course for refugees, in preparation for in-company training.

## REMUNERATION SYSTEM

The current remuneration system, negotiated by GIZ and the trade union ver.di, entered into force on 1 January 2015. The Collective Agreement on Remuneration covers staff members in Germany whose employment contracts were concluded in Germany. It also covers all seconded staff with an employment contract concluded in Germany who were resident in an EU member state when the contract was concluded.

## REMUNERATION OF STAFF IN GERMANY AND SECONDED EXPERTS

The basic remuneration of GIZ staff with a German employment contract is determined on the basis of a salary band system consisting of eight salary bands. All functions with a similar value are assigned to one band.

Changes in basic remuneration are possible on the basis of an employee's annual performance rating. This rating is an integral part of the annual staff assessment and development talks between line managers and staff members. A good performance can result in an increase in basic remuneration. No other factors are taken into account either when joining the company or in the annual assessment.

## REMUNERATION OF NATIONAL PERSONNEL

Under the National Personnel Policy, a uniform system of remuneration for GIZ staff with a GIZ contract must be set up in each country of assignment based on the national labour law of that country. The remuneration system for national personnel is based on six defined salary bands with binding upper and lower salary limits. They ensure that salaries are paid at going market rates in the relevant country. Each function is assigned to a salary band. Salary levels are reviewed regularly by the respective country office and adjusted where appropriate, taking into account comparisons with other organisations and companies.

The country director ensures the establishment of a country-wide, standardised procedure, agreed with the GIZ business sectors, for performance-related remuneration. The level of individual performance-related remuneration depends on the assessment of overall performance in the annual staff assessment and development talk.

## FURTHER INFORMATION

**Our successful business development is made by humans:**

➤ Our personnel

**Gender equality itself is a goal but it also builds a key for sustainable development. This principles shape our value orientation and our work:**

➤ Equal opportunities for women and men  
Gender





# STAFF SAFETY AND SECURITY IS PARAMOUNT

The work carried out by GIZ, as a development organisation, focuses purely on civil activities. However, that in itself is no guarantee of safe and secure living and working conditions in our partner countries. We therefore have a tried-and-tested and professional security risk and crisis management system. This enables us to protect our staff and ensure safety in fragile contexts and high-risk countries as well as developing countries and emerging economies. We go to great lengths to ensure that our projects are implemented as safely as possible.

GIZ's work in our partner countries has always involved a variety of risks, including natural disasters, terrorism, violent crime, unsafe transport routes and poor medical care.

The safety and security of our staff is of the utmost importance to us – over and above business development or interests.

## OVERALL RESPONSIBILITY FOR STAFF SAFETY AND SECURITY LIES WITH THE MANAGEMENT BOARD

Overall responsibility for staff safety and security lies with GIZ's Management Board. The Corporate Security Unit was established in 2016 and reports directly to the Management Board. Corporate Security includes the Security-risk and Crisis Management Section and an analysis unit. It is responsible for all GIZ staff worldwide.

## TASKS OF THE CORPORATE SECURITY UNIT

The core tasks of the Corporate Security Unit are conducting security analyses, coordinating crisis management and establishing a global security risk management system in line with the relevant standards.

Corporate Security advises on the establishment and quality assurance of security risk and crisis management systems around the world, and is the home base for GIZ's security risk management advisors. Within the company, it works with various departments on different aspects of security risk management. In the event of crisis, it is the single point of contact for GIZ and the German Government's crisis teams. In these situations, it coordinates crisis management and manages GIZ's crisis team. The information security officer is also attached to this unit.







## GIZ'S SECURITY-RELATED GUIDELINES

### SECURITY AND CRISIS MANAGEMENT IN THE FIELD

Published: 2008  
Updated: 2012

### POLICY ON STAFF SAFETY AND SECURITY

Published: 2008  
Updated: 2012, 2016, 2017

### MINIMUM STANDARDS FOR SAFETY AND SECURITY

Published: 2016  
Updated: 2017

### FLIGHT SAFETY

Published: 1.9.2018

## SECURITY AND RISK MANAGEMENT OUTSIDE GERMANY

GIZ's minimum standards for safety and security provide the framework for the company's security and risk management outside Germany. They cover key aspects, basic principles and approaches that are important when developing a country-specific safety and security concept for a country of assignment. They are implemented systemically in the relevant countries worldwide, and their implementation is monitored and controlled through status reports. If general conditions change, measures are adapted accordingly to ensure that security risk management is tailored precisely to security requirements and the needs of staff.

## STAFF SAFETY AND SECURITY: RESPONSIBILITIES

Responsibility for the safety and security of staff lies with the relevant line manager. The country director is responsible for security risk and crisis management in the respective country of assignment. This includes annual preparation of a status report in accordance with the minimum standards for safety and security. Employees, development workers and **integrated experts** follow the safety and security information and instructions issued by the country director. They implement the necessary measures and thus help minimise risk.

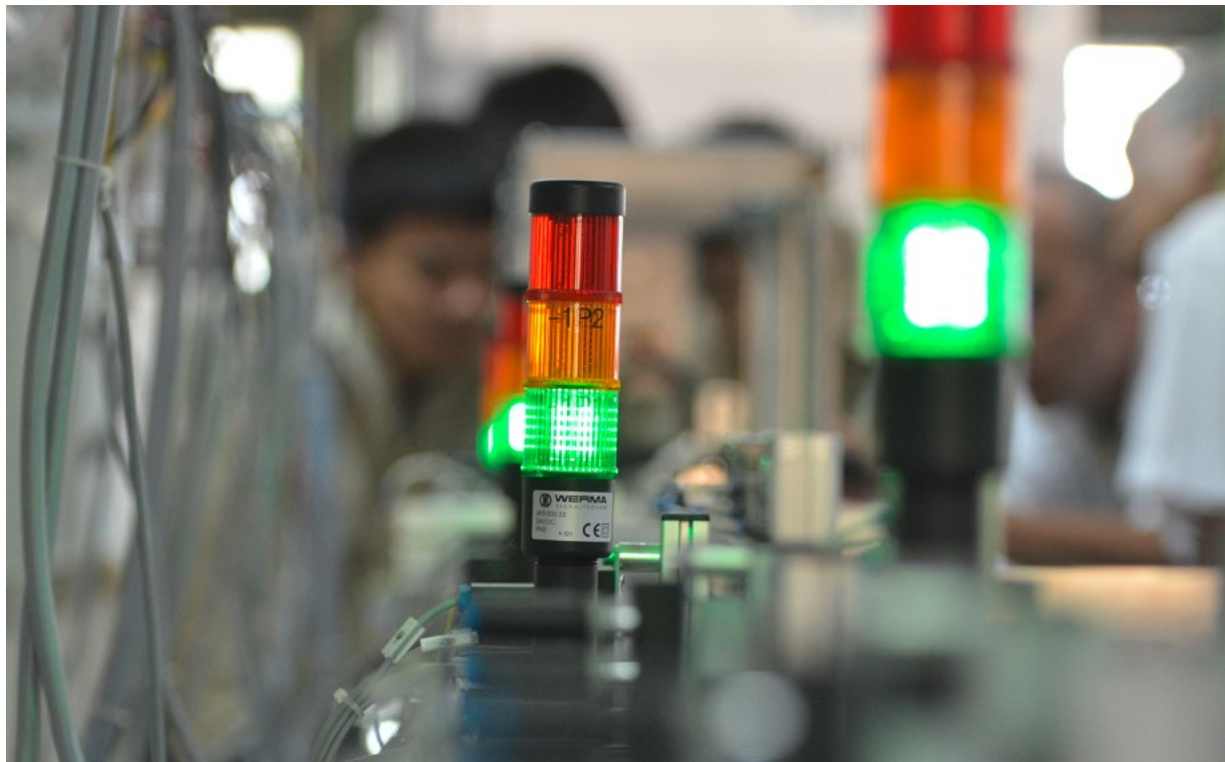
Managers ensure that staff members, development workers and integrated experts are not exposed to high individual risks in the country of assignment without suitable and adequate risk-reduction measures having been taken. In the case of integrated experts, the officer responsible for the commission does this.

Employees, development workers and integrated experts report security-related incidents to their line manager, the country director, the security risk management advisor or directly to Corporate Security. They must ensure their availability in the country of assignment and report any absences to the relevant GIZ office at least one day before they are due to be absent.

The Corporate Security Unit also provides training for personnel groups in order to meet GIZ's duty of care. It supports the establishment of a company-wide security risk culture. Its tasks also include integrating security considerations into relevant company-wide processes and procedures.

In the field structure, the resources required to ensure safety and security are best clarified through dialogue between Corporate Security and the office of the country director, based on a country-specific security risk analysis. Corporate Security can advise on this process. A costing for security risk management is included in the budget plan of the office of the country director. Its plausibility is then verified by Corporate Security.





Before undertaking a business trip, all business travellers must obtain timely information on the security situation in the country of travel and about special regulations that apply to that country. They must also inform the relevant GIZ office of their travel details. All business travellers and all staff taking up assignments outside Germany must successfully complete the online training course on travel safety and security and present the certificate to their manager.

Employees, development workers and integrated experts must take part in the training specified for them by the Corporate Security Unit depending on the country of assignment. They must do so before they leave Germany. If courses or alternative courses are fully booked prior to departure, the training can be completed up to three months after departure. If the staff member can prove that, in the last three years, they have participated in a training course that is recognised as comparable by Corporate Security, then renewed participation is optional.



#### FURTHER INFORMATION

Assessing risks properly in order to manage risks properly is key to GIZ's work. Find out how GIZ promotes risk awareness through risk management under

→ [We promote responsible risk management](#) (P. 74)

# OUR COMMITMENT TO HUMAN RIGHTS



GIZ's commitment to human rights has been anchored in the giz orientation on human rights since 2012. Promoting respect for and the fulfilment of human rights is part of our understanding of sustainability and a key component of our corporate values. We are increasingly working in countries that – due to violent conflict, fragile state structures or difficult human rights situations – provide particularly challenging environments for our work. We carefully monitor the impact of our work, take our responsibility for human rights seriously and take action to counteract any negative effects.



As a service provider in the field of international cooperation for sustainable development, GIZ supports its partners worldwide in their efforts to strengthen human rights. On behalf of the German Government and other commissioning parties, we implement projects that aim to improve the human rights situation and strengthen the political, economic and social participation of people in regions around the world.

In doing so, we support government and civil society institutions and organisations that are tasked to protect and promote human rights. We also provide training for relevant actors in individual sectors of international cooperation, such as sustainable economic development or peace-building, with a view to enabling the realisation of human rights.

In line with the human rights-based approach, we strengthen state actors' capacities to respect, protect and fulfil rights. We support civil society organisations in knowing and asserting their rights.

We use the following documents as a frame of reference for aligning our projects with international human rights standards and principles:

- › Key United Nations human rights treaties
- › Regional human rights conventions

This international legal framework is also used as a frame of reference for implementation of the [2030 Agenda](#), the global framework for sustainable and inclusive development.



## **SAFEGUARDS+GENDER MANAGEMENT SYSTEM**

Since December 2016, the Safeguards+Gender Management System has been implemented in GIZ's project business. This enables us to realise even more systematically our objective of ensuring that our actions 'do no harm', and to better comply with existing standards.

The Safeguards+Gender Management System was used for the first time in 2017. Safeguards are measures that prevent our projects from having unintended negative effects on people or the environment, and that protect against the risks of climate change. Mandatory checks are carried out for the areas of human rights, conflict and context sensitivity, gender equality, environment, climate change mitigation and climate change adaptation.

As part of the Safeguards+Gender Management System, all projects in the planning phase are assessed for possible unintended negative effects. This is done using a standardised review procedure and with the involvement of a central Safeguards+Gender Desk staffed with relevant experts. If possible negative effects are identified, the necessary measures to avoid or minimise these effects are developed and integrated into the project design. During project implementation, the effectiveness of safeguards is monitored and adjusted where necessary.

The Safeguards+Gender Management System also ensures that gender equality is taken into account even more rigorously in project planning, implementation and monitoring.

As part of the Safeguards+Gender Management System, a total of 223 assessments of projects to be implemented by GIZ worldwide were carried out in the 2017 reporting period and reviewed by the Safeguards+Gender Desk. These assessments all analysed the human rights context of the respective projects and the resulting implications for project design. A further 109 in-depth human rights assessments were carried out in addition to these. These examined in greater detail the human rights contexts of the projects and possible unintended negative effects, and formulated appropriate measures to avoid or mitigate these effects.

Through our complaints mechanism, we immediately and judiciously follow up on any information indicating that our actions may be having a negative effect on human rights. The complaints mechanism can be accessed worldwide at: [✉ humanrights@giz.de](mailto:humanrights@giz.de)

## **BMZ STRATEGY PAPER AS A GUIDELINE FOR OUR WORK**

Above and beyond the Safeguards+ Gender Management System, BMZ's 2011 Strategy Paper on Human Rights in German Development Policy serves as a development policy guideline for the projects we plan on behalf of BMZ.

## **TRAINING FOR OUR STAFF MEMBERS**

GIZ presents the human rights-based approach and its own standards and procedures for human rights in various training courses.

In the 2017 reporting period, a total of 1,198 employees (seconded field staff and staff in Germany, development workers and **integrated experts**) took part in mandatory monthly induction events that include a two-hour module on key topics related to sustainable development and the 2030 Agenda. This module covers, among other things, GIZ's orientation on human rights, the human rights complaints mechanism and the Safeguards+Gender Management System.

The majority of GIZ's staff are national personnel working in the field. The country offices are responsible for planning and managing induction events and training courses for national personnel. No data on this topic is collected or collated centrally.

In 2017, a total of 177 staff took part in full-day training sessions on the Safeguards+Gender Management System, and on the importance and requirements of safeguards for human rights and conflict and context sensitivity. Most of these participants play an important role as multipliers within the company.

In addition to these standardised training courses, GIZ has also developed online consultations and various information events on the Safeguards+Gender Management System, including safeguards for human rights. Hundreds of staff members, including staff working in projects in partner countries, have benefited from these measures.

The Academy for International Cooperation offers various digital and classroom-based courses both in and outside Germany on topics and quality standards relevant to the company as a whole. The courses on projects in fragile contexts, the Safeguards+Gender Management System, and displacement and migration all cover human rights issues. In 2017, these accounted for 157 participant days for staff in Germany and 32 participant days for national personnel and field staff.



## **FURTHER INFORMATION**

**Our work is supposed to change social and institutional frameworks to let humans achieve their rights and dignity.**

➤ [Human rights: GIZ as a responsible company](#)

**We train our staff regularly GIZ as an employer:**

→ [Increasing employability](#) (S. 18)

**The Sustainability Programme as the principal guideline and management instrument for the work of the Sustainability Office:**

↓ [Our sustainability programme 2016 – 2020](#)



# DATA PROTECTION IS IMPORTANT TO US



Protecting the personal data of our staff, partners, clients and suppliers, and thus complying with data protection legislation, is important to us. Our data protection strategy forms the basis for data protection management within the company and describes how we translate the German federal data protection act into action at GIZ.

In 2017, the German Federal Data Protection Act and GIZ's data protection strategy were applied at all GIZ locations worldwide. GIZ also paved the way for implementation of the EU's General Data Protection Regulation (GDPR) within the company.

## GIZ'S OWN DATA PROTECTION OFFICER

The main task of GIZ's data protection officer and his team is to ensure that processes in which personal data is collected or processed are designed from the outset to enable adequate account to be taken of data protection. The data protection officer reports to the Management Board on an ongoing basis and prepares regular data protection reports. He is also a member of the company-wide Risk Management Committee.

For data security purposes, we screen contractors who are likely to come into contact with personal data during the course of their work for us before we enter into a contact with them. All processes in which such data is to be collected internally or processed by third parties are presented to the data protection officer for review beforehand. This requires staff to be aware of and have a good knowledge of data protection. We offer target group-specific training and individual advice to this end.

## DATA PROTECTION IS GAINING IN IMPORTANCE

The topic of data protection is becoming more and more important within the company. In 2011, the data protection team received and responded to 190 enquiries about this issue compared with 510 in 2017, and this number is expected to rise further in future. Since 2014/2015, data protection audits have been carried out around the world, in 16 key countries and country offices so far.

In 2017, a total of 18 justified internal complaints about the protection of client privacy and violations of data protection were received. These were all isolated cases that were settled amicably. In 2017, one case was reported concerning unauthorised data access, data transfer and successful data hacking.



## FURTHER INFORMATION

In an increasingly digitalised world, data protection is also playing an increasingly important role. digital change is not only altering how we deal with personal data, but also the way we work with partners in projects and our internal processes and working methods. information on this core topic can be found under

➔ [Digital transformation](#)



ENVIRONMENTAL

ISSUES





# MANAGING KEY ENVIRONMENTAL ISSUES SYSTEMATICALLY

SUSTAINABILITY IS A MAJOR PRIORITY FOR GIZ: OUR ENVIRONMENTAL MANAGEMENT IS ANCHORED AT THE HIGHEST MANAGEMENT LEVEL. WE HAVE SET STRATEGIC OBJECTIVES FOR CORPORATE ENVIRONMENTAL MANAGEMENT THAT ARE EMBEDDED IN OUR ENVIRONMENTAL MISSION STATEMENT AND OUR ENVIRONMENTAL PROGRAMME 2016-2020. WE STRIVE TO USE ALL RESOURCES AS SPARINGLY AND RESPONSIBLY AS POSSIBLE AND TO PROTECT OUR ENVIRONMENT. OUR ENVIRONMENTAL MANAGEMENT SYSTEMS HELP US ACHIEVE THIS. THEY ENABLE US TO ANALYSE SCOPE FOR ACTION AND IDENTIFY POTENTIAL FOR IMPROVEMENT IN A STRUCTURED MANNER – AT OUR LOCATIONS IN AND OUTSIDE GERMANY.



# GIZ'S ENVIRONMENTAL MISSION STATEMENT



Sustainable development requires responsible use of the environment and natural resources. This is the only way to ensure that future generations have opportunities for development. GIZ has drawn up its own environmental mission statement, which sets out the following responsibilities:

- › Systematically prevent or reduce the company's environmental impacts
- › Make sparing use of scarce resources such as energy and water and increase the use of eco-efficient technologies and materials
- › Implement our strategy to become a carbon-neutral company
- › Plan and carry out all projects and programmes with minimum environmental impact
- › Engage in participatory environmental communication with our staff and raise their awareness of environmental issues
- › Further develop our environmental mission statement in open dialogue with colleagues inside and outside the company
- › Tell our partner companies, service providers and suppliers that we see our environmental mission statement as a binding commitment.

GIZ is also committed to continuously improving its environmental performance and complying with all applicable environmental regulations at offices participating in

**EMAS.**



## Environmental Programme 2016 – 2020 and Corporate Strategy 2017 – 2019

Based on [➤ Germany's National Sustainable Development Strategy](#) and our own environmental mission statement, we have set key objectives for corporate environmental management in our [↓ Environmental Programme 2016 – 2020](#). The Environmental Programme allows internal and external stakeholders to view our priorities and commitments at a glance.

Our Corporate Strategy 2017 – 2019 also covers environmental issues of strategic importance to GIZ. These include setting reduction targets for **GHG** emissions and resource consumption, and prioritising sustainable procurement.



# DIFFERENT ENVIRONMENTAL MANAGEMENT SYSTEMS IN AND OUTSIDE GERMANY

Because of the different conditions in and outside Germany, we use different environmental management systems. In Germany, we use the Eco-Management and Audit Scheme (EMAS). Environmental management in other countries is organised decentrally and is incumbent upon the respective country director and officer responsible for the project or programme. In such cases, GIZ's [Corporate Sustainability Handprint® \(CSH\)](#) is used rather than EMAS.

The **CSH** provides our colleagues with a uniform framework for corporate sustainability and thus environmental management. Using the CSH tool, key environmental data can be collected in partner countries, performance self-evaluated and goals defined. The instrument is designed to provide the flexibility required to act in different country contexts. Although there is still scope for improvement in terms of the informative value of environmental data, the CSH nonetheless enables us to carry out an initial assessment of our reduction goals. These reduction goals are embedded in our Corporate Strategy 2017–2019. We want to achieve the same level of data quality in and outside Germany by 2020.



## FURTHER INFORMATION

[What does sustainability mean for GIZ?](#)  
[What do we hope to achieve, and how do we want to put it into practice? An overview of GIZ's sustainability programme and an interview with Elke Siehl, GIZ's director corporate sustainability, can be found under](#)

[→ Embedded at the highest level of management and centrally coordinated](#) (S. 10)

[The Corporate Sustainability Handprint® \(CSH\) is a management tool created by GIZ that our offices outside Germany have been using since 2016 to systematically measure how they contribute to corporate sustainability. Find out more under](#)

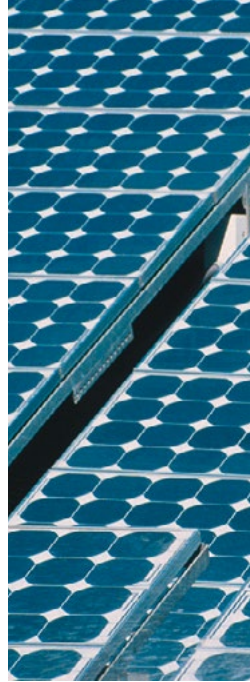
[→ Leaving a positive handprint](#)

[One basic principle that GIZ respects in all its activities is the need to deal responsibly with the environment and natural resources](#)

[↓ Climate and environmental report 2017](#)



# DIFFERENT ENERGY CONSUMPTION IN AND OUTSIDE GERMANY



GIZ also promotes a responsible Approach to energy consumption. Our **EMAS** and **CSH Environmental Management Systems** allow us to record and analyse our energy consumption in an outside Germany.



Our energy consumption in and outside Germany involves a mix of different sources. Our calculations include electricity consumption, heating energy and direct energy consumption from vehicle fuel and generators.

## ALMOST 90 PER CENT OF THE ENERGY WE CONSUME IN GERMANY COMES FROM GREEN ELECTRICITY

GIZ's locations in Germany are powered almost exclusively by green electricity. Electricity from renewable sources therefore accounted for around 89 per cent of our total electricity consumption in 2017. The remaining 11 per cent related to conventional electricity for collectively

used spaces (such as lifts or reception areas) in buildings in which GIZ only rented space. Where possible and cost-effective, conventional light bulbs are gradually being replaced by LED bulbs at all locations. We are also striving to make savings through ventilation systems.

Outside Germany, it is not possible to achieve the same high share of renewables in the mix: in most countries, energy from renewable sources is not yet widely available. In some countries, solar systems have been installed for power supply (in Liberia and Sierra Leone, for example) or for charging stations for company bicycles (in Bolivia, for example).

### ENERGY CONSUMPTION INSIDE AND OUTSIDE GERMANY

	Germany		Abroad	
	2016	2017	2016	2017
Total energy consumption in <b>Ⓜ kWh</b>	18,737,664	21,579,079	73,739,472	72,381,592
Total energy consumption per staff member in kWh	5,375	5,112	4,873	4,558
Total electricity consumption in kWh	8,213,748	9,474,428	19,266,168	19,496,065
Total electricity consumption per staff member in kWh	2,357	2,245	1,273	1,228
Share of green electricity in %	97.30	89.4	Not recorded in CSH	Not recorded in CSH
Total heating energy in kWh	10,296,887	11,874,338	2,527,348	3,336,288
Total heating energy per staff member in kWh	2,955	2,813	167	210
Total energy consumption from diesel generators in kWh	9,950	9,950	5,923,869	5,407,835
Total energy consumption from generators in kWh	3	2	391	357
Share of renewable heating energy in %	16.3	14.1	Not recorded in CSH	Not recorded in CSH



## MAJOR DIFFERENCES IN HEATING ENERGY AND VEHICLE FUEL

In the case of heating energy too, consumption in and outside Germany varies greatly: in Germany, heating energy consumption per staff member was 2,813 kilowatt hours in 2017. Outside Germany, where few countries have heating systems and electricity is sometimes used for heating, consumption was just 210 kilowatt hours per staff member.

Renewable energy accounted for around 14 per cent of our heating energy and was generated by two geothermal facilities in the new buildings in Bonn and Eschborn as well as smaller solar thermal systems. Energy from fuels and generators plays a negligible role in Germany.

The biggest differences relate to direct energy consumption from vehicle fuel. This amounted to 230,314 kilowatt hours in Germany in 2017 compared with 42,482,770 kilowatt hours outside Germany. While GIZ's "vehicle fleet" in Germany comprised just 18 vehicles at the end of 2017, there were around 4,000 vehicles outside Germany.



## FURTHER INFORMATION

**What does sustainability mean for GIZ?  
What do we hope to achieve, and how do we want to put it into practice? An overview of GIZ's sustainability programme and an interview with Elke Siehl, GIZ's director corporate sustainability, can be found under**

➤ [Embedded at the highest level of management and centrally coordinated](#)

**One basic principle that GIZ respects in all its activities is the need to deal responsibly with the environment and natural resources:**

➤ [Environmental management at GIZ](#)

**One basic principle that GIZ respects in all its activities is the need to deal responsibly with the environment and natural resources:**

↓ [Climate and environmental report 2017](#)

# REDUCING EMISSIONS IS KEY



**Reduce, substitute, offset – this is how giz promotes climate change mitigation in its guidelines on corporate environmental management.**



In order to maintain an ecological balance and counteract global climate change, reducing **GHG emissions** is a core component of our Corporate Strategy. Our approach to GHG emissions in Germany comprises three steps – reduce, substitute and offset.

## VIDEO CONFERENCES INSTEAD OF LONG JOURNEYS

International air travel is by far our biggest source of GHG emissions. That is why we are striving to reduce our business trips wherever possible. We have installed more than 70 video conference systems in Germany that help us reduce the number of business trips we make. Virtual meetings and conferences are also possible from every workstation.

For journeys within Germany, we encourage our staff to travel by rail. By participating in Deutsche Bahn's Environment Plus scheme, they travel using 100 per cent green electricity. In recent years, the number of rail journeys per staff member in Germany has increased, while the number of air kilometres has fallen. Company cars are not a significant environmental factor for us in Germany. In 2017, GIZ had just 18 vehicles in total.

In Germany, GIZ procures 100 per cent green electricity wherever possible. Preventing GHG emissions is especially important outside Germany, as alternatives (such as the use of green electricity) are often not available on the market.

## COMMUTING IS AN IMPORTANT ENVIRONMENTAL FACTOR

Commuting is an important indirect environmental factor for us in Germany. It accounts for around 12 per cent of our mobility-related GHG emissions in Germany and around nine per cent outside Germany. As well as offering employees a subsidised travel pass for use on local public transport, we therefore also support measures such as the expansion of cycling infrastructure. Furthermore, we are expanding our e-mobility infrastructure. The Meander Building in Bonn now has four charging stations in addition to those in Eschborn. Charging stations have also been incorporated into the underground car park of the new building at GIZ's Kottenforst Campus.





To gain a better understanding of the mobility behaviour of our staff, a commuter survey was conducted at GIZ's three biggest locations in Germany (Bonn, Eschborn and Berlin) in September 2017.

The purpose of the survey was to establish a reliable database for GIZ's corporate sustainability reporting obligations. A further aim was to shed light on how satisfied employees are with existing mobility services. The results will also be used to improve construction of GIZ's new Campus 2020 office complex in Bonn.

The response rate of 48 per cent delivers a solid database for CO<sub>2</sub> calculations. The survey also provided numerous ideas and requests concerning the further development of our mobility services.

#### GIZ'S EMISSIONS OUTSIDE GERMANY

GIZ produced 103,854 tonnes of GHG emissions outside Germany in 2017. This is equivalent to 6.54 tonnes per person. The figure outside Germany is calculated on the basis of:

- > electricity and heating energy;
- > generators;
- > company vehicles;
- > air travel.

Calculations of GHG emissions outside Germany include all national and international air travel by field staff, national personnel, development workers, consulting companies and consultants working for us as well as representatives of partner organisations whose air tickets were purchased through our local travel agencies and included in GIZ's accounts. The total value of emissions is divided by the number of field staff, national personnel and development workers.

Evaluating the environmental impact of company vehicles in our partner countries is different than in Germany. In most cases, there are no environmentally friendly alternatives. Thus, almost 4,000 vehicles were in use worldwide in 2017 and insured via our Eschborn office. These are primarily private cars and motorcycles. In 2017, we developed a tool that can be used to estimate GHG emissions from commuting outside Germany. These values are not yet included in the figures on GHG emissions because, when determining the reduction targets for the field structure, no database was available for outside Germany in 2016.

### GOAL: ACHIEVE CARBON NEUTRALITY BY OFFSETTING UNAVOIDABLE GHG EMISSIONS

GIZ's reporting of the GHG emissions it produces is based on the Greenhouse Gas Protocol (GHGP).

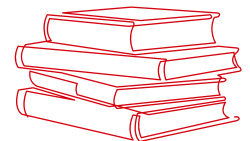
This categorises direct and indirect emissions into three broad scopes:

- > **Scope 1** Direct emissions owned by or under the control of the reporting entity (e.g. fuel for vehicles, gas heating)
- > **Scope 2** Indirect emissions from consumption of energy (e.g. electricity, district heating)
- > **Scope 3** Other indirect emissions in the value chain and thus under the responsibility of the reporting entity (e.g. business trips)

In our Environmental Programme 2016–2020, we set ourselves the goal of reducing our GHG emissions globally. Specifically, we intend to reduce emissions by 2 per cent per capita per year in the field and by 2.5 per cent in Germany. In addition, we are committed to offsetting the GHG emissions we generate around the world.

In 2015, GIZ for the first time obtained **CDM** Gold Standard certificates for emissions generated in Germany in 2013. These were purchased via an external provider for 24,445 tonnes of GHG emissions. In 2016, 20,441 tonnes of GHG emissions from 2014 were then offset through a Thai company in the biogas sector.

Due to further structural changes at the biogas facility in Thailand, which led to significant delays in verification, no new certificates have been issued by this contractual partner to date. Further offsetting of emissions generated in 2015 and 2016 through the offsetting project is still pending. Thus, GIZ still has to offset emissions generated in 2015 (21,791 tonnes), 2016 (22,509 tonnes) and 2017 (25,088 tonnes) by obtaining the relevant certificates.



### FURTHER INFORMATION

GIZ's locations in Germany and many other countries organised a variety of events as part of the German action days in 2017. They all promote more responsible and sustainable use of consumer goods and energy. You can find further information under:

→ [GIZ's commitment to sustainable social change](#) (S. 55)

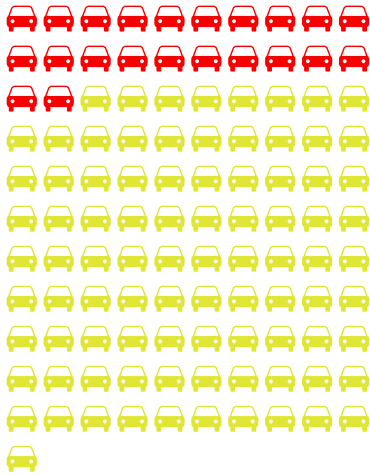
One basic principle that GIZ respects in all its activities is the need to deal responsibly with the environment and natural resources

↓ [Climate and environmental report 2017](#)

**22,218** GERMANY

**89,127** ABROAD

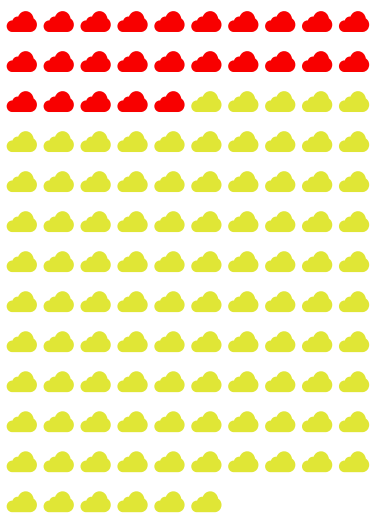
TOTAL GHG EMISSIONS  
FROM MOBILITY IN T



**25,088** GERMANY

**103,855** ABROAD

TOTAL GHG EMISSIONS  
(GHG EMISSIONS TO BE OFFSET)  
(IN T)



GHG EMISSIONS FROM MOBILITY

	Germany		Abroad	
	2016	2017	2016	2017
Total GHG emissions from mobility in t	20,236	22,218	93,463	89,127
Total GHG emissions from mobility per staff member in t	5.62	5.46	6.18	5.61

GHG EMISSIONS

	Germany		Abroad	
	2016	2017	2016	2017
<b>Scope 1</b>				
Gas heating [in t]	1,592	1,964	1,344	686
Fuel consumption, company vehicles [in t]	51	57	11,238	10,637
Coolants [in t]	115	63		
Generatoren [in t]	3	3	1,466	1,749
<b>Scope 2</b>				
District heating/district cooling [in t]	440	392	-	-
Electricity [in t]	124	391	12,577	12,291
<b>Scope 3</b>				
Commuting, staff members in Germany [in t]	3,287	3,018	-	-
Air travel, staff members in Germany [in t]	16,898	19,200	82,225	78,491
Total GHG emissions (GHG emissions to be offset) [in t]	22,509	25,088	108,850	103,855

FURTHER AIR EMISSIONS

	2016	2017
NO <sub>x</sub> (nitrogen oxides) in kg	34,639	50,644
SO <sub>2</sub> (sulphur dioxide) in kg	31,060	35,914
PM <sub>10</sub> (particulate matter) in kg	905	1,319

"Further air emissions" are emissions generated by air and other business travel, company vehicles, staff commuting, and electricity and heating consumption.



# VALUING WATER

In many countries, water is an extremely valuable commodity. That is why we promote the responsible use of this precious resource at all our locations.



GIZ does not engage in water-intensive business activities. In Germany, our water is sourced almost exclusively from municipal suppliers, and water is not a major environmental concern for us. However, we do recognise the importance of water in many countries around the world and therefore strive to use this resource responsibly and sparingly.

## SAVING DRINKING WATER, USING RAINWATER, PREVENTING POLLUTION

We have installed water-saving technology on a large scale at our locations in Germany. This initially enabled us to generate savings, but due to the **🚫 Legionella regulation** and the associated additional flushing process, our consumption has recently begun to rise again. By making greater use of rainwater that is collected in tanks in our new buildings, however, we are striving to reduce total consumption and to keep consumption at a low level in our existing buildings. We also protect the environment by using environmentally friendly cleaning products with rigorous quality seals.

## WATER IS A VALUABLE COMMODITY

In many of our partner countries, water is a precious commodity. At the same time, data collection in this field is especially work-intensive, and incomplete. In some countries, **🚫 CSH** analyses have found water meters to be defective or imprecise, or have identified leaks on properties. Collecting data enables us to assess where specific action is required. Going forward, we see great potential for realising further water savings.



## FURTHER INFORMATION

**The Corporate Sustainability Handprint® (CSH) is a management tool created by GIZ that our offices outside Germany have been using since 2016 to systematically measure how they contribute to corporate sustainability Find out more about this topic under**

➤ [Leaving a positive handprint](#)

**One basic principle that GIZ respects in all its activities is the need to deal responsibly with the environment and natural resources**

↓ [Climate and environmental report 2017](#)



# BUILDING SUSTAINABLY AND SUPPORTING BIODIVERSITY

In our new buildings in Germany, we meet the highest sustainability standards and comply with the criteria of the German Sustainable Building Council (DGNB). The same applies to redevelopments. In rented properties too, we weigh up the environmental, social and economic aspects. Promoting biodiversity is a priority at all our locations.

Sustainable construction is an important aspect of our environmental management. The Property Division and the individual **EMAS** location officers work closely with the environmental management officer to achieve the goals we have set.

## SETTING AN EXAMPLE FOR OTHER COMPANIES AND ORGANISATIONS

We are committed to sustainable construction in both redevelopment projects and new builds. In recent years, all new buildings have been planned, completed and certified in accordance with the Gold Standard of the German Sustainable Building Council (DGNB).

In February 2017, the foundation stone was laid for a new office building on GIZ's campus in Bonn, which represents an estimated investment of EUR 158 million. The new building, with around 28,000 square metres, will provide space for approximately 850 workstations and has been planned in line with DGNB's requirements. It is scheduled to be completed by the end of 2019 and certified to EMAS by 2020. Situated right next to the Meander Building, it will create a shared campus with space for around 1,500 employees.







GIZ's new Kottenforst Campus location in Bonn-Röttgen, which is home to the Academy for International Cooperation (AIZ), was completed at the end of 2017. In addition to the existing buildings, another new building was constructed there at a cost of approximately EUR 30 million. This will be used to run seminars from 2018. The new building has its own geothermal system, a combined heat and power unit and an absorption chiller. It also has four fast charging stations for e-vehicles that are powered via the building's own combined heat and power unit. The entire location will be certified to EMAS in 2018, with certification to DGNB set to follow in 2019.

With the exacting certification to DGNB, GIZ is aiming to set a good example for other companies and organisations and encourage them to follow suit. DGNB's standards take account of not only technical and economic criteria, but also sociocultural minimum standards such as accessibility. They also evaluate land consumption, which has a direct environmental impact on biodiversity.

#### **PROMOTING BIODIVERSITY CONSERVATION**

GIZ has been a member of the cross-sector Biodiversity in Good Company initiative since it was first established in 2011. The initiative is a collaboration of companies from a variety of sectors that have joined forces to promote the protection and sustainable use of the world's biodiversity. It therefore helps implement the international Convention on Biological Diversity.

We are also:

- › a member of the Biodiversity Network Bonn (BION);
- › a full member of the International Union for Conservation of Nature (IUCN);
- › a full member of the German Association of Environmental Management (B.A.U.M.).

#### **BIODIVERSITY STRATEGY IN AND OUTSIDE GERMANY**

GIZ's properties in Germany are mainly located in inner-city areas. The limited space offers little potential to promote biodiversity. Nonetheless, our properties are an advertisement for our company. We therefore strive to make our grounds and gardens insect-friendly and to plant native species and create green roofs. We also keep sealed surfaces to a minimum. The four buildings on the Kottenforst Campus are situated on the edge of Kottenforst forest, which is part of the Rhineland Nature Park and is largely protected by nature conservation laws (as it provides a habitat for fauna and flora). We therefore place special emphasis on biodiversity here.

In our Environmental Programme, we have set ourselves the goal of developing a strategy for the biodiversity-friendly planning of all our EMAS locations. We also inform our service providers about GIZ's biodiversity conservation, thus underlining the importance of this topic.



In procurement, we make sure that products are environmentally sustainable by applying relevant criteria. When purchasing wood products, in particular, we pay special attention to biodiversity conservation in our procurement and tender processes and apply corresponding international standards. In our canteens, we also make a conscious effort to incorporate into our ingredients fruit and vegetable varieties that are grown regionally.

#### **INITIATIVES IN GERMANY: GIZ STAFF ARE ACTIVELY INVOLVED**

In Germany, a number of voluntary environmental initiatives have also been launched by enthusiastic employees. The bee group in Eschborn, for example, not only takes care of its bees, but also sells the honey they produce within the company in aid of good causes. In 2017, members of the bee colony were brought to Bonn, where a separate bee group was established. The Meander gardeners in Bonn have also turned their hands to urban gardening. In their lunch breaks and after work, they devote their time to growing and harvesting old varieties of vegetables, for example.

#### **OUTSIDE GERMANY, SUSTAINABILITY ISSUES ARE TAKEN INTO ACCOUNT WHEREVER POSSIBLE**

Sustainable construction is not an explicit area of action in the **CSH**. Most buildings in our partner countries are rented, and many colleagues work from the premises of our partner organisations. Compared with building projects in Germany, which are designed to meet GIZ's needs, this limits the scope of what we can do to address this environmental issue. However, countries directors and project managers do take sustainability issues into account wherever possible when constructing and renting property in countries outside Germany.



#### **FURTHER INFORMATION**

**The new building on the Kottenforst campus was built to the latest ecological standards. Read the press release on the opening and take a 360-degree tour:**

➤ [Campus Kottenforst opens](#)

**More about our Academy for International Cooperation on the Kottenforst Campus:**

➔ [GIZ as an employer: Increasing employability](#) (p. 18)

**The new office building on GIZ's campus in Bonn:**

➤ [Foundation stone laid at GIZ campus in Bonn](#)

**Urban gardening in Bonn:**

➤ [Staff commitment to sustainability](#) (p. 57)

**Our networks and cooperation arrangements:**

➔ [Our stakeholder management](#) (p. 52)

**One basic principle that GIZ respects in all its activities is the need to deal responsibly with the environment and natural resources**

↓ [Climate and environmental report 2017](#)

# CONSIDERING ENVIRONMENTAL FACTORS WHEN SELECTING MATERIALS



GIZ has set itself the goal of reducing paper consumption and recycling selected IT equipment. Our use of materials is also a key factor in the promotion of sustainable event management.

On average, only around nine per cent of all paper used at GIZ's locations outside Germany in 2017 was recycled eco-paper. Because it is often difficult to purchase such paper locally, this rate cannot be increased as easily as in Germany.



## REDUCING PAPER CONSUMPTION

As a service company, paper is an essential resource that we use in our offices every day. The introduction of the new printer concept in 2016 and the avoidance of workplace printers wherever possible have led to significant reductions in paper consumption at our locations in Germany. In 2017, 99.4 per cent of the paper we used was Blue Angel-certified recycled paper. Ink cartridges are replaced by the provider of our low-energy printers and recycled to produce new cartridges.

## RECYCLING AND RETURNING INSTEAD OF SIMPLY DISCARDING

We are committed to producing as little waste as possible and to achieving a high recycling rate. Since 2013, for example, selected IT equipment has been reconditioned by a service provider and resold as used equipment. Defective devices that cannot be reconditioned are disposed of properly, in an environmentally friendly manner. In the period from 2013 to 2017, a total of 5,078 devices were collected. Around 56 per cent of these were reconditioned and subsequently resold.



# 3,636

SHEETS PER STAFF MEMBER IN GERMANY (2016: 5,023)

### ANNUAL PAPER CONSUMPTION

	Germany		Abroad	
	2016	2017	2015/2016	2016/2017
Sheets per staff member	5,023	3,636	4,318	4,979
Total (sheets)	16,245,894	14,654,339	65,336,413	79,061,190





## WASTE

The majority of the waste we produce is assimilated municipal waste. In the case of residual waste, our per capita value was noticeably lower in 2015. This can be attributed to the development of a waste strategy in 2016. Since then, all waste has been recorded, including waste that was previously allocated to our canteen service providers. The increase can therefore be explained by the new and comprehensive data recording process.

Waste is not an area of action in the **CSH**.

In procurement too, we strive to ‘buy in’ as little waste as possible. We give preference to reusable packaging, and any packaging used must meet our requirements or be taken away by the supplier. We also attach great importance to repairing purchased materials and equipment wherever possible.

In our canteens, paper cups at coffee machines were replaced with ceramic mugs in 2017, and reusable lunch boxes were introduced instead of polystyrene takeaway boxes. Used highlighters and markers are also collected at all locations in Germany – especially our training centres – and then recycled.



## FURTHER INFORMATION

**Economical, but also ecological and social:**

→ [Sustainable procurement at GIZ](#) (S. 69)

### ANNUAL VOLUME OF RESIDUAL WASTE IN GERMANY

	2015	2016	2017
kg per staff member	66	87	85
Total (tonnes)	195	266	359



# 85

KG PER STAFF MEMBER  
WASTE IN GERMANY  
(2016: 87)

POLITICAL

PARTICIPATION







## EVERYONE CAN CONTRIBUTE

GIZ'S UNDERSTANDING OF SUSTAINABILITY IS BASED NOT ONLY ON THE THREE DIMENSIONS OF SUSTAINABILITY, BUT ALSO ON A FOURTH PILLAR: POLITICAL PARTICIPATION. THIS COMBINES A NUMBER OF FACTORS, NAMELY STAKEHOLDER PARTICIPATION AND BALANCING THE INTERESTS OF DIFFERENT STAKEHOLDERS, PERSONAL RESPONSIBILITY ON THE PART OF RELEVANT ACTORS AND GOOD CORPORATE GOVERNANCE BY GIZ.

# OUR STAKEHOLDER MANAGEMENT

GIZ's stakeholders all have different relationships with the company. Their opinions are extremely important to us, and their involvement in relevant processes is an integral part of our sustainability management process.

## SHAREHOLDER, MONITORING BODIES AND ADVISORY BODIES

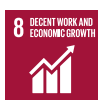
The Shareholder Meeting, **Supervisory Board** and Management Board are the three official bodies that GIZ is required to have under German law. The **Board of Trustees** advises the company. It ensures an exchange of information and opinions and fosters relations between GIZ and the individuals and institutions represented on the Board of Trustees. These are the lower house of the German parliament (Bundestag), government departments, the federal states and local authorities, civil society, private sector companies, trade unions, development workers and academic bodies.

The **Private Sector Advisory Board** provides a platform for regular dialogue between the private sector and international cooperation organisations. The Board comprises representatives of companies and business associations. It meets at least twice a year to identify common fields of activity and possible avenues for cooperation. The goal is to create stronger links between the private sector and international cooperation organisations.

As a sustainable enterprise, we take the involvement of and dialogue with our interest groups very seriously. Our objectives, working methods and performance are influenced by many stakeholders. We address the interests of our external stakeholders by engaging in various forms of dialogue. Key stakeholders include:

- > clients, commissioning parties and partners;
- > national and international cooperation, alliance and network partners;
- > service providers and suppliers;
- > the general public.

In addition to these, our shareholder, monitoring bodies and advisory bodies play an important role. Internally, our staff are important company stakeholders.



# NETWORKS AND COOPERATION ARRANGEMENTS



We systematically develop our strategic alliances and cooperation arrangements with other development cooperation organisations, civil society organisations and private sector stakeholders. We also participate in networks in Germany and around the world and are members of various organisations. We maintain an intensive dialogue on corporate sustainability issues at the global, national, regional and local levels and have entered into a number of voluntary commitments, including the following:



## UN GLOBAL COMPACT

We have been a participant in the **United Nations Global Compact** since 2004 and have undertaken to adhere to its ten principles in the areas of human rights, environment, labour and social standards and anti-corruption. We report our progress on these principles on a yearly basis. Moreover, we support the implementation of the Global Compact. Since 2001, GIZ has run the Focal Point of the German Global Compact Network on behalf of **BMZ**.



## BIODIVERSITY IN GOOD COMPANY

GIZ has been a member of the **Biodiversity in Good Company** initiative since it was first established. The initiative is a collaboration of companies from various sectors. They have joined forces to promote the protection and sustainable use of the world's biodiversity – in line with the Convention on Biological Diversity (CBD). The initiative aims to stop the dramatic loss of ecosystems, species and genetic diversity.



## B.A.U.M.

We have been a member of **B.A.U.M.** (the German Association of Environmental Management) since 2011 and are therefore bound by the B.A.U.M. code of conduct. B.A.U.M. aims to raise awareness among companies, municipalities and organisations of the importance of pro-active environmental protection and its vision of sustainable management, and to support them in implementing ecologically effective, economically sensible and socially just schemes. It does so on the basis of the B.A.U.M. code of conduct for sustainable management.

## 100 COMPANIES FOR CLIMATE PROTECTION

We have signed the **100 Companies for Climate Protection** charter. The “Hesse Gets active: 100 Companies for Climate Protection” initiative is part of Hessian State Government's sustainability strategy. It contributes to improving Hesse's long-term prospects and to ensuring that life today and tomorrow is environmentally sound, socially just and economically efficient.



### CODETERMINATION AND PARTICIPATION

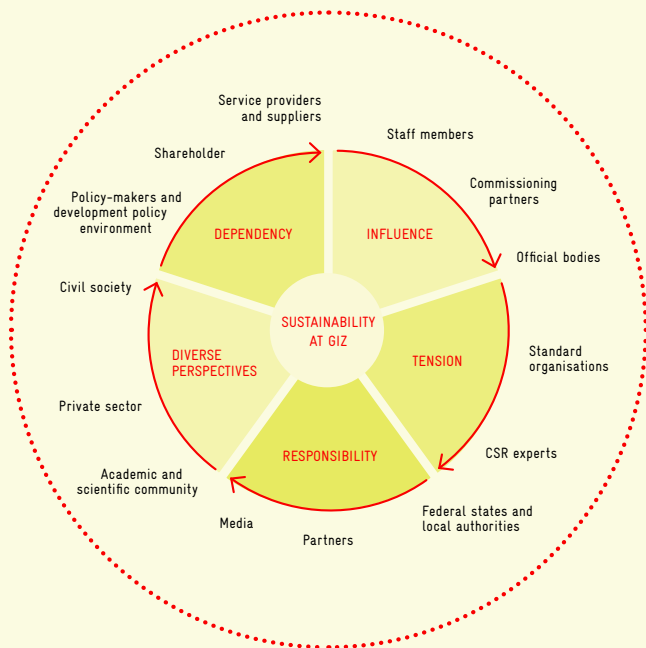
German workers’ right to be involved in decision-making processes is enshrined in the German Works Constitution Act. The local or – in the case of issues affecting the company as a whole – Central Staff Council represents employees in such matters. The interests of staff members in the field are safeguarded by seconded representatives. They form a separate committee within the Central Staff Council. To build a working relationship and meet legal

requirements, several forms of dialogue take place – from monthly meetings of local Staff Councils to annual conferences.

GIZ’s national personnel regularly elect representatives at the country level. In the event of disputes, they can steer ideas and proposals in the right direction. They are also involved in discussions affecting larger groups of employees. The Human Resources Department has set up a special help desk to support colleagues in the field.

Staff meetings are held regularly and include open space events such as live video discussions with managers and many other forms of dialogue. Important communication channels include our intranet, internal newsletters and staff magazine “wir”. Twice a year, surveys are sent to all staff members and development workers in our projects.

## STAKEHOLDER-MAP OF THE GIZ SUSTAINABILITY MANAGEMENT



### FURTHER INFORMATION

**Promoting biodiversity is a priority at all locations:**

→ [Building sustainably and supporting biodiversity](#) (P. 45)





# GIZ'S COMMITMENT TO SOCIAL CHANGE

GIZ's locations in Germany and its country offices worldwide are engaged in a variety of activities to improve sustainability. The motto of GIZ's German sustainability action days in 2017 was "Responsible consumption – fair enough!". From safe cycling in Nepal and a plastic-free week in Thailand to sustainable event management at hotels in Rwanda – a range of initiatives were organised by GIZ staff to raise awareness of sustainability in and outside Germany.

GIZ's staff supported the 2017 German Sustainability Action Days by organising a total of 38 initiatives at its locations in Germany and 35 events in 21 countries, providing a wide variety of information and ideas about sustainable consumption. Events were organised by many of the company's country offices around the world. Staff in the Philippines, for example, organised a sustainability week, while staff in Nicaragua worked in care homes and staff in Tanzania introduced a charity week in which each employee can devote their working time to a specific cause.

## SUSTAINABLE TEXTILES

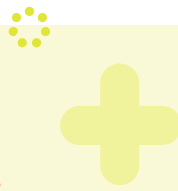
In Bonn, the **1 Partnership for Sustainable Textiles** highlighted the conditions in which our clothes are produced in developing countries. It also offered ideas on how we can make our own wardrobes more sustainable using resources such as special shopping guides.

## ALBANIA: RESPONSIBLE USE OF RESOURCES

In Albania, GIZ and its cooperation partner, a university in Tirana, helped young people gain a better understanding of the topics of recycling, energy efficiency and regional produce in an entertaining way. They used experiments to test the energy and cost efficiency of different types of light bulb, and presentations and various quizzes to draw attention to the issue of plastic and recycling.







## OVERVIEW OF SELECTED PROJECTS AT GIZ'S COUNTRY OFFICES:

- MADAGASCAR**
- > March for climate change to raise public awareness in Antananarivo
  - > Support for Manda, an NGO that helps children in need

- ZAMBIA**
- > Activities to raise awareness of HIV/AIDS

- TANZANIA**
- > Charity day on which each employee at GIZ in Tanzania can devote their working time to a specific cause

- COSTA RICA**
- > Donation of violins to young musicians
  - > Donations for the purchase of emergency food kits
  - > Collection of new and used books for social organisations

- CAMBODIA**
- > Election monitoring

- NICARAGUA**
- > Collaboration with civil defence and the fire service on safety and security issues
  - > Social engagement of staff in care homes

- PHILIPPINES**
- > Sustainability Week (end of June 2017)

- ALBANIA**
- > Regular humanitarian activities
  - > Cooperation with engaged students and schools

- KYRGYZSTAN**
- > Charitable engagement

- SERBIA**
- > Communication of charitable initiatives

## VOLUNTEER DAY IN BOSNIA AND HERZEGOVINA

In November 2017, GIZ staff in Bosnia and Herzegovina organised a day of social engagement with various institutions there. Among the institutions taking part were an establishment for children without parental care in Sarajevo and Banja Luka and an institution for children and young adults with mental disabilities. Staff spent an enjoyable day making greetings cards and gift boxes with the children, learning songs about friendship and reading books. The young adults also had the opportunity to practise skills such as writing a CV and working with the Photoshop software.



## FURTHER INFORMATION

**Sustainability is up to each and every one of us.  
How can we as individuals contribute to it in our day-to-day lives?**

→ [Staff commitment to sustainability](#) (p. 57)

# STAFF COMMITMENT TO SUSTAINABILITY



Sustainability is up to each and every one of us. It is founded on a clear decision on how we can make our company even more sustainable and what we as individuals can contribute towards it every day. Promoting employee commitment in this way is part of our sustainability strategy. It turns good ideas into specific contributions to greater sustainability.

## BYE-BYE, PAPER CUPS!

In 2016, a total of 261,500 paper cups, around 100 per person, were used in Eschborn and Bonn by people getting their daily caffeine hit. This isn't just a vast amount of waste, the volume of water needed to produce the paper cups is also huge – a massive 130,000 litres. This doesn't fit in with our corporate philosophy on sustainability.

Our Berlin Representation has been setting a good example for years. Coffee there has always been served in porcelain mugs, nothing else. Since mid-2017, this has also been the case in Eschborn and Bonn: a small but important contribution to corporate sustainability.

## RECYCLING SYSTEM FOR PLASTIC AND E-WASTE

There are no waste disposal services in Burundi. Most offices and private households burn their waste themselves. As a result, pollutants contaminate the soil and toxic gases are a danger to health. This has led the GIZ office in Burundi to set up its own recycling system.

Plastic waste and e-waste – including from employees' private households – is collected at a central point and "donated" to local recycling enterprises. This not only supports these businesses, it also protects the environment, improves health and safety at work and has generally increased environmental awareness in everyday life.

## GARDENING ON YOUR LUNCH BREAK

In the Meander Garden in Bonn, about 50 GIZ staff members are investigating how to garden sustainably using simple means. Every Thursday during their lunch break, they get together to hoe, weed and water, and arrange a garden picnic to go with it.

The communal garden was created in 2016 on the south side of the Meander Building, which was constructed in line with the latest environmental standards. Operation of the building is carbon-neutral, groundwater is used for heating and cooling, and solar panels on the roof generate electricity. Now this sustainable structure has been enhanced with 32 raised beds featuring organically grown fruit and vegetables.

## SUSTAINABLE IDEAS FOR THE CAPITAL

As a private individual, how can I save energy or choose a green investment for my money? These are some of the questions covered by the "environment heroes" at the GIZ Berlin Representation.

They email their colleagues circulars full of environmental and sustainability tips, and also organise their own campaigns, for example during the German Sustainability Action Days. These deal with topics such as sustainable consumption and green and healthy mobility by bike.



ECONOMIC

PERFORMANCE





# OUR ECONOMIC PERFORMANCE

WE WANT TO SAFEGUARD OUR SERVICES – AND THUS JOBS WORLDWIDE – IN THE LONG TERM. TO ACHIEVE THIS, WE NEED TO DELIVER VALUE FOR MONEY. EFFECTIVE ACTION IS OUR TOP PRIORITY. WE THEREFORE USE OUR RESOURCES COST-EFFECTIVELY AND ENSURE HIGH QUALITY. IN THIS PROCESS, WE CAREFULLY WEIGH UP OUR RISKS AND OPPORTUNITIES AND ADHERE TO OUR INTERNAL RULES AND PROCEDURES.



Value for money and performance are key to our success. Specifically, this means that we work to deliver results in all our projects and aim to achieve **→ lasting solutions** (p. 62). We ensure that we achieve the optimal sustainable cost-benefit ratio in our work. This enables us to work cost-effectively and efficiently.

Our clients and commissioning parties place a great deal of trust in us; we receive funds from the federal budget and from international organisations. In order to correctly assess, avoid and minimise **→ risks** (p. 74) and optimise the impact of the measures financed in this way, GIZ has implemented a risk management system. In our work, we adhere to **→ our Code of Conduct and actively and systematically tackle corruption** (p. 64). Each and every person at GIZ bears responsibility for this – at all our locations around the globe.

When it comes to securing the sustainability of our work, **→ quality** (p. 72) plays a key role. Our quality management system and internal and external audits ensure that our work is of a high standard. In procurement too, we are increasingly taking account of social, environmental and innovative factors.

The topics of this chapter are addressed separately in greater detail under **→ “Economic capability”** (p. 67). However, our work in this area is also influenced by other factors:

## LEARNING ORGANISATION

We want to be successful, effective and cost-effective in the long term. We therefore constantly question our actions and decisions. This enables us to learn from our own experiences – including the less successful ones. This process is an integral part of the success factor “learning and innovation” in our Capacity WORKS management tool, which we use to manage and implement our commissions. In view of digital change and the increasing complexity of the working world, we also launched the internal Cooperation and Management process in 2017 with the aim of contributing to wide-scale organisational learning in these areas in 2018 and 2019.

## CLIENT FOCUS


We offer a wide range of services for governments, companies, international institutions and private foundations. **→ Our clients** benefit from our tried-and-tested management expertise and long-standing international experience in more than 100 different fields. In the interests of our clients, we are committed to meeting standards for transparency and accountability, thereby demonstrating our effectiveness and credibility and providing value for money.



## SUSTAINABLE EVENT MANAGEMENT

We support our staff in organising successful sustainable events. In 2018, we published a [↗ "Guide to sustainable event management"](#), which is designed to guide our employees through the phases of planning, communicating, realising and following up on events. Previously, the GIZ Navigator for Sustainable Event Management served as the guide for event organisation.

Events, in particular, offer enormous potential for making the concept of sustainability tangible in its four dimensions, i.e. social responsibility, ecological balance, political participation and economic capability. Many sustainable event management measures can be transferred directly to everyday office life, resulting in more sustainability in the company as a whole.

In cooperation with  BMZ, Global Citizen and the City of Bonn, we presented [↗ Climate Planet](#), the world's largest replica of Planet Earth, at the 2017 UN Climate Change Conference in Bonn. In planning the event, the organisers were guided by the principles of sustainable event management.

## PARTNER ORIENTATION AND EMPOWERMENT OF LOCAL PARTNERS

We believe that working together is the only way to respond effectively to global challenges and are therefore constantly expanding our partnerships and cooperation arrangements. In late 2017, we appointed a central contact person for German civil society organisations who can be approached at any time by actors in this field seeking advice or information. This can include sharing general information on corporate objectives, discussing the development landscape, answering specific questions – on contractual arrangements, for example – and facilitating contact with GIZ colleagues, country directors and experts.

Expanding our cooperation arrangements and partnerships is one of the company's top priorities. The global [↗ Agenda for Sustainable Development](#) is a clear statement of joint responsibility on the part of various stakeholders – and **multi-stakeholder partnerships** are an essential element of implementing the SDGs.

Ownership by our partners forms the basis for sustainable development. Our development cooperation measures are therefore designed to support ownership and increase the effectiveness of development cooperation.

The interests of GIZ's partners vary greatly.

Examples of joint projects include:

- › expanding [↗ electromobility in Brazil](#) in cooperation with the Brazilian Ministry of Industry, Fraunhofer-Gesellschaft and other partners;
- › enabling young people from Viet Nam to complete [↗ training to work in the nursing sector in Germany](#) in cooperation with the German Federal Employment Agency's International Placement Services;
- › [↗ fighting corruption in Afghanistan](#) through the placement of international experts in conjunction with the Centre for International Migration and Development (CIM) and the German Federal Employment Agency.

[↗ Working with strong partners](#)

[↗ Partnerships](#)

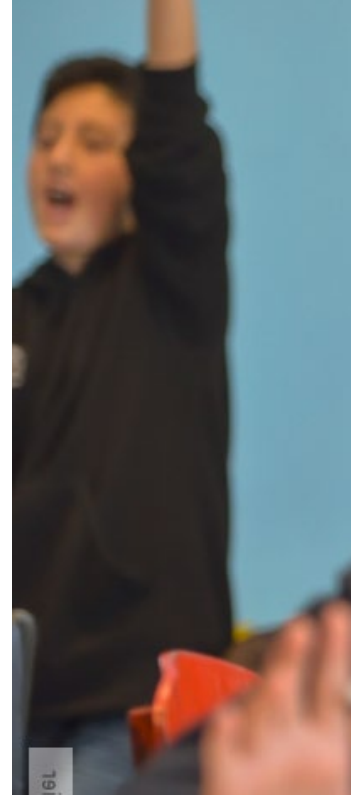
[↗ Examples of partnerships and cooperation arrangements worldwide](#)

The [↗ Sustainability Programme](#) as the principal guideline and management instrument for the work of the Sustainability Office.

## DIGITALISATION

Digital change is altering not only the way we interact with our partners in projects, but also our internal processes and the way we work. Information on this key topic can be found under [↗ Digital Transformation](#).

# WORKING ON A RESULTS-ORIENTED BASIS AND ACHIEVING LASTING RESULTS



Results orientation is firmly embedded in GIZ's corporate strategy.



## THE IMPORTANCE OF EFFECTIVENESS AT GIZ

As an area of action in our [Strategy Architecture](#), effectiveness – along with business development, expertise and alliances, and value for money – is instrumental in achieving our vision. We are increasing our focus on indicators that can be measured and compared in order to better monitor the results of our work.

## KNOWING WHAT WORKS – EVALUATION AT GIZ

GIZ's [evaluation reports](#) in 2015 and 2016 reviewed and assessed a total of 169 projects. The average score for these assessments was 1.9 in 2016, an increase of 0.3 compared with 2015. Of the 169 projects evaluated, 28 per cent were rated “very successful”, more than half (53 per cent) “successful”, 16 per cent “rather successful” and 2 per cent “rather unsatisfactory”.

For the evaluation criterion “sustainability”, projects were assessed on their ability to produce lasting results. The following was found to apply to most projects: “The positive effects of the project are likely to have a lasting impact. The project takes into account possible risk factors that could influence the longer-term sustainability of results.” In 2015 and 2016, sustainability received an av-

erage score of 2.4. Despite this positive rating, it remained – as in previous years – the worst rated evaluation criterion overall.

“We want to learn, and part of that is openly and transparently assessing what works well and what doesn't,” states Christoph Beier, Vice-Chair of the GIZ Management Board. “That is the only way to move forward in our work, implement what's good on a broader scale, and acknowledge and correct shortcomings.”

GIZ has a long tradition of carrying out evaluations based on a results-based and utilisation-focused evaluation approach. Detailed information on the principles, guidelines and requirements of our evaluation practice can be found in GIZ's [evaluation policy](#).

## MAKING EFFECTIVENESS VISIBLE

How does GIZ help solve regional and global problems such as mitigating the effects of climate change or reducing poverty in the world? For instance, how many people worldwide found employment in the period from 2010 to 2015 as a result of GIZ's projects? And how many of them were women?

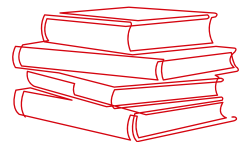


It is not only experts who are interested in the answers to these questions – the general public also wants more information about the results achieved. In connection with the [↗ 2030 Agenda](#) in particular, reporting in international cooperation focuses not only on funding and activities, but increasingly on the objectives and the results achieved.

Like many other organisations, we are therefore faced with the task of providing the best possible evidence of the effectiveness of our work and communicating this in a readily understandable way, not just for individual projects, but on a global level too. To do so, GIZ compiles cross-project and transnational [↓ results data](#) every two years.

### LIMITATIONS OF GIZ'S RESULTS DATA

However, GIZ's results data does not measure the sustainability of projects. It is often difficult to verify intended effects at the exact time of data collection. For example, results data does not show whether people will remain in newly created jobs. And tangible results may not be felt until much later, as in the case of policy advice.



### FURTHER INFORMATION

**We drive change with our partners in about 120 countries worldwide:**

↗ [Our work around the world: Working together for change](#)

**"Knowing what works" – projects evaluated during the 2015–2016 reporting period:**

↗ [Evaluation report 2017](#)

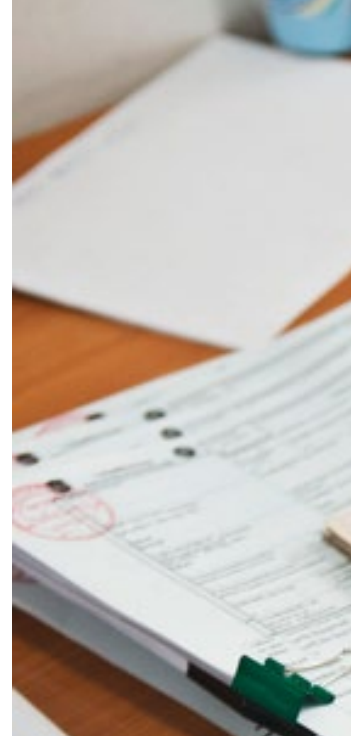
**We are working for a liveable future around the world. Effectiveness as a benchmark in GIZ's corporate strategy:**

↗ [Our strategy at a glance](#)

**Overview of the principles and guidelines of our evaluation policy:**

↓ [GIZ's evaluation policy](#)

# TAKING ACTION TOGETHER AGAINST CORRUPTION



Our reputation as a trustworthy company is a key factor in our success. And compliance, integrity and anti-corruption are core elements of our compliance management system.



## ANTI-CORRUPTION AT GIZ

Anti-corruption management is an important element of our compliance management system. We define corruption as the clandestine abuse or misuse, for personal gain, of the power conferred by public office or through private sector authorisations. This includes active and passive bribery, giving and accepting gifts and other benefits, employing or awarding contracts to closely connected or related persons and other conflicts of interest. Fraud and embezzlement are also crimes generally associated with corruption.

Our Code of Conduct contains clear rules for dealing with conflicts of interest and avoiding corruption. All staff members have undertaken to comply with these rules.

For the projects and programmes we implement on behalf of **BMZ**, the strategy paper Anti-Corruption and Integrity in German Development Policy serves as an additional binding frame of reference for us. Furthermore, we are a member of **Transparency International** and regularly take part in its forums.

Contracts with service providers and consultants are subject to strict rules, with a view to minimising corruption risks.

57

REPORTED CASES

11

MEASURES SUCCESSFULLY INITIATED

15

DISCIPLINARY PROCEEDINGS INITIATED

### ANTI-CORRUPTION AT GIZ

	2015	2016	2017
Total number of reported cases	44	52	57
Still being processed	8	0	3
No evidence of misconduct	13	22	22
No involvement of GIZ staff members, but third-party involvement	3	3	6
Measures successfully initiated	5	10	11
Disciplinary proceedings initiated	15	17	15





## SYSTEMATIC COMPLIANCE MANAGEMENT

To ensure compliance, integrity and anti-corruption, GIZ is expanding its compliance management system. In 2015, this was manifested in the formation of a dedicated Compliance and Integrity Unit that, within the compliance management system, is responsible for coordination and management in conjunction with all relevant business units.

To strengthen our compliance management system, a compliance committee consisting of two Management Board members and several directors general of departments and directors of corporate units was also set up. It is tasked with resolving overarching integrity and compliance issues and making basic policy decisions. The Integrity and Compliance Unit reports to the Management Board on compliance management measures every year and to the Supervisory Board every two years.

GIZ has a comprehensive risk identification system that systematically combines individual surveys with routine processes. The continuous recording of compliance, integrity and corruption risks is integrated into the standard company-wide risk management process. By analysing and assessing existing and potential compliance risks, problem areas are systematically identified and addressed as part of a risk-based compliance programme, with emphasis on measures for prevention, awareness-raising and response.

The country offices provide updates on the status of their measures to minimise compliance risks and fight corruption every year. As part of GIZ's risk management system, every organisational unit within GIZ must also report on its risks – including compliance, integrity and corruption risks – and the measures it has taken to counteract them, every six months.

Our internal control systems ensure proper commercial management of our projects. We regularly check whether the financial and administrative procedures within our projects are correct and efficient and whether we are in compliance with our own internal regulations. The focus is on procurement processes, proper accounting and HR management. GIZ's internal systems are also monitored through various external audits.

The correct use of financial resources is a top priority for GIZ. Procurement processes are therefore always carried out by at least two people from different organisational units. In addition, our rotation principle requires functions with a high corruption risk to be restaffed at least every six years. Any deviation from the rotation rule must be justified and documented.

Our IT systems ensure the transparency of purchasing activities in our country offices. They can be used, for example, to check whether local fees correspond to those typically charged in the respective country.



## EMBEDDED GLOBALLY IN ALL GIZ OFFICES

In 2017, the groundwork was laid for the introduction of a systematic compliance management system for the entire field structure that was then introduced in 2018.

Countries with a potentially increased compliance risk must put together a core compliance team that is responsible for organising and managing the compliance process in the respective country office. The focus is on country-specific risks with respect to corruption and failure to comply with corruption regulations. To minimise the risks identified on an ongoing basis, corresponding countermeasures are initiated and their impact is assessed.

## RAISING AWARENESS AND RECOGNISING VIOLATIONS

The Code of Conduct is also designed to support employees in recognising and avoiding conflicts of interest. New staff members are trained from the outset to enable them to recognise situations with a high corruption risk. Every new GIZ employee must successfully complete the company's web-based training on ethical conduct. Classroom-based training at mandatory induction events for new staff are also used to raise awareness of possible conflicts of interest and corruption prevention.

Staff members, project partners, clients and the general public can contact our internal integrity advisors or an external ombudsperson to report any violations.

## WE FOLLOW UP ON ALL INFORMATION

The Legal Affairs and Insurance Unit advises and supports the entire company on all legal and insurance-related issues. No illegal activities or financial or non-financial penalties for violations of competition law were reported in the 2017 reporting period. In 2017, 57 concerns were raised about possible corruption cases (2016: 52 concerns), all of which were investigated.



## FURTHER INFORMATION

**An example of integrity and compliance in our projects can be found in our Integrated Company Report:**

[➤ Fighting corruption from within](#)

**The Sustainability Programme as the principal guideline and management instrument for the work of the Sustainability Office:**

[↓ Sustainability Programme 2016 – 2020](#)



# VALUE FOR MONEY IS A PREREQUISITE

**Value for money, quality, efficiency and innovation are at the heart of GIZ's activities as a modern company. We always strive to achieve the optimal sustainable cost-benefit ratio in everything we do.**

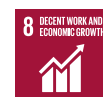
## VALUE FOR MONEY IN GIZ'S CORPORATE STRATEGY

To enable a future worth living for as many people as possible in the long term, we must be cost-effective. This is one of the four pillars of our Corporate Strategy 2017–2019. We ensure value for money by using resources efficiently and responsibly and by keeping track of developments through key performance indicators and associated top-level measures. For the coming years, we have defined a variety of top-level measures to safeguard the cost-effectiveness and compliance of our work. This will enable us to secure the efficiency and long-term viability of GIZ, the trust of our shareholder, clients and partners, and the best possible use of funds.

These top-level measures are:

- › increasing the efficiency of company-wide processes;
- › mainstreaming and institutionalising compliance and further developing risk management;
- › strengthening sustainable business practices and sustainability performance.

We must satisfy the requirements of a differentiated and complex portfolio of services. To do this, we are focusing on increasing the standardisation, professionalisation and digitalisation of our processes. This will enable us to make existing processes not only more cost-effective, but also more efficient.





### WHY IS VALUE FOR MONEY SO IMPORTANT?

The principle of cost-effectiveness demands that resources are not wasted. To operationalise this principle for specific actions, different options for achieving those actions must be drawn up and evaluated accordingly. When applying the cost-effectiveness principle in this way, it is important to achieve the optimal sustainable cost-benefit ratio.

### COST-EFFECTIVENESS: A GUARANTEE FOR GIZ'S ECONOMIC CAPABILITY

- By ensuring cost-effectiveness at all levels, we
- › enable more international cooperation for each euro spent and thus create more value for money;
  - › free up more resources for investments in future issues;
  - › increase our competitiveness, thus safeguarding demand for our services in future.

Because GIZ is a public-benefit federal enterprise, we have a special duty to use the resources entrusted to us responsibly.

Going forward, we intend to place more emphasis than ever on value for money in project planning, implementation and evaluation. For example, we are increasing our focus on assessing cost-effectiveness in the offer phase and on rigorously evaluating cost-effectiveness in our projects.



### FURTHER INFORMATION

**Value for money is one of the four pillars of GIZ's Corporate Strategy 2017 – 2019:**

➤ [Our Corporate Strategy](#)

**Digital change is altering not only the way we interact with our partners in projects, but also our internal processes and the way we work. Moreover, it is creating scope for innovation and enabling fundamental changes – including with regard to cost-effectiveness and efficiency:**

➤ [Digital solutions support cost-effectiveness and efficiency](#)

**GIZ's annual report of the year 2017:**

↓ [Annual statement of accounts 2017](#)

**The Sustainability Programme as the principal guideline and management instrument for the work of the Sustainability Office:**

↓ [Sustainability programme 2016 – 2020](#)





# SUSTAINABLE PROCUREMENT AT GIZ

**German procurement law enables us to apply social and environmental criteria when using public funds. Mindful of the objective of cost-effective procurement, we are striving to take greater account of social, environmental and innovative factors wherever possible in procurement.**

GIZ's Procurement and Contracting Division is responsible for the procurement of services, materials and equipment in line with the requirements of the relevant commission, in line with contract award legislation and cost effectively, and for making financing arrangements. As well as advising on and designing procurement processes, it organises training measures and develops policies, formats, and orientation and rules (O+R).

## ENVIRONMENTAL CRITERIA PLAY A MAJOR ROLE

In doing so, the Procurement and Contracting Division continuously shares information and experiences with the **→ Sustainability Office** (p. 12). For sustainability-related tenders and tenders for framework agreements in particular, we are currently developing a process that will require the mandatory involvement of the Sustainability Office – and thus the environmental management officer.

This will ensure that relevant environmental criteria are taken into account in tenders for framework agreements. The agreed criteria – such as compliance with the Blue Angel eco-label or RAL standards, energy-saving mode and the disposal of packaging – will then be included in the respective agreement.





### DEFINING ENVIRONMENTAL REQUIREMENTS

As part of its assessment of environmental aspects, the Procurement and Contracting Division also identifies other product groups and services that are of environmental relevance. In a second step, it can then assess whether GIZ can influence the establishment of sustainability criteria for service providers and their products and services.

We inform our key suppliers of our Environmental Statement and provide regular updates on our environmental activities to encourage them to step up their efforts to protect the environment and benefit from our experience.

In the tender documents for all key framework tenders, we advise potential participants

- > that we are **EMAS**-certified and
- > that, in the long term, we intend to purchase only goods and services, the entire life cycle and supply chain of which complies with the sustainability and social criteria applied by GIZ itself.

### FOCUS ON SUSTAINABLE PROCUREMENT

Sustainability is a cross-cutting theme in our Corporate Strategy 2017–2019. In the “value for money” area of action, sustainability is addressed in the separate sub-item “sustainable business practices”. GIZ places particular emphasis on sustainable procurement, and has set itself the target of ensuring that all procured equipment, materials and services satisfy the toughest sustainability criteria by 2020. In 2017, we therefore redefined the sustainability criteria we use for tenders of important framework agreements, such as IT hardware, canteens and travel agencies.

The most complex tender for GIZ is catering and company canteens. This is because service providers need to satisfy sustainability requirements in relation to their own corporate responsibility as well as taking into account a variety of products. These must not only be produced on a fair and environmentally friendly basis, but also meet other requirements, such as providing a balanced diet and being allergen-free.





Numerous aspects of sustainability were considered when awarding the canteen contracts for Bonn and Eschborn in 2017. Environmental criteria played an important role in various aspects of the tender. Tea and coffee are sourced from fair trade suppliers. The ingredients for meals are purchased seasonally, with a high proportion of organic and regional produce, and fish must be MSC or ASC-certified. In addition to the salad bar, at least one wholesome vegetarian or vegan meal must be offered in each canteen. Bakery products must be organic, and snack machines must also offer fair and organic products as well as fruit. The use of disposable packaging and cups must be avoided.

### INSISTING ON LOCAL PRODUCTS WORLDWIDE

To ensure that procurement in GIZ's international offices is also made sustainable, depending on the specific conditions in each country, in 2017 new tenders were issued for printed materials, hotel services and IT equipment in conformance with binding environmental and social criteria, initially with India as the pilot country. The findings of this pilot scheme will be incorporated into plans to provide further support in the area of sustainable procurement for GIZ's country offices through, for example, training.

As part of the [Corporate Sustainability Handprint® \(CSH\)](#) process, many GIZ country offices have begun placing greater emphasis on local produce. In the GIZ office in Rwanda, for example, most of the office furniture is produced locally. However, due to increasingly globalised value chains and the special nature of GIZ's work, which often requires specialised goods for project implementation that are not available locally, procurement of local products is still not a priority. No records are currently kept of the proportion of good procured locally. And because there is currently no systematic screening, the extent to which suppliers and service providers meet environmental criteria cannot be calculated as a percentage.

### FURTHER INFORMATION

**New procurement criteria at GIZ's country office in Armenia:**

→ [Leaving a positive handprint](#) (P. 12)

**The Sustainability Programme as the principal guideline and management instrument for the work of the Sustainability Office:**

↓ [Sustainability programme 2016 – 2020](#)





# SECURING SUSTAINABILITY THROUGH HIGH-QUALITY WORK

**Quality management at giz ensures that our services are of a high standard. And everyone has a part to play.**



Quality plays an important role in ensuring the sustainability of our work. Our understanding of quality, based on international standards, and our Capacity WORKS management model safeguard the quality of the services we provide. Their effectiveness is assured through monitoring and evaluation.

Our understanding of quality is based on the following factors:

- › Values geared to sustainability
- › Economic use of resources
- › Efficient steering
- › Compliance with rules and regulations
- › Positive results achieved

Behind every aspect of quality, in turn, are procedures, instruments and processes that are geared and adapted to the relevant needs. GIZ's [Quality House](#) is our internal frame of reference for monitoring and improving quality within the company.

## DECENTRALISED QUALITY MANAGEMENT

In our projects, we define quality as the successful achievement of intended results. Our quality management and the underlying procedures and requirements are implemented on a decentralised basis, meaning that long-term responsibility lies with the relevant organisational units. The main actors are the officers responsible for commissions and staff members in Germany and the field. Through their daily work they all contribute to the quality of GIZ's services. Managers within the company have a special responsibility for quality, as quality management is a managerial task.



We are constantly striving to improve our quality by conducting regular surveys of staff, external stakeholders and commissioning parties. Corporate strategy evaluations are also carried out on relevant topics, such as gender and cofinancing.

### EXTERNAL QUALITY CONTROLS

In addition, GIZ also undergoes **BMZ's** annual external quality control audit. Around 40 to 50 projects from GIZ's public-benefit business area are randomly selected and subjected to quality controls based on specific audit criteria, such as value for money. Special emphasis is placed on compliance with BMZ regulations in planning and implementation.

The audit criteria are:

- › compliance with development policy requirements;
- › objectives system;
- › offers and reporting;
- › plausibility of instrument use and
- › value for money.

External quality control is important, as it allows external auditors to evaluate our projects from the outside. The external quality control audit in 2017 was the fifth of its kind to be conducted at GIZ. **BMZ** informs GIZ – and GIZ alone – of its findings. This ensures transparency and a joint understanding of our cooperation. In some thematic areas, the level of quality is already very high. But there are still some areas with potential for improvement on which we need to work and agree on corresponding measures.

### FURTHER INFORMATION

Quality is measured both in terms of how good a project or service is and in terms of client satisfaction. GIZ's quality management system has the task of designing the company's guidelines, regulations, procedures and management processes in a way that enables us to deliver top-quality services:

➤ [Our quality management](#)

The Innovation fund supports new digital technologies:

➤ [Digital solutions for internal processes](#)

Innovative solutions through digitalisation:

➤ [Achieving success with new ideas](#)

The Sustainability Programme as the principal guideline and management instrument for the work of the Sustainability Office:

↓ [Sustainability programme 2016 – 2020](#)

# WE PROMOTE RESPONSIBLE RISK MANAGEMENT



Assessing risks properly in order to manage risks properly is key to GIZ's work. The correct course of action may be to avoid, minimise, transfer or accept risk. GIZ therefore defines the promotion of risk management at all hierarchical levels as a managerial task.

## TAKING APPROPRIATE ACTION ON A TIMELY BASIS

The risk management system aims to encourage and ensure responsible handling of risks and opportunities resulting from specific issues. This allows effective measures for avoiding, reducing or transferring risk to be initiated at an early stage, thus limiting any (potential) damage in the event of a risk occurring.

Our clients and commissioning parties place a great deal of trust in us; we receive funds from the federal budget and from international organisations. In order to optimise the impact of the measures financed in this way, GIZ has implemented a risk management system. This covers all levels of the value creation process. The resulting systemic handling of risks is described in GIZ's risk management handbook, which is available to all employees on the intranet.

GIZ assigns risks to a total of nine risk categories that are described in its risk catalogue. Examples of these categories include commercial risks and reputational risks.

GIZ has a Risk Management Unit that is part of the Finance Department. To keep the risk management system up to date, the Risk Management Unit engages in regular dialogue with international consulting companies. It also works closely with the Compliance and Integrity Unit.

GIZ's risk management system aims to record and manage all risks that could have a negative impact on GIZ's current or future development. To achieve this, we need to determine the probability of the risk occurring and the potential damage that would entail.





### RISK MANAGEMENT PROCESS AT THE COMPANY LEVEL

The Risk Management Unit carries out a company-wide survey every quarter to identify new risks (or damage) and changes to known risks and to keep track of risk management measures already initiated. Independently of this survey, organisational units can make use of the ad hoc risk reporting instrument at any time.

In its quarterly meeting, the Risk Management Committee discusses risks that could potentially have a negative impact on GIZ's development. The Risk Management Committee consists of:

- › a member of the Management Board (chair);
- › managers from the first managerial level as representatives of the departments and corporate units.

The Risk Management Committee can propose measures to the GIZ Management Board to counteract risks affecting the company.

### RISK MANAGEMENT 2.0

In light of the planned introduction of GIZ's enhanced risk management system – RM 2.0 – in 2018, we began modifying the way risks are recorded at the company level, i.e. in the Risk Management Committee, in the 2017 reporting year. This involved focusing to a greater extent on aggregated risk issues, the thematic relevance of which was based on several individual risk notifications. This enables risk issues relevant to corporate policy at the company level to be monitored and addressed more comprehensively.

In previous reporting years, the primary focus was on individual risk notifications identified as relevant to corporate policy. 2017 can therefore be considered a year of transformation for risk management at GIZ. The Integrated Company Report 2018 will contain more detailed information on RM 2.0.



### FURTHER INFORMATION

**GIZ has a tried-and-tested and professional security risk and crisis management system. This allows us to ensure safety in fragile contexts and high-risk countries and to protect our staff:**

→ Staff safety and security is paramount (p. 27)

**New approaches to climate change adaptation:**

➤ New approaches to climate change adaption



# SERVICES





**ARE YOU INTERESTED IN FINDING OUT MORE?**

**OR DO YOU HAVE ANY QUESTIONS?**

**WE ARE HERE TO HELP.**

**FURTHER PUBLICATIONS ABOUT**

**CORPORATE SUSTAINABILITY**

- ↓ [CSH Report 2015 / 2016](#)
- ↓ [Environmental Programme 2016 – 2020](#)
- ↓ [GIZ's Climate and Environmental Report 2017](#)
- ↓ [Guide to sustainable event management](#)
- ↓ [Sustainability Programme 2016 – 2020](#)
- ↓ [Sustainability Guideline](#)

**INDEPENDENT ASSURANCE**

TÜV Nord provided independent assurance over our integrated company report for the fiscal year 2017. The objective of the engagement was to provide assurance regarding the report's adherence to the requirements of the Global Reporting Initiative's Sustainability Reporting Standards (GRI SRS), AccountAbility Principles as well as reliability and objectivity of the reported information.

→ [Independent Assurance Statement](#) (p 84)

**CONTACT**

Please do not hesitate to contact us if you have any queries.  
We welcome your questions or suggestions.

✉ [sustainabilityoffice@giz.de](mailto:sustainabilityoffice@giz.de)

# GRI INDEX

The index table of the Global Reporting Initiative (GRI) shows at a glance GIZ's key topics and the corresponding indicators for the GRI standards.

## General disclosures

GRI indicator	Reference
102-1 Name of the organization	➔ <a href="http://reporting.giz.de">reporting.giz.de</a>
102-2 Activities, brands, products, and services	➔ <a href="#">Our work around the world</a>
102-3 Location of headquarters	➔ <a href="#">GIZ Profile</a>
102-4 Location of operations	➔ <a href="#">GIZ Profile</a>
102-5 Ownership and legal form	➔ <a href="#">GIZ's official bodies</a> ➔ <a href="#">GIZ Profile Official bodies</a>
102-6 Markets served	➔ <a href="#">GIZ Profile</a>
102-7 Scale of the organization	➔ <a href="#">GIZ Profile Fiscal 2017</a> ➔ <a href="#">Our personnel</a>
102-8 Information on employees and other workers	➔ <a href="#">Our personnel</a>
102-9 Supply chain	➔ <a href="#">Sustainable Procurement at GIZ</a> (p 69)
102-10 Significant changes to the organization and its supply chain	No significant organisational changes were made in the 2017 reporting period. ➔ <a href="#">Trends and future of development cooperation</a>
102-11 Precautionary Principle or approach	Safeguards+Gender Management System: ➔ <a href="#">Our commitment to Human Rights</a> (p 30) ↓ <a href="#">Sustainability Programme 2016-2020</a>
102-12 External initiatives	➔ <a href="#">Our Stakeholder-Management</a> (p 52)
102-13 Membership of associations	➔ <a href="#">Our Stakeholder-Management</a> (p 52)
102-14 Statement from senior decision-maker	➔ <a href="#">Foreword by the management board</a>
102-16 Values, principles, standards, and norms of behavior	➔ <a href="#">Identity</a> ↓ <a href="#">Sustainability Programme 2016-2020</a>
102-17 Mechanisms for advice and concerns about ethics	➔ <a href="#">Taking action together against corruption</a> (p 64)
102-18 Governance structure	➔ <a href="#">Our organisation chart</a> ➔ <a href="#">Embedded at the highest level of management and centrally coordinated</a>
102-20 Executive-level responsibility for economic, environmental, and social topics	➔ <a href="#">Embedded at the highest level of management and centrally coordinated</a>
102-21 Consulting stakeholders on economic, environmental, and social topics	➔ <a href="#">Maintaining dialogue and setting priorities together</a>
102-31 Review of economic, environmental, and social topics	GIZ's Sustainability Board (SuBo) convenes once per quarter. ➔ <a href="#">Embedded at the highest level of management and centrally coordinated</a> (p 10)
102-32 Highest governance body's role in sustainability reporting	The Director Corporate Sustainability is the highest authority for sustainability reporting. Responsibility for publishing and the completeness of sustainability reporting lies with the Director Corporate Sustainability. External audits are also conducted. ➔ <a href="#">Embedded at the highest level of management and centrally coordinated</a> (p 10)

## General disclosures

GRI indicator	Reference
102-33	Communicating critical concerns → <a href="#">Our commitment to Human Rights</a> (p 20) → <a href="#">Taking action together against corruption</a> (p 64)
102-35a	Remuneration policies ↓ <a href="#">Annual statement of accounts 2017</a> ↓ <a href="#">Public governance report</a> (just available in German)
102-36	Process for determining remuneration → <a href="#">We embrace diversity</a> (p 23)
102-40	List of stakeholder groups ↗ <a href="#">Maintaining dialogue and setting priorities together</a> → <a href="#">Our Stakeholder Management</a> (p 52)
102-41	Collective bargaining agreements → <a href="#">We embrace diversity</a> (p 23)
102-42	Identifying and selecting stakeholders ↗ <a href="#">Maintaining dialogue and setting priorities together</a> ↗ <a href="#">Stakeholder report 2016</a> (just available in German) → <a href="#">Our Stakeholder Management</a> (p 52)
102-43	Approach to stakeholder engagement ↗ <a href="#">Maintaining dialogue and setting priorities together</a> → <a href="#">Our Stakeholder Management</a> (p 52)
102-44	Key topics and concerns raised ↗ <a href="#">Maintaining dialogue and setting priorities together</a> ↗ <a href="#">Materiality matrix 2017</a>
102-45	Entities included in the consolidated financial statements GIZ is the entity included in the consolidated financial statements.
102-46	Defining report content and topic Boundaries With regard to the four dimensions of sustainability, internal and external stakeholders were invited to inform GIZ of their requirements, expectations, wishes and criticisms in a two-stage process. The first step was an online survey in which respondents were asked to assess key topics and provide feedback on GIZ's contributions to sustainability. Those attending the subsequent Stakeholder Day then discussed the key findings from the survey in workshops together with management representatives. ↗ <a href="#">Dialogue with stakeholders</a> ↗ <a href="#">Materiality matrix 2017</a> ↗ <a href="#">Our reporting practices</a> (p 3)
102-47	List of material topics ↗ <a href="#">Materiality matrix 2017</a>
102-48	Restatements of information No adjustments have been made.
102-49	Changes in reporting <b>Topics omitted:</b> Staff participation, leadership culture, involvement of external stakeholders, awareness of sustainability, corporate values, integrative human resources policy <b>Topics amended:</b> Environmental and climate protection, results orientation and lasting effects, value for money and efficiency, service quality and innovation, sustainable construction, work-life balance and health, diversity and gender, employability, compliance and anti-corruption <b>New topics:</b> Communication and transparency, cooperation, human rights, partner orientation and empowerment of local partners, staff safety and security, client focus, counteracting risks, data protection
102-50	Reporting period → <a href="#">Our reporting practices</a> (p 3)
102-51	Date of most recent report Progress report on sustainability: December 2015 Integrated Company Report 2017: July 2018 Integrated Company Report 2016: July 2017 → <a href="#">Our reporting practices</a> (p 3)
102-52	Reporting cycle → <a href="#">Our reporting practices</a> (p 3)
102-53	Contact point for questions regarding the report → <a href="#">Services</a> (p 78)
102-54	Claims of reporting in accordance with the GRI Standards → <a href="#">Our reporting practices</a> (p 3)
102-55	GRI content index → <a href="#">GRI-Index</a> (p 78)
102-56	External assurance → <a href="#">External assurance</a> (p 85)



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**ECONOMIC**


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GRI indicator	Reference
<b>201</b>	<b>Economic performance</b>
Management approach	<a href="#">↗ Our strategy at a glance</a> <a href="#">↓ Annual statement of accounts 2017</a>
201-1	Direct economic value generated and distributed <a href="#">↗ Fiscal 2017</a> <a href="#">↓ Annual statement of accounts 2017</a>
<b>202</b>	<b>Market presence</b>
Management approach	<a href="#">↗ GIZ profile</a>
202-2	Proportion of senior management hired from the local community Outside Germany, around 46 per cent of all managers are <b>🇩🇪 national personnel.</b> Staff members in bands 5 and 6 are classified as managers.
<b>205</b>	<b>Anti-corruption</b>
Management approach	<a href="#">↗ The transparency policy of GIZ</a> <a href="#">→ Taking action together against corruption (p 64)</a>
205-1	<a href="#">→ Taking action together against corruption (p 64)</a>
205-3	<a href="#">→ Taking action together against corruption (p 64)</a>

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**ECONOMIC**


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GRI indicator	Reference
<b>204</b>	<b>Procurement practices</b>
Management approach	<a href="#">↗ Procurement</a> <a href="#">→ Sustainable procurement at GIZ (p 69)</a>
204-1	<a href="#">→ Sustainable procurement at GIZ (p 69)</a>
<b>308</b>	<b>Supplier environmental assessment</b>
Management approach	<a href="#">→ Sustainable procurement at GIZ (p 69)</a>
308-1	New suppliers that were screened using environmental criteria Because there is currently no systematic screening of the extent to which suppliers and service providers meet environmental criteria, it is not possible to put a percentage on this.
<b>414</b>	<b>Supplier social assessment</b>
Management approach	<a href="#">→ Sustainable procurement at GIZ (p 69)</a>
414-1	New suppliers that were screened using social criteria Because there is currently no systematic screening of the extent to which suppliers and service providers meet social criteria, it is therefore not possible to put a percentage on this. Example: <a href="#">→ Sustainable procurement at GIZ (p 69)</a>

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## ECONOMIC

GRI indicator	Reference
414-2 Negative social impacts in the supply chain and actions taken	GIZ has not identified any violations of social criteria in its procurement chain and has therefore taken no action.
Cost-effectiveness & efficiency	<a href="#">➤ GIZ Profile</a> <a href="#">➤ Our strategy at a glance</a> → Value for money is a prerequisite (p 67)
Service quality & innovation	→ Securing sustainability through high-quality work (p 72)
Learning organisation	→ Value for money is a prerequisite (p 67)
Client focus	→ Value for money is a prerequisite (p 67)
Digitalisation	➤ Digital solutions for internal processes
Partner orientation and empowerment of local partners/ cooperation arrangements	<a href="#">➤ How we work interlinked and with strong partners</a> <a href="#">➤ Working together for change</a> → Value for money is a prerequisite (p 67)
Sustainable event management	→ Value for money is a prerequisite (p 67)
Counteracting risks	→ We promote responsible risk management (p 74)

## ENVIRONMENT

GRI indicator	Reference
<b>301 Materials</b>	
Management approach	→ Considering environmental factors when selecting materials (p 48)
301-1 Materials used by weight or volume	→ Considering environmental factors when selecting materials (p 48)
<b>302 Energy</b>	Further information on the calculation method can be found under: <a href="#">↓ Climate and Environmental Report 2017</a>
Management approach	→ Different energy consumption in and outside Germany (p 38)
302-1 Energy consumption within the organization	→ Different energy consumption in and outside Germany (p 38)
<b>303 Water and effluents</b>	
Management approach	→ Valuing water (p 44)
303-5 Water consumption	→ Valuing water (p 44)
<b>304 Biodiversity</b>	
Management approach	→ Building sustainably and supporting biodiversity (p 45)
<b>305 Emissions</b>	Further information on the calculation method can be found under: <a href="#">↓ Climate and Environmental Report 2017</a>
Management approach	→ Reducing emissions is key (p 40)
305-1 Direct (Scope 1) <b>GHG emissions</b>	→ Reducing emissions is key (p 40)

305-2	Energy indirect (Scope 2) GHG emissions	→ Reducing emissions is key (p 40)
305-3	Other indirect (Scope 3) GHG emissions	→ Reducing emissions is key (p 40)
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	→ Reducing emissions is key (p 40)
<b>306</b>	<b>Effluents and waste</b>	
	Management approach	→ Considering environmental factors when selecting materials (p 48)
	<b>Sustainable construction</b>	→ Building sustainably and supporting biodiversity (p 45)

## SOCIAL

GRI indicator		Reference
<b>401</b>	<b>Employment</b>	
	Management approach	→ GIZ as an employer: Increasing employability (p 18)
401-1	New employee hires and employee turnover	→ GIZ as an employer: Increasing employability (p 18) ↗ Our personnel
*401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits provided to full-time employees are also provided to part-time and temporary employees.
<b>403</b>	<b>Occupational health and safety</b>	
	Management approach	→ Committes to promoting health and a good work-life balance (p 20)
403-4	Health and safety topics covered in formal agreements with trade unions	→ Committes to promoting health and a good work-life balance (p 20)
403-6	Promotion of worker health	→ Committes to promoting health and a good work-life balance (p 20)
<b>404</b>	<b>Training and education</b>	
	Management approach	→ GIZ as an employer: Increasing employability (p 18)
404-1	Average hours of training per year per employee	→ GIZ as an employer: Increasing employability (p 18)
404-3	Percentage of employees receiving regular performance and career development reviews	→ GIZ as an employer: Increasing employability (p 18) All employees receive regular performance reviews.
<b>405</b>	<b>Diversity and equal opportunity</b>	
	Management approach	→ We embrace diversity (p 23)
405-1	Diversity of governance bodies and employees	↗ Our personnel → We embrace diversity (p 23)
405-2	Ratio of basic salary and remuneration of women to men	→ We embrace diversity (p 23)
<b>406</b>	<b>Non-discrimination</b>	
	Management approach	→ We embrace diversity (p 23)
406-1	Incidents of discrimination and corrective actions taken	→ We embrace diversity (p 23)

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**SOCIAL**

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GRI indicator	Reference
<b>410</b> <b>Security practices</b>	
Management approach	→ <b>Staff safety and security is paramount</b> (p 27)
<b>412</b> <b>Human rights assessment</b>	
Management approach	→ <b>Our commitment to Human Rights</b> (p 20)
412-1     Operations that have been subject to human rights reviews or impact assessments	→ <b>Our commitment to Human Rights</b> (p 20)
412-2     Employee training on human rights policies or procedures	→ <b>Our commitment to Human Rights</b> (p 20)
Data protection	↗ <b>Digital solutions for internal processes</b>

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**POLITICAL PARTICIPATION**

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GRI indicator	Reference
Social engagement	→ <b>GIZ's commitment to social change</b> (p 55) → <b>Staff commitment to sustainability</b> (p 57)

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# UN GLOBAL COMPACT INDEX

The UN Global Compact is the world's largest corporate sustainability initiative.

Giz is a participant in the United Nations Global Compact and undertakes to adhere to its ten principles in the areas of human rights, environment, labour and social standards and anti-corruption.

We report our progress on these principles on a yearly basis.

Category	Principle	Reference
Human Rights	Businesses should support and respect the protection of internationally proclaimed human rights; and	→ <a href="#">Our commitment to Human Rights</a> (p 20)
	Make sure that they are not complicit in human rights abuses.	→ <a href="#">Our commitment to Human Rights</a> (p 20) → <a href="#">Sustainable procurement at GIZ</a> (p 69) → <a href="#">We are committed to social responsibility</a> (p 17)
Labour	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	→ <a href="#">Our Stakeholder Management</a> (p 52) → <a href="#">GIZ as an employer: Increasing employability</a> (p 18)
	The elimination of all forms of forced and compulsory labour;	→ <a href="#">Our commitment to Human Rights</a> (p 20)
	The effective abolition of child labour; and	→ <a href="#">Our commitment to Human Rights</a> (p 20)
	The elimination of discrimination in respect of employment and occupation.	→ <a href="#">We embrace diversity</a> (p 23) → <a href="#">We are committed to social responsibility</a> (p 17)
Environment	Businesses should support a precautionary approach to environmental challenges;	→ <a href="#">Managing key environmental issues systematically</a> (p 35) → <a href="#">Considering environmental factors when selecting materials</a> (p 48) → <a href="#">Sustainable procurement at GIZ</a> (p 69) → <a href="#">Different energy consumption in and outside Germany</a> (p 38) → <a href="#">Reducing emissions is key</a> (p 40) → <a href="#">Building sustainably and supporting biodiversity</a> (p 45)
	Undertake initiatives to promote greater environmental responsibility; and	→ <a href="#">Our Stakeholder-Management</a> (p 52)
	Encourage the development and diffusion of environmentally friendly technologies.	→ <a href="#">Digital solutions for internal processes</a>
Anti-Corruption	Businesses should work against corruption in all its forms, including extortion and bribery.	→ <a href="#">Taking action together against corruption</a> (p 64)

## Independent Assurance Statement

### Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

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#### Objective of the Engagement

Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) has engaged TÜV NORD to provide independent assurance over the integrated Company Report for the fiscal year 2017 (herein referred to as “the report”). The objective of the engagement was to provide assurance regarding the report’s adherence to the requirements of the Global Reporting Initiative’s Sustainability Reporting Standards (GRI SRS), AccountAbility Principles as well as reliability and objectivity of the reported information. The report has been declared to comply with the “in accordance” Core Option of the GRI SRS and covers all of GIZ’s business activities and locations.

#### Scope of Work

Independent assurance within the reporting period comprised of

- Reliability of reported information
- Adherence to the GRI SRS Reporting Principles
- Adherence to the requirements of GRI SRS standard disclosures according to GRI SRS “in accordance” – Core Option as well as management approach
- Adherence to the requirements according to GRI SRS “in accordance” – Core Option (for those indicators deemed material)
- Adherence to the AccountAbility Principles (Inclusivity, Materiality, Responsiveness)

The engagement has been performed using a Type2-Engagement with a moderate level of assurance. Besides all relevant General Disclosures and Management Approach, the verification covered the following material disclosures as per GRI SRS:

<b>Economic Topics</b>		
Economic Performance	201-1	Financial implications and other risks and opportunities due to climate change
Market Presence	202-2	Proportion of senior management hired from the local community
Procurement Practices	204-1	Proportion of spending on local suppliers
Anti-Corruption	205-1	Operations assessed for risks related to corruption
	205-3	Confirmed incidents of corruption and actions taken
<b>Environmental Topics</b>		
Materials	301-1	Materials used by weight or volume
Energy	302-1	Energy consumption within the organisation
Water	303-1	Water withdrawal by source
Emissions	305-1	Direct (Scope 1) GHG emissions
	305-2	Indirect (Scope 2) GHG emissions
	305-3	Other indirect (Scope 3) GHG emissions
	305-4	GHG emissions intensity
	305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria
<b>Social Topics</b>		
Employment	401-1	New employee hires and employee turnover
	401-2	Benefits provided to full-time employees, that are not provided to temporary or part-time employees
Occupational Health and Safety	403-4	Health and safety topics covered in formal agreements with trade unions
Training and Education	404-1	Average hours of training per year per employee
	404-3	Percentage of employees receiving regular performance and career development reviews
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees
	405-2	Ratio of basic salary and remuneration of women to men
Non-Discrimination	406-1	Incidents of discrimination and corrective actions taken
Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments
	412-2	Employee training on human rights policies or procedures
Local communities	413-1	Operations with local community engagement, impact assessments, and development programs
	413-2	Operations with significant actual and potential negative impacts on local communities
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria
	414-2	Negative social impacts in the supply chain and actions taken

### **Limitations and exclusions**

Excluded from the scope of work are the following:

- Statements regarding the company positioning
- Information not related to the defined reporting period
- Specific information of the suppliers

An engagement with a moderate level of assurance relies on risk-based sampling for assurance of the reported information. It also relies on GIZ's internal data collection processes. Hence, based on the mentioned limitations and exclusions, this statement should not be relied upon to detect all misstatements or errors that may exist.

### **Responsibilities**

The sole responsibility for the content and presentation of the report lies with GIZ.

TÜV NORD did not, in any way, contribute to the preparation of the report and its responsibilities are limited to:

- Assurance of the report content using a Type-2 Engagement with a moderate level of assurance according to Assurance Standard AA1000AS:2008
- Forming of an independent assurance opinion
- Reporting the conclusions and recommendations to management

### **Methodology and summary of work performed**

The assurance engagement included, but was not limited to:

- Assessment of internal systems for data collection and aggregation of report content regarding functionality, accuracy, appropriateness, sources of error and limitations
- Interviews of relevant personnel from various levels throughout the organisation
- Identification of relevant samples for the assurance of report content
- Performance of various verification procedures appropriate to the identified samples
- Assessment of the methodology and results of stakeholder- and materiality-analysis to identify report content
- Evaluation of the reported information against the requirements of the GRI SRS

### **Conclusion**

Based on our independent assurance engagement, nothing came to our attention to suggest that:

- The report content for the reporting period, in all material aspects, has not been prepared in compliance with the requirements of GRI SRS
- the reported information is not fairly stated in all material aspects for the defined reporting period
- the AccountAbility Principles have not been adhered to



### **Recommendations**

Based on our work performed, several recommendations for improving the report could be identified. These recommendations are presented in a separate report to the management of GIZ.

### **Statement of Independence, Impartiality and Competence**

TÜV NORD is an independent assurance provider, whose employees have extensive experience in the assessment and assurance of sustainability information and associated processes and systems for data collection. TÜV NORD operates a certified Quality Management System according to ISO 9001:2008, ensuring and actively managing the quality of all processes related to appointment of auditors and compilation of assurance teams.

Members of the assurance team are not involved in any other projects or activities that would cause a conflict of interest with regard to the assurance engagement.

Essen, 20.12.2018



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(Auditor)



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