

# GIZ SUSTAINABILITY PROGRAMME 2016-2020<sup>1</sup>

## ECONOMIC CAPABILITY

We are the European benchmark for quality and efficiency in international cooperation

Objective	Period	Measure	Indicator
→ We increase our competitiveness.	2020	Boost economic capability by means of suitable measures (digitalisation, product innovation, successful acquisition, streamlined processes, etc.).	Control parameter is consistently under 12 % (baseline in 2014: 12.1 %).
→ We procure goods and services which meet the highest <sup>2</sup> sustainability criteria.	2016	Adopt guidance on sustainable procurement.	Binding guidance is adopted, enshrined in company-wide rules and being applied.
	2018	Train consultants and appraisers contracted by us in partner countries in our sustainability standards.	Training courses for our service providers are offered on an ongoing basis. Standards must be applied by all.
→ We combine our sustainability and quality management.	2018	Develop an integrated quality and sustainability management system.	A system is developed and in use.
→ We focus on client satisfaction.	2016ff.	Continuously improve client satisfaction.	Responses to surveys confirm an increase in client satisfaction.
→ We promote human rights when carrying out our commissions and ensure that the company respects them.	2016	Implement UN Guiding Principles on Business and Human Rights within the company.	A management, training and reporting system is developed. Complaints mechanisms are established.
→ We apply the same sustainability criteria in our services as within the company.	2016	Develop sustainability guidelines for our projects and a corresponding implementation concept.	Sustainability guidelines are developed, operationalised and applied.
→ We establish a compliance management system.	2016	Implement an operative system with control mechanisms for prevention and early exposure of violations, for documenting courses of events and isolated incidents, and for training of staff at all levels.	The compliance management system (CMS) has been subjected to concept assessment by internal auditing with regard to its alignment with IDW PS 980 and has 'passed'.
	2018		A full CMS in accordance with the IDW PS 980 standard is implemented. Its concept, suitability and effectiveness are assessed by GIZ internal auditing.

<sup>1</sup> The GIZ Sustainability Programme 2016-2020 sets out the objectives, measures and indicators in the given period in GIZ's four sustainability dimensions. It was adopted by the GIZ Sustainability Board on 20 November 2015 and replaces the GIZ Sustainability Programme 2013-2015, the achievements of which are reported in the *GIZ Progress Report on Sustainability 2015* (pp. 16-19).

<sup>2</sup> In other countries the highest sustainability criteria appropriate to the relevant country's specific circumstances apply.

## SOCIAL RESPONSIBILITY

### We are a top employer in Germany and in our partner countries

Objective	Period	Measure	Indicator
→ We strengthen gender equality in the company.	2018	Increase the proportion of women in management positions, especially in other countries.	The proportion of women in management positions has increased by at least 4 % in Germany and abroad (Equality plan reporting date: 31.12.2013).
→ We promote fair working conditions.	2018	Strengthen future-proof skills development for staff.	Qualification modules to improve employability are available.
	2020	Further develop promotion mechanisms, in particular for staff on limited-term contracts and development workers.	Promotion mechanisms for staff on limited-term contracts and development workers are developed further and open to these target groups.
→ We promote career opportunities of employees with local employment contracts.	2020	Increase the proportion of professionals and managers in national personnel.	50% of the national personnel are in professional or management roles, 20 % are managers and senior professionals (baseline 2014: 41.5 % and 13.3 %, respectively).
→ We are a top employer.	2016ff.	Ensure by means of human resources policy that GIZ is among the most attractive employers in Germany.	External evaluations of employer attractiveness regularly produce high ratings (Top 100).

## ECOLOGICAL BALANCE

### We are international pioneers in climate change mitigation and resource conservation

Objective	Period	Measure	Indicator
→ We reduce our CO <sub>2</sub> emissions globally and strive to achieve climate neutrality for GIZ worldwide.	2016	Record our CO <sub>2</sub> emissions abroad as well as in Germany.	Basic emissions data from at least 90 % of the country offices are available. Data includes CO <sub>2</sub> emissions from business flights, fuel use by company vehicles and generators, and energy consumption in offices.
	2020	Reduce our specific CO <sub>2</sub> emissions values (emissions per person) in Germany and abroad. Also offset CO <sub>2</sub> emissions generated abroad.	Specific values in Germany are reduced by 2 % per year (baseline value average 2012-2014: 7.73 t CO <sub>2</sub> /pp) and in the country offices worldwide by 10 % by 2020 (baseline: 2016). CDM Gold Standard certificates are obtained for all emissions (in Germany and abroad).
→ We reduce our resource consumption worldwide.	2020	Reduce our specific resource consumption worldwide for water, paper and electricity.	Specific consumption is reduced by 10 % (baseline: 2016). The proportion of recycled paper used abroad is up by at least 50 % (baseline: 2016).

## POLITICAL PARTICIPATION

### We reinforce our stakeholders' participation

Objective	Period	Measure	Indicator
→ We engage in regular dialogue with our stakeholders.	2016ff.	Continue regular dialogue formats with our main stakeholder groups and develop new formats for other essential interest groups. Involvement of service recipients and ultimate beneficiaries is anticipated in the medium term.	Existing dialogue formats continue. New formats are established and documented in the company report.
→ We strengthen our social engagement in Germany and abroad.	2017	Produce a concept for social engagement as part of the German Council for Sustainable Development's Action Days for Sustainability and our CSH (Corporate Sustainability Handprint®).	The concept is implemented in Germany and at least ten partner countries. Main contents are incorporated in the GIZ 'Orientation and Rules' and become mandatory in 2018.
→ We promote diversity in the company.	2018	Produce a catalogue of measures to promote diversity.	A concept is available and has been made mandatory.