

# Sustainability Programme 2013 – 2015<sup>1</sup>

Objective	Period	Measures	Indicator
<b>Economic capability</b>			
Expand sustainable procurement	2014	Produce guidelines for sustainable procurement management and anchor these within the company	Guidelines available, communicated within the company and taken into account in invitations to tender
Enhance process efficiency and quality	2014	Analyse overarching processes in terms of efficiency, cost-effectiveness and client/commissioning party requirements	Potentials to improve major, overarching processes realised
	2013	Foster commercial capacities to take into account the greater complexity of commercial processes and tasks, for instance through capacity development services	Capacity development services introduced
Enhance service quality on an ongoing basis	2015	Extend existing client-commissioning party dialogue (BMZ, Federal Foreign Office, Federal Environment Ministry) to embrace other clients Improve verification of results and results-based reporting inside and outside the company	Client dialogue confirms the quality of the services offered
Foster learning organisation	2014	Measures produced within LOLA project on learning culture and dealing with errors (see box on page 23) are implemented	Measures conducted including anchoring learning culture and way of dealing with errors in management feedback
Strengthen awareness of integrity issues among staff	2014	Establish a GIZ-wide e-learning system on integrity	Pilot project realised
Extend anti-corruption management	2014	Review and improve processes from the point of view of preventing corruption (risk analysis)	Risk analysis completed and measures initiated
Strengthen and promote the capacities of national personnel	as of 2013	Put in place a working group to systematically strengthen capacity and career development for national personnel and elaborate necessary measures	Strategy developed for systematic capacity and career development for national personnel; procedures and standards for filling managerial posts with national personnel harmonised
	as of 2013	Offer existing BasiQ management training on an ongoing basis	At least one training offer per region
Mainstream corporate values and principles	2013	Set up identity teams as internal advisory bodies to generate impetus for the promotion of a corporate identity	Identity team operational (status: completed)
	as of 2013	Promote focus on realignment of company and common identity, especially through managers	Staff surveys and quality report confirm that the majority of staff feel realignment has made a positive contribution to integration
	as of 2013	Process and implement required action as identified in staff survey on the subjects 'integration and change processes, identity, leadership'	
Extend internal cooperation management	as of 2013	Act on the results of the strategic initiative 'Cooperation for Growth'	Results put into practice
Support sustainability management in country offices	2015	Develop and introduce peer learning tool Corporate Sustainability Handprint® (CSH, see box on page 23)	CSH introduced in all regions
<b>Social responsibility</b>			
Promote work-life balance	2015	Expand the number of nursery places and services available in Bonn and Eschborn	Bonn nursery begins work in 2013 (status: completed) After extension work is completed, Eschborn nursery offers 22 additional places
	2013	Seek recertification following the <i>berufundfamilie</i> ® audit and reach agreement on improvements	Recertification (status: completed)
Gender equality in all functions	as of 2013	Realise measures in line with gender equality plan and employer/central staff council agreement on gender equality	Raise percentage of women in all fields in which they are currently under-represented
Expand data gathering	2015	Record all days lost through sickness and accidents at work (including fatalities)	Pertinent data available
Maintain health and performance capacity	2013	Establish a steering group on company health management to improve and target coordination of an integrated health management scheme	Steering group established (status: completed)

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

Objective	Period	Measures	Indicator
	2013	Expand counselling services offered by medical service and health management services; review the status of occupational health care at all locations inside Germany	Expanded medical services in place
Foster integration	2013	Foster the ability to move from one department to another through targeted human resources development (contribution of realignment to integration)	Staff survey indicates that the majority of staff feel that realignment has made a positive contribution to integration
	2013	Implement placement programme with a focus on integration	Placement programme established (status: completed)
Harmonise social standards	as of 2013	Harmonise working hours models and social benefits	Pertinent agreements concluded
Extend human resources development offerings	as of 2013	Further develop and merge internal training for face-to-face and virtual training	Establishment of a central portal for all staff training offerings
<b>Ecological balance</b>			
Become a climate-neutral company	2015	Offset CO <sub>2</sub> emissions of sites within Germany and air travel undertaken by Germany-based staff	To be offset for the first time in 2014
	2014	Switch all sites inside Germany to green power	As of 2014 all sites inside Germany to buy in green power
	2014	Develop a new mobility concept	Concept available
	2014	Forge ahead with alternative means of communication (video/telephone conferences, etc.) throughout the company	Pertinent IT infrastructure expanded
Reduce resource consumption	2013	Introduce EMAS at registered offices and Berlin Representation	Sites validated under EMAS (status: completed, see page 38)
	2015	Optimise plant technology/building services technology and use office inputs efficiently	5% reduction in drinking water and paper used; 10% reduction in energy consumed as compared to 2010
	2015	Record key environmental figures as part of Corporate Sustainability Handprint® for all sites	Key figures available
New buildings meet sustainability standards	2015	New buildings in Bonn and Eschborn comply with silver standard of the German Sustainable Building Council	New buildings certified accordingly
Foster sustainability and environmental awareness	2014	Conduct activities and events with staff; develop guidelines and process examples of best practices; step up communication on sustainability within the company	Minimum of three actions conducted inside Germany; online information services further developed (intranet)
Sustainable event management	2015	Step up and mainstream the use of the guidelines for sustainable event management throughout the company	Guidelines used throughout the company
<b>Political participation</b>			
Extend stakeholder dialogue on corporate sustainability	2013	Publish first GIZ Sustainability Report	Report published
	2015	Systematise and step up dialogue on GIZ's corporate sustainability	Concept developed
Systematise social engagement	2013	Develop concept to promote social engagement at Bonn office	Concept available
Foster staff participation	2013	Establish new event formats to promote direct dialogue with Management Board	New formats in place (status: completed, see page 48)
	2013	Continue staff survey and development worker survey	Surveys conducted and evaluated
	2015	Develop innovative forms of participation for staff in the field of corporate sustainability	Innovative participation formats introduced