

REVIEW OF THE SUSTAINABILITY PROGRAMME 2016–2020

Objectives	Period	Measures	Indicators	Achievement of objectives
Economic capability: We are the European benchmark for quality and efficiency in international cooperation				
We increase our competitiveness.	2020	Take suitable steps to boost economic capability (digitalisation, product innovation, successful business acquisition, enhanced structure of operations, etc.).	The control parameter is consistently under 12% (baseline in 2014: 12.1%).	Achieved (2018)
We procure goods and services that meet the highest ¹ sustainability criteria.	2016	Adopt guidelines on sustainable procurement.	Mandatory guidelines have been adopted, incorporated in company-wide regulations and applied.	In progress (2020); objective will be continued in the Sustainability Programme 2021–2025
	2018	Train consultants and appraisers working for us in partner countries in the use of our sustainability standards.	Training courses for our service providers are offered regularly. Mandatory standards must be applied by all.	Achieved (2020)
We combine our sustainability and quality management.	2018	Develop an integrated quality and sustainability management system.	A system has been developed and is in use.	Achieved (2020)
We focus on client satisfaction.	2016 ff.	Steadily improve client satisfaction.	Responses to surveys confirm an increase in client satisfaction.	Achieved (2020)
We promote human rights within the scope of 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 has been developed. Grievance mechanisms are in place.	Achieved (2020)
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 have been developed, operationalised and applied.	Achieved (2018)
We establish a compliance management system.	2016	Implement an operational system with control mechanisms to prevent violations or uncover these at an early stage, to document the course of events and isolated incidents, and to train 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'.	Achieved (2018)
	2018		A full CMS in accordance with the IDW PS 980 standard has been implemented. Its concept, suitability and effectiveness have been assessed by GLZ internal auditing.	Achieved (2018)

¹ 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

We strengthen gender equality in the company.	2018	Increase the proportion of women in managerial positions, especially outside Germany.	The proportion of women in managerial positions has increased by at least 4% in Germany and abroad (Equal Opportunities Plan reporting date: 31 December 2013).	Achieved (2018)
We promote fair working conditions.	2018	Strengthen future-proof skills development for our staff.	Upgrading modules to improve employability are available.	Achieved (2020)
	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 have been developed further and are open to these target groups.	Achieved (2020)
We promote the career opportunities of employees on local employment contracts.	2020	Increase the proportion of our national personnel working in professional and managerial positions.	50% of the national personnel work in professional or managerial posts, 20% are managers and senior professionals (baseline 2014: 41.5% and 13.3% respectively).	Achieved (2020)
We are a top employer.	2016 ff.	Ensure by means of human resources policy that GIZ is one of the most attractive employers in Germany.	External evaluations of employer attractiveness regularly produce high ratings (Top 100).	Achieved (2018)
Ecological balance: We are international pioneers in climate change mitigation and resource conservation				
We reduce our CO ₂ emissions globally and strive to achieve climate neutrality for GIZ worldwide.	2016	Record our CO ₂ emissions in the field as well.	Basic emissions data from at least 90% of the country offices are available. Data include CO ₂ emissions from business flights, fuel use by company vehicles and generators, and energy consumption in offices.	Achieved (2018)
	2020	Reduce our specific CO ₂ emission values (emissions per person) in Germany and abroad. Offset CO ₂ emissions generated outside Germany as well.	A reduction in the specific value in Germany of 2% per annum (baseline average 2012–2014: 7.73 t CO ₂ /staff member) and in the country offices worldwide of 10% by 2020 (baseline: 2016) has been achieved. CDM Gold Standard certificates are obtained for all emissions (in Germany and abroad).	Achieved (2018)
We reduce our resource consumption worldwide.	2020	Reduce our specific water, paper and electricity consumption worldwide.	Specific consumption is reduced by 10% (baseline: 2016). The proportion of recycled paper used abroad is up by at least 50% (baseline: 2016).	Achieved (2020)

Political participation: We reinforce stakeholder participation

We engage in regular dialogue with our stakeholders.	2016 ff.	Continue regular dialogue formats with our main stakeholder groups and develop new formats for other essential interest groups. In the medium term there are plans to involve service recipients and ultimate beneficiaries.	Existing dialogue formats continue. New formats have been established and are documented in the company report.	Achieved (2018)
We strengthen our social engagement in Germany and abroad.	2017	A concept is available to promote 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.	Achieved (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.	In progress (has been transferred to the Sustainability Programme 2021–2025)
