



Our Corporate Principles




Vision

We work to shape a

future

worth living
around the
world.



Mission Statement

WE MANAGE CHANGE. We work holistically, draw on extensive implementation experience and share responsibility for achieving objectives with our partners.

WE PROVIDE KNOW-HOW. Our services are built on a wealth of regional and technical competence and tried and tested management expertise.

WE DEVELOP SOLUTIONS. We use our wide range of instruments and networks flexibly and innovatively to create value for our commissioning parties and to empower people to shape their own development processes.

WE ACT AS AN INTERMEDIARY. Our core competencies include balancing diverse interests in sensitive contexts and providing entry points for the private sector and civil society.

WE ARE VALUE-DRIVEN. As a federally owned enterprise, we are guided by the principles of our social order, act in the interests of Germany and, first and foremost, support the development policy of the German Government.

WE ADVISE POLICYMAKERS. At home and abroad, we help decision-makers accomplish their political objectives.

WE SECURE RESULTS. Our work is about producing results in a transparent, efficient and partneroriented way and in line with good commercial practice.

WE ARE A GLOBAL PLAYER. Decentralised structures, intercultural competence and a highly professional workforce are the factors that fuel our success.

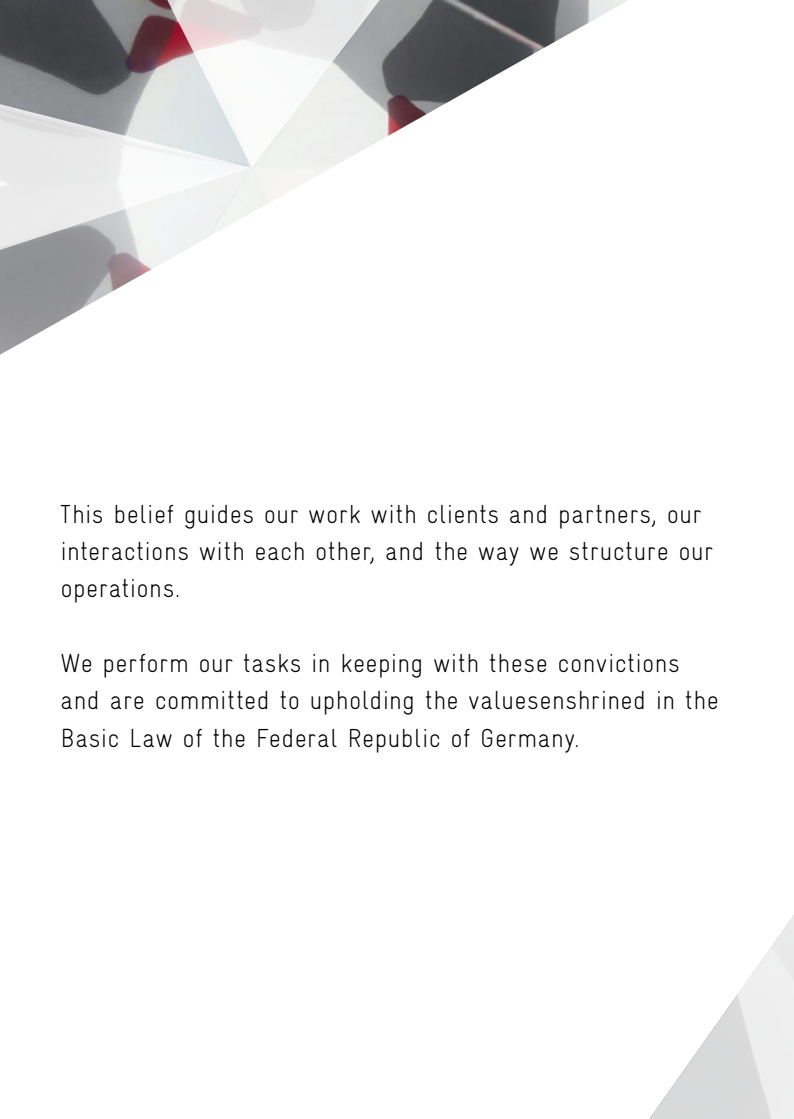


Corporate Values

Our **actions** are guided by the
principles of sustainability.

We believe that only by combining social responsibility, ecological balance, political participation and economic capability will current and future generations be able to lead secure and dignified lives.

Conflicting goals and interests have to be resolved fairly among all stakeholders. Negotiation processes of this kind must be professionally designed if development is to be sustainable.



This belief guides our work with clients and partners, our interactions with each other, and the way we structure our operations.

We perform our tasks in keeping with these convictions and are committed to upholding the values enshrined in the Basic Law of the Federal Republic of Germany.



In particular, we:

- › advocate respect for human rights, equal opportunities and integrity;
- › support the rule of law and civic participation and are committed to ensuring fair negotiation processes, both within and outside the company;
- › promote a market-oriented, ecological and social economic order and observe the principles of corporate responsibility in our work.

GIZ CORPORATE PRINCIPLES



The Corporate Principles apply to all employees. They also serve as a guide for development workers and integrated experts.

Guiding Principles


We shape our company's **FUTURE**.

WE are committed to making our company a success and to upholding its values and interests.

WE focus on the benefit to the client when designing our services.

WE make full use of the scope for action and decision-making that our company's purpose affords us in our area of responsibility.

WE welcome competition, adopt an entrepreneurial approach and are prepared to take risks.



MANAGERS act with foresight and take responsibility for risks in order to achieve the strategic corporate objectives and develop new business sectors.

MANAGERS steer their operations in such a way that GLZ leads the international field.



We stand for global **EXCELLENCE**.

WE continually improve the quality of our work, focus on results and make sure that resources are used efficiently.

WE aim to maximise our performance.

WE use our diverse instruments flexibly to achieve targets and develop innovative solutions.

WE work transparently and apply sound commercial principles.

MANAGERS assure quality by setting professional, technical and commercial standards and ensuring that they are applied.

MANAGERS create space for innovation and support the implementation of new ideas.




We **VALUE AND RESPECT** each other.

WE treat each other with respect and fairness, provide mutual support and are trustworthy and accountable.

WE engage in constructive and critical dialogue, observe our code of conduct, are loyal and stand by decisions taken.

WE assume responsibility for maintaining our own capacity to perform.

WE promote diversity and equal opportunities.



MANAGERS are role models. They promote gender equality, create an atmosphere of trust, provide guidance and ensure that staff maintain their capacity to perform.

MANAGERS take decisions and assume responsibility for them. They involve their employees where appropriate and encourage them to act on their own initiative.




We promote **COOPERATION**.

WE foster a culture of cooperation within the company, network internally and externally and make use of alliances.

WE are aware of our different roles in the commission-based relationship and act with political and intercultural sensitivity.

WE take on responsibility together with our partners for achieving objectives and implementing change processes.

WE strive to find a balance between different interests.



MANAGERS actively promote cooperation with other business units.

MANAGERS establish access to networks and ensure that the company is seen as a strong cooperation partner.



We are **DYNAMIC**.

WE see change as an opportunity, welcome challenges and look for suitable solutions, even in unpredictable situations.

WE learn from experience, criticism and evaluations.

WE share our knowledge and further our professional and personal development.

WE are flexible, take on new tasks and actively enhance our employability.

MANAGERS shape change processes and help their employees to embrace change.

MANAGERS recognise and foster employees' strengths and potentials and identify development opportunities.