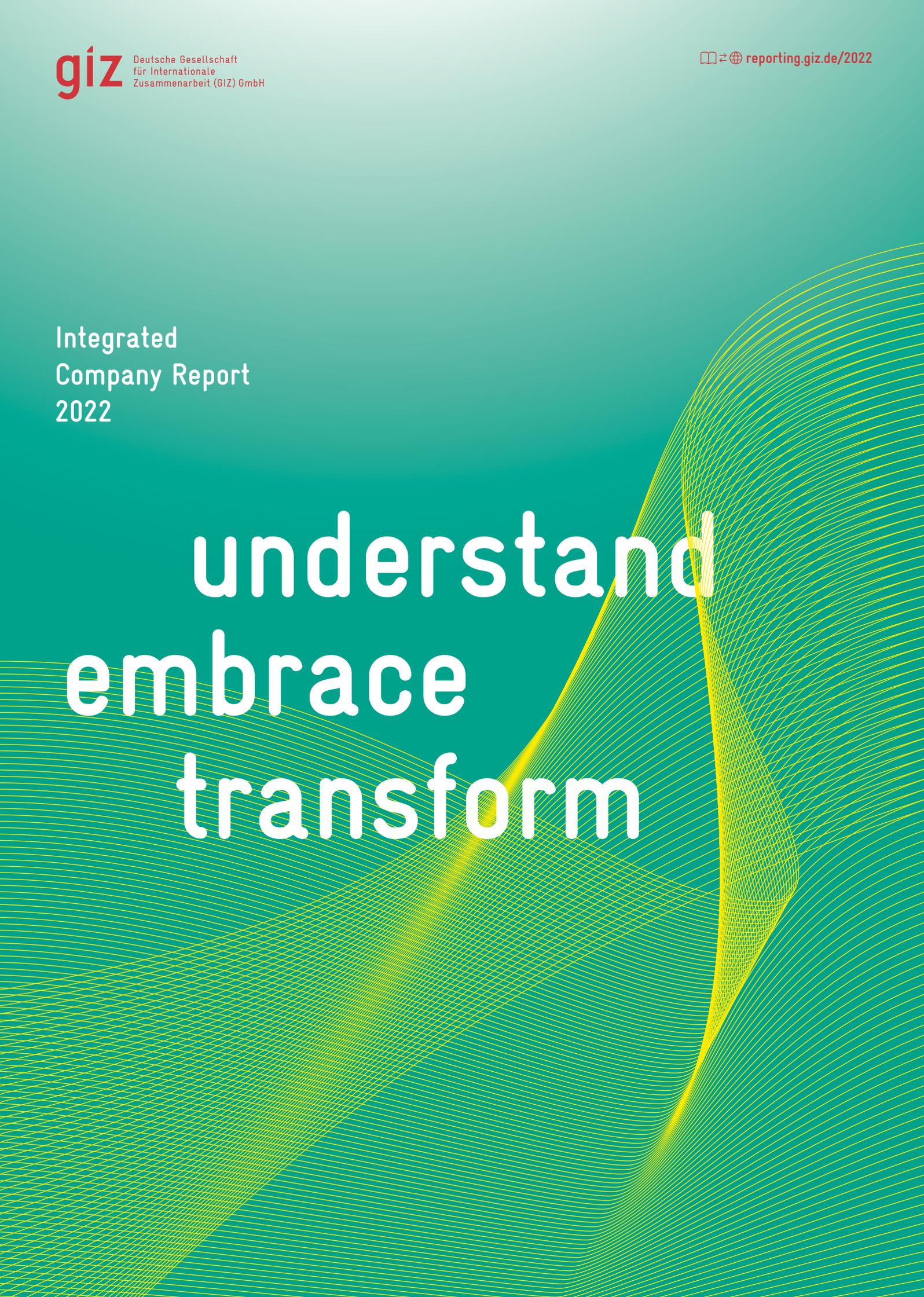


Integrated
Company Report
2022

understand embrace transform



understand

The world as our workplace is in a constant state of flux. We keep a watchful eye on changing conditions and continuously analyse the new demands we face. This works best in dialogue with our partners. We can only fully understand needs and address them effectively if we listen carefully. This allows us to retain our edge in implementation – even in troubled times.

embrace

Faced with wars, pandemics and climate change, we do not look away but respond to the mounting challenges instead. We do not allow setbacks to discourage us, and we tackle the complexities of our time by devising solutions that work.

transform

We work to shape a future worth living around the world. Drawing conclusions from our evolving working environment and from talks with our partners helps us to move closer to our vision every day. This allows us to keep on developing, while at the same time remaining flexible and resilient. Sustainability is the overarching principle that guides all our actions. Only by building the future with the people in our countries of assignment will we be able to withstand shifting challenges in the long term and make the lasting changes needed to improve prospects.

Our reporting

Integrated Company Report

You have in front of you GIZ's ninth Integrated Company Report. We have been compiling financial and non-financial information in this voluntary reporting format since 2014. This requires us to take a holistic view of our organisation: the report illustrates how responsibility for sustainability is strategically anchored and implemented at GIZ. As well as financial data and relevant indicators, it also shows how, through its global services, GIZ is working with its commissioning parties and partners to respond to global challenges with effective solutions for sustainable development. The reporting period is the 2022 calendar year.

Online version of the Integrated Company Report

The various sections of this report, together with additional information on the year under review and on corporate sustainability based on Global Reporting Initiative standards, can be found online at:

  reporting.giz.de/2022

Annual Statement of Accounts

The Integrated Company Report presents a selection of business and sustainability figures from the year under review. The Annual Statement of Accounts provides information about GIZ's business and the framework within which it operates, as well as details of its assets, financial position and income. It can be found online at:

  reporting.giz.de/2022/downloads

These and other GIZ reports can also be found online:

Public Corporate Governance Report

provides information on the implementation of recommendations on professional and transparent corporate governance in line with the German Government's Public Corporate Governance Code (PCGK).

German Sustainability Code including the non-financial declaration

GIZ publishes a Declaration of Conformity to ensure compliance with the criteria of the Sustainability Code of the German Council for Sustainable Development. With these reporting activities, GIZ also follows the recommendation of the German Government's Public Corporate Governance Code (PCGK) to publish a non-financial declaration as set out in Section 289 et seq. of the German Commercial Code (HGB).

Climate and Environmental Report

is a detailed report of our climate and environmental indicators in Germany and abroad.

EMAS Environmental Statement

reports on the objectives, measures and results of GIZ's corporate environmental management.

Stakeholder Dialogue Results Report (every two years)

details how GIZ's stakeholders rate its sustainability performance and what they expect from GIZ's sustainability management.

UN Global Compact Communication on Progress

sets out how we have been implementing the Ten Principles of the United Nations Global Compact. A new questionnaire format was introduced in 2022.

The reports can be found online at:

  reporting.giz.de/2022/downloads



Curious to find out more? Take a look at the Integrated Company Report online, where you will find additional information:

  reporting.giz.de/2022

GIZ around the world



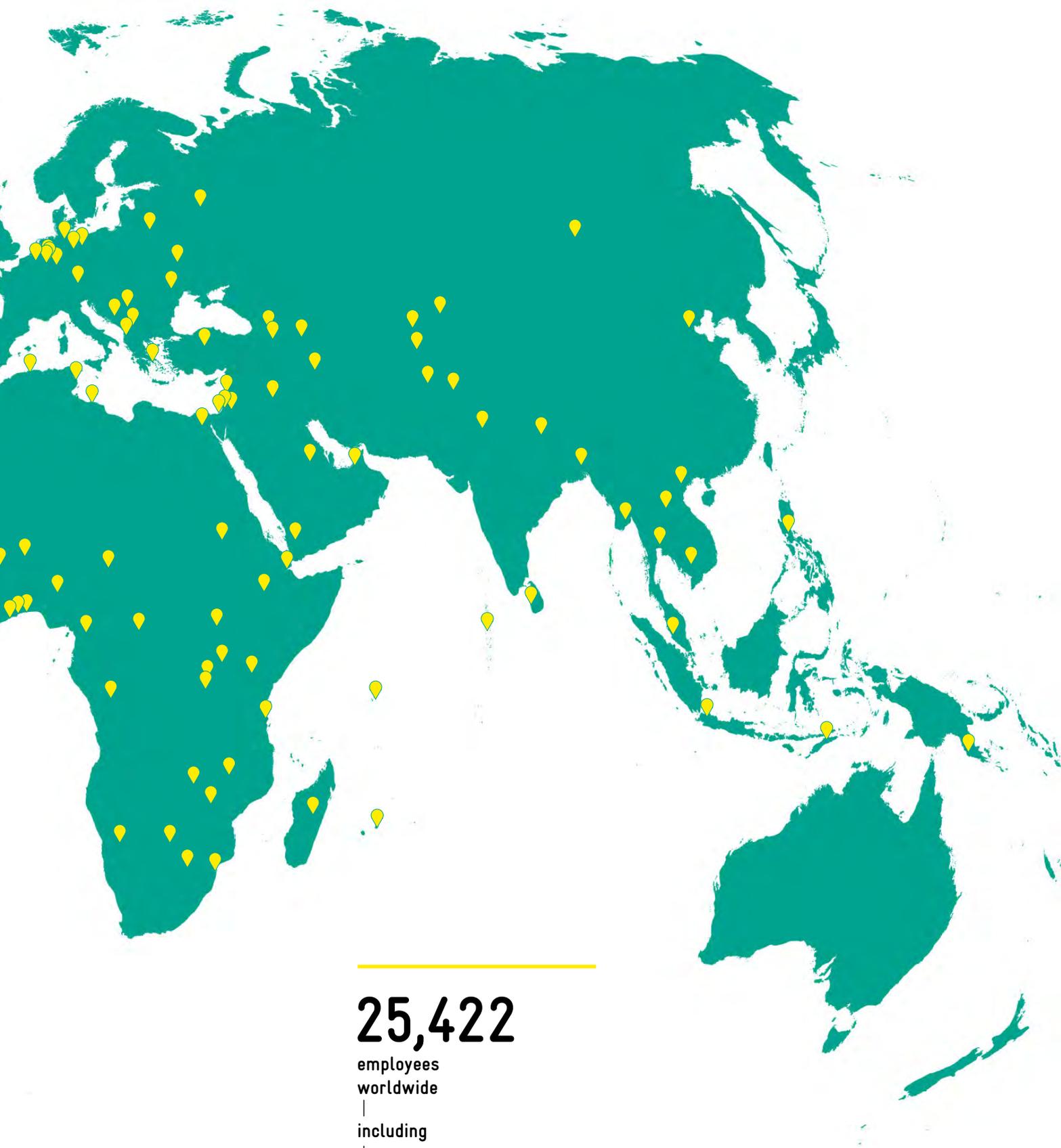
GIZ has two registered offices in Germany, one in Bonn and one in Eschborn. The company also operates at seven other locations in Germany and in almost 120 countries.

An overview of all locations is available online at:

  reporting.giz.de/2022/where-we-work

some **1,700**
ongoing projects

some **€4** billion
in business volume



25,422

employees
worldwide

| including



some **€200** million
in total operating performance
of the taxable business area
GIZ International Services

17,120

national
staff

some **120**
countries in which
GIZ operates

Our contribution to the 2030 Agenda

Within the 2030 Agenda, sustainable development, poverty reduction and climate policy are inextricably linked. That is why the Agenda's 17 Sustainable Development Goals (SDGs) place special emphasis on the weakest and the most vulnerable members of society. We are now at the half-way mark and significant progress has been made towards achieving the 2030 Agenda. Major challenges remain, however. Multiple crises, including COVID-19, violent conflicts and climate change are slowing the implementation of the 2030 Agenda around the globe.

The SDGs are important benchmarks for GIZ. Our activities are helping to achieve the goals, as the SDG icons in this report illustrate. We are working resolutely with our national and international partners to implement the 2030 Agenda. Five principles guide us:

Universality

The goals apply to all – developing countries, emerging economies and industrialised nations alike.

Leave no one behind

The focus is on marginalised population groups.

Integrated approach

The three dimensions of sustainability, as well as positive and negative interactions between the goals, are taken into account.

Shared responsibility

Governments, civil society, the business world and the scientific and academic communities are all involved and make a contribution.

Accountability

Implementation of the Agenda is reviewed at national, regional and global levels.

Detailed information on the 2030 Agenda can be found in the online report:

reporting.giz.de/2022/agenda2030

And on our website at:

www.giz.de/agenda-2030



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Message from the Chair of the Supervisory Board

Dear readers,

As this report is published, we have reached the half-way mark in the time frame for achieving the 2030 Agenda for Sustainable Development. In 2015, the United Nations agreed on 17 Sustainable Development Goals for a better and fairer world. In the same year, most states signed the Paris Agreement on climate change, undertaking to keep the rise in global temperatures to well below 2 degrees Celsius, and ideally to no more than 1.5 degrees Celsius, as compared with pre-industrial temperature levels.

Eight years on, the interim results are not looking good. The global community is far from attaining most of the SDGs. Global crises like the COVID-19 pandemic and the worsening impacts of climate change are wiping out many development achievements. Russia's war against Ukraine provides a stark illustration of the destructive consequences of blindly pursuing one-sided policies, with scant regard for international law and a rules-based international order. This war is dramatic for the Ukrainian people, and the repercussions can be felt around the globe. Because of the danger it poses to food security, countries in the Global South are being hit especially hard.

Shape change, pool forces

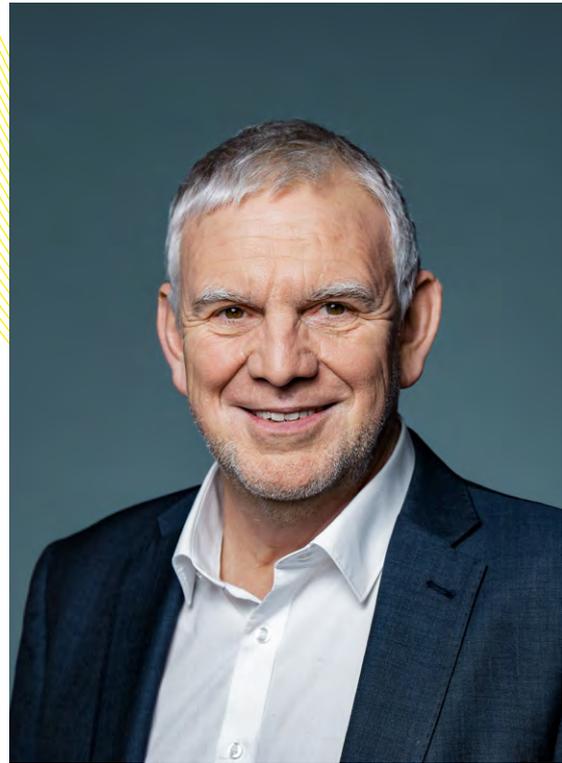
The German Federal Ministry for Economic Cooperation and Development (BMZ) has therefore focused its work on four priority areas. In cooperation with our partner countries, civil society and multilateral institutions, we are concentrating in particular on realising global health and the rights that this entails, driving down poverty, hunger and inequality effectively, ensuring a socially equitable transition to a low-carbon economy, and implementing feminist development policy.

Trusting partnerships and new alliances are every bit as indispensable as better collaboration between bilateral and multilateral actors. The Global Gateway initiative of the European Union (EU) is exemplary in the way it sets out to achieve this. With private sector partners in developing countries and emerging economies, the EU and its member states, as Team Europe, invest in high-quality, sustainable infrastructure projects that mirror our values and ambitions, and comply with the most rigorous social and environmental standards.

Leave no one behind, strengthen resilience

Inclusive and resilient societies that are fit for the future are key to sustainable development. One major building block is the establishment and development of social protection systems. Societies with stable systems of this sort are better equipped to face the multiple crises of our times. The fact that around half of the world's population still has no access to social protection is therefore an issue that must be rectified as a matter of urgency. We also need to align social protection approaches more with the increasingly urgent questions of climate change, including in the context of the Global Shield against Climate Risks established by BMZ and the V20 (the 20 nations most vulnerable to climate change). The transition to climate neutrality must be socially fair and equitable – in other words a 'just transition' that creates decent, low-carbon jobs and strengthens social protection as it rolls out the use of clean and safe energy. This is why the German Government works with other countries under the aegis of the G7 to support plurilateral Just Energy Transition Partnerships (with countries including South Africa, Indonesia and Viet Nam). It is also driving bilateral climate and development partnerships with Pakistan, Serbia, Rwanda, India, Peru and Kenya.

»**Inclusive and resilient societies that are fit for the future are key to sustainable development.**«



Jochen Flasbarth, Chair of the GIZ Supervisory Board, State Secretary in the German Federal Ministry for Economic Cooperation and Development (BMZ)

Equitable societies are more stable, more resilient to crises and more economically effective. Our new vision of feminist development policy means acting as pioneers to achieve equal opportunities for all people, overcome discriminatory power structures and shape human rights-based policies for all. The 3Rs (equal representation, stronger rights and equal access to resources) are pivotal to efforts to address the structural root causes of inequality.

Last year, GIZ again proved that its expertise and advisory services, in conjunction with its networks in our partner countries, make a tangible and sustainable difference for people on the ground. For this, my warmest thanks go to all GIZ staff. Let us continue together to drive forward the objectives of the 2030 Agenda and shape this new era, this *Zeitenwende!*

Best regards,

A handwritten signature in black ink, appearing to read 'Jochen Flasbarth'.

Chair of the GIZ Supervisory Board

State Secretary in the German Federal Ministry for Economic Cooperation and Development (BMZ)

Foreword by the Management Board

Dear readers,

The **understand, embrace, transform** approach has served GIZ well over recent years, marked as they were by crises. In 2022, it again allowed us to retain our ability to act and deliver services. By constantly monitoring the environment in which we operate and responding to changing conditions, we continue to be a service provider that implements effective projects, even in times of multiple crises. In future too, our aim is to take effective action in difficult times.

24 February 2022, the day Russia launched its war of aggression against Ukraine, will remain engraved in our memories as a *Zeitenwende* – a watershed that changed the world in the long term.

Many other wars and fragile states have already left their mark on our work. Afghanistan, Mali and Sudan are just three harrowing examples of how a life in peace is by no means reality for many people worldwide. The situation is further aggravated by climate change and the persistent COVID-19 pandemic, both of which challenge us as a global community but are felt most acutely by people living in our partner countries.

Achieving more through dialogue and cooperation

Dialogue with our partner countries and direct proximity to the people we serve are vitally important in allowing us to respond appropriately to new challenges. We can only **understand** the contexts, frameworks and demands of our work and devise customised solutions if we deal with one another respectfully.

We can act more effectively if we and our partners **embrace** the different, mutually reinforcing challenges of our time, and pool our expertise and skills. This is true of our cooperation partners, including other European implementing organisations with which we work for sustainable development under the Team Europe approach. Equally though, it applies to our implementation partners on the ground, including local ministries, civil society organisations, scientific and research institutions, and private businesses. They are crucial if our work is to be successful.

Holistic solutions for sustainable action

We are fully aware that forward-looking solutions need to factor in the interconnectedness and mutually reinforcing impact of urgent issues, rather than dealing with each in isolation. We need to bring together environmental, economic and social issues and consider them all in our approaches for transition. This is the only way to permanently **transform** the lives and prospects of the people we serve. Our focus is always on sustainability, both in our work around the world and in relation to our strategic direction. This is why we once again reaffirmed our commitment to the Ten Principles of the UN Global Compact in 2022.

Working together for a future worth living

It seems safe to assume that these tasks will become neither fewer nor easier for GIZ given the unstable global situation. We would like to take this opportunity to thank our commissioning parties, our shareholder and our many local partners for the trust they have placed in us. Without this trust, we would not be where we are today.



Thorsten Schäfer-Gümbel,
Chair of the Management Board



Ingrid-Gabriela Hoven, Managing Director

»Forward-looking solutions need to factor in the interconnectedness and mutually reinforcing impact of urgent issues.«

In 2022, our business volume rose to a total of almost EUR 4 billion. That too reflects the challenges we face. Our workforce, which now numbers over 25,400 staff members around the globe, works with huge commitment and dedication day in, day out to use these funds in a targeted manner, in order to move closer to our vision of a future worth living. Our warmest thanks also go to them. Without their dedication, we would not be able to act and deliver services in the same way.

We still have a long way to go to achieve the Sustainable Development Goals (SDGs) agreed upon in 2015 in the 2030 Agenda. We are already at the half-way mark in the implementation timeline, and we will only succeed if we pull together. Our shared efforts are helping every day to drive the transition to a socially just, sustainable world. And so for the seven years between now and 2030, we will continue to **understand, embrace, transform** – not in spite of, but precisely because of the crises that shake our times.

Chair of the Management Board

Managing Director



Watch the video message from the
Chair of the Management Board:

[reporting.giz.de/
2022/video-message](https://reporting.giz.de/2022/video-message)



Working
effectively



We take a holistic approach to challenges. In our projects, this allows us to bring about lasting changes worldwide together with our partners – and to contribute to a future worth living.

Ukraine: hope in the shadow of war

Programmes for Ukrainians affected by the war deliver disaster relief while building prospects for a better future.

February 2022: For five years, Sven Stabroth has been working for peace in eastern Ukraine as a development worker. Now, suddenly, he is forced to leave the country. He is evacuated, without even having time to retrieve his belongings from his flat. Russian forces roll across the border. The war of aggression has begun. Everyone at GIZ is worried about the safety of staff members. Stabroth's international team is ripped apart. Some are glued to screens, anxious about colleagues and friends. Others suddenly find themselves in the middle of a war zone with air raid warnings and missile strikes. No one knows what this will mean for their work together.

It quickly becomes apparent that what the people in Ukraine need first and foremost is acute survival aid. GIZ has been working in Ukraine for 30 years. Its network on the ground enables it to respond rapidly, engaging closely with local communities. Within the framework of the German Federal Ministry for Economic Cooperation and Development's Special Assistance Programme for Ukraine, GIZ procures relief supplies, food and bedding for some of the seven million or so internally displaced people. Generators, water filters and solar modules for the towns and cities affected by the war help maintain essential power and water supplies. The EU provides some of the financing. 'The project had pinned our needs and challenges before we were able to identify them. Everything you

Rapid assistance that makes the difference:

300,000
internally displaced people were supplied with essential food, bedding and medicines at the start of the war.

3,000
electricity generators were delivered to Ukraine.

have been delivering us is of great value and importance for the well-being of the people here,' says Antonina Moskalyuk, Deputy Mayor of the City of Kodyma.

Easing the burden on host communities

The high numbers of internally displaced people put pressure on the host communities in particular. Supporting them is one priority of the Special Assistance Programme. Those who have had to flee the war zone have suffered traumatic experiences there, and the influx of new arrivals also places a huge strain on local residents. Social and health infrastructures are stretched to breaking point. This is why GIZ is training staff in hospitals and other institutions to respond to the emergency situation.

In hospitals, the main focus of activities is on providing psychosocial care to both newcomers and residents, so that hospital staff can give them the best possible help to work through their traumas. Other training concentrates on legal assistance and job-seeking. GIZ also supports cultural centres in providing integration services for displaced people so that they feel welcome rather than alien in their new setting.



Mattresses are delivered to the region of Mykolaiv to fit out emergency shelters for displaced people from other parts of Ukraine.

Bridging the gap between rapid relief and long-term prospects

It soon becomes clear that GIZ's core competence in long-term international cooperation is also urgently needed. Now especially, when people in Ukraine see nothing but uncertainty in their daily lives, it is more important than ever before to have prospects of a better future. In view of the urgent problems at hand, the focus is on realigning projects in order to successfully bridge the gap between rapid and tangible relief and long-term, effective measures.

The Innovation Lab that GIZ is running on behalf of BMZ is one example. It is geared to driving forward Ukraine's efforts to move closer to the EU with innovative, citizen-responsive policy-making. In February 2022, the project team started thinking about how the Lab, with its focus on new ideas, could best support people during the crisis and help with reconstruction. The result was the Makerspaces – mobile workspaces with satellite internet connections, fitted out with wood and metal milling equipment and 3D printers that can be used to produce medical materials and components quickly. Different sections of the population come together in the Makerspaces to help one another. Young people, for instance, are developing prosthetics for ex-servicemen and women. These are produced using the 3D printer, thereby enabling the young people to acquire new skills that will stand them in good stead later on.

The work of Sven Stabroth and his team has taken on an entirely new relevance as a result of the war. Before February 2022, the project trained teachers and administrative staff to resolve tensions between different sections of the population in a non-violent manner. 'Dealing with emotions, promoting resilience and self-awareness – all this is helping teachers and local authority staff now to cope with the massive mental strain.'

Our Ukrainian staff member Nataliia Zuzak reports on how the Russian war of aggression has changed her life and her work.



Also, read online how GIZ is helping municipalities in Moldova to provide medical care for refugees.

reporting.giz.de/ukraine

Swift, flexible response for greater security

Direct, coordinated assistance is particularly important in Ukraine, as the course of the war changes rapidly. We have put in place the structures we need within the framework of the Stabilisation Platform, via which we support the German Federal Foreign Office's engagement in crisis and conflict regions around the world. A joint base in Warsaw facilitates a coordinated approach with international partners including the UK, the USA and Canada, and with administrative bodies in Ukraine. Our close cooperation with our Ukrainian partners allows us to respond directly to civilian needs they have identified during the hostilities. For instance, we are stepping up nuclear safety by providing protective and IT equipment to Ukraine's nuclear power stations so they can be monitored more effectively.



The PORYAD Cultural Centre in Lviv offers integration courses for internally displaced Ukrainians.



»Our main challenge is to create a safe space for individuals who had to come to Lviv because of the war. GIZ supports us in this work not only financially, but also through professional advice and networking with other centres.«

Bogdana Brylynska, Director of PORYAD Cultural Centre in Lviv

Just transition: a fair way forward

The path to climate neutrality is posing huge challenges for many regions around the world. GIZ is working to make the transition socially equitable.



»Structural change in coal-mining regions has economic, social and environmental impacts. GIZ has such a wide range of expertise that we are able to deliver holistic advisory services to our partners.«

Birgit Seibel, GIZ expert on the just transition



In this video, our expert explains GIZ's holistic approach:

[reporting.giz.de/
just-transition](https://reporting.giz.de/just-transition)

The South African province of Mpumalanga will face major changes over the coming decades. This is where 80 per cent of all South African coal is mined. The entire region depends on this sector of the economy. However, coal reserves are finite and the country is also aiming to become climate neutral by 2050. That means an end to fossil fuels. As a consequence, Mpumalanga will

have to cope with more than just the loss of the 100,000 jobs in the industry itself. Indirectly, over one million people are dependent on the coal industry. This structural change needs to be shaped well in advance.

To give people in Mpumalanga the chance of a better future, GIZ is working on behalf of the German Federal Ministry for Economic Affairs and Climate Action (BMWK) to facilitate a just transition. The goal is to generate green value and create green jobs. The central question is what jobs the miners, coal industry employees and other people in the region can perform in future. HGV drivers who transport coal, people who

sell their goods around coal-fired power stations, cooks, farmers, teachers – they all depend on the people and money that the coal industry brings to the region.

On that basis, GIZ is organising retraining courses and working with partner organisations to find investors willing to develop new, future-oriented industries, such as in agriculture, ecotourism and the field of renewable energy. GIZ is also helping small businesses and start-ups to establish sustainable business models.



‘The scale of this challenge is massive. Many people in Mpumalanga are facing problems at a basic needs level, so we have to deliver results urgently. Collaborating with new and existing companies to create sustainable jobs is therefore an essential part of our work,’ explains Mike Mulcahy, CEO of GreenCape. It is one of six South African organisations with which GIZ is implementing the project.

In Mpumalanga, GIZ can build on its long-standing experience in areas closely related to the just transition, including renewable energy, social protection, and technical and vocational education and training. On behalf of the German Development Ministry (BMZ), GIZ is actively engaged in supporting a just transition through South Africa's energy sector. More solar plants and greater energy efficiency have already helped avoid the emission of over 80,000 tonnes CO₂ equivalent, as well as creating job opportunities. Since a greener economy also needs green jobs, GIZ is helping South Africa train young people for these careers. A just



transition is only possible when all these different areas are interconnected. This is also the goal of the Just Energy Transition Partnership established in 2021 by South Africa, Germany, France, the UK, the USA and the EU.

In other parts of the world too, we are making our expertise available to different clients. For instance, GIZ is working on behalf of BMWK to realise a just transition in Indonesia. In the interview below, Nithi Nesadurai from our partner organisation CANSEA explains the priorities we set with our partners.



»Climate justice is at the heart of our work«

Interview with Nithi Nesadurai, Director of the Climate Action Network Southeast Asia (CANSEA)

Why are CANSEA and GIZ working together with Indonesia on a just transition?

Indonesia is one of the largest coal exporters in the world, and coal is also the most important energy source within the country. Many people are dependent on the coal industry. However, the government is aiming for a low-carbon economy, and it wants to phase out coal completely by 2040. For this structural change to succeed, a socially just plan is needed.

How can this change succeed without the people in the coal regions being left behind? And how can you contribute to this with CANSEA?

At CANSEA, the issue of climate justice is at the heart of our work. Everyone should benefit equally from the opportunities. Together with the people affected, we want to develop a vision of what good, sustainable jobs can look like for them. And also how they can be safeguarded through fair labour and social policies. In this context, it is particularly important that we hear the voices of those on the margins of society.

How do you see the role of GIZ?

In order to gain access to the affected groups, we need to work with civil society organisations that already have a trusting exchange with them. But there are many other actors involved in the project, such as representatives of government and local administrations, industry, and the scientific and research community. I therefore see GIZ's role as that of a conductor who brings together all those involved. This is what GIZ has already done in the run-up, and this is also what we expect and hope for the actual implementation of the measures in the coming years.

What is a just transition?

Our world needs to become climate neutral. We can only manage this if we radically change the way we live, and gear our lifestyle towards sustainability. The costs and benefits of this transition must be equitably spread. A just transition aims to tangibly improve people's living conditions while at the same time drastically reducing greenhouse gas emissions. If this is to work out in a way that is socially equitable, it is important to ensure that particularly hard hit groups benefit from the new potential and that they are involved in decision-making processes.

»It is particularly important that we hear the voices of those on the margins of society.«

Nithi Nesadurai, Director of the Climate Action Network Southeast Asia (CANSEA)

Sustainable supply chains: live better, work better

For many years, GIZ has been supporting its commissioning parties in promoting environmental protection and human rights at different points in supply chains.

It is not only women who meet at the 'women's cafés' found at many industrial sites in Bangladesh. Factory workers who want to advocate more strongly for their own rights can network and obtain information there. The cafés are part of the Sustainability in the Textile and Leather Sector (STILE) project, which GIZ is implementing on behalf of BMZ to enhance social and environmental standards along supply chains, specifically where the need is greatest – in factories and among workers in the manufacturing countries.

Since January 2023, the Act on Corporate Due Diligence Obligations in Supply Chains has given German companies a legal framework for complying with environmental and social standards when purchasing from and cooperating with other businesses. But long before the legal framework existed, GIZ worked for various clients on projects to improve people's living conditions at different points along supply chains. We devise dialogue programmes for key sectors in Germany, offer training for potential partner companies abroad, and support structures already in place at local level – such as the women's cafés in Bangladesh.

Hammering out solutions in discussion

Many of the adverse impacts for people at local level can be avoided if the companies awarding contracts factor in consequences for the entire supply chain from the outset. When the German Government adopted the National Action Plan on Business and Human Rights, the German Federal Ministry of Labour and Social Affairs commissioned GIZ to work with companies in the key branches of industry in Germany to identify major challenges and potential. 'What emerged were dialogues within the individual branches,' recounts Harald Küppers, who manages the project for GIZ. Such dialogues pursue a multi-stakeholder approach, with private businesses, industry associations, trade unions and civil society around the table. Together they devise ways of integrating the National Action Plan into the everyday operations of companies. This includes drawing up a human rights policy, reporting

regularly on human rights in the supply chains, and firmly establishing grievance mechanisms. 'Our first dialogues were with the automotive industry. Not only because it is a key sector, but because major market leaders had actively asked for our support,' Küppers explains.



»The high level of demand from local companies far exceeded our expectations. Over 100 companies applied for the 15 places in the initial test run, demonstrating that we are offering what is needed.«

Timo Pleyer works as a Business Scout for the Southern African-German Chamber of Commerce and Industry. He adapted the training course, which was originally developed for German companies, to the South African context.

Business Scouts convey an understanding of sustainability

Companies in South Africa are also interested in building knowledge about fair working conditions. Sylvia Opperman is responsible for import management at the apparel manufacturer Cape Union Mart in Cape Town. She attended a 50-hour training course on sustainable supply chains devised and run by the Southern African-

German Chamber of Commerce and Industry under the Business Scouts for Development Programme. The first course ran from May to July 2022 as a pilot project. ‘Training helped me understand where human rights play a part in our daily business overall,’ she sums up. ‘We as a company are already quite well positioned in that regard. But we did not have easy access to documentation beforehand, and it was not customer facing.’ As a result of her training, Opperman drove forward the development of a monitoring system in her company that documents all relevant issues and processes. In this way, she helps directly in ensuring fair working conditions on the ground, while also profiling her company as an interesting partner for the German market.

Addressing factory workers directly

GIZ’s STILE project also focuses on information, documentation and transparency with regard to environmental and social standards. The project aims to improve working conditions in Bangladesh and is collaborating with various stakeholder groups to that end. STILE works with Community Leaders, who develop a network of personal contacts in communities in their home districts around textile factories, building trust. This then allows them to convey information about health issues, labour rights and human rights. The women’s cafés in the towns are one place where communities can meet. ‘Above all, we try to reach new workers, who still know little about their rights,’ says Nazrul Islam, Community Leader in the STILE project.

The textile and leather sector employs over 4.5 million people in Bangladesh, making it one of the country’s main sources of revenue. ‘STILE is a project that works at many different levels. We are supporting moves to improve wastewater treatment legislation, undertaking preliminary work for certification processes, informing workers and helping eradicate gender-based discrimination,’ explains Victoria Hohenhausen, who works locally in the STILE project. She is particularly happy that 62 per cent of the 90,000 or more people addressed by the project in 2022 are women. ‘Women make up more than half of the workforce in this sector. Workplace discrimination, the lack of maternity leave, and poor prospects of promotion because of traditional gender roles conspire to make them particularly vulnerable. In conjunction with the Fair Wear Foundation, we have therefore been offering training courses in factories since last year. We support women workers, helping them address gender-based violence and harassment in the workplace.’

Business Scouts for Development

The Business Scouts for Development Programme is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ. The Business Scouts liaise between the private sector and development cooperation. They are familiar with the needs of the private sector as well as with the local frameworks and legislation in place in the individual countries. This allows the Business Scouts network to devise innovative approaches for development cooperation and launch specific cooperation projects.



Effective at several levels:

300

factories cooperated with STILE in 2022 to implement higher environmental and social standards.

647

is the number of times workers sought advice in women’s cafés to resolve conflicts.

In an interview available online, Nazrul Islam tells us about his plans for the future and explains how he can help strengthen workers’ rights as a Community Leader in the STILE project.



reporting.giz.de/sustainable-supply-chains

Partnerships: standing strong together

Global challenges call for common solutions. That is why we cooperate with many partners around the world, harnessing a wide range of concepts and constellations.

As a development organisation with global operations, GIZ works with a range of very different partners. We can only implement our commissions effectively, and bring about our vision of a better life across the world, if we share expertise, pool resources and learn from one another. Global challenges need common solutions, but different situations also require different strategies. We use triangular cooperation, for instance, with partners from our countries of assignment, to pass on our expertise and acquire new knowledge. In another scenario, we are sharing our business start-up expertise in Iraq on behalf of the World Bank. We also cooperate with other EU member states and the institutions in these countries as part of Team Europe, for example, accepting shared responsibility for the most urgent development issues.

One such issue is digitalisation in Africa. As part of a joint BMZ/EU project, the Belgian development agency Enabel and GIZ are implementing measures to digitalise the education and health care sectors in eight African states.

Delivering effective support with Team Europe

The project was created in response to the COVID-19 pandemic, with a view to delivering tangible assistance as swiftly as possible. GIZ and Enabel joined forces and were selected by the EU to implement the measure jointly. The project was one of the first to be developed under the aegis of Team Europe. To allow it to start work without delay, the two organisations agreed to focus on their respective strengths on the ground and to split responsibility for implementation along thematic lines in the different countries. GIZ is responsible for primary education projects, while Enabel focuses on technical and vocational education and training (TVET) and health projects. A joint project coordinator steers all project components. Financial and technical reporting are also joint tasks, along with project communication and attendance at trade fairs, specialist forums and other events.

This cooperation at European level reflects the Team Europe approach. As part of Team Europe, the Commission, financial institutions, EU member states and their implementing organisations support partner countries. Together they strive to achieve results that bring long-term changes. To this end, the various stakeholders contribute their expertise and carry out activities. This makes work at local level more efficient, more transparent and more visible from an external standpoint. GIZ is currently running over 300 projects that contribute to Team Europe initiatives, increasingly with implementing organisations from other EU member states.

We need global partnerships to achieve the goals of the 2030 Agenda. This is a clear commitment to our shared responsibility because challenges like poverty and climate change call for common solutions.



In this interview, Alexandre Laure from the World Bank reports on cooperation with GIZ International Services in Iraq, and explains why every partnership is based on trust.

reporting.giz.de/world-bank

This is what Enabel and GIZ have achieved together in Rwanda:

5,800

school children and 380 teachers have benefited from training courses on digital education strategy.

3

national education guidelines have been revised.





Offering young people prospects

Sharing experience and knowledge so that all sides benefit – that is also the goal of the triangular cooperation arrangement involving the Palestinian territories, Brazil and Germany. In this constellation, which might appear unusual at first glance, GIZ is involved in improving TVET courses in the Palestinian territories in the field of renewable energy. The Brazilian and German partners provide advice on topics such as curriculum development and conduct in-country photovoltaic training. The commissioning parties are BMZ and the Brazilian Ministry of Foreign Affairs (MRE). On the Palestinian side, the Ministry of Education and the Energy and Natural Resources Authority are involved.

Below, three stakeholders report on their experience of the partnership:



»The trip to the Palestinian territories was an exciting experience for me. We shared our knowledge and also learned new things ourselves. For example, that photovoltaic plants on Palestinian roofs need to be propped up differently than on Brazilian roofs, because the roofs are flat instead of slanted. I am looking forward to the return visit.«

Felipe Almeida, Professor for Photovoltaic Technology at the Instituto Federal de São Paulo and one of the leaders of the workshop held in the Palestinian territories



»One of the most important aspects of this partnership is the opportunity for us to learn from Brazil's expertise in renewable energy and Germany's experience in vocational education.«

Samer Hussein, Director General of Technical Education, Ministry of Higher Education and Scientific Research, Palestinian territories



»Working with so many institutions with very different ways of working sometimes presents us with challenges, but we also see a high level of commitment and engagement on all sides.«

Alice Guimarães, GIZ project manager in Brazil

Knowing what works

Contributing effectively to a future worth living – this is the aspiration we aim to live up to. To safeguard the successes of our work and to communicate these in a way that is easy to understand, we collect and publish a range of different data.

We regularly review how we work and what we are achieving with our commissioning parties and partners on the ground. This is true not only of stand-alone projects but also of issues that span different projects and countries.

In 2022, we recorded our results data for the seventh time. About 1,010 projects provided their data – some 95 per cent of all projects asked to do so.



»High marks for GIZ's work«

Three questions for Albert Engel,
Director General of GIZ's Sectoral Department

Why does GIZ evaluate its work?

Evaluations show us what methods and approaches are effective in which sectors and under what conditions. Equally, they indicate where there is need for improvement. They serve to create transparency and accountability toward our commissioning parties, our partner organisations and, of course, the wider public. As a federal enterprise, we work transparently and verifiably in compliance with internationally agreed standards and procedures. BMZ project evaluations account for by far the largest share of evaluations.

What was the outcome of the 2022 evaluation of projects?

Overall GIZ scored high marks. That is not self-evident, particularly given the growing number of crises and our work in fragile contexts. Positive mention should be made of projects in the fields of climate and energy, and in the economic development and employment promotion sectors. The evaluation also demonstrates that digitalisation enhances the effectiveness of projects. The greater scope of digital solutions means that more people benefit from the services offered – even in isolated areas. Parallel to this, developing countries and emerging economies should be given even more support to put in place the digital policy framework needed. Only then can they drive forward lasting digital change, and we too can act more effectively.

The effectiveness of individual projects can be recorded in detail with the help of the evaluation. But what can be said about the results achieved by GIZ at a transnational or global level?

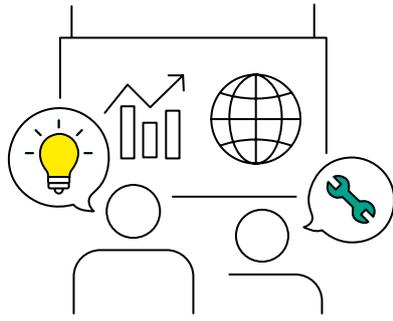
The aggregate results data gathered by GIZ every year provide the answer. They reveal results in certain topic areas at supra-project and transnational level. They tell us, for instance, how many people around the world benefit from improved working conditions thanks to our work, and how many tonnes of greenhouse gas emissions were avoided globally. This allows us to communicate our work clearly to the general public and our commissioning parties.

»Evaluations show us what methods and approaches are effective in which sectors and under what conditions – and where there is need for improvement.«

Albert Engel, Director General of GIZ's Sectoral Department

Find out more:

www.giz.de/results
www.giz.de/evaluation



370,000

people have successfully completed vocational training

Technical and vocational education and training is the basis for sustainable and viable economic development. It also fosters participation in political life and in society. Thanks to GIZ's work, 371,330 people successfully completed vocational training last year.

Learn more about TVET projects on pages 16 and 17, and online at:

reporting.giz.de/partnerships



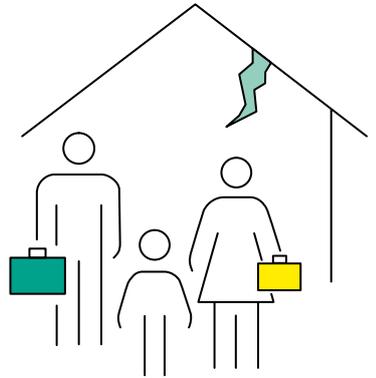
1.8 million

people are benefiting from better working conditions

Fair wages, human rights and environmental protection – that is what projects implemented by GIZ around the world work to achieve. The aim is for mandatory standards to be enforced along global supply chains and for people to benefit from better working conditions. Last year, we were able to support almost 1,823,800 people in this way.

You will find some examples of our work on sustainable supply chains on pages 14 and 15, and online at:

reporting.giz.de/sustainable-supply-chains



4.9 million

refugees, internally displaced people, returnees and residents of host communities have received support

Wars and conflicts, climate change and poverty – the reasons why people leave their homes in search of a better future are many and varied. This is a major challenge not only for those who have been displaced, but also for the host communities. We work with our partners to supply the essentials and create prospects of a future worth living.

You can find out about how we support displaced people and host communities in Ukraine and Moldova on pages 10 and 11, and online at:

reporting.giz.de/ukraine

Fiscal year 2022

Overall business volume rises again and International Services turn 20: GIZ looks back on fiscal year 2022 with a sense of achievement.

Business volume and commissions received in 2022

GIZ's business volume is made up of income from the public-benefit business area and the total operating performance of the GIZ International Services business area, which is taxable. The business volume in 2022 totalled some EUR 4 billion, marking an 8 per cent rise on the 2021 figure (EUR 3.7 billion). The value of commissions received by GIZ in 2022 also stood at around EUR 4 billion (2021: EUR 4.7 billion).

The public-benefit business area recorded revenue of EUR 3.8 billion in 2022 (2021: EUR 3.6 billion). The majority of GIZ's work in this area is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and other federal ministries, which are referred to as German public sector clients.

German public sector clients

As at 31 December 2022 (2021)

Income from German public sector clients (in EUR million)¹

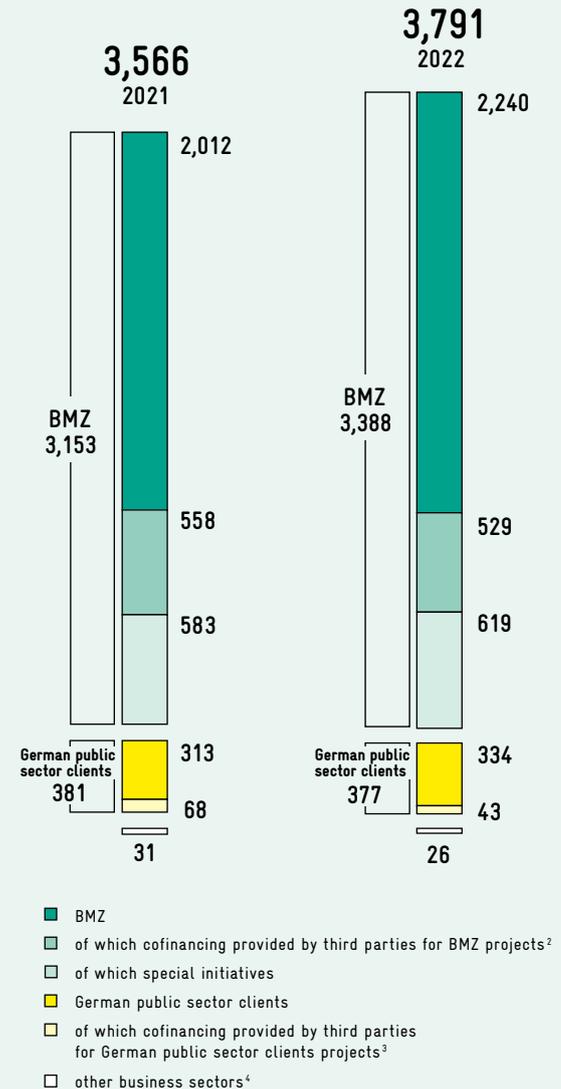
	2021	2022
Federal Foreign Office	85	98
Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection ⁵	175	10
Federal Ministry for Economic Affairs and Climate Action ⁵	35	217
Cofinancing provided by third parties for projects commissioned by German public sector clients ³	68	43
Other federal ministries and other German public sector clients (e.g. state ministries)	11	7
Federal Ministry of Food and Agriculture	2	1
Federal Ministry of Defence	5	0 ⁶
Total	381	377

Income in the German public sector clients business sector was more or less unchanged in a year-on-year comparison. However, more income was generated from budget funds in 2022 (up EUR 21 million) than in 2021, thereby almost offsetting the drop in cofinancing provided by third parties.

Trend in public-benefit business area

As at 31 December 2022 (2021)

Total income (in EUR million)¹



GIZ International Services turns 20

The International Services business area is also directly commissioned by international clients, including the governments of other countries or private sector clients, with the approval of the German Government. It takes part in competitive bidding procedures. In 2022, International Services celebrated its twentieth anniversary. Since its inception in 2002, this business area has implemented over 1,000 projects with a total volume of more than EUR 3.5 billion. Last year, it was able to raise its

total operating performance by 48 per cent to almost EUR 200 million (2021: EUR 135 million). Commissions received by International Services were also well up on the previous year (2022: EUR 314 million, 2021: EUR 241 million).

GIZ International Services (InS)

As at 31 December 2022 (2021)

in EUR million¹



20 years of InS: Trends in total operating performance

in EUR million¹



Focus on crisis management

2022 was a challenging year, with crisis management and reconstruction taking centre stage. Public-benefit business area income in the security and stabilisation and displacement and migration business sectors rose by a total of 14 per cent (security and stabilisation 2022: EUR 770 million, 2021: EUR 714 million; displacement and migration 2022: EUR 440 million, 2021: EUR 351 million). As part of the Special Assistance Programme in Ukraine, GIZ implemented emergency relief measures for the population worth some EUR 75 million on behalf of BMZ.

Furthermore, we once again implemented a large number of climate and energy projects in 2022, generating revenue of around EUR 1.2 billion (2021: EUR 1.1 billion). This accounts for almost one third of all income in the public-benefit business area.

Achieving more together

Partnerships and cooperation arrangements are currently more important than they have ever been in development cooperation. Cofinancing, with several donors funding measures together to achieve a common goal, enables funding to be pooled in a targeted manner and results to be replicated worldwide. In terms of commissions received in 2022, GIZ saw a substantial increase of 321 per cent in the volume of cofinancing towards projects for German public sector clients (2022: EUR 74.6 million, 2021: EUR 17.7 million). Cofinancing involving BMZ projects, by contrast, stood at some EUR 456 million (2021: EUR 649 million).

The European Union remains the single largest source of cofinancing in the public-benefit business area. Thanks to the EU, GIZ recorded incoming payments of some EUR 385 million in the BMZ business sector. A further EUR 36 million in the German public sector clients business sector can be added to this sum.

Contracts awarded to third parties

By cooperating with third parties, including companies, advisory firms, scientific and research institutions, appraisers and translators, and drawing on their expertise, we can increase the impact of our work and the effectiveness of implementation. In 2022, GIZ awarded contracts worth a total of some EUR 2.1 billion to subcontractors and recipients of financing (2021: EUR 2.2 billion, not including contracts for construction of the new building in Eschborn). About three quarters of these contracts were awarded by GIZ's Head Office in 2022, with the other quarter placed by the field structure.

Detailed information on GIZ's financial position and income and a look ahead to 2023 can be found in the Annual Statement of Accounts 2022:

reporting.giz.de/2022/downloads

¹ All values shown without decimal places. There may therefore be rounding differences.

² This figure shows only cofinancing for BMZ commissions, which is included in the total income generated in commissions implemented on behalf of BMZ.

³ This figure shows cofinancing arrangements for the projects commissioned by the other German public sector clients (with the exception of BMZ).

⁴ This figure shows income from micro measures in the public-benefit area and allocations.

⁵ The shift between BMUV and BMWK is the result of a change in responsibility for the International Climate Initiative (IKI).

⁶ EUR 0.4 million.

⁷ Covers all German public sector clients including federal ministries but in the case of InS also, for instance, the German Aerospace Center (DLR).

⁸ Includes financing bodies that use funds from the budget of a country in which we operate.



Operating
responsibly



Setting the course for a better future: underpinned by our Corporate Strategy and sustainability management system, we pursue our goals with focus while keeping a watchful eye on the environment we work in.

Upheaval and crisis: influences on our work

Our world is in constant flux. The uncertainties and crises that characterised 2022 also set the framework for GIZ and influence our work around the world.

The return of geopolitics

Russia's war of aggression against Ukraine has called into question the existing European and international security order. Although the G7 and other countries remain committed to multilateralism and cooperation in order to implement global agendas together, the new geopolitical challenges will shape international policy and therefore GIZ's work over the long term.

Our partner countries in a multipolar world

For some time now, developing countries and emerging economies have been readjusting their international cooperation activities and entering into targeted cooperation agreements with other international donors. For us, this means keeping a sensitive and attentive eye on the sometimes complex local conditions to ensure that we can continue to plan and offer effective solutions.

The influence of multiple crises on German development policy

As a direct consequence of the Russian war of aggression, it is becoming apparent that some aspects of foreign and security policy are moving closer to the domain of development cooperation, which must nevertheless preserve its autonomy. In economically challenging times when budgetary resources are scarce, achieving the greatest possible effect with limited financial leeway is more important than ever.

Issues such as ensuring food, energy and cyber security, safeguarding international supply chains and working in fragile contexts are increasingly dictating the political agenda. At the same time, Germany's Government is focusing on a socially equitable green transformation and feminist development policy. Climate change mitigation and adaptation, digital transformation and the strengthening of global health systems are still highly relevant issues. In this context, GIZ must continuously review and develop its range of services.

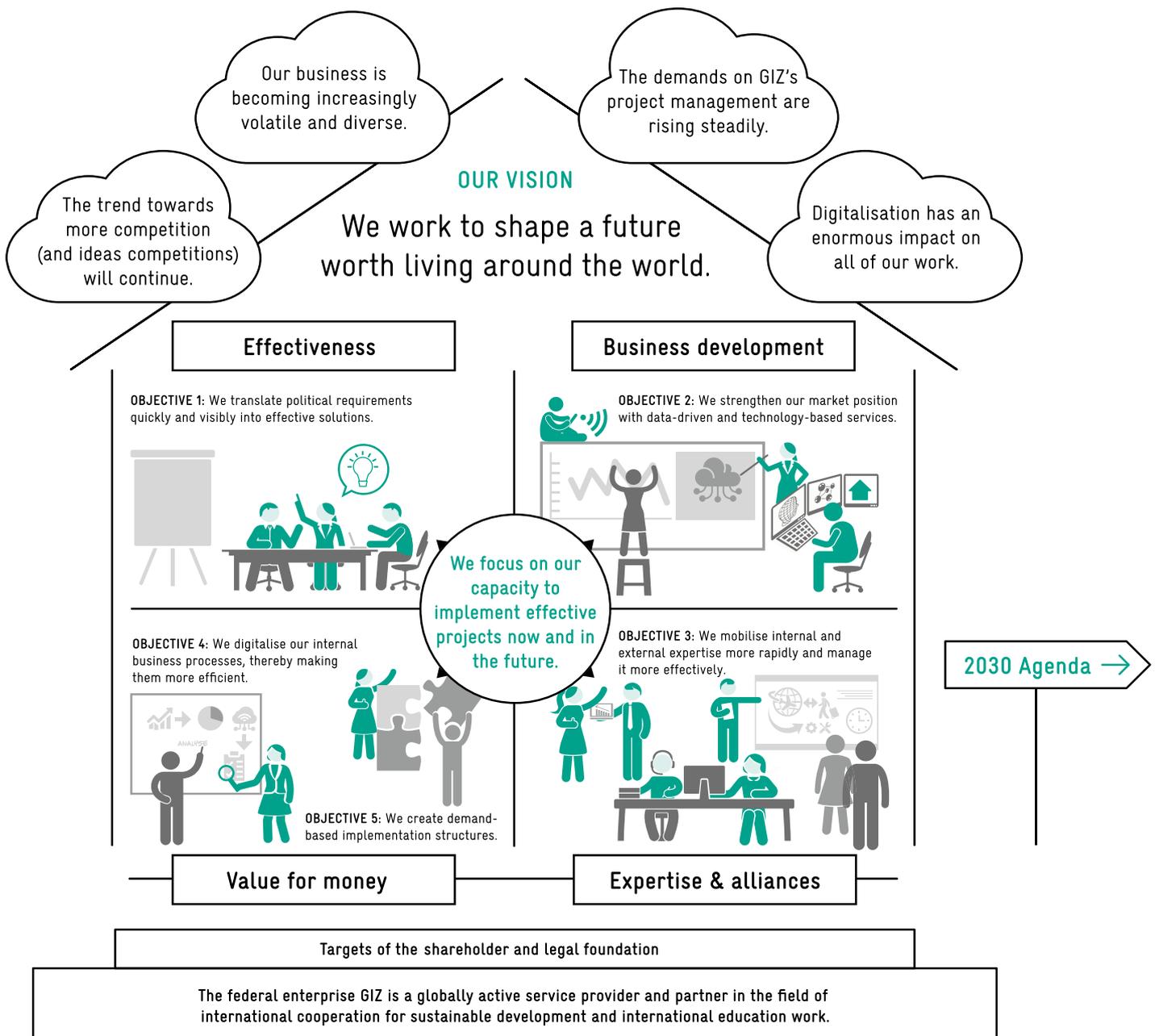
Global setbacks

In 2022, the United Nations Human Development Index recorded a decline in global prosperity for the second successive year. According to the United Nations Development Programme (UNDP), 70 million people have fallen back into extreme poverty since 2020, primarily as a result of the COVID-19 pandemic. In addition to that, the effects of climate change have become increasingly noticeable, especially in the countries of the Global South. Together with rising inflation, the risk of famine, displacement and social unrest is growing in a number of regions around the world. To tackle these long-term global challenges, GIZ needs to be able to respond flexibly and rapidly to acute crises. It is becoming more and more important to develop cross-sectoral, cross-border solutions that can be implemented in conjunction with other European and international actors.

Focus on effectiveness

Tackling challenging development cooperation tasks quickly and effectively, even in a difficult environment – this is what our capacity to implement effective projects involves. It was the focus of our Corporate Strategy 2020–2022. Our review three years down the line shows that we chose the right focus.

During the three-year strategy cycle, GIZ was able to respond flexibly to unforeseen challenges and has initiated many necessary change processes in order to adapt to the new conditions. This has enabled us to achieve our aim to be more digital, more flexible, more agile and more efficient in our work.



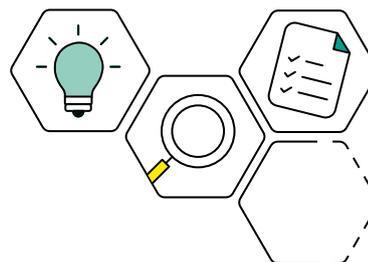
Results of the Corporate Strategy

In the past strategy cycle, GIZ concentrated on its ability to implement effective projects, creating a stable basis for delivering effective advisory services and targeted support even in times of uncertainty and crisis.

Our Corporate Strategy is based on four areas of action: effectiveness, business development, expertise and alliances, and value for money. Four focus projects on expertise, data-driven and technology-based services, processes, and implementation structures – which were concluded at the same time as the strategy cycle at the end of 2022 – were an additional driving force behind the implementation of the Corporate Strategy 2020–2022. We have used the past few years with their constantly shifting parameters to enhance our development in the above-mentioned areas and become even more agile in the way we work. In this way, we were able to achieve our strategic goals.

Find out more about the focus projects at:

reporting.giz.de/2021/focus-projects



Area of action: Effectiveness

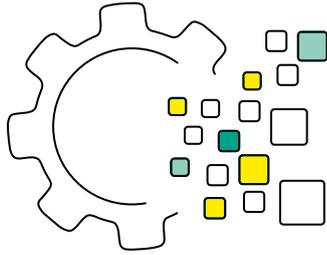
Our objective: We understand political requirements and work together to translate them quickly and visibly into effective solutions.

Results

Our ability to deliver our services reliably, even in uncertain times, was shown in particular by our work during the COVID-19 pandemic. We demonstrated flexibility in adapting to the new political requirements and expanded our global health portfolio.

Data on indicators that can be aggregated enable us to draw more informed conclusions about our effectiveness. In 2022, GIZ introduced standard indicators that are used in all ongoing projects. This allows us to standardise our collection of data on the results of our projects and to aggregate the data across projects and countries. It also means that we are able to communicate the results we achieve with our work worldwide more effectively – to our clients and commissioning parties but also to parliament and the public.

Overall, better data quality and more effective use of data has enabled GIZ to significantly improve the transparency of its financial flows, activities and results over the past few years. This is demonstrated by the 2022 Aid Transparency Index, in which the quality of data on BMZ/GIZ projects was rated as the second best of all bilateral donors – a significant improvement on the previous ranking in 2020.



Area of action: Business development

Our objective: We strengthen our market position with data-driven and technology-based services.

Results

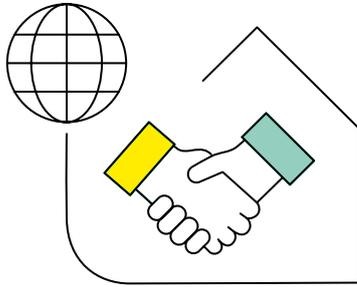
Digital innovations and data-driven ways of working are becoming increasingly important for GIZ in this competitive business environment. In the strategy cycle 2020–2022, we succeeded in increasing our implementation capacity with new data-driven and technology-based services. The Data Service Centre (see box) has been up and running since February 2022 and supports GIZ projects with using and processing data. We have developed training courses for GIZ staff on company-wide data competence and on data-driven working practices, and integrated them into existing learning formats. This has enabled us to achieve our goal of using digital tools and services to strengthen our market position. In the long term, we intend for all our projects to be data-driven from the outset.

The Data Service Centre

The Data Service Centre (DSC), which was established in 2022, pools and develops a series of services to support digital, data-driven work in GIZ projects. Instead of setting up a new IT monitoring system for each project, the DSC team is working, for example, with in-house digital experts and IT colleagues and GIZ's Sectoral Department on a modular system, which all projects will be able to use for their future monitoring activities. Where necessary, it trains project staff on the use of data and also enables access to chargeable data, which the projects would have difficulty in accessing on their own.

Another service that DSC is currently developing is text analysis assisted by artificial intelligence (AI), which can be used to search for information in large volumes of text, especially from completed GIZ projects. DSC also helps to collect geodata showing deforestation or mining in project regions, for example. As a result, a large geodatabase of the areas where GIZ operates is gradually being created. By linking this kind of geodata with satellite data, maps can then be created that support data-driven project planning.

At present, all of these services can be used only with DSC's support, but there are plans to scale this up in future so that the projects will also be able to use the services themselves wherever possible.



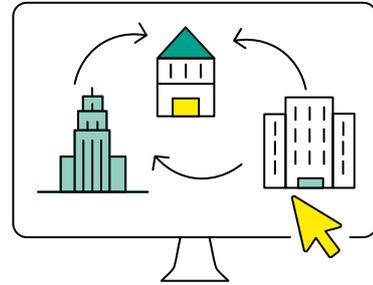
Area of action: Expertise and alliances

Our objective: We mobilise internal and external expertise more rapidly and manage it more effectively.

Results

A forward-looking human relations (HR) policy is essential for a service provider with a focus on implementing effective projects. This is why reforming our HR management system was one of our priorities in the 2020–2022 strategy cycle. Carefully developed target profiles and examples of career pathways for key posts form the basis for the new digital talent management system that will underpin our staff development activities in future. As a result, we will be able to deploy the right expertise in the right place at the right time. New processes for filling key posts with a view to future planning, which we have been piloting since July 2022, are also making a valuable contribution.

Services do not necessarily have to be provided directly by our staff. In some cases, materials and equipment, subcontractors and financing arrangements may also be an appropriate way of moving closer to achieving a project objective. In the previous strategy cycle, GIZ developed new tools designed to promote flexible service delivery of this kind. The Mode Finder is an example of this. It is aimed at GIZ staff who prepare, devise and implement projects and shows them suitable options for resolving current project challenges, including practical examples. The aim is to find a mix of HR resources, financial resources and materials and equipment that is the right fit for each project in order to achieve the best possible results.



Area of action: Value for money

Our objective: We digitalise our internal business processes, thereby making them more efficient. We create demand-based implementation structures that enable services to be delivered quickly and efficiently across all organisational units.

Results

In the previous strategy cycle, GIZ laid the foundations for process-oriented management and appointed staff to take responsibility for priority processes – for example in the areas of finance and HR – across all departments and divisions. A further aim is to simplify internal processes – which is why we have begun to standardise and digitalise them. S4GIZ is a strategic project that involves digitalising our central business processes within a single system, enabling us to manage them across departments and divisions in a holistic fashion. This results in a seamless flow of data and information and makes processes more efficient.

Learn more about S4GIZ at:

reporting.giz.de/2021/s4giz

We have also reformed and enhanced our implementation structures in our countries of assignment so that we can step up or reduce our range of services on the ground quickly and efficiently as required. To this end, we have developed management approaches that allow experts to contribute their knowledge to several projects at the same time. Overall, this means that GIZ is able to put its expertise to work faster and on a wider scale, to leverage synergy effects across different projects and, as a result, to use resources even more efficiently.

Our new strategy

Climate change, increasing fragility and pandemics are just some of the global challenges we face. We are looking to work in a more integrated and digitally driven way in future to continue improving our ability to respond to these situations. This is what the new Corporate Strategy builds on.

GIZ's new strategy cycle begins in 2023 and runs until the end of 2027. It builds on the results of the previous Corporate Strategy. The main characteristic of the future strategy is its integrated approach: instead of looking at individual challenges, it focuses on the major issues

around global transformation that can only be addressed with integrated, joined-up thinking and action. It will help us to ensure that we can effectively support the goals of our clients and commissioning parties, even in an environment of major political upheaval.



»Our thinking will be more joined-up«

Three questions for Kirstin Rossgoderer, Head of the Strategy Section in the Corporate Development Unit

GIZ wants its new strategy to create 'integrated solutions'. What does it mean by that?

We want to break away from our previous individual-project rationale, where project staff focus primarily on the specific project they are tasked with implementing.

Of course, GIZ will also continue to work in projects, but our thinking will be more joined-up and our work with each other more directed towards common goals. This will enable us to use resources more flexibly, rapidly and efficiently across project boundaries and to harness synergies. In future, we would also like to step up cooperation among our partner countries so that they can join forces to implement global agendas.

How will the essence and results of the previous strategy be incorporated into the new one?

In our last strategy cycle, the focus on our ability to implement projects effectively triggered major change within GIZ. Naturally, we will build on the results of the focus projects and integrate the various change processes, such as digitalisation and S4GIZ, even more closely into the new strategy. Our strategic framework also continues to be defined by four areas of action: effectiveness, business development, expertise and alliances, and value for money.

Does the new strategy have any particular priorities?

We see digitalisation as the central lever that will enable us to develop integrated solutions. In addition, we are focusing on working with our countries of assignment and also with partners from the political sphere, the scientific and academic community, and civil society to produce and implement systematic, integrated solutions. At the same time, we are continuing to adapt our internal workflows to enable us to deploy HR and financial resources, and materials and equipment even more quickly where they are needed and across projects.

»We see digitalisation as the central lever that will enable us to develop integrated solutions.«

Kirstin Rossgoderer,
Head of the Strategy Section in
the Corporate Development Unit

Opportunities and risks in 2022

GIZ's constantly changing environment offers a wide range of opportunities in our fields of activity, but there are also risks. We are always mindful of both of these possibilities, looking ahead so that we can put countermeasures in place where necessary.

This enables us to ensure that we can achieve our objectives and deliver the services we agreed with our commissioning parties. In 2022, we focused in particular on the security situation in our countries of assignment and also on digitalisation and information security.



Find out more about sustainability risks and our risk management system:

reporting.giz.de/2022/opportunities-and-risks

Security situation in our countries of assignment

Opportunities

- Taking a proactive approach to security allows us to be flexible, yet highly accurate in implementing commissions even in fragile contexts.
- We are constantly working to professionalise GIZ's security risk management system, thereby boosting our competitiveness, especially in high-risk contexts.
- We actively evaluate crisis situations after the event and identify potential for improvement. This makes our security systems more resilient.

Risks

- Increasing volatility in fragile assignment contexts makes it more difficult for us to implement commissions.
- Violent conflicts, terrorism, more crime, natural disasters, etc. bring greater security risks for staff.
- Growing political instability in some of our partner countries makes cooperation with local partners more complicated.
- External dynamics require us to adjust our portfolio.

Measures

For GIZ, our duty of care towards all our staff is paramount. Members of the workforce who are seconded abroad attend specially designed safety training courses prior to their assignment; these courses are tailored to the security situation in the respective country. Our security risk advisors on the ground continuously analyse the security situation and give staff and the Corporate Security Unit regular updates. They work together to assess security risks, advise on how to mitigate them and implement comprehensive precautionary measures to ensure that staff are optimally prepared for crisis situations. Various counselling services are also available to provide psychosocial support in the event of a crisis.

Digitalisation and information security

Opportunities

- Technological developments and optimised digital solutions within GIZ make us more efficient and effective.
- Digitalisation projects in the countries of assignment and the use of digital solutions within projects offer new opportunities for service delivery. These, along with other factors, help to achieve the UN Sustainable Development Goals (SDGs).
- This makes GIZ more attractive as a service provider for existing and potential new clients, making us more competitive in the process.

Risks

- The digital transformation is extremely dynamic in nature and characterised by rapid developments; it is impossible to make a detailed assessment of its impacts.
- Both the quantity and the quality of professional cyberattacks are rising.
- Gaps in IT security can have serious consequences, such as financial and reputational damage.

Measures

In 2022, GIZ continued to focus on raising its staff's awareness of IT security risks and of the need to handle information responsibly and securely. We have also taken a big step towards our goal of establishing an Information Security Management System (ISMS) worldwide in line with the internationally recognised ISO 27001 standard – throughout Germany, we now need to meet the additional certification requirement called for under the German Federal Office for Information Security's (BSI) IT-Grundschutz (Basic Protection) standard, which is based on ISO 27001. In 2022, GIZ was awarded BSI's basic declaration of certification, successfully achieving a milestone toward global certification. But as technology, data protection and hackers continue to evolve, with their focus and approaches changing all the time, we will continue to enhance our information and IT security in future. A security-conscious organisational culture and a resilient security architecture play an essential role here.



Systematic sustainability

Social concerns are as much a part of GIZ's sustainability ambitions as environmental protection and climate change mitigation. We use a coherent management system with interlocking structures to live up to these ambitions.

Our actions are guided by the principle of sustainability. We firmly believe that it is vital to combine social responsibility, ecological balance and economic capability for future generations to be able to live in safety, security and dignity. This is underpinned by GIZ's Sustainability Guidelines, which have acted as a compass since 2016, giving direction to our actions. They dictate the standards for our daily work and set out the values we seek to follow both internally and when implementing commissioned projects. They also help us to comply with obligations arising from international agreements and with environmental and social standards in our cooperation countries.

Our corporate structure also reflects our ambitions, with our governance structure consisting of the Sustainability Office, the Sustainability Board and the Director Corporate Sustainability. Together, they continue to hone GIZ's sustainability governance.

The Sustainability Programme 2021–2025

The most important topics of sustainability management at GIZ in strategic terms are, and will continue to be, mitigating climate change and cutting greenhouse gas emissions. Making our mobility sustainable is a key lever for GIZ, since travel accounts for almost 80 per cent of the emissions we produce. Wherever possible, business travel is to be replaced by online meetings or reduced by grouping appointments. These approaches were already applied successfully during the COVID-19 pandemic. Taking 2019 as a benchmark, we intend to cut our greenhouse gas emissions resulting from air travel inside and outside Germany by a quarter by 2025.

Our Sustainability Programme 2021–2025 is the operational roadmap for our sustainability management, which we draw up in five-year cycles. In this programme, we have set ourselves further ambitious goals for the coming years. Besides our aim of conserving natural resources and contributing to biodiversity protection, we want to put our procurement on a more sustainable footing, and become even more diverse as a company. And we also want to sensitise our staff to the issue of human rights and encourage them to call out potential abuses.

Our Sustainability Programme includes a focus on our countries of assignment, where it is also our explicit goal to act even more sustainably. We have plans to install photovoltaic systems at many GIZ sites, similar to those already in place in Togo and Peru. This will cut CO₂ emissions, reduce energy costs, and can make generators superfluous when power outages occur.



The photovoltaic system at this GIZ office in Togo should save 900 tonnes of CO₂ over the next 30 years.

GIZ has joined the Science Based Targets initiative

In 2021, we took an important step forward with our climate change mitigation efforts by joining the Science Based Targets initiative (SBTi) (see box on page 34). Our worldwide operations have been climate neutral since 2020. However, for the time being, that is true in mathematical terms only, since we currently offset any unavoidable emissions that are harmful to the environment. But we are not satisfied with that. By 2025, we want to reduce our direct and indirect climate-damaging emissions by 30 per cent compared with 2019 levels, and also to achieve reductions in the upstream value chain.

We conduct an annual monitoring exercise on the Sustainability Programme to enable us to make well-founded decisions about which topics GIZ should pay particular attention to in the short, medium and long term on the way to that goal. We use the results to measure progress and, if necessary, adapt any measures at an early stage, thereby ensuring that goals can also be achieved within the planned time frame. This stringent monitoring also ensures transparency toward our stakeholders.

Sustainable mobility: what we have implemented

Staff mobility accounts for a significant proportion of CO₂ emissions at GIZ. Sustainable measures therefore make a particularly important contribution to climate action in this area. In 2022, GIZ rolled out a number of climate-friendly mobility measures at various locations. Bicycles, in particular, attracted a great deal of attention. Car parking spaces in the underground garage of our Bogota office were converted into bike parking spaces. In Viet Nam, GIZ staff can now borrow bicycles. And GIZ's German sites took part in European Bicycle Day in June, using the opportunity to provide staff with information on sustainable mobility. Furthermore, GIZ's office in Congo has acquired its first electric company car and GIZ Albania has implemented an integrated mobility scheme based on carpooling, company bikes and electric scooters.



Company bikes are part of Albania's mobility scheme.



GIZ in Tajikistan has been using an electric car for two years.



A third of the core measures within the current Sustainability Programme were achieved after the first year or are in the process of being implemented.

Climate and environmental management based on established standards

GIZ has produced its own environmental mission statement, which makes our responsibility transparent. In addition to the rules it has drawn up for itself, the company also adheres to established standards:

- The European Eco-Management and Audit Scheme (EMAS): in Germany, GIZ uses EMAS, which is an extension of the ISO 14001 environmental management standard. It reports annually on its environmental performance in an externally audited environmental statement.
 - The Corporate Sustainability Handprint® (CSH) is GIZ's own sustainability management tool, which it uses at its locations outside Germany. It provides staff with a uniform framework for corporate sustainability and therefore also for environmental management.
 - Science-based: in 2021, GIZ became the first development cooperation company to join the Science Based Targets initiative (SBTi) and set an ambitious reduction target. In 2021, GIZ prepared its Climate and Environmental Report in line with SBTi specifications for the first time.
-

Results of the monitoring of our Sustainability Programme

The monitoring results after the first year of the new cycle paint a fundamentally positive picture across all areas. After just one year, it is clear that 61 per cent of the targets are expected to be achieved within the time frame set. A further 14 per cent of targets are expected to be at least partially achieved. For 23 per cent of targets, it is not yet possible to estimate whether or not they will be achieved. Only 2 per cent will probably not be achieved.

In this reporting period, we worked on and implemented the majority of the core measures, particularly in the areas of human rights and sustainable procurement. New members of staff will now receive even better training – information on human rights is available in four languages, the induction event on sustainable procurement has been expanded and there are initial guidelines on procurement of particularly high-risk materials and equipment and services.

In some cases, our targets were too ambitious. For example, we will not be able to reduce the proportion of coolants with a high global warming potential (GWP) used at our locations abroad by 60 per cent by 2025 because the necessary air conditioning systems are not yet available in many countries. On the other hand, we have even greater potential than we thought in some areas. Renewable energy use in Germany, for instance, has far more potential than was envisaged when the programme was drawn up. We will take a closer look at these objectives in the 2023 review of the Sustainability Programme.



Find out more online about our sustainability management at:

reporting.giz.de/2022/sustainability-management

Equal opportunities – driver of sustainable development

GIZ's Gender Strategy is showing results: it is creating greater equality of opportunity in our company and countries of assignment, strengthening our market position and helping us to meet the growing demand from our commissioning parties.



»The entries to GIZ's Gender Competition demonstrate how we can achieve effective development cooperation that boosts gender equality and how GIZ has systematically mainstreamed gender in its entire portfolio and activities.«

Dr Bärbel Kofler, Parliamentary State Secretary to the German Federal Minister for Economic Cooperation and Development, speaking at the GIZ Gender Award Ceremony 2022

Gender equality is both a prerequisite for and driver of sustainable development – in Germany and in other societies. For GIZ's work, it has the status of a guiding principle and quality criterion that must be considered in all areas of the company. We therefore have an internal equal opportunities policy and are working to address

and eliminate gender-based disadvantage and discrimination in our work worldwide. GIZ's Gender Strategy creates a binding framework for these strategic objectives.

This stance on gender is having an impact. In the 2022 reporting period, GIZ was able to leverage its gender expertise in a targeted manner, including in dialogues with our commissioning parties, international forums and specific projects in the field. By systematically documenting implementation of our Gender Strategy and putting it into practice on a day-to-day basis, we are consolidating the perception of GIZ as a values-driven and responsible company.

Growing demand for GIZ's gender expertise

GIZ's 2022 Gender Week aimed to facilitate networking, knowledge sharing and strategic dialogue with partners and key commissioning parties. The projects and teams that received the GIZ Gender Awards in 2022 have responded to increasing demand from our clients and partners and demonstrated in an impressive way that the company's gender expertise is sought after and recognised. This is the case in areas such as corrup-

tion, climate and climate risk insurance, rural development, and gender-transformative approaches, which are a central tenet of feminist development policy.

Gender Makes Business Sense: an award-winning pioneering project

Gender Makes Business Sense, which was one of the award-winning projects in 2022 and is being carried out in seven African countries, including Malawi, is an outstanding example. In the training programme for small-business owners in the agricultural sector, participants learn how to run a business and keep track of their finances. The trainers focus on the question of how to break through discrimination and barriers for women entrepreneurs. This means that both women and men are encouraged to overcome established patriarchal structures in their field of work. The project is pioneering in nature, with several departments at GIZ joining forces to further expand this gender-transformative approach and roll it out in other countries too.



Gender Makes Business Sense is a project to support women in the agricultural sector.



Acting ecologically



Climate action will succeed if we pursue environmental goals globally. That is why GIZ has explicitly included its locations and partners abroad in its Sustainability Programme. Our workforce is committed to climate action around the globe.

At a glance: examples of how we protect the environment



In the fourth quarter of 2023, you will be able to read more online about our impact on the climate and the environment and about what we do to avoid emissions, save energy, cut our resource consumption and ensure sustainable construction.

reporting.giz.de/2022/acting-ecologically

Sustainable mobility in Albania

GIZ staff in Tirana walk any distances that are less than 1.5 kilometres or alternatively cycle or use an e-scooter. For longer distances, they form carpools. In this way, GIZ in Albania cut CO₂ emissions caused by mobility by two tonnes in 2022.



GIZ employees in Albania cover 1,000 kilometres a month by e-scooter.



Avoiding waste in Ghana

Waste separation, recycling and prevention are not a matter of course everywhere. However, the personal commitment of staff at various GIZ locations is helping to conserve resources. GIZ Ghana, for example, has set up a borrow-a-lunch-box scheme to reduce packaging waste.

120 glass dishes and 32 fabric bags are available to employees in Ghana for the reusable lunch box scheme.

Sustainable building

District heating, sensor-assisted cooling and solar cells make the new GIZ building in Kosovo energy-efficient. This has enabled local staff to reduce their emissions from energy, refrigerants and mobility by 20 per cent. In this way, they are leading by example and demonstrating the positive effects of near zero-energy buildings on the environment.



GIZ in Kosovo has been working in an energy-efficient building for two years.

Generating green energy

In 2022, GIZ offices in Peru and Togo installed solar panels. Ever since we incorporated green electricity generation into our Sustainability Programme, the number of countries of assignment where GIZ uses photovoltaic systems to generate electricity for its offices has been steadily increasing, rising to 23 in 2022.



16 solar panels now supply the GIZ office in Lima with clean electricity.



Contributing socially

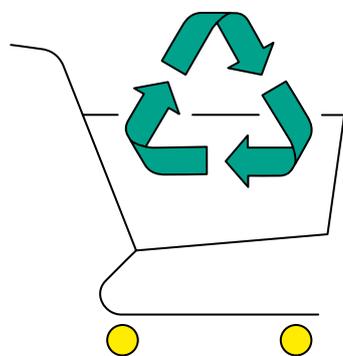


The people we work with around the world are the cornerstone of what we do. We at GIZ have a responsibility to always engage with them on an equal footing, with respect, and with regard for human rights.

Supply chains and human rights

GIZ is committed to protecting human rights and promoting environmental sustainability – among our own staff and along our supply chains.

From office supplies such as pencils and printer ink to medical products, vehicles and even wind turbines: carrying out a huge number of different projects every year means that we require a high volume of material. In 2022, GIZ spent around EUR 2.1 billion – 53 per cent of its business volume – on procuring goods and services. Procurement that is as sustainable as possible, and which takes into account both environmental and social criteria, is important to us. The Act on Corporate Due Diligence Obligations in Supply Chains has once again strengthened our focus on the rights of people in our supply chains. In addition to that, it is our aim and our duty to provide a safe working environment for all our staff.

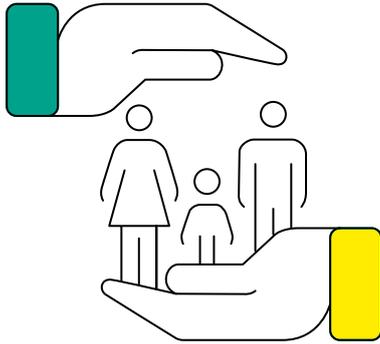


The Act came into force on 1 January 2023, but we began to review compliance with environmental and social standards in our supply chains and internal processes many years before that. In 2022, we used the CSR Risk Check tool to conduct a risk analysis for our goods and services, examining factors such as environmental and human rights risks along the supply chain. Thanks to this analysis, we now know which goods and services are particularly high-risk – because of frequent disregard for compliance with the rights of trade unions or because the health of workers is endangered, for example. We use this information to develop guidelines that show those responsible what risks are involved in procurement and which sustainability criteria they specifically need to take into account. We are serious about sustainable procurement, as demonstrated by the fact that we incorporate social and environmental criteria into our purchasing process instead of just buying the cheapest product.

We attach great importance to ensuring that our staff are well informed about human rights due diligence, which is why we expanded our training materials in 2021 and 2022. These materials are now available to all staff. We have been offering external service providers an online course entitled ‘Guide for Practising Corporate Sustainability’ since 2019. It aims to provide information about sustainability management at GIZ and to communicate the key elements of sustainability standards. Last year, we added content for recipients of financing to the course.

German Supply Chain Act

The Supply Chain Act has been in force in Germany since 1 January 2023. It stipulates that companies must not only take responsibility for their own compliance with social and environmental standards, but that their duty of care obligations extend to their global suppliers too. This means that companies share the responsibility for protecting the human rights of workers in their supply chains.



Reporting violations

In 2022, we extended our existing whistleblower system to include violations of environment-related obligations and environmental law. The system was initially designed to enable staff members, suppliers and other people involved in GIZ's work around the world to report human rights violations to us; now they can use it to tell us about infringements of environmental legislation or regulations too. Reports can be submitted anonymously and in different languages. Various easily accessible channels are available, including GIZ's online whistleblower portal and dedicated email addresses. It is also possible to contact an external ombudsperson.

Learn more about the whistleblower system at:

www.giz.de/whistleblowing

This is how we have mainstreamed due diligence

GIZ has produced a number of new documents and guidelines on human rights and sustainable procurement for its staff:

- Sustainable Procurement Policy: defines our aim, includes the legal framework and a definition of sustainability criteria; it has been in force since 2021.
 - Code of Conduct for Contractual Relations: came into effect in 2022, establishing sustainability standards for procurement; it is used across the board in Germany for procurement of all goods.
 - Practitioners' Guide: a new guide to sustainable procurement with practical implementation tips; introduced in 2022.
 - Policy on National Staff: contains information on standards relevant to human rights, such as ILO's Core Labour Standards; scheduled for publication in 2023.
-



»By systematically practising sustainable procurement, we prevent risks in our supply chains right from the very outset. In many cases, we are able to specify in invitations to tender that certified goods are a requirement – goods that are not made using child labour, for example, or are produced in compliance with particular environmental and social standards.«

Marcel Nitschmann, Head of Section in the Procurement and Contracting Division at GIZ



In this video, Marcel Nitschmann explains why GIZ is a pioneer in sustainable procurement:

reporting.giz.de/2022/due-diligence

Cooperate in diversity

At GIZ, diversity is the norm. The diversity of our workforce creates added value at corporate level.

A diverse workforce means diversity of lifestyles, perspectives, ideas and knowledge. We at GIZ value and promote this diversity – it is in our DNA. A respectful working environment, a clear rejection of all forms of discrimination, and a corporate culture based on appreciation and trust combine to promote inclusion and equal opportunities. We benefit from this as a company.

We have an intersectional understanding of diversity, acknowledging that, in many cases, multiple characteristics – such as age, gender, religion or ethnic identity – overlap and therefore intensify the potential for experiencing discrimination. In order to mainstream this understanding throughout the company, we carried out various awareness-raising measures for our staff worldwide in 2022, including panel discussions, a book reading and a campaign to get people actively involved.

In this reporting year, we also drove forward measures to address specific dimensions of diversity – both as a company as a whole and individually in the different divisions and countries.

Inclusion at GIZ

GIZ has been a member of Valuable 500, a global initiative of companies committed to the inclusion of people with disabilities, since December 2022. Specifically, we are committed to recruiting more people with disabilities, working continuously to raise staff awareness of inclusion, and to becoming even more inclusive and barrier-free as an employer. We use what we call action plans to achieve this. In 2022, for example, we drafted an Action Plan on Digital Accessibility with the aim of making all our websites, mobile applications and other digital tools as accessible as possible to all staff members.

Women in leadership

The measures in our Equal Opportunities Plan are designed to improve gender equality. We focus in particular on women in leadership positions. We promote this through activities such as training courses to raise managers' awareness of the issue, or mentoring programmes for women in Germany and around the world.

GIZ's country office in Mauritania is an example of how our strategy to promote women is consistently put into practice. The gender index developed there provides information on differences in roles and salaries between the genders, thereby enabling action to be taken to counteract this. For example, through a very special kind of job shadowing: Mauritanian GIZ staff member Mariem M'Beirik was still a technical expert in the summer of 2022 when she took over project management duties for one week on a trial basis. A lot has happened since this job shadowing experience. M'Beirik now heads up a project component herself.



»I could not have had any better preparation for a future leadership role. No training course could have given me the insights that I gained through my job shadowing experience.«

Mariem M'Beirik, project manager in Mauritania



Sustainable initiatives

Our staff also get involved outside office hours in addressing issues that are close to their hearts. With their initiatives, they make GIZ a little bit more sustainable and a little bit more caring in many places. We support their commitment with our sustainability fund.



The shared use of four bicycles in Hanoi was supported by GIZ's sustainability fund.

13

projects across
10 countries
were supported.

Bicycles are now something of a rarity on the streets of the Vietnamese capital Hanoi. Anyone who can afford to rides a moped. It is no wonder that the people working in GIZ's environmental and climate cluster in Viet Nam attract a great deal of attention as they ride their bamboo bike to appointments. 'We are constantly asked about the bike,' says project manager Daniel Herrmann, 'including by GIZ colleagues and project partners.' The unusual two-wheeler is one of four bicycles belonging to the Coco Bike-Sharing Initiative, which Herrmann's team shares with colleagues from the neighbouring Energy Support Programme (ESP).

The bike-sharing scheme was started by Trang Truong, one of the staff members on Herrmann's team, in conjunction with colleagues from ESP. She knows all about this field since she works on a public bike-sharing scheme in the university town of Huế as part of the German Federal Ministry for Economic Cooperation and Development's develoPPP programme. The idea of bike-sharing was partially financed from the GIZ Sustainability Office's sustainability fund, which launches a company-wide call for ideas every year; the most creative and sustainable activities receive funding.

Inspiration and a sense of community

The variety of projects that received funding in 2022 – 13 in all – reflects the inventiveness of the workforce. They range from a borrow-a-lunch-box scheme in Ghana, designed to prevent plastic waste, to an urban community garden in the Uzbekistan country office in Tashkent, to a recycling scheme in Albania. With their initiatives, our staff not only make small contributions to a more sustainable world, but above all help to mainstream the issue within GIZ and in local communities.

The bike-sharing project in Viet Nam demonstrates this impressively. The booking system that the team set up themselves calculates how much CO₂ is avoided by using the bikes – for example, on the approximately 10-minute trip from the project offices to the Ministry of Agriculture and Rural Development or the country office. But, first and foremost, the project has an impact by inspiring and creating a sense of community: 'Colleagues from other locations have become curious,' says the initiator Trang Truong. 'They want to set up a bike-sharing scheme too and ask us what the best way to do it is.' There are already groups who use the bikes for cycling tours around a nearby lake.



In Uzbekistan, the GIZ urban garden Tashkent was inaugurated with a community planting campaign to grow vegetables sustainably.



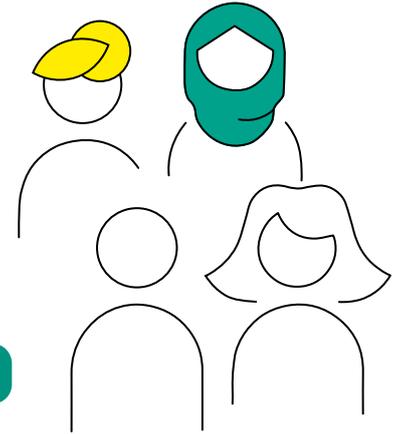
People at GIZ

As at 31 December 2022, GIZ had over 25,000 staff in Germany and abroad. Through their global commitment, they create the conditions we need to **understand, embrace and transform** global challenges.



Do you want to discover more figures about our staff?
Find out more online now:

reporting.giz.de/2022/staff



51.1 %

2021: 50.4 %

percentage of women in the workforce

You can find out how many women held managerial positions in 2022 on page 44 – 'Cooperate in diversity' – and online at:

reporting.giz.de/2022/cooperate-in-diversity



155

2021: 155

nationalities among staff in Germany and around the world

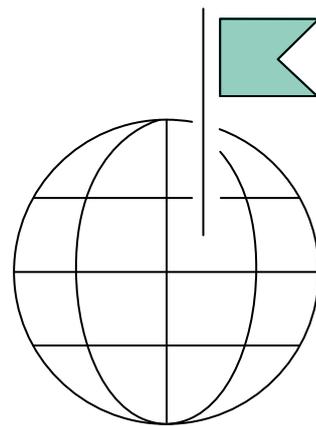
9,117

2021: 8,860

members of staff in sub-Saharan Africa

You can see the breakdown of our staff members across the different regions of the world online at:

reporting.giz.de/2022/staff



17,120

2021: 16,887

national staff

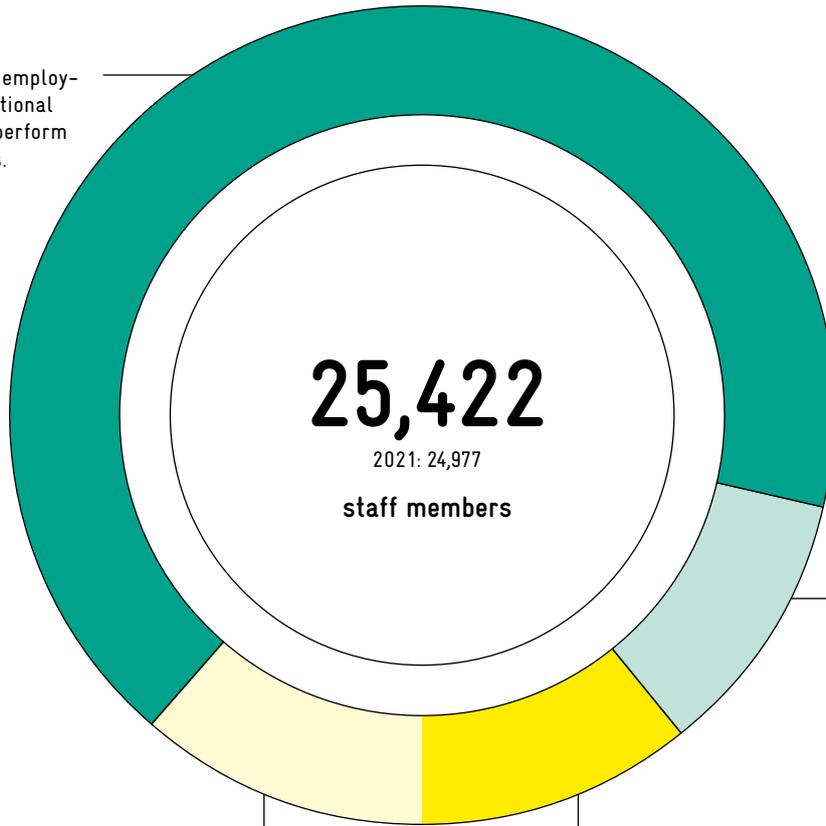
Staff members with an employment contract under national employment law. They perform a wide variety of duties.

2,699

2021: 2,766

seconded experts

Staff with a German employment contract who are working as field staff in GIZ's countries of assignment.



25,422

2021: 24,977

staff members

400

2021: 643

integrated and returning experts

Integrated experts are placed with employers in cooperation countries by the Centre for International Migration and Development (CIM). The local employers pay them a salary at the going rate in the area, to which CIM adds a salary top-up.

Returning experts are managers and young professionals who have acquired professional qualifications in Germany. CIM helps them to find a suitable position in their home country.

You can learn more about the work of an integrated expert on pages 14 and 15 – 'Sustainable supply chains: live better, work better' – and online at:

reporting.giz.de/sustainable-supply-chains

2,884

2021: 2,684

Germany-based staff in projects and programmes

2,719

2021: 2,640

Germany-based staff with Head Office functions

5,603

2021: 5,324

Germany-based staff

Staff with Head Office functions at locations in Germany and staff working on projects and programmes at locations in Germany

353

2021: 431

development workers

The German Development Workers Act (EhFG) provides the legal basis for GIZ's Development Service to assign experts as development workers or as Civil Peace Service experts around the globe each year.

Learn more about what being a development worker involves on pages 10 and 11 – 'Ukraine: hope in the shadow of war' – and online at:

reporting.giz.de/ukraine

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 reporting.giz.de/2022

refers to a video on a related
topic in the online version of GIZ's
Integrated Company Report.

  reporting.giz.de/2022

refers to the online version of GIZ's
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pdf version of the Integrated Company
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reporting.giz.de/2022/accessible

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CIM: Centre for International Migration and Development

CO₂: Carbon dioxide

CoP: Communication on Progress for the UN Global Compact

COVID-19: Coronavirus disease 2019

CSH: Corporate Sustainability Handprint®

CSR: Corporate Social Responsibility

DLR: German Aerospace Center

DNK: German Sustainability Code

DSC: Data Service Centre

EhfG: German Development Workers Act

EMAS: EU Eco-Management and Audit Scheme (environmental management system used by GIZ)

ESP: Energy Support Programme

EU: European Union

G7: Group of Seven (informal alliance of countries that were the most industrially advanced in the Western world at the time of its founding)

GRI: Global Reporting Initiative

HGB: German Commercial Code

ILO: International Labour Organization

InS: GIZ International Services

ISMS: Information security management system

IT: Information technology

NAP: National Action Plan

PCGK: German Government's Public Corporate Governance Code

S4GIZ: SAP S/4HANA (software solution for GIZ)

SBTi: Science Based Targets initiative (alliance of major environmental and climate organisations)

SDGs: Sustainable Development Goals

STILE: Sustainability in the Textile and Leather Sector (GIZ project)

UN: United Nations

UNDP: United Nations Development Programme

V20: Vulnerable Twenty (alliance of finance ministers from countries particularly at risk from climate change)

Abbreviations

AI: Artificial intelligence

AHK: German Chambers of Commerce Abroad

BMWK: German Federal Ministry for Economic Affairs and Climate Action

BMZ: German Federal Ministry for Economic Cooperation and Development

BSI: German Federal Office for Information Security

CANSEA: Climate Action Network Southeast Asia

Who we are

As a worldwide service provider in the field of international cooperation for sustainable development and international education, GIZ works with partners to deliver effective solutions that offer people better prospects and sustainably improve their living conditions. A public-benefit federal enterprise, GIZ supports the German Government and many other public and private sector commissioning parties and clients in achieving their objectives in the field of international cooperation. GIZ has over 50 years of experience in a wide variety of areas, including economic development and employment, energy and the environment, and peace and security.



Get to know us better:

GIZ's organisation chart is available at:

www.giz.de/organisation-chart

Further information about our official bodies is available at:

www.giz.de/official-bodies

Our vision:

We work to shape a future worth living around the world.



Learn more about our business model here:

reporting.giz.de/2022/how-we-work

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