



Social responsibility  
Political participation  
Ecological balance  
Economic capability

**Corporate sustainability in practice**

## Promoting sustainable development worldwide

Operating at a global level, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH provides demand-driven, tailor-made and effective **services in the field of sustainable development**. We work in a wide range of fields, including economic development and employment; governance and democracy; security, reconstruction, peace building and civil conflict transformation; food security, health and basic education; and environmental protection, resource conservation and climate change mitigation. Our main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ). GIZ also works on behalf of other German ministries as well as German federal states and municipalities and public and private sector clients, both in Germany and abroad. It operates **in more than 130 countries**, employing more than 16,000 staff members across the globe. GIZ's registered offices are in Bonn and Eschborn. In 2014, our business volume totalled around EUR 2.0 billion.

To underline the importance we attach to managing our own business operations sustainably, we have made a number of voluntary commitments in the context of national and international initiatives. We are a **participant in the United Nations Global Compact**, the world's largest corporate responsibility network. As such, we regularly report on how we are implementing its principles in our company. Our reporting is also aligned with the requirements of the **Sustainability Code** and the Sustainability Reporting Guidelines of the **Global Reporting Initiative**.

## Sustainability – our core business

We believe that a **combination of social responsibility, ecological balance, political participation and economic capability** is necessary to ensure that current and future generations will be able to lead secure and dignified lives. This belief guides our work with clients and partners, our interactions with each other, and the way we structure our operations.

At GIZ, responsibility for the issue of sustainability is concentrated at the highest management level. The **Sustainability Board**, which reports directly to the Management Board, advises on sustainability objectives, evaluates corporate performance and provides support in implementing specific steps. It is made up of the Chair of the Management Board and the heads of various company departments. The **Director Corporate Sustainability** is responsible for the continuing development of the sustainability strategy and for communicating the details of specific measures and achievements. Sustainability management is coordinated and supported by the Sustainability Office. Our employees also play a significant role, working in **environmental teams and initiatives** in Germany and our partner countries to advance environmental sustainability around the world.

Responsible  
Bernd Schleich,  
Director Corporate Sustainability

Copy-editing, Proofreading  
Valentin Dyckerhoff,  
Carsten Hildebrand,  
Svenja Peony Loos

Layout  
Agnes Weegen

Climate-neutral printing  
on 100% recycled paper, Envirotop

Photo credits  
p. 4: GIZ  
p. 5: Dr. Bernhard Boesl  
p. 6: GIZ  
p. 7: Ursula Meissner

Bonn, June 2015

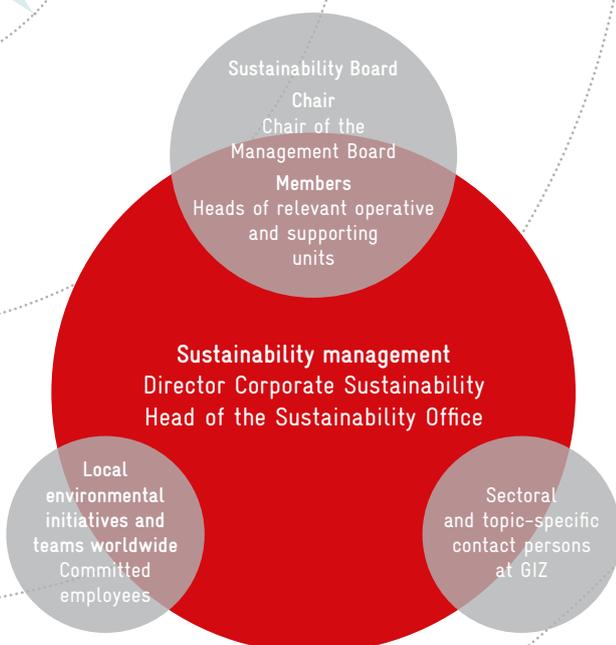


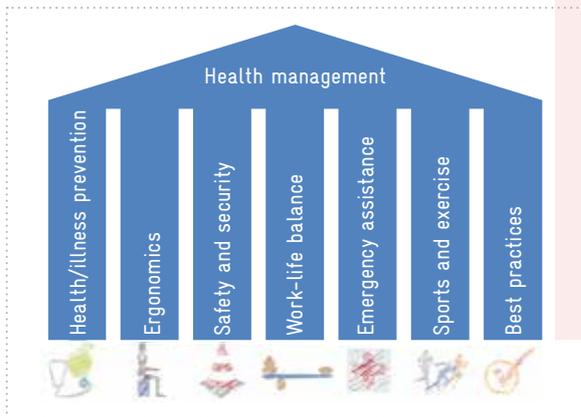
## Corporate Sustainability Handprint®

The Corporate Sustainability Handprint® (CSH) is our management instrument that we use to implement corporate sustainability worldwide. The CSH measures our ecological footprint and also the **active ways in which we are steadily improving our sustainability performance** – our ‘handprint’ – in the key areas of our four sustainability dimensions.

The aim of the CSH is to enable GIZ’s country and project offices to further improve their sustainability performance in a participatory, decentralised and efficient way, ensuring ownership on the part of GIZ’s staff and facilitating the exchange of good practices.

Designated teams in the GIZ offices in each country are given the opportunity to reflect on and discuss current strengths and weaknesses, identify examples of good practice and set new sustainability objectives. The results of this process are communicated throughout the company via an online portal, enabling staff members in all our partner countries to benefit from lessons learned and share ideas and experiences. The methodological approach was successfully piloted in 2013. By the end of 2016, we will have implemented the CSH in all partner countries with GIZ country offices.





### Health management

Health management at GIZ focuses on promoting both the physical and mental health of our staff in Germany and abroad. It is about more than preventing and treating illness: a good working environment allows employees to enjoy their jobs and is a prerequisite for success. The services provided by GIZ Medical Services, such as medical check-ups and medical advice for staff members travelling abroad, are a key part of this work. However, our services in the field of health management also include strategies and structures for providing emergency assistance and ensuring staff security and safety at work, as well as a range of sports and exercise programmes, support in achieving a healthy work-life balance and advice on workplace ergonomics.

## Assuming social responsibility

Our staff are our most important asset and the key to our success. They are active worldwide and operate in a complex, dynamic and multicultural environment. This work requires a wide range of skills, which GIZ promotes by providing training and offering opportunities for staff to undertake temporary placements in different sections of the company or to transfer to new positions within the company. We support our staff in **reconciling their family and work commitments** by offering flexitime arrangements, childcare, and advice for the partners of staff members intending to take up positions abroad. GIZ's successful work in this area has repeatedly been acknowledged by the Hertie Foundation's *berufundfamilie*<sup>®</sup> (work and family) audit. As a company with operations in crisis regions, the **safety and security of GIZ's staff** and their families is a matter of particular importance. In high-risk countries, risk managers and permanently staffed security offices are on hand to ensure the safety of employees. Alongside conventional occupational health and safety measures, GIZ is committed to providing comprehensive **health management** services. GIZ's dedication to the well-being of its staff pays dividends: in the 2014 Universum employer attractiveness rankings, GIZ once again ranked among the top 100 employers in Germany.

Our aim is for **fifty percent of positions** across the company **to be occupied by women**. To help achieve this goal, targeted coaching and advisory

services are provided for female employees. Significant progress has already been made in this area, with around one third of management positions in Germany and abroad now held by women. Each year, we organise a special action day in the context of the 'Girls' Day' and 'Boys' Day' initiatives, which aim to encourage girls and boys to look beyond gender stereotypes when choosing a career path.

GIZ's disabled persons' representation works to protect the **rights of disabled staff members**. In 2013, disabled persons occupied more than six percent of positions at the company; a proportion that exceeds the statutory requirements.

The 'GIZ Orientation on Human Rights' lays down our commitment to improving living conditions and promoting human rights worldwide. The document provides our staff with the knowledge, awareness and skills required to achieve these goals. It is envisaged that a new Compliance and Integrity unit will be set up in the course of 2015, which will be responsible for monitoring compliance with external and internal provisions and requirements, and initiating corresponding improvements. To ensure that our activities do not impact negatively on human rights, we have set up a point of contact ([humanrights@giz.de](mailto:humanrights@giz.de)) for employees with concerns in this area. Any information received is investigated, allowing appropriate action to be taken.

### Making progress on energy and climate change mitigation

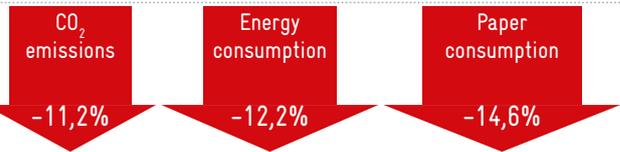
In 2014, GIZ's operations in Germany became 'climate-neutral' for the first time. This was achieved by the acquisition of emissions certificates in the context of the CDM Gold Standard. In our efforts to achieve the targets we have set for reducing emissions, our priorities are firstly reduction (lowering our energy consumption), followed by replacement (replacing fossil fuels with renewable energy), and finally off-setting (compensating for any unavoidable emissions by implementing climate change mitigation measures elsewhere). Between 2011 and 2013, we were able to reduce electricity consumption at our offices in Germany by 12 per cent. Since 2014, we have been promoting the generation of electricity from renewable sources by using green electricity at all our German offices. These sources are aligned with the strict requirements of the 'ok-power' label.



## Protecting the environment

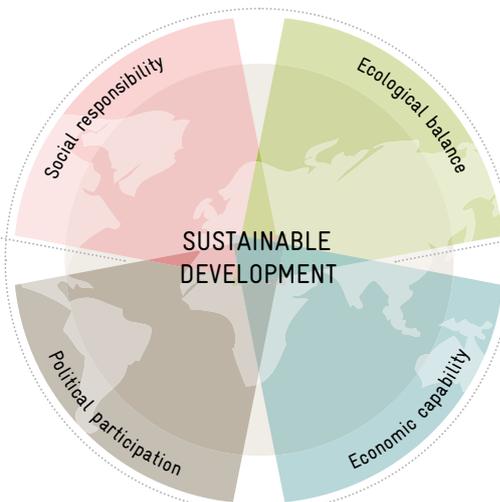
Respect for the environment is a matter of great importance at GIZ, and we regularly set ourselves new **environmental goals**. In 2014, we achieved the self-imposed objective of off-setting all unavoidable emissions resulting from our operations in Germany. We aim to continue to play our part in tackling climate change in future and will now turn our attention increasingly to our offices in partner countries. Our Environmental Management Officer regularly monitors our achievements in this field, provides advice and support in the context of measures undertaken to improve environmental performance, and, where necessary, suggests potential amendments to our practices.

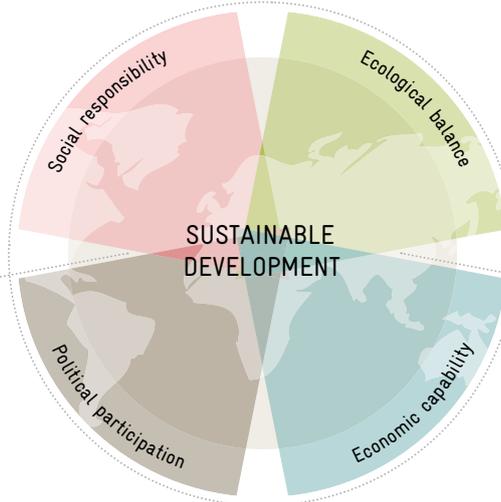
Business trips account for almost 90 per cent of GIZ's emissions. With this in mind, we place great emphasis on promoting climate-friendly travel. Business trips undertaken using the services of Deutsche Bahn are carbon-neutral, thanks to



our participation in the company's Environment Plus programme. We provide staff members with travel passes to encourage them to travel to and from work by public transport, and company bicycles are available for short work-related trips. We also make extensive use of modern telecommunications technology in order to reduce the need for air travel.

In 2013, GIZ's offices in Berlin, Eschborn and Bonn were certified in accordance with the European **Eco-Management and Audit Scheme (EMAS)**, and successfully passed the subsequent compliance audit in 2014. Participating in EMAS helps us to ensure transparency with regard to our environmental performance and to involve our staff in the environmental management process. We provide our staff with a wide range of information on environmental matters to raise awareness throughout the company. We also participate in various networks such as '100 Unternehmen für den Klimaschutz' (100 companies for climate protection) and 'Wirtschaft pro Klima' (Business for the climate), which enables us to pool resources and advance environmental protection beyond the scope of our own operations.





## Facilitating participation

**Transparency, participation and dialogue** are important elements of our corporate culture. A key goal in this regard is to ensure that our employees are regularly involved in company processes.

This is achieved not only through the work of our staff representation bodies as required by law, but also through measures such as regular staff surveys, communication platforms (including the company intranet), and events such as general staff meetings called by the Management Board. Regular committee meetings attended by interest groups, including civil society groups, provide an opportunity for the mutual **exchange of information** and ideas. In addition to our sustainability reports, we publish a Corporate Governance Report online each year, which provides the general public with a comprehensive overview of our work. We also promote the exchange of expertise on effective forms of international cooperation by making detailed information publicly available in a clear and easy-to-understand format. These activities are all laid out in our **Transparency and Information Policy**.



### German Action Days for Sustainability

Each year, GIZ carries out a wide range of activities in the context of the Action Days for Sustainability, an initiative of the German Council for Sustainable Development. These help to raise awareness of sustainability issues and are an opportunity for us to provide the public with an insight into the various facets of our work. The 2014 Action Days were themed as 'Show Your Handprint!'. Staff from a number of partner countries organised activities and events focusing on issues such as emissions reduction and waste management at GIZ offices.

### Ensuring sustainable and transparent procurement

Our procurement practices extend beyond the basic principles of competition, cost-effectiveness, transparency and equal treatment of bidders throughout the procurement process. We also apply comprehensive product-specific sustainability requirements and follow guidelines to ensure the goods and services we procure are from socially and environmentally responsible sources. The majority of the goods and services we procure abroad are sourced from within our partner countries. In order to increase the transparency and cost-effectiveness of our procurement processes in these countries, we use specially designed IT systems and follow a principle of rotation which ensures that staff in key procurement positions regularly move from one area of responsibility to another.



### Strengthening our economic capability

Our aim is to deliver high-quality services and to be successful from an economic standpoint, while also protecting the environment and acting in the interests of society. To ensure these objectives are met, we have introduced a **quality management** system. This system is based on our deeply held values as regards the importance of sustainability, and takes into account the need for cost-effective resource use, efficient project management and compliance with internal rules and procedures. Continually analysing our work and the results we have achieved allows us to learn from our experiences, **increase the impact and cost-effectiveness of our services, and provide transparency for our clients and partners.**

Preventing corruption – both within the company and in our worldwide activities – is essential if our work is to be successful. Our comprehensive **compliance management** system has been set up for precisely this purpose. GIZ's integrity advisors and ombudswoman are on hand to support staff members with matters relating to ethical conduct and to provide advice in cases where there are reasons to suspect that corruption is taking place. A corresponding Code of Conduct has been put in place, which is binding for all staff members and contractors. Compulsory training courses and comprehensive information and advice are also provided, offering participants practical support in this area.

As an organisation that values learning, we are always open to new ideas – both from within the company and from external sources. They have the potential to help us further develop our sustainability profile and continually expand the range of instruments at our disposal. This brochure provides an insight into GIZ's activities in the field of corporate sustainability at the time of writing in early 2015. If you have any questions or suggestions, please do not hesitate to get in touch: ([sustainabilityoffice@giz.de](mailto:sustainabilityoffice@giz.de)).



Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ) GmbH

Friedrich-Ebert-Allee 40  
53113 Bonn  
T +49 228 44 60-0  
F +49 228 44 60-17 66

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

E [info@giz.de](mailto:info@giz.de)  
I [www.giz.de](http://www.giz.de)