



Bundesministerium  
für Arbeit und Soziales



# SOCIAL PROGRESS: OUR GOAL AND RESPONSIBILITY

Sustainability Report 2008 – 2012  
of the Federal Ministry of Labour and Social Affairs

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The report was drawn up based on the Global Reporting Initiative Guidelines in international use (Version G3.1, as at March 2011) as well as the Sectoral Supplement - Public Agencies (Pilot Version 1.0, as at March 2005).<sup>1</sup> In it, the Federal Labour Ministry responds to all the requisite points. In its own assessment, it accords the report Application Level B. Data was gathered from in-house databases, email enquiries and discussions with personnel responsible.

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<sup>1</sup> Download <https://www.globalreporting.org/reporting/sector-guidance/pilot-versions/public-agency/Pages/default.aspx>

# Foreword

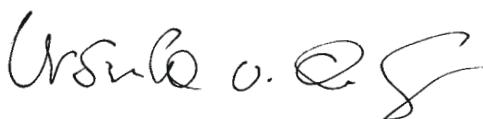
## to the Sustainability Report of the Federal Labour Ministry “Social Progress: Our Goal and Responsibility”

Dear readers,

As we can see in Europe today, when labour markets are not doing well, it is the young generation that suffers the most. This has explosive political implications. So, sustainable policy must begin with enhancing people's abilities, by investing in education, training and social participation. This costs money at first, as in the educational package, but it holds the promise of great social benefit later on. This is how we take responsibility for the future.

Companies also bear responsibility for the future, by producing in a way that protects the environment and conserves resources, by informing the public about their decisions and promoting their workforce - voluntarily, beyond statutory regulations. We generally call this corporate social responsibility.

Sustainability always begins with our own actions. The Federal Ministry of Labour and Social Affairs has now submitted its own sustainability report for the first time – before most other ministries in Germany and Europe. It shows how we make policy for the next generation and how as an employer we in the ministry keep to our own standards, in combining family and work commitments, for example, in employing persons with disabilities or enabling women to take up leading positions. We want to send a message: Sustainability is worthwhile, for people and for our society!



Dr Ursula von der Leyen

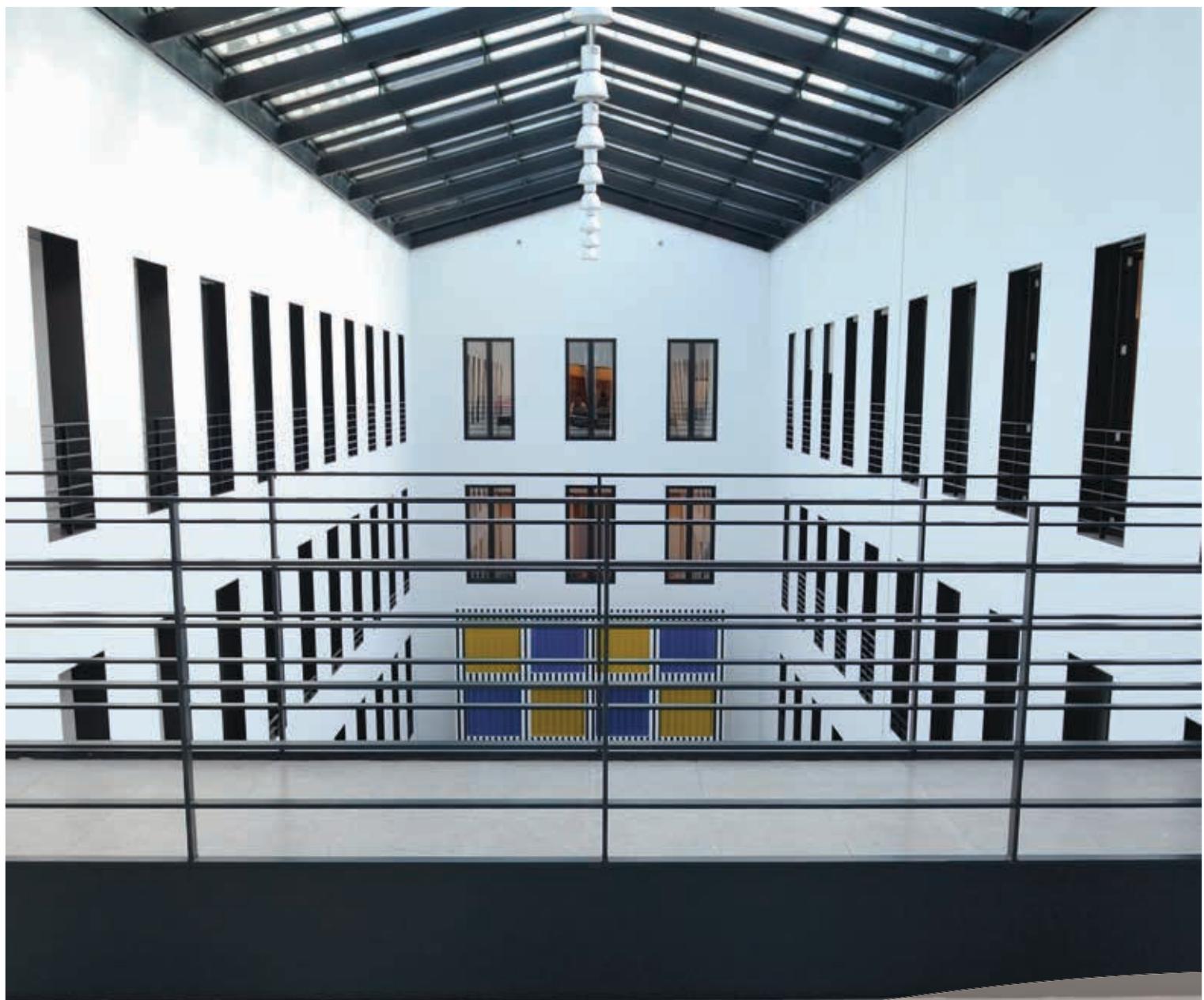
# About this report

As the leading federal ministry for corporate social responsibility (CSR), the Federal Labour Ministry is submitting its first sustainability report.

On the one hand, it will show what lies behind sustainable policymaking in labour and social affairs. Our other aim is to illustrate how the Federal Labour Ministry itself puts the principle of social responsibility into practice. The report primarily addresses concerned citizens and civil society groups that are interested in how the Federal Labour Ministry adopts a sustainable approach to framing policy, allocating taxpayers money and its obligations as an employer. With this reporting initiative, it wants to set an example and encourage other public agencies to give an account of the social, environmental and societal consequences of their activities.

The report pertains to the calendar years 2008 to 2012 and also includes both offices (Berlin and Bonn) of the Federal Labour Ministry. Where the data for calendar year 2012 was not available at the editorial deadline on 30 June 2013, this is indicated separately.

In future, once every legislature the Federal Labour Ministry intends to give an account of the social, environmental and societal consequences of its activities.



# *I. Labour and social affairs - our remit*

## **1. Responsibilities of the Federal Ministry of Labour and Social Affairs**

The Federal Ministry of Labour and Social Affairs (BMAS) is a supreme federal authority. Under the direction of the Minister, it bears responsibility for a variety of policy fields at national and international level aimed at sustainable and socially responsible labour and social policymaking.

**Promotion of work, labour-market policy and basic income support** encompass all issues of labour-market policy, particularly work promotion, job placement, unemployment insurance, basic income support for jobseekers and other matters with a bearing on Social Security Codes II and III.

- **Labour law and occupational health and safety** comprise individual and collective labour law, including labour jurisdiction as well as technical, medical and social occupational health and safety. This sector also includes the issue of corporate social responsibility.
- **Social insurance** falls under the purview of the Federal Labour Ministry, where it concerns basic and general issues of social insurance and social insurance segments of statutory pension insurance - including old-age pensions for farmers, craftsmen and free-lance professions - and statutory accident insurance.
- **Social Code and Social Courts Act:** The Federal Labour Ministry is responsible for the general part of the law, procedural law, social security data protection, cooperation among benefit agencies and relations with third parties as well as the Social Courts Act.
- **Social assistance** subsumes all basic questions of the Social Assistance Act under Social Code XII, particularly subsistence benefits, basic security for old age and reduced earning capacity, including preventing poverty and social exclusion, legislative work and basic issues to do with the Asylum Seekers Benefits Act.
- **Matters concerning persons with disabilities, prevention, rehabilitation and social compensation:** The purview of the Federal Labour Ministry includes the right to rehabilitation and participation under Social Code IX, equality and accessibility under the Act on Equal Opportunities for Disabled Persons, non-discrimination under the General Equal Treatment Act and the principles of the United Nations Convention on the Rights of Persons with Disabilities. Social compensation includes the right to war disabled or survivors pension under the Federal War Victims Compensation Act as well as pension benefits under other laws (including the Acts on Compensation for Victims of Violent Crime and on Injured Persons in Civilian and Military Service) and medical care for war victims.
- **European and international employment and social policy** comprises responsibility for international and multinational policymaking, particularly in the European Union, the International Labour Organisation (ILO), the Council of Europe, the United Nations and the Organisation for Economic Cooperation and Development (OECD), and also the preparation and conclusion of cross-border agreements on social security.

- **Basic issues and planning tasks of labour market and social policy** are finally the Federal Labour Ministry's response to the increasingly close interaction of social and employment and other policy fields and the need to coordinate these as part of the Federal Government's modern social policy.

## **2. Range of tasks**

In the execution of these tasks, the Federal Labour Ministry has to perform the following:

- Plan strategy and coordinate the above-mentioned policy fields
- Implement policy goals, priorities and programmes
- Carry out its own legislative projects
- Collaborate in legislative procedures of other ministries
- Steer and supervise the authorities under its direct and indirect purview<sup>2</sup>
- Engage in international cooperation

## **3. Organisational framework – leadership and personnel of the Federal Labour Ministry**

As of 30 November 2009, the Ministry is headed by Federal Minister Dr Ursula von der Leyen. The Minister was appointed at the proposal of the Federal Chancellor by the Federal President.<sup>3</sup> In keeping with the policy guidelines set by the Federal Chancellor for the Federal Government, she directs her ministry independently and on her own responsibility.<sup>4</sup> The legal status of the Federal Minister is stipulated in the Federal Ministers Act; under this she stands in an official relationship under public law to the Federal Government and in particular may not practise any profession in addition to her office. The remuneration and pension benefits of the Federal Minister are also regulated under the Federal Ministers Act. The Minister is assisted in her duties by State Secretary Gerd Hoofe and in the period until September 2011 by State Secretary Andreas Storm and since October 2011 by State Secretary Dr Annette Niederfranke. She is also supported by Parliamentary State Secretaries, Dr Ralf Brauksiepe und Hans-Joachim Fuchtel, who are elected members of the German Federal Parliament. They are answerable to parliament for all questions concerning the Ministry. State Secretaries are subject to the provisions under civil service law that also regulate their remuneration and pension benefits.<sup>5</sup> The remit and legal status of Parliamentary State Secretaries are governed by the Act on the Legal Status of Parliamentary State Secretaries.

2 See Fig. 2

3 Article 64 of the Basic Law for the Federal Republic of Germany

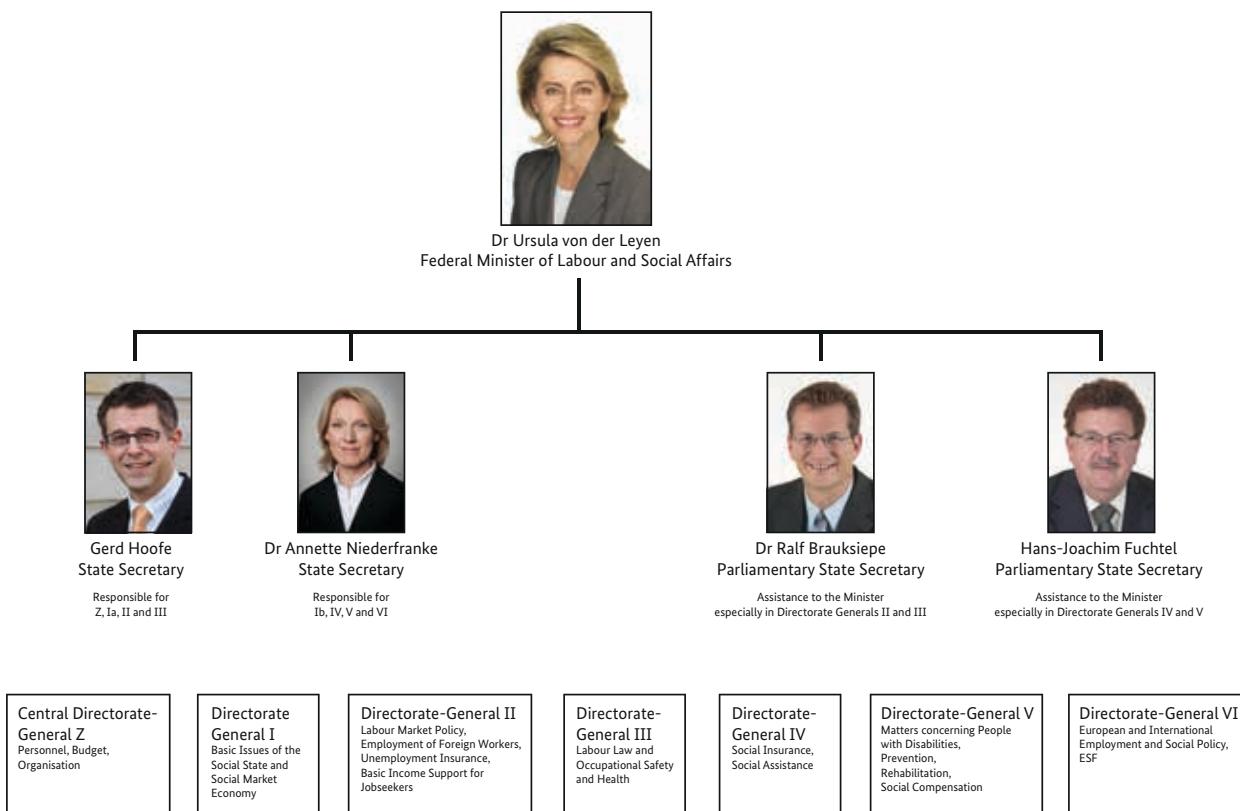
4 Article 65 of the Basic Law for the Federal Republic of Germany

5 Civil Servants Remuneration Act/Federal Remuneration Regulation B

The Minister is also assisted by political coordination and communication staffs. The Federal Labour Ministry is subdivided into seven Directorate Generals: a Central Directorate General for personnel, budget and organisation matters as well as six sectoral Directorate Generals. Each of these is made up of Directorates with several Divisions.

Ensuring sustainability in ministerial operations has been identified as a central task of the Federal Labour Ministry. Management responsibility for this has accordingly been entrusted to the Central Directorate General, where an officer from Directorate Z has been appointed for sustainability reporting. His task is to compile relevant data in the Central Directorate General of the Federal Labour Ministry, supervise central data collation and raise awareness among personnel of sustainable policymaking, compliance and data protection. Monitoring this task for objectives achievement is the responsibility of the Central Director General and his superior State Secretary. At a higher level within the Federal Government, the State Secretaries Committee for Sustainable Development<sup>6</sup> located in the Federal Chancellery, which includes the competent State Secretary for the Central Directorate General in the Federal Labour Ministry as a regular member, evaluates sustainability goals in ministerial operations.

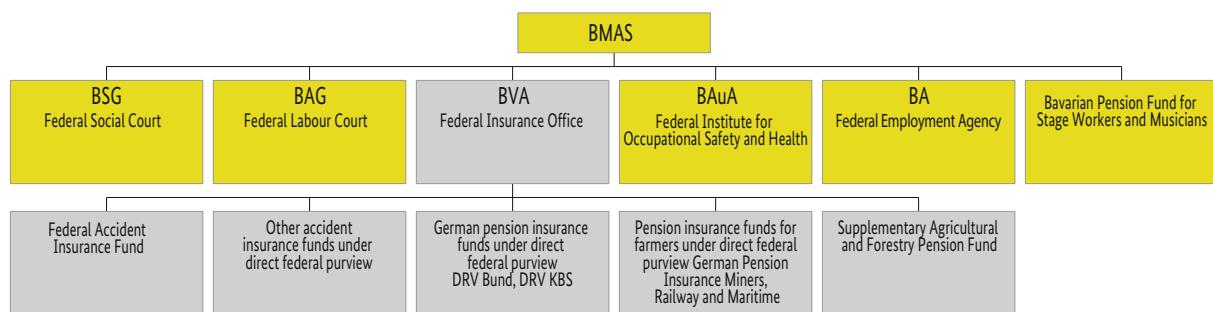
**Figure 1: The Federal Labour Ministry and its leadership**



6 See also Chapter V.1.

The Federal Labour Ministry also has numerous other federal authorities under its direct and indirect purview. The direct portfolio comprises the Federal Labour Court, the Federal Social Court, the Federal Insurance Office and the Federal Institute for Occupational Safety and Health. Under its indirect purview are the Federal Employment Agency, the German Federal Pension Insurance, the German Pension Insurance for Miners, Railway Workers Seamen, the Federal Accident Insurance Fund, the Artists Social Fund, all other federal public-sector accident insurance funds as well as federal public-sector pension insurance funds for farmers, the Federation of Farmers Insurance Funds, Supplementary Pensions Agency for Authorised District Chimney Sweeps, the Supplementary Pension Fund for Employees in Agriculture and Forestry and German Statutory Accident Insurance.<sup>7</sup> Agencies under direct ministerial purview employ about 1,600 personnel, those under the indirect portfolio, more than 180,000.

**Figure 2: Authorities under the purview of the Federal Labour Ministry**



- **Administrative supervision** is general oversight over public authorities. It aims at ensuring the proper performance of official duties and mainly consists of personnel supervision.
- **Legal supervision** is confined to monitoring the legality of actions taken by a subordinate authority.
- Under **technical supervision**, the supervisory authority can oversee not only the legality but also the utility of the measures taken by a subordinate authority and can issue relevant directives.

You can find more details on the authorities under ministerial purview in the Annex on p. 97.

<sup>7</sup> The Federal Labour Court and Federal Social Court fall under the general administrative supervision of the Federal Labour Ministry. The Federal Insurance Office and the Federal Institute for Occupational Safety and Health fall under its technical and administrative supervision and the Federal Employment Agency under its legal supervision and also its technical supervision within the scope of Social Security Code II.

Organisationaly attached to the Federal Labour Ministry are the Federal Government Commissioner for Matters Relating to Disabled Persons<sup>8</sup> and the Federal Government Commissioner for Social Insurance Elections.<sup>9</sup>

#### **4. Financial resources - budget consolidation**

For the performance of these tasks, the Federal Labour Ministry has budgetary funds at its disposal that are approved by the German Federal Parliament after consultations in the Budget Committee. Citizens have a right to expect that their taxes and contributions are put to economical use. Funds must be allocated economically for the efficient achievement of medium-term and long-term results.

The budget of the Federal Labour Ministry is the largest of all federal ministries. It is published as Federal Budget Section 11 every year in the Federal Gazette.<sup>10</sup>

In 2012, the expenditures of the Federal Labour Ministry amounted to about EUR 125.0 billion. This makes up approximately 41% of total Federal Government expenditures. The bulk was accounted for by appropriations and grants to statutory social insurance agencies, particularly German Pension Insurance (66.8%) and payments of state welfare benefits as part of employment promotion (31.2%) and to war victims (1.3%). Only a small ratio was allocated for other expenditures (0.7%), such as personnel costs, rents and leases and investments. The main investments included building measures, the acquisition of vehicles, equipment and fixtures and fittings.

8 The task of the Federal Government Commissioner for Matters Relating to Disabled Persons is to ensure that the Federal Government discharges its responsibility to provide for equal conditions for persons with and without disabilities in all walks of social life. In the performance of this task, he is obliged to take account of the different conditions of life of women and men with disabilities and eliminate gender discrimination. He is assisted in this by a team of full-time staff.

9 Together with the electoral commissioners of the federal states, the Federal Government Commissioner for Social Insurance Elections prepares these elections and ensures that the insurance agencies hold them in keeping with a standard procedure. In these ballots, insurees and employers that contribute to health, pension and accident insurance vote on the membership of the self-governing bodies.

10 For further information, see Federal Ministry of Finance ([www.bmf.de](http://www.bmf.de)) and the Federal Budget Section for the Federal Labour Ministry 2012 (<http://www.bmas.de/DE/Ministerium/BMAS-Kompakt/haushaltsplan-einzelplan-2012.html>).

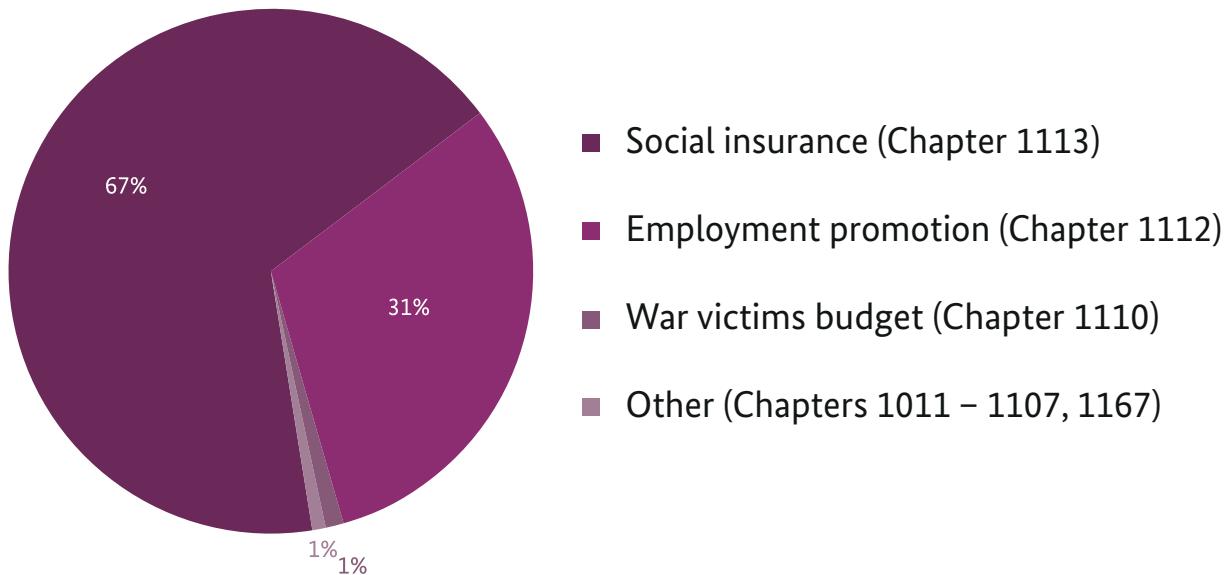
**Table 1: Revenue and expenditures of the Federal Labour Ministry from 2008 to 2012 in EUR thousands (actual figures)**

Revenue in EUR	2008	2009	2010	2011	2012
Administrative revenue	38,290	29,377	29,803	23,069	23,210
Other revenue	7,059,445	6,789,509	7,449,899	7,030,186	6,068,707
Total	7,097,736	6,818,887	7,479,703	7,053,255	6,091,917
<b>Expenditures</b>					
Personnel costs	160,483	169,644	173,734	179,509	185,634
Current non-personnel administrative expenditures	64,622	67,539	72,955	85,761	93,539
Appropriations and grants (without investments)	123,668,244	126,155,040	133,045,023	125,350,771	124,653,442
Investments	20,167	28,986	20,847	13,258	11,422
Other expenditures	--	2,200	4,541	5,021	8,438
<b>Total (differences due to rounding)</b>	<b>123,913,517</b>	<b>126,423,410</b>	<b>133,317,103</b>	<b>125,634,322</b>	<b>124,952,475</b>

**Table 2: Itemised breakdown of expenditure in 2012  
Federal Budget Section 11 (actual figures)**

Items	in EUR billions
<b>1. Social insurance (Chapter 1113)</b>	<b>83.5</b>
Subsidies for general pension insurance	60.0
Subsidies for miners pension insurance	5.5
Transfers to supplementary pension schemes - East	2.9
Basic social protection for old age and reduced earning capacity	1.9
Child-raising periods	11.6
Sheltered workshops	1.1
Other	0.5
<b>2. Employment promotion (Chapter 1112)</b>	<b>39.0</b>
Federal cofinance of employment promotion	7.2
Unemployment benefit II - basic income support	19.0
Accommodation costs - basic income support	4.8
Administrative costs - basic income support	4.2
Integration into working life - basic income support	3.8
Other	0.0
<b>3. War victims budget (Chapter 1110)</b>	<b>1.6</b>
War victims pensions	1.3
Welfare assistance for war victims	0.3
<b>4. Other (Chapters 1101 - 1107, 1167)</b>	<b>0.9</b>
Reimbursement of fare losses for transporting severely disabled persons	0.2
Other expenditures	0.7
<b>Total</b>	<b>125.0</b>

**Figure 3: Percentage distribution of the budget of the Federal Labour Ministry in 2012 – Federal Budget Section 11 (actual figures)**



For debt service (at the end of 2011: EUR 1,282 billion, 2012: EUR 1,096 billion), the Federal Government made interest payments in 2011 of EUR 32.8 billion and in 2012 of EUR 30.5 billion, although interest rates were and remain at an historic low. To limit the burden on future generations, Article 109 in conjunction with Article 115 of the Basic Law provides for a so-called debt ceiling.

The Federal Labour Ministry bears its responsibility for fiscal consolidation. Due to the challenges posed by the economic crisis, expenditures for Federal Budget Section 11 continued to increase from 2008 to 2010 by EUR 9.4 billion from EUR 123.9 billion to EUR 133.3 billion, but the Ministry has taken consistent countermeasures to halt this trend since 2011. Estimated expenditures for 2013 amount to only EUR 119.2 billion, a decline of EUR 14.1 billion on 2010. Where savings were made in the labour-policy sector, these were offset by raising the effectiveness of instruments for integration measures. It was also decided in 2011 that in three phases as of 2012 the Federal Government shall bear the full costs of basic income support for older people. As of 2014, this will ease the annual cost burden on local authorities by about EUR 5 billion. This relief will increase in subsequent years and help consolidate local government finances. Federal cofinance for the costs of employment promotion has been cancelled as of 2013 and at the same time the integration contribution of the Federal Employment Agency to the Federal Government has been discontinued. In the period until 2016, this measure will ease the burden on the federal budget by about EUR 5 billion.

The federal budget for 2013 provides for savings amounting to about EUR 10.7 billion, with Federal Budget Section 11 for the Federal Labour Ministry alone accounting for more than EUR 6.9 billion. This will permanently save on billions in interest payments for the benefit of the taxpayer and above all future generations.

## 5. Three levels of sustainability in the Federal Labour Ministry

The Federal Labour Ministry is committed to socially responsible and sustainable governance. Corporate social responsibility in the Ministry conforms with the National CSR Strategy<sup>11</sup> and the National Sustainable Development Strategy of the Federal Government.<sup>12</sup> In its vision, the Federal Labour Ministry sets out its own aspirations, standards and values.

Sustainable development is a guiding policy principle of the Federal Government. It adopted the National Sustainable Development Strategy in 2002, which stipulates that it must be adhered to as a goal and yardstick of governance at national, European and international level in all policy fields.

The strategy is founded on four precepts:

- Intergenerational equity
- Social cohesion
- Quality of life
- International responsibility



11 See Chapter III and <http://www csr-in-deutschland de/>

12 See also <http://www.bundesregierung.de/Webs/Breg/DE/Themen/Nachhaltigkeitsstrategie>. The responsibility for the National Sustainable Development Strategy of the Federal Government rests with the Federal Chancellery as a cross-sectoral task. The strategy is planned and implemented in interministerial collaboration. A management scheme defines the interministerial rules, objectives/targets and indicators for measuring progress of sustainable development in these areas. A progress report is issued every four years. This reviews the progress made in implementing the strategy, includes measures for achieving the objectives/targets set and makes recommendations for further improvements. The latest progress report was adopted by the Federal Cabinet on 15 February 2012. The Federal Statistical Office was tasked in 2006 to draft so-called biennial indicator reports in addition to progress reports.

The basic rule for sustainability is that every generation must cope with its own challenges and may not place a burden on the future one. At the same time, provisions must be made for foreseeable future burdens.<sup>13</sup>

For the Federal Labour Ministry, these guiding principles and precepts give rise to major CSR fields of activity and priority issues in three directions:

- In society as a whole, by implementing the sovereign tasks and policy fields assigned to the Federal Labour Ministry: The concern here is with the sustainable planning of labour law and labour-market and social policy.
- In-house in relation to the personnel and functional organisation of the Ministry itself: Here, the concern is to exercise social responsibility for our own personnel and to take account of CSR in public procurement or the management of non-monetary resources (fostering an attractive working climate and protecting the environment in daily administrative operations).
- Bearing leading ministerial responsibility for CSR in the Federal Government.

13 Brundtland-Report, 1987



## *II. Sustainable labour and social policymaking*

The foundation for creating socially-insured jobs and an effective welfare state is a robust economy. The Federal Labour Ministry is committed to economic development that benefits people and does not see it as an end in itself. Economic, employment and social policy make up a triad both in Germany and at European and international level. Growth must proceed in tandem with social protection.

The policy of the Federal Labour Ministry aims at laying the foundation for and advancing employment and social equity in Germany.

- Specifically, the Federal Labour Ministry bears responsibility for strengthening social security systems not only in the short and medium, but also in the long term for the sake of intergenerational equity – that is, to make them sustainable - and to promote social cohesion and integration.
- The framework for a socially equitable labour-market policy and the reduction of unemployment at national and international level must be developed further and regularly adapted to changing conditions.
- The Federal Labour Ministry fosters a new culture of work to improve the quality of employment (decent work).

### **1. Labour market**

Work and gainful employment are the foundation for individual livelihoods and sustaining our economic order, but also for social security. Reducing unemployment remains the central concern. Thanks to far-reaching structural reforms in past years, the labour market in Germany has become much more adaptable and better able to respond to new economic developments. It is robust and despite the crisis in the Eurozone is still capable of absorbing more labour power. As developments on the labour market in and after the financial and economic crisis in 2008/2009, but also its current stability prove, employment and with that economic performance and prosperity can be assured with the right labour-market policy measures.

Nevertheless, the prime goal remains: to place more people in employment. The Federal Labour Ministry has set itself ambitious targets here: In pursuance of the Europe 2020 Strategy, the employment rate in Germany is set to rise to 77% in 2020. Till now, it has been increased to 76.7% (2012; as a comparison with 2008: 74.0%). An increase to 73% is envisaged for women. In 2012, the employment rate among women already amounted to 71.5%, after 67.8% in 2008. The target employment rate for older people is 60%. This target was, however, already surpassed in 2012 at 61.5% (2008: 53.7%). The number of long-term unemployed is to be reduced compared with 2008 by 20%. This target has also already been met (2008: 1.623 million long-term unemployed persons compared with 1.043 million in 2012 or -36%).

By European standards, Germany is in a good position with relatively low unemployment. Despite global crises and uncertainties, the robust economy has kept the labour market stable. The number of gainfully employed persons is higher than ever since

reunification, while the number of unemployed has declined to a 20-year low. Labour-market policy instruments have been reformed for greater flexibility and individualisation so as to integrate even more people even faster into employment and enable them to participate in society. A thorough reform of the job centres to ensure ‘one-stop’ support will afford greater local scope and competencies in future.

The persistently high number of almost one million vacancies, however, indicates that enterprises are already having increasing difficulties today in finding suitable skilled labour (see Chapter II.2.).

A special concern of the Federal Labour Ministry is the battle against youth unemployment, which is also a struggle for the future of the young generation. Unemployment figures here have already declined substantially and the situation in Germany is far better than in many other countries – at 8.1% on annual average in 2012, Germany recorded the lowest unemployment rate for young people under 25 in EU-28. The Federal Government has, for example, established career entry support as a standard instrument to be able to assist young people even better in the transition from school to employment and further curb youth unemployment. Now the aim is to reduce high youth unemployment in joint efforts at European level and take specific measures to promote employment for young people. The Federal Chancellor and the Minister engaged in close consultations on this with many colleagues from EU-28 and initiated major measures.

## ***2. Securing skilled-labour supply***

In the face of accelerating demographic change, Germany needs to forge a viable strategy for the future: In the worst case scenario of no net immigration and without further progress in the propensity to work, experts forecast a contraction of millions in population aged 20 to 65 by 2030 due to demographic trends, unless active countermeasures are taken.

Within the Federal Government, the Federal Labour Ministry is the leading agency for securing skilled-labour supply. Already today, there are growing signs in different regions and industries of skilled labour shortages, not only among academics, but also in occupations requiring a qualification. In June 2011, the Federal Government therefore adopted a comprehensive scheme for securing the supply of skilled labour. It defines goals and points out where there is latent potential and how to alleviate bottlenecks. It places foremost emphasis on harnessing and developing national potential by taking labour-market activation measures and securing employment, improving the compatibility of family and work commitments, providing educational opportunities for all from the outset and qualifying personnel in the form of initial and continuing training/education.

Portal zur Fachkräfteoffensive – Startseite  
[www.fachkraefte-offensive.de/DE/Startseite/start.html](http://www.fachkraefte-offensive.de/DE/Startseite/start.html)

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Start | Die Offensive | Für Unternehmen | Für Fachkräfte | Netzwerke | Service | Suchbegriff

Service-Tools für Fachkräfte und Unternehmen

- Wo fehlen Fachkräfte in Deutschland?**  
Erfahren Sie, in welchen Berufsgruppen es bereits heute zu Stellenbesetzungsschwierigkeiten kommt und wo voraussichtlich Fachkräfteengpässe entstehen werden.
- Ist Ihr Unternehmen fit für die Zukunft?**  
In diesem Bereich finden Sie Praxismaßnahmen zur Fachkräftegewinnung und -sicherung, die für kleine und mittlere Unternehmen entwickelt wurden.
- Der Netzwerk-Navigator**  
Hier finden Sie gebündelt einige bundesweit agierende Netzwerke bzw. dessen regionale Kontaktstellen.

Aktuelles

Presseschau Juli 2013

Medienbeobachtung Fachkräfte sicherung

Was sind die Zukunftsstrategien für die Fachkräfte sicherung? Im Mittelpunkt der Medienberichte standen im Juli vor allem die Potenzialgruppen innerhalb Deutschlands. Eine Vielzahl von Regionen ist schon jetzt sehr aktiv.

[Meldung lesen](#)

The aim is to continue to improve labour-market opportunities for women, single parents, youth and young adults, older people, people with an immigrant background and persons with disabilities, because in future Germany can much less afford to do without the talents, know-how and labour power of these people than today. To meet the anticipated future labour demand in all areas, however, we also need to take another path to securing skilled labour in the form of integration and immigration of qualified personnel. Immigration and mobilising potential at home do not stand in contradiction. We need to do both to maintain our prosperity.

As of 2012, The Skilled Labour Scheme of the Federal Government is reviewed every year with results-based indicators. The first progress report was published in January 2013.

The Skilled Labour Scheme of the Federal Government is supported and supplemented by the Skilled Labour Initiative, a broad communication and mobilisation campaign. This bundles projects, initiatives, promotion, advisory and support services of the Federal Government and participant partners. On the website, [www.fachkräfte-offensive.de](http://www.fachkräfte-offensive.de), enterprises can inform themselves on skilled-labour supply trends in their industry and region and plan their human resource strategy accordingly. At the same time, the initiative helps employees and jobseekers to better assess their own situation and position themselves on the labour market. Skilled personnel can learn how they can secure and upgrade their know-how in the long term.

To provide sufficient skilled labour, the engagement and competency of those responsible at the regional level are necessary. That is why in a labour power alliance with the Federal Labour Ministry the Federal Employment Agency, the Confederation of German Employers' Associations, the Federation of German Trade Unions, the Association of German Chambers of Industry and Commerce, German Pension Insurance and the German Confederation of Skilled Crafts have set themselves the goal of supporting networks, projects and initiatives for securing skilled labour at regional level with the ministry's practical initiative, Skilled Labour for the Region.

### ***3. Future of secure work***

Fair and reliable employment relationships pave the way for a future of secure work. Employment to sustain a livelihood must abide by a simple principle: Anyone with a full-time job should also be paid enough to live on. At the same time, businesses must keep competitive - whether small enterprises or multinationals. Sectoral minimum wages is a way to provide a major safeguard between the needs of both sides. So far, they have protected almost four million employees, while ensuring fair competition. The Federal Labour Ministry has evaluated current minimum wages in the respective industries. The findings show that minimum sectoral wages, negotiated by the social partners, have proved to be an effective measure. They guard employees against wage dumping, without jeopardising the competitiveness of businesses.

#### **4. Modern occupational health and safety**

In response to rapid changes in the world of work, the Federal Labour Ministry concentrates on developing practical preventive measures and focuses particularly on mental strain at work. A decisive factor for enabling employees to engage in productive and satisfactory work until they reach standard retirement age is in-company workplace design.

Gemeinsame Deutsche Arbeitsschutzstrategie  
Mensch und Arbeit. Im Einklang.

Under the Joint German Safety and Health Initiative, a concerted long-term campaign of the Federal Government, federal state governments and accident insurance funds to improve safety and health at work, incentives are created for businesses to adopt a sustainable and long-term preventive policy at all levels of occupational health and safety that takes permanent account of demographic change.

#### **5. New Quality of Work Initiative**

In the New Quality of Work Initiative, the social partners and chambers join together with policymakers, the Federal Employment Agency, the scientific community and social actors to discuss new approaches for a modern human resource policy. The initiative supports employers and employees as a guideline and service platform on quality of work: These can inform themselves on current developments, trends and approaches, benefit from good in-company practices, pass on their experience and seek advice from experienced practitioners. The New Quality of Work Initiative is organised in four key fields of activity in human resource policy: personnel management, equal opportunities & diversity, health and knowledge & competencies.



## 6. Pensions

Ideally, provision for old age in Germany is based on three pillars: statutory pensions, occupational pension schemes and supplementary private pension plans. Prudent pensions policy must always take account of the interests of old and young without detriment to either side. With a number of reforms, statutory pensions in Germany have been secured against demographic change and made viable for the future.

Besides an increase in pensions as of 1 July 2012 by more than 2% (2.18% in the old and 2.26% in the new federal states), the contribution rate for pension insurance for the working generation could be reduced by 0.3 percentage points in 2012, not least thanks to the economic upswing and has been reduced again by 0.7 percentage points as of 1 January 2013. The pension adjustment in 2013 (0.25% in the old and 3.29% in the new federal states) marked another substantial step towards approximating pensions and the current pension rate (East) has increased from about 89% to about 91.5% of the current pension rate in the old federal states.

Raising retirement age limits was the right response to demographic trends in Germany. As of 2012, the standard retirement age will be raised gradually to 67. In tandem, the age limits will increase in early old-age pensions for long-term insurees or for severely disabled persons. The increase will be complete in 2029. The Federal Labour Ministry is making various efforts to ensure that employees can remain motivated, qualified and healthy in employment until the standard pensionable age. It is also doing more to ensure greater provision for old age with occupational and private pensions.

The Federal Labour Ministry continuously monitors any systemic inequalities emerging in individual areas: In all three pillars, the concern is also to initiate intelligent and specific improvements, because there is a risk that structural economic and demographic changes could exacerbate poverty in old age. The Federal Labour Ministry seeks to take specific countermeasures here. A life's work must be worthwhile when we reach old age. It must make a difference in the pension amount whether someone has paid decades of contributions and has made provisions or not. Those who have earned little, but who have worked for a long time and/or have cared for their family and who have made additional provision for old age should be in a better financial position in future. Moreover, the Federal Labour Ministry is seeking to make specific improvements for older people in the transition to retirement by amending regulations on additional earnings (combination of employment and pension benefits) and in security for people with reduced earning capacity. It also intends to adapt the pension insurance budget for rehabilitation measures to demographic developments.

## ***7. Educational opportunities for all - educational package for socially disadvantaged children and youth***

With the educational package for claimants of social benefits, such as basic income support, social assistance, supplementary child allowance or housing benefit, the Federal Labour Ministry has decisively improved future prospects for socially disadvantaged children and youth. Education enables every individual to successfully plan his/her life and career. A high or adequate standard of education for the citizens of a state is both a prerequisite and guarantor for a creative and successful economy. Education and further training are a lifelong task and challenge for each individual, but the foundation has to be laid right at the beginning in childhood. All children must be given access to education and participation. We cannot allow poverty and exclusion to be automatically inherited from one generation to the next. The educational package for disadvantaged children and youth includes extra tuition in school and strengthening social skills through participation in music, sports and games in groups and clubs.



Federal Ministry  
of Labour and Social Affairs



## **8. Persons with disabilities**

Non-discrimination and promoting equal opportunities are essential for self-determination and the social participation of persons with disabilities and those at risk of disability. They play a central role in Federal Government's policy on this issue. The Federal Labour Ministry looks to afford numerous opportunities for participation and fulfilment, dismantle barriers and discrimination and reduce social exclusion. In close dialogue with civil society, particularly associations of persons with disabilities, it framed the Federal Government's National Action Plan to implement the UN Convention on the Rights of Persons with Disabilities.<sup>14</sup> Its measures in all walks of life and policy fields will set a development in motion towards inclusion. It is scheduled for ten years and will be systematically upgraded. Germany's policy on persons with disabilities has already set an example in many other countries. We shall keep to our goal of institutionalising the non-discrimination of persons with disabilities at all social levels and in all policy fields.



## **9. European and international framework**

Social policy is a key component of our national economic and social order, but also the long-term Europe 2020 Strategy of the European Union and is regularly addressed by the Federal Labour Ministry in multilateral relations (e.g. the group of twenty major industrialised and emerging market economies - G 20; the Asia-Europe Meeting - ASEM). At global level, it seeks to step up social dialogue and the participation of civil society.

## **10. Transparency and results monitoring - management by objectives**

Its delegation of so-called non-ministerial tasks to the Federal Office of Administration as a central service centre underscores the Federal Labour Ministry's concentration on its core remit and its concern to frame consistent and hence sustainable labour and social policy.<sup>15</sup>

Sustainable labour and social policy also needs monitoring for transparency and results. This is one of the purposes of the system of management by objectives introduced in the Federal Labour Ministry in 2010. This aligns its work more closely than before with policy priorities and sharpens its profile for carrying out sustainable policy measures.

The management by objectives system is based on medium-term development objectives and related priority measures that are updated every year (see Figure 4).

14 <http://www.bmas.de/DE/Themen/Schwerpunkte/NAP/inhalt.html>

15 Administering state aid, handling health insurance assistance, preparing business trips and travelling expense accounting as well as dealing with remuneration

Management by objectives helps the Ministry to set priorities and contributes to transparency and clarity. It provides clear guidance for personnel in the performance of their tasks and facilitates interdepartmental cooperation in the Federal Labour Ministry. Targets agreed between the Directors General and the respective competent Secretaries of State give practical shape to objectives and measures.

**Figure 4: Medium-term development objectives of the Federal Labour Ministry**



**Figure 5: Priority measures of the Federal Labour Ministry for 2012-2013**



## **11. Cooperation with constitutional bodies and other ministries**

In its work, the Federal Labour Ministry interacts in various ways with the German Federal Parliament, the Federal Council and other federal ministries. The relationship among the different actors is regulated constitutionally in the Basic Law and their mode of operation is specified in the respective rules of procedure. The ministries are subject to the Joint Rules of Procedure of the Federal Ministries, which sets out the principles for the organisation of federal ministries, their cooperation with each other and with the constitutional bodies as well as transactions with business partners. It also contains directives on collaboration in legislation/regulation.

## **12. Sustainability in legislative/regulatory procedure**

Citizens and businesses rightly demand a lean and user-friendly system of government regulation. Rolling back bureaucracy and assessing the impact of legislation/regulations can relieve their administrative burden and improve the sustainability of related procedures. Under the Act Establishing the National Regulatory Control Council in Federal Government, the costs of duties of disclosure in draft regulations/legislation of the Federal Government are estimated, as are total costs incurred to citizens, business and industry and administration by compliance. Under the Programme for Bureaucracy Reduction and Better Regulation, in due time after entry into force all major regulatory/legislative projects must be systematically assessed as to whether and to what extent the costs estimated at adoption have proven to be accurate in retrospect. The aim of this evaluation is to keep compliance costs to a minimum.

### 13. Communication and dialogue with stakeholders

The Federal Labour Ministry attaches importance to transparency and dialogue with people affected by its policies and measures. This applies first of all to the addressees of labour and social policy: These are both citizens and occupational groups and organisations that have an interest in or seek to influence the course or outcome of ministerial measures, such as trade unions, employers federations, trade associations, social insurance agencies, non-governmental organisations, churches or representatives of the scientific community. Transparency and dialogue are also a major factor in

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**News**

**"Create new opportunities on the labour market."**

New Federal Labour Minister Andrea Nahles comments on the labour market figures for December 2013.

→ [PRESS RELEASE] "Create new opportunities on the labour market."

**Ministry** | **Minister**

**The Functions of the Federal Ministry of Labour and Social Affairs**

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**Exhibition "Yes, we're open – Welcome to Germany"**

Using real-life examples, this travelling exhibition demonstrates what a welcoming culture in Germany looks like and how people from different cultural backgrounds already live and work well together as a matter of course. The exhibition will be on tour throughout Germany for two years starting April 2013. Admission is free.

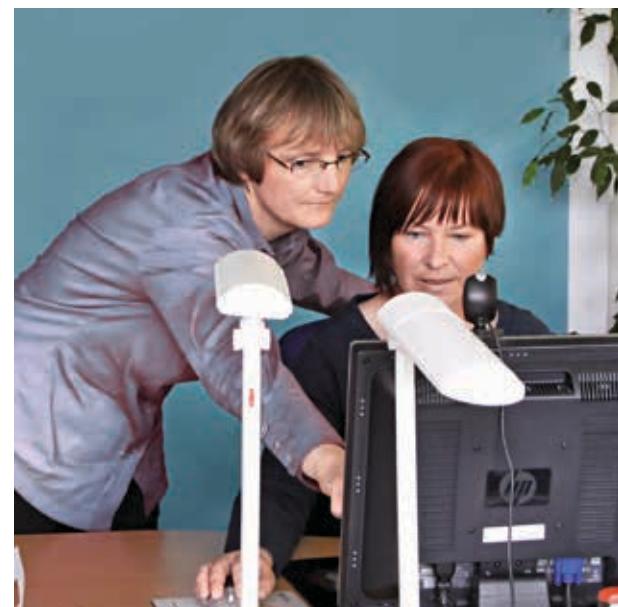
- [VIDEO] Germany welcomes skilled workers from throughout the world (de)
- The exhibition in my area
- To the website of the travelling exhibition

relations between the Federal Labour Ministry and its own employees and those in the authorities under its portfolio. Transparent procedures are also a foremost priority in its relations with suppliers and the cities of Berlin and Bonn.

An open information policy fosters confidence in the activities of the Federal Labour Ministry. Direct dialogue with interest groups familiarises them with the actual context and the basis for decisions, which prevents the Ministry from losing touch with reality. In some policy fields, working groups and advisory boards are established with various stakeholder groups. As the leading federal ministry for promoting corporate social responsibility, for example, it can only perform its task effectively, if it brings together the relevant organisations to discuss the issues (e.g. as part of the National CSR Forum).<sup>16</sup>

Current information on the activities of the Federal Labour Ministry is available on its website. Its many, largely free, publications ensure transparency and provide advice. Some 350 different titles are made available each year: booklets, data carriers and flyers as well as research reports on specific issues of labour-market and social policy. These are dispatched on request and are distributed at ministerial events or can be accessed on the Internet as pdf documents.

A helpline is available for general and special enquiries by citizens on topics such as pensions, basic income support, further training or labour law. A gesture telephone has been installed especially for hearing-impaired persons that provides information on specific topics to do with the Federal Labour Ministry in German sign language but also all government authorities under the 115 service number.



16 <http://www.csr-in-deutschland.de/csr-in-deutschland/nationales-csr-forum.html>

Once a year as part of the Federal Government event, Invitation to a State Visit, the Federal Labour Ministry opens its doors. In a varied programme with guided tours, topical activities and discussions with members of the ministerial political staff, interested members of the public can gain a tangible impression of what the Federal Labour Ministry does. A permanent exhibition with modern media informs visitors about German social history.



In-house, the Federal Labour Ministry engages in regular and close exchange with personnel on current policy issues. Via the in-house communications network, they can inform themselves in detail about projects/programmes and services. Modern forms of social networking technology are also tried out here and integrated where suitable, accounting for accessibility issues.

#### **14. Political credibility - corruption prevention**

The integrity and reliability of public employees is essential for citizens to have confidence in governance. In their administrative duties, public-sector personnel are obliged to conduct themselves with integrity and in keeping with ethical standards. Even the appearance of acting for personal gain, corrupt conduct or other morally reprehensible behaviour would undermine trust in the integrity of public administration and its ability to function properly. To guard against this, the Federal Labour Ministry and its subordinate agencies take consistent anti-corruption measures.

## Corruption prevention

The essential framework has been set out in the Federal Government Directive concerning the Prevention of Corruption in the Federal Administration of 30 July 2004. Integral components of the Directive are the Anti-Corruption Code of Conduct and the Guide for Supervisors and Senior Management. At regular intervals or where appropriate under No. 2 of the above mentioned Directive, all federal government agencies are required to ascertain particularly corruption-prone operations by means of a risk assessment. An extensive questionnaire has been designed for this. To minimise the workload for individual personnel, a largely computer-assisted method has been devised for conducting the survey drawing on a database. In a workflow, responses are assessed by the head of the organisational unit (usually a division). Depending on the findings, an appraisal must be made of how the structural and operational organisation and/or personnel assignment can be changed and what other measures need to be taken for effective anti-corruption in keeping with the Directive.

In pursuance of the above Directive, the Federal Labour Ministry has also developed a comprehensive scheme for corruption prevention and has laid down minimum standards for vulnerable fields of work. From 2008 to 2012, altogether 139 personnel of the Federal Labour Ministry were instructed in anti-corruption. In addition, new employees are regularly made aware of the issue at an introductory event.

At the end 2012, a risk assessment identified altogether 30 particularly corruption-prone areas of work in the Federal Labour Ministry. Criteria for particular vulnerability to corruption include, for example, frequent external contacts, management of larger amounts of budgetary funds or awarding public contracts, including allocating funding or grants. Particularly corruption-prone posts/workplaces amount to 219, making up 19% of the total in the Federal Labour Ministry. As a predominantly legislative ministry, its ratio is therefore in keeping with the average in comparison with other federal ministries.

An ongoing exchange of experience with the supreme courts of justice, subordinate agencies and corporations under the purview of the Federal Labour Ministry ensures a coherent approach to corruption prevention to consistent, high standards.

The Federal Government reports once a year to the Auditing Committee of the Federal German Parliament on progress in implementing the Directive.

## Sponsoring, rewards and gifts

The Federal Officials Act and the Collective Agreement for the Public Service prohibit personnel from accepting personal gifts and rewards in excess of EUR 25. Acceptance of minor non-monetary gifts under this maximum amount must be reported. Gifts of money may in no case be accepted. A leaflet issued by the Federal Labour Ministry on dealing with offers of gratuities or gifts is intended to raise awareness among employees of the need to refuse even minor presents. The leaflet also aims to make prospective 'donors' aware of this issue.

Provisions on dealing with sponsoring, donations and other gifts are stipulated in the General Administrative Regulation to Promote Activities by the Federal Government through Contributions from the Private Sector of 3 July 2003, which is supplemented by an in-house Federal Labour Ministry directive on sponsorship of 12 April 2007. This requires that approval must be issued before soliciting and accepting sponsorship payments. The Federal Labour Ministry adopts a very restrictive approach to decisions on accepting sponsorship contributions so as to pre-empt any appearance of succumbing to outside influence.



# *III. Federal Labour Ministry - leading federal ministry for main- streaming CSR*

Within the German Federal Government, the Federal Labour Ministry is tasked with implementing the National Strategy for Corporate Social Responsibility (CSR), which it drafted for adoption by the Federal Cabinet in October 2010. It does this with the CSR Action Plan. CSR denotes responsible business management: fair business practices, personnel-friendly human resource policies, economical use of natural resources, protection of the climate and environment, sincere commitment in the local community and also responsibility in the global supply chain.

The Action Plan is based on the recommendations of the National CSR Forum, a multi-stakeholder body set up by the Federal Labour Ministry at the beginning of 2009 to ensure a practical approach to the issue of CSR and broad social debate. The plan sets out the policy framework for related voluntary CSR activities by enterprises.

In December 2011, the Federal Labour Ministry held a two-day international CSR conference in Berlin, where the key topic, CSR – Made in Germany, was presented to an international public and illustrated with company presentations on the level of social and environmental standards in multinational German enterprises. Questions of corporate responsibility for human rights were discussed along with international instruments for corporate social responsibility.

In the present implementation phase, the Federal Labour Ministry is looking to forge strategic partnerships, including members of the National CSR Forum and pioneering enterprises, from among the DAX 30 companies, for example, and trade unions. The Action Plan focuses in particular on small and medium-sized enterprises (SMEs) that play a major role in Germany, accounting for more than 99% of businesses nationwide.

With the introduction of the Federal Government's CSR Award (the first competition round beginning in autumn 2012), the Federal Labour Ministry is seeking to sharpen the profile and raise the credibility of CSR and give public recognition to responsible management. The new CSR Award is based on a three-stage assessment method, adopts an overall approach and takes all fields of activity in corporate social responsibility into account.



**Figure 6: The Federal Government's CSR Award: fields of activity**

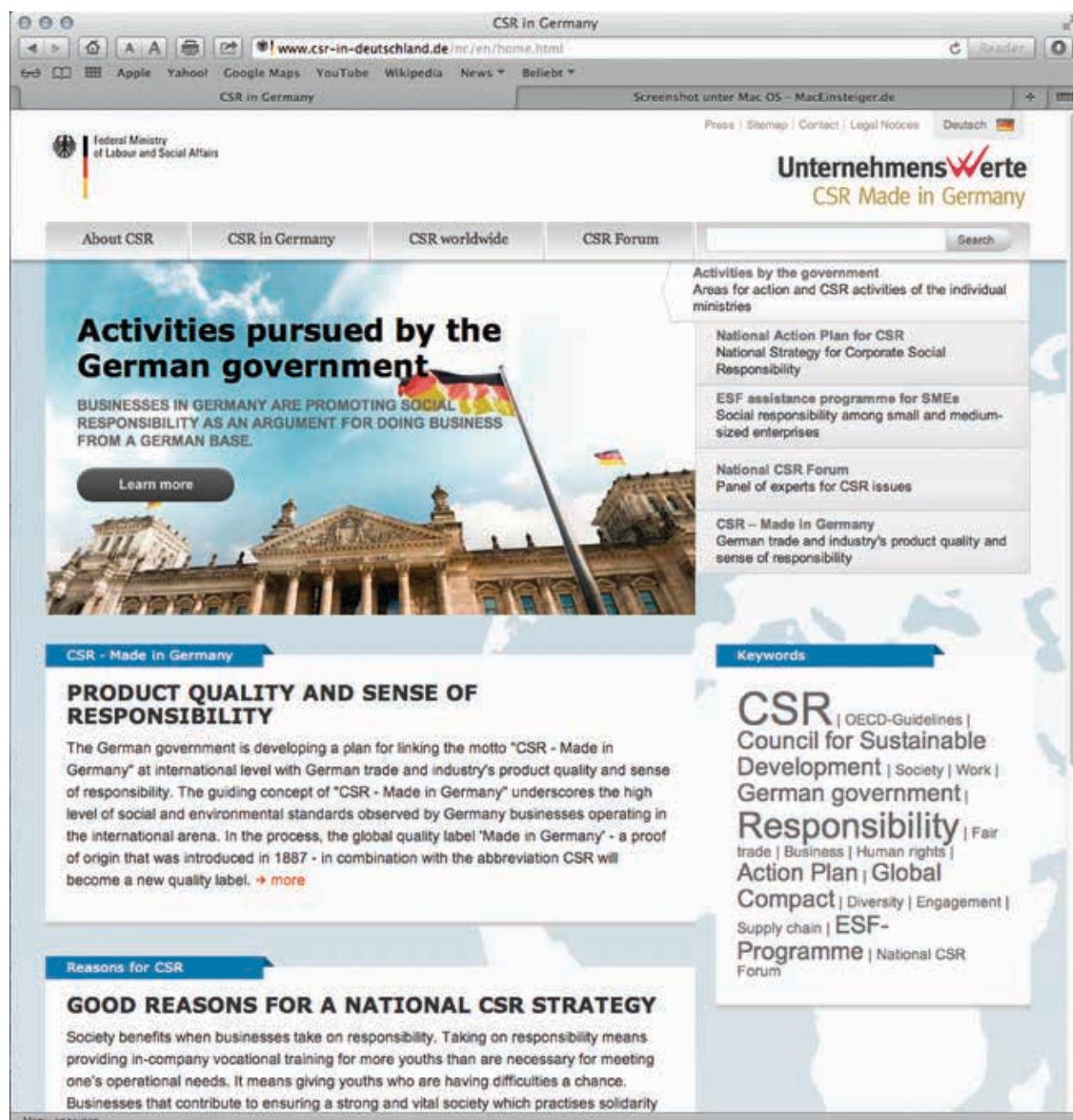


The CSR Forum also advises policymakers in the debate on national, European and international corporate social responsibility. An example of this is clarifying the position on issues to do with the obligatory disclosure of non-financial company information, as proposed by the European Commission. Another important question is how to implement the United Nations Guiding Principles on Business and Human Rights adopted in 2011 with a view to corporate social responsibility in Germany.

**Further information:**  
[www.csr-in-deutschland.de](http://www.csr-in-deutschland.de)  
[www.csr-preis-bund.de](http://www.csr-preis-bund.de)

# UnternehmensWerte

## CSR Made in Germany



The screenshot shows the homepage of the CSR in Germany website. At the top, there's a navigation bar with links for 'CSR in Germany', 'CSR worldwide', and 'CSR Forum'. Below the navigation is a large banner featuring the Reichstag building in Berlin with the German flag flying from a pole. The banner text reads: 'Activities pursued by the German government' and 'BUSINESSES IN GERMANY ARE PROMOTING SOCIAL RESPONSIBILITY AS AN ARGUMENT FOR DOING BUSINESS FROM A GERMAN BASE.' There are two call-to-action buttons: 'Learn more' and 'CSR - Made in Germany'. To the right of the banner is a sidebar with a blue header 'Activities by the government' containing links to the 'National Action Plan for CSR' and 'National Strategy for Corporate Social Responsibility'. Further down the sidebar are links to the 'ESF assistance programme for SMEs', 'National CSR Forum', and 'CSR - Made in Germany'. At the bottom of the sidebar is a section titled 'Keywords' listing various terms related to CSR and German government policy. The footer contains a link 'Reasons for CSR' and a section titled 'GOOD REASONS FOR A NATIONAL CSR STRATEGY' with a brief text about societal benefits.



## *IV. In-house commitment to sustainability and social responsibility in the Federal Labour Ministry*

## 1. Human resource management

The ability of the Ministry to perform its tasks depends heavily on the dedication and competency of its personnel. This is why human resource management in the Federal Labour Ministry does not just aim at promoting decent work as a policy issue, but also in-house. The Personnel Division in the Central Directorate General is responsible for strategic planning, implementation and steering in human resource management in the Federal Labour Ministry.

As at 31 December 2012, the Ministry employed altogether about 1,100 personnel at the Berlin and Bonn Offices. Including the authorities under its portfolio,<sup>17</sup> a total of about 184,000 personnel were employed by the Federal Labour Ministry in the various agencies with diverse offices at higher, intermediate and lower tiers. 84% of the personnel of the Federal Labour Ministry were in full-time employment and about 92% had a permanent contract. Almost 56% were civil servants. The staff ratio of women amounts to 54% and has risen slightly on previous years. At 48% in contrast, the ratio of women in full-time employment is below average, although it has also risen slightly compared with previous years.

**Table 3: Employees by office, type of employment, employment contract and status**

Number	2010			2011			2012		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>By office*</b>									
Bonn	272	292	564	265	287	552	253	280	533
Berlin	218	290	508	232	312	544	232	319	551
<b>By type of employment</b>									
Full-time employment	481	446	927	490	452	942	479	448	927
Part-time employment	21	137	158	22	151	173	21	155	176
<b>By employment contract</b>									
Permanent employment	479	542	1021	485	555	1040	469	548	1017
Fixed-term employment	23	41	64	27	48	75	31	55	86
<b>By status</b>									
Civil servant	346	248	594	352	262	614	343	273	616
Public employee	156	335	491	160	341	501	157	330	487
<b>Total</b>	<b>502</b>	<b>583</b>	<b>1085</b>	<b>512</b>	<b>603</b>	<b>1115</b>	<b>500</b>	<b>603</b>	<b>1103</b>

All data as at 31 Dec. 2012

\* Total personnel by office is not identical with total personnel, as the latter also takes into account secondments from the authority.

17 See Chapter I.3. and Fig. 2

Like all ministries, the Federal Labour Ministry must reduce staff every year for reasons of sustainable financial management. In 2012, staff was reduced by 1.9%, altogether 17 designated permanent posts in the budget and others. The unusual rise in the number of personnel in 2011 was due for the most part to the transfer of civil servants from the Federal Ministry of Finance after a change of remit.

### **Guidelines, strategy and objectives**

The main criterion for decent work is a respectful, trusting and motivating working climate. Our daily working relationships adhere to the principles of leadership and cooperation. These are:

1. We treat each other with mutual esteem, respect, attentiveness, consideration and supportiveness.
2. Good cooperation is based on mutual trust and loyalty.
3. We lead with clear objectives, understandable task assignments and distinct responsibilities.
4. We share regular feedback about our work and cooperation.
5. Regular, needs-based and reliable transfer of knowledge and information is essential for our work and cooperation.
6. We challenge and support personnel by setting clear performance expectations, affording scope for planning and decision-making and offering assistance and opportunities for further individual development and participation.
7. We are prepared to bear responsibility for leadership and for our own professional development.
8. We contribute to cooperation for solving problems - also beyond the confines of our own divisions.
9. We are prepared for changes. Actions must follow words.
10. We put the principles of leadership and cooperation into practice.

In 2009, a framework in-house employer-employee agreement was concluded on human capacity development for all the authorities under ministerial purview. Based on this, a human capacity and organisational development scheme was adopted in 2010 for the Federal Labour Ministry. A central and general aspect of the scheme is pro-family and age-appropriate organisation of work.



## Vision of the Federal Ministry of Labour and Social Affairs

### Our remit

In its work, the Federal Labour Ministry subscribes to a vision of society based on solidarity, where everyone can develop to their full abilities and bear responsibility. In the Federal Government, we are in charge of labour-market policy, labour law and occupational health and safety as well as for pensions and social security. We advocate the participation of persons with disabilities. We also pursue our policy goals in international relations, above all in Europe.

 Our vision defines how we think and act.

### Our aspirations

- We want to build a socially equitable Germany and Europe with a viable future.
- We advocate the equal participation of all in social prosperity.
- We seek to ensure good and fair working conditions.
- We want people to find employment and help them to take advantage of opportunities.
- We are committed to a just balance of social interests, economic needs and environmental concerns.

### Our standards

- We look for innovative and intelligent ideas and provide an impetus to sustainable development.
- We take people and their concerns seriously and cater for their different circumstances and interests.
- We are competent and reliable cooperation partners and engage in constructive dialogue.
- We communicate clearly so that everyone can understand us.

### Our values

- We treat each other at all levels with consideration and respect.
- We lay great store by trust, team spirit and sincerity and we share responsibility for what we do.
- We work in interaction to get results and organise our procedures in a transparent way.
- We are competent professionals and work to a high quality standard.
- We let our actions be guided by sustainability and environmental safety.

 With our competency, our experience and our commitment, we contribute to the reputation of the Federal Ministry of Labour and Social Affairs.

Other fields of activity in the scheme include in particular individual human capacity development, a greater emphasis on performance, leadership and cooperation and in-house health management. Great importance is also attached to the future development of organisational culture. A comprehensive set of measures with deadlines and responsibilities was planned for all fields of activity in 2010 and 2011 and has been successively continued since.

Moreover, in March 2010 a working group for all agencies under ministerial purview examined the issues of combining work and family commitments and demographic trends. Ongoing and planned projects/programmes of the individual agencies were clarified and bundled, general fields of activity discussed and related recommendations made. The recommendations from this working group were adopted in 2012 in an in-house framework employer-employee agreement on human capacity development and culminated in an operationalised field of activity for pro-family, age-appropriate, inclusive and flexible organisation of work.

## ***2. Equal opportunities and diversity***

The General Equal Treatment Act provides comprehensive protection for employees against discrimination at the workplace: Discrimination on grounds of race, ethnic origin, gender, religion or ideological beliefs, disability, age or sexual identity shall be prevented or eliminated. The act accords employees legal rights and a right to make complaints to their employer, if he infringes statutory provisions. The Personnel Division is the central contact point in the Federal Labour Ministry and is in charge of questions and complaints.

Promoting and overseeing the enforcement of the General Equal Treatment Act and also the Federal Gender Equality Act in all agencies is the task of the gender equity officer. He/She belongs to personnel management and is involved in all of the agency's personnel, organisational and social measures to do with gender equality, combining work and family commitments and protection against sexual harassment at the workplace. This also includes providing advice and support in individual cases.

It is the joint task of the administration and personnel representatives to guarantee equal treatment and prevent disadvantages or discrimination of any kind in individual personnel measures and also in decisions and regulations concerning the Federal Ministry as a whole.

In addition, the Federal Labour Ministry seeks to actively promote equal opportunities and diversity in-house. This is why it signed the Diversity Charter in 2007, a nation-wide initiative for promoting diversity in companies and administrative authorities. The Federal Labour Ministry is thus committed to showing the equal respect for the work of every staff member and provide the same opportunities for advancement – regardless of age, gender, disability, sexual orientation, religion and belief, ethnic origin or nationality.

In particular, the Federal Labour Ministry is committed to helping disadvantaged groups, such as women (see Chapter IV.4 on combining work and family commitments), older employees and persons with disabilities. Also with a view to the ageing work-force, the Federal Labour Ministry sees the creation of an attractive and age-appropriate working climate as a good way to retain or attract personnel.

A tangible measure of equal opportunities for women is their ratio in leading positions in the Ministry. The Federal Labour Ministry has set itself the target of successively increasing this ratio and is on the right path: As of 31 Dec. 2012, about 31% of leading positions (head of division upwards) were occupied by women. This puts the Federal Labour Ministry slightly above the 29% ministerial average in the Federal Government. In the ministerial leadership (Minister and Parliamentary State Secretaries and State Secretaries), the ratio amounts to as much as 40%. According to a Kienbaum study,<sup>18</sup> the Federal Labour Ministry conducts most measures for promoting women in

<sup>18</sup> Kienbaum Berlin, Women-Power-Government, a study on the ratio of women in leading positions in the Federal Government 2012, Berlin, 15 May 2012 (Kienbaum Study)

the Federal Government. These include flexible working-time and workplace schemes, child care facilities, special services during parental leave, promotion of networks and further and executive training especially for women.

**Table 4: Employees in parental leave**

	2010	2011	2012
Total (number)	24	23	24
Ratio of female personnel (in %)	95.8	91.3	91.7

All data as at 31 Dec. 2012

To be adequately responsive to the concerns of employees of immigrant origin, the Federal Labour Ministry also takes part in the national dialogue forum on immigrants in public service.

### ***3. Inclusion of persons with disabilities***

Due to its policy remit, the employment of severely disabled persons is a special obligation of the Federal Labour Ministry. In future also, it is committed to occupying at least 8% of posts with severely disabled persons, beyond the statutory quota. At an average employment rate of about 11%, this voluntary target was surpassed in the reporting period.

The leadership of the Federal Labour Ministry has concluded an inclusion agreement with the Spokesperson for Severely Disabled Employees, which contains special regulations on their treatment. It will raise awareness particularly among those responsible for personnel of the needs of severely disabled persons in all fields of work. Severely disabled persons are generally invited to recruitment procedures and when filling new vacancies an appraisal is made of whether these can be occupied by persons with disabilities, provided they are equally suitable and qualified. The Spokesperson for Severely Disabled Employees is consulted.

Barrier-free access is assured on all premises of the Federal Labour Ministry and employees with disabilities are provided with IT equipment to meet their needs.



To emulate and upgrade the implementation of the UN Convention on Persons with Disabilities and the National Action Plan, in collaboration with the General Spokesperson and Spokesperson for Severely Disabled Employees the Federal Labour Ministry has initiated its own action plan. This will underscore and breathe life into the paradigm shift in policy on persons with disabilities away from integration towards inclusion - in the Federal Labour Ministry as well. For example, lifts at the Berlin Office and a new lift as part of a renovation measure at the Bonn Office have been fitted with barrier-free control panels, including Braille. For barrier-free access, corridor and connecting doors are being retrofitted and equipped with automatic door-openers. The Federal Labour Ministry also plans to develop a barrier-free information and guidance system by the end of 2013. As an initial measure, doorplates and business cards will be engraved with Braille. In two buildings at the Bonn Office, the room numbers on the doorplates bear Braille and symbols.

**Table 5: Employment of severely disabled persons**

In %	2009	2010	2011	2012
Ratio of severely disabled employees	11.5	10.0	10.9	10.6

All data as at 31 Dec. 2012

#### **4. Combining work and family commitments**

Pro-family organisation of the work environment is an increasingly important issue: With specific measures, the Federal Labour Ministry can shorten absence due to family commitments, do much to improve occupational opportunities for women in particular and enhance its attractiveness as an employer.

Pro-family working-time arrangements, such as alternating telework, flexitime, scope for part-time work and crediting more working hours during official trips of part-time employees are a matter of course in the Federal Labour Ministry. In a new in-house employer/employee agreement on telework and mobile work, it has also introduced ad-hoc telework. When they have to cope with unforeseen needs (such as child care, caring for family members), personnel can perform work at home at short notice.

As part of the government programme, Transparent and Networked-based Administration, as of 2011 the Federal Labour Ministry takes part in a pilot project for long-term working time accounts. Under a voluntary agreement, employees can save up working hours over a period of up to three years. The time credit can be redeemed for

longer phases of paid leave to meet family commitments, for further training or to recover from the strains of a peak workload.

At both its offices, the Federal Labour Ministry has set up care facilities for children of personnel. For regular child care, places in the child day-care centre in the Ministry of Defence are available to employees at the Bonn Office. For lack of capacities in the vicinity of the Federal Labour Ministry, a mini day-care centre was set up in the Berlin Office building in October 2010 for children aged eight weeks to three years. It is run by a day-care provider located nearby. If the capacities of the mini day-care centre are not put to full use, the vacant places are also allocated to children of parents outside the Federal Labour Ministry. Employees can also make use of special parent-child rooms, if care facilities are unavailable.

Personnel can obtain advice and support from a competent family support service provider for questions of child care and persons in need of assistance and long-term care. These facilities also help in returning to work after parental leave. The Federal Labour Ministry is keenly interested in providing employees with ways to shorten their absence from work, retain their professional competency and make use of the social and organisational abilities gained.





In 2008, the Federal Labour Ministry and all the agencies under its direct portfolio took part for the first time in the Work and Family Audit<sup>19</sup> and obtained a certification for three years. As part of this procedure, supplementary measures have been devised to foster a pro-family personnel policy. These include raising awareness among executive personnel of their staff's family obligations.

Caring for family members is an increasingly relevant issue, as also evident from the growing demand for advisory and support services for relatives of persons in need of assistance and long-term care. As part of the re-auditing procedure, 14 objectives were agreed on to be achieved by 2014. Some, such as lectures on private provisions for old age and information on caring for family members, have already taken practical shape. Other specific information packages on organising working time and leave of absence are presently in preparation.

Though to a much lesser extent, male personnel are also opting for parental leave (2012: approx. 8%).

## **5. Human capacity development**

The aim of human capacity development in the Federal Labour Ministry is to identify the performance and learning potential of employees and help them to cope with current and future challenges in their tasks and development. It should offer them assignments in keeping with their abilities, point out individual scope for development, lay the foundation for motivated and dedicated work in a respectful, open and trusting working climate and foster their identification with their place of work.

### **Regular dialogue between executive personnel and their staff**

Major instruments of human capacity development are discussions with personnel. These include the annual interview for almost all employees and the performance evaluation every three years. The talks between staff and executive personnel and the assessment help to identify potential and ascertain further training needs. Based on this, performance-based or personal development goals are agreed and further training measures initiated. Statutory provisions set limits on the supervisor in assessments and performance-based remuneration, so that some staff are not in agreement with the envisaged leadership tools in the Federal Labour Ministry.

<sup>19</sup> See brief profile, Work and Family Audit in Annex 4

## Developing executive personnel

To support executive personnel in their role and to continuously maximise and maintain leadership abilities, a number of measures are conducted in executive personnel development at different levels:

At individual level, new executives undergo obligatory further training on professional leadership, as a precondition for final appointment. Individual further training is provided for executives with long-standing experience to continually refresh and upgrade their leadership abilities. Executive personnel are given additional support when needed with a mentor system or individual coaching. In addition, in-house instruction is given on applying leadership tools or on selected issues, such as addiction, leadership and health as well as pro-family and age-appropriate organisation of work.

At organisational unit level as of 2009, an executive feedback is held every three years. The aim is to give executives the opportunity to compare their assessment of their own leadership style with the perceptions of staff, who in turn can exert influence on the leadership style of their immediate superiors and on cooperation in the team and to engage in a candid team dialogue on this. Organisational units can also be supported with team coaching to improve cooperation.

As of 2009, interdepartmental workshops are organised for executive personnel. Based on the principles for leadership and cooperation, these thematic events enable them to engage in regular substantive discussion on individual principles, reflect on their own leadership style, exchange experience and improve networking among each other. To advance exchange and networking, regular discussion events are also held where they can inform themselves about current priority measures in-house, work progress and programmes/project and to engage in discussions on technical issues.

## Further training

Further training courses range from in-service professional training and executive personnel development to imparting knowledge about European integration and international cooperation to modernising administration. These are coordinated by the Federal Academy of Public Administration, an interministerial federal further training institution.

Personnel completed 370 further training measures in 2012, which amounts to 2.4 further training days a year. Compared with 2008, the number of further training measures has risen by 1.5% and the number of further training days for each employee by 20%. Further training comprises measures for all service classes. They are being successively expanded for the ordinary and intermediate service and are in increasing demand by the relevant employees.

**Table 6: Further training in the Federal Labour Ministry**

	2008	2009	2010	2011	2012
Further training measures (number)	365	397	346	393	370
Further training per employee (days)	2	2.4	2.3	2.6	2.4

All data as at 31 Dec. 2012

In June 2013, the Federal Labour Ministry concluded an in-house agreement with the Personnel Council on a further training scheme for its employees. Minimum standards have been defined for this in keeping with the precept of lifelong learning. A priority of this agreement is to promote executive personnel, with in-house seminars and individual coaching, for example. Efforts will also be stepped up to upgrade the abilities of older employees and personnel in ordinary and intermediate service. Depending on service class and duration of employment in the Federal Labour Ministry, the various further training modules will be made mandatory. The aim is for all employees in the Ministry to undergo at least one in-service further training course per calendar year and 12 days of further training over a period of three calendar years. The in-house employer-employee agreement also comprises measures for assuring knowledge transfer and educational controlling. The purpose of this is to measure the outcomes and effectively plan future further training measures. Further training activities are documented in an annual report.

### **Professional advancement**

Professional advancement makes a decisive contribution to the motivation of experienced and efficient personnel. Under the Federal Regulation on Careers and Promotion of Public Officials, personnel are regularly promoted to higher intermediate and higher administrative service after successful completion of a selection procedure and by obtaining a higher education qualification. A scheme for inter-service advancement in the Federal Labour Ministry has been drawn up by the Personnel Management Division. This applies for both civil servants and public employees and also provides for mobility among the service tiers.

### **Working and learning in networks**

A key instrument of human capacity development in the Federal Labour Ministry is working and learning in networks. With currently approx. 100 members, the junior personnel network is aimed at all newly recruited personnel in the higher intermediate and higher service to specifically support them at the beginning of their professional career in the Federal Labour Ministry. The 1.5-year qualification programme is made up of some 10 events. These impart both social and methodological competencies (e.g. self-management and time management, professional presentation, specialist topics) and also group skills (e.g. team development, conflict management, stress management). After completion of the programme, the junior personnel can join the alumni network. The executive personnel network, which presently comprises about 80 participants, aims in particular at interdepartmental and cross-hierarchical networking and improving communication and cooperation. In 2012, a network was also

initiated for the intermediate service, which aims at promoting interdepartmental and interlocational communication and cooperation.

A major network component is also the mentor system. Experienced staff and executive personnel of the Federal Labour Ministry support and advise newcomers and newly appointed executives at the beginning of their duties in the Ministry or their new leadership function.

### Promoting junior skilled personnel

The Federal Labour Ministry promotes junior skilled personnel and offers eight different approved training occupations. These include three administrative occupations (specialist in office communication, specialist in media and information services/ specialising in librarianship and public administration clerk with a dual qualification) and five Chamber of Industry and Commerce occupations (information technology specialist/specialising in system integration, cook, digital media designer and print designer and technician as well as media technology for print and print processing).

As of 15 October 2012, the Federal Labour Ministry had 52 trainees, putting the trainee ratio at 9.72%, i.e. the number of employed trainees in relation to the total number of socially-insured employees.

**Table 7: New training contracts in the Federal Labour Ministry**

Number	2008	2009	2010	2011	2012
Female trainees	12	19	13	14	7
Male trainees	3	1	11	5	4

To continue to improve training, the administration concluded an in-house agreement with the Personnel Council on developing training in the Federal Labour Ministry. The aims of this agreement included raising the quality of training and accounting for the precept of supporting and challenging trainees. These include in particular training assistance, stays abroad and additional qualifications. Regular trainee surveys and training of trainers will help upgrade the quality of training.

The Federal Labour Ministry supports young people in the transition from school to employment and points them in new directions for their occupational future. In campaigns such as the Girls and Boys Day, it gives interested girls and boys an insight into its work. Here, the girls are introduced to typical male and the boys to typical female occupations. In 2011, the Girls Day was enlarged by a Boys Day. The girls familiarise themselves with tasks in system administration, internet editing, craftwork and the library, while the boys can get to know the kitchen, the services sector and the child day-care centre of the Federal Labour Ministry.

## ***6. Remuneration and provision for old age***

Employee pay in the Federal Labour Ministry is made up of a basic salary and performance-based remuneration components introduced in 2007 for public employees under collective pay agreements and in 2009 for civil servants.

Performance-based remuneration earmarked for public employees under collective pay agreements amounts to 1% of monthly pay of the previous calendar year. For civil servants, a budget is available amounting to 1% of total expenditures on the A pay scale of the previous calendar year. Of this, 0.3% is financed by the Federal Ministry of the Interior and the difference is made up by the Federal Labour Ministry. In the service period from 2011 to 2012, depending on service class and department, the average amount of performance bonus for public employees under collective pay agreements ranged between EUR 236.81 to EUR 546.72 and for civil servants between EUR 1,301.79 and EUR 1,795.45. This difference between the service status groups is due to the various different statutory provisions that confine the participation of civil servants in bonus awards to outstanding performance, whereas the employees under collective pay agreements are already eligible for a performance that meets normal requirements.

Performance-based remuneration will have a beneficial impact on the culture of cooperation and leadership in the Federal Labour Ministry, as the related regular annual feedback process in staff consultations will ensure ongoing communication between staff and executive personnel on tasks, performance, expectations, cooperation and human capacity development.

Awarding performance bonuses is evaluated each year by department, gender, service class and working time models (full time/part-time employment) and communicated as information by the Gender Equity Officer via the Intranet of the Federal Labour Ministry. For reasons of data protection, personnel are grouped to ensure anonymised information. In the service period from 2011 to 2012, men received bonuses more frequently than women (38.9% of male and 27.2% of female civil servants were singled out). Also notable is a relatively large increase in the award ratio among part-time staff in comparison with the previous service period, although still smaller than for full-time personnel: The participation rate in 2011/2012 amounts to 21% compared with 35% among full-time staff as opposed to 15% and 39% respectively in the 2010/2011 period. For public employees under a collective pay agreement, this difference is not measured by the participation rate, but by average performance points (part-time employees allotted an average of 13.96 points and full-time employees 14.33 points on average).

Different pay for women and men is ruled out by law or under collective pay agreements.

Old-age pensions for the employees of the Federal Labour Ministry is regulated by law (Federal Civil Servants Pensions Act) for civil servants and for public employees under collective pay agreements by pension insurance law and additionally by collective bargaining agreements.

As of 2012, organised in cooperation with German Pension Insurance, the Federal Labour Ministry provides its personnel with impartial, free and non-proprietary information and advice on issues of provision for old age.

## 7. Health management

Preserving, restoring and improving the health of all employees are important both for the in-house working climate and the effectiveness and productivity of work in the Federal Labour Ministry. Great importance is attached in the Ministry to safeguarding employees against work accidents, occupational diseases and workplace health hazards in keeping with the comprehensive provisions of the Occupational Safety and Health Act and Social Code VII and to comprehensive health promotion.

The introduction of systematic occupational health management will bring the Federal Labour Ministry a decisive step forward. The aim is to foster an in-house culture for preserving and promoting the health of personnel. Strengthening the personal resources of personnel will make a sustainable contribution to securing a high quality of work and the future viability of the Federal Labour Ministry.

In October 2012, the newly established Occupational Health Management Steering Committee commenced work under the chairmanship of the Central Director General. Its task is to define specific goals and strategies so as to plan and then also evaluate practical measures. First of all, the current situation must be assessed. All relevant available data on health and personnel will be compiled and evaluated. This occupational health management procedure in the Federal Labour Ministry will be supported by the competent Federal Accident Insurance Fund.

Mental health at the workplace is also proving to be a great challenge for the Federal Labour Ministry and will be taken into special account in occupational health management.



## 8. Occupational health and safety

Occupational health and safety is coordinated by the responsible employer representative in the Central Directorate General. He/She is supported at the Bonn and Berlin Offices by the respective officer for occupational safety and the Occupational Safety and Health Committee, which meets once a quarter. The committee is in charge of all employees in the Federal Labour Ministry.

The main occupational health and safety activities in the Federal Labour Ministry are the annual workplace hazards assessment, the instruction of all employees on occupational health and safety regulations via an e-learning programme, the work of the occupational health service as well as staff and social counselling, the organisation of effective first aid and suitable preventive measures.

Despite these precautionary measures, altogether 19 accidents occurred in 2012, including 15 at work and in service and 4 on the way to or from work, with no fatalities. In all, this resulted in 2012 in 627 days of absence due to accidents.

**Table 8: Accidents and days of absence**

Number	2008	2009	2010	2011	2012
Accidents at work	13	13	24	11	10
of which on the way to or from work	9	11	7	7	6
In-service accidents	5	3	4	17	8
of which on the way to or from work	2	2	3	11	4
<b>Total occupational accidents</b>	<b>7</b>	<b>3</b>	<b>17</b>	<b>10</b>	<b>8</b>
<b>Total on the way to or from work</b>	<b>11</b>	<b>13</b>	<b>10</b>	<b>18</b>	<b>10</b>
<b>Total accidents</b>	<b>18</b>	<b>16</b>	<b>27</b>	<b>28</b>	<b>18</b>
<b>Total days of absence</b>	<b>365</b>	<b>5</b>	<b>390</b>	<b>147</b>	<b>627</b>

All data as at 31 Dec. 2012

Preventive measures in occupational health and safety in the Federal Labour Ministry include an ergonomic workplace. The aim of the Federal Labour Ministry is to fit out all offices with desks with electrically height adjustment to prevent repetitive strain injury. About 70% of office workplaces are already equipped with these.

The Federal Labour Ministry provides extensive staff and social counselling. This is available to personnel and their family members. It assists in personal or family difficulties, illness and reintegration after longer sick leave, financial problems, addictions and dependencies as well as with mental illness. The counselling service is also available to help in conflicts at the workplace and especially for executive personnel in social and health issues or to mediate in disputes.

Mental illness also appears to be on the increase in the Federal Labour Ministry, as indicated by the increased demand for staff and social counselling and responses to staff surveys. At the end of 2011, a decision was taken to devote more attention to this issue and to task a working group to assess the situation and propose measures.

Drawing on the ideas developed by the Joint German Occupational Safety and Health Initiative 2012 under the leadership of the Federal Labour Ministry and the expertise of the Federal Institute for Occupational Safety and Health, new approaches are also being appraised for the prevention of mental strain in the Ministry itself. Reference will also be made to good practices in other enterprises and administrative agencies under the New Quality of Work Initiative.

Employees with medical problems due to work can approach the occupational health service and inform themselves during health days and in regular courses of lectures about various health issues, such as addiction prevention, exercise and diet, stress and burnout or heart attacks.

### **In-house disability management**

In 2007, the Federal Labour Ministry issued a Guide on In-house Disability Management agreed on with the Personnel Council under Section 84(2) of Social Code IX. All employees who have a record of more than 42 sick days a year are offered numerous forms of assistance and support for reintegration. Acceptance is voluntary. An evaluation of the disability management procedure is planned.

### **Preventive health promotion**

To respond to progressive changes in the conditions of life and work and longer working life, there is a need to expand preventive health promotion. This aims at reducing strains on employees and improving work satisfaction, health and well-being.

Major facilities provided by the Federal Labour Ministry for employees are:

- In-house fitness rooms and gyms that can also be used in the mid-day break
- Individual fitness advice
- Special courses, such as back exercises and cardio-vascular and endurance training
- Medical massage
- Stress management courses
- Further training in addiction prevention

All courses and measures are conducted by qualified, external service providers. They also support the reintegration of personnel previously unfit for work or service.

The Federal Labour Ministry looks to motivate employees to engage in sporting activities in their leisure time. Every year, for example, it takes active part in Bonn and Berlin in sporting events, such as company runs and team relays. Under cooperation arrangements, the employees can make use of various sports amenities in other ministries. The Berlin Office also supports an in-house beach volleyball group. The Ministry explicitly encourages staff to have fun with sports without the pressure of competition and experience team spirit outside the confines of everyday work.

## ***9. Personnel satisfaction, participation and ideas management***

### **Staff surveys**

Every three years, the Federal Labour Ministry and the four agencies under its direct portfolio<sup>20</sup> conduct a staff survey to ascertain how far the Ministry has been able to put the principle of decent work into practice and whether changes need to be made. The survey is conducted by an external company.

The first survey was designed in 2008 by a working group made up of members of personnel representation bodies and the administrations of the participant agencies. In response to the survey findings, the current measures in personnel and organisational development were reappraised and specific new measures planned. The effectiveness of these improvement measures is presently under evaluation.

The survey attested the Federal Labour Ministry some outstanding strongpoints. For example, staff firmly identify with the Ministry, are very dedicated and take a very favourable view of the general arrangements (scope for further training and development, equipment with working aids, measures for health promotion, flexible working hours). Less satisfaction was voiced under the headings 'pride' and 'team spirit'. In socio-demographic terms, the higher intermediate and higher administrative service are more critical than the intermediate service and particularly the heads of divisions - contrary to the usual trend - are on average less satisfied than employees without an executive function. Women were slightly more critical than men. In collating survey findings, besides improving communication across divisions, directorates and sectors and systematising personnel development, mental health (reduction of strain and stress) and the promotion of women and older employees were identified as particular fields of future activity.

The survey findings are an important source of information for a variety of assessment, evaluation and improvement procedures in human capacity development (e.g. upgrading executive personnel feedback, evaluation of the in-house employer/employee framework agreement on personnel, specific motivation of female junior

<sup>20</sup> See Chapter I.3 and Fig. 2

personnel by the Minister) or indicate the need to undertake new priority fields of activity (e.g. mental health).

In March 2012, the Federal Labour Ministry, the Federal Office of Administration, the Federal Institute for Occupational Safety and Health, the Federal Labour Court and the Federal Social Court agreed on three priority issues to be specifically addressed in the respective agencies: mental health and the promotion of women and older employees.

### **Ideas management**

As part of the ideas management practised in the Federal Labour Ministry, personnel can submit specific proposals for improving in-house working conditions and operations. The creative ideas of staff should aim at raising efficiency, performance and work satisfaction in the Ministry. If the proposed improvements are carried out the contribution of personnel is rewarded with a monetary bonus. These can also be granted for improvement suggestions that are not carried out in appreciation of staff dedication. Most proposed improvements have to do with in-house operations and working conditions. Proposals that result in a measurable economic benefit are the exception. The average bonus amounts to EUR 250. The largest bonus till now amounting to EUR 5,000 was granted for cost savings in the printing office. The annual report on ideas management also informs personnel about the ideas submitted and those singled out for a bonus award.

### **10. Personnel representatives**

Elected every four years, the Personnel Council is the representative body of all employees in the Ministry. Civil servant and public employee groups are represented proportionate to their share in the total workforce. At the semi-annual staff meetings in Berlin and Bonn, the employees obtain information and voice their opinions. The main task of the Personnel Council is to cooperate in framing specific working conditions by concluding in-house employer/employee agreements, on flexible working hours or occupational further training, for example, and in individual personnel measures, such as recruitment or upgrading and promotion

The Gender Equity Officer is tasked with promoting equal treatment of women and men and eliminating current and preventing future discrimination. Both women and men make active use of this facility, particularly on the issue of combining work and family commitments. Besides advisory services, one of the Gender Equity Officer's initiatives has been to instigate further training measures for women.

The Spokesperson for Severely Disabled Employees promotes their assimilation into the Federal Labour Ministry, represents their interests and assists them with advice and help.

The Federal Labour Ministry's intranet provides an ongoing platform for trade unions and listed candidates as well as the above-cited representatives to inform employees about their work.

## ***11. Critical review of tasks/Improving in-house procedures***

To ensure the sustainable performance of tasks, the Federal Labour Ministry has subjected them to a critical review along with organisational issues. For the most part, this is aimed at the viable future deployment of available human resources to be able to perform ongoing and future tasks of the Federal Labour Ministry in the best way under changing conditions. All in-house tasks were put to the test by personnel, appraising both purpose and execution. This meant that for each of approx. 3,000 individual tasks the question was asked: Does the Ministry still have to perform this task? If so: Can it possibly be downscaled or made more efficient? Over 1,300 proposals for maximising efficiency were made in the course of this procedure, which will now be carried out in a systematic way. This will ensure that the Federal Labour Ministry will be able to continue to perform its tasks in the best way in future and harness its own scope for improvement.

To maximise the efficacy of operations and to improve knowledge management in the Federal Labour Ministry, personnel expertise and related procedures (business processes) will be documented in-house and made available for the information of employees. Possible tools are electronic division manuals and a process portal or library. These are already applied in selected areas of the Federal Labour Ministry or are in preparation. The aim for the future is to further expand in-house business process management.



# *V. In-house environmental management in the Federal Labour Ministry*

## **1. Sustainable administrative governance – planned measures**

Overall, the services of the Federal Labour Ministry do not have major environmental impacts. It can exert influence by saving energy and office material in daily administrative operations and procuring environmentally safe materials. Environmental management in the Federal Labour Ministry concentrates on implementing the Sustainability Action Programme for Administrative Governance (as adopted by the State Secretaries Committee for Sustainable Development on 6 December 2010). The action programme is to be implemented in the ministries in keeping with budget finances and with a view to the efficient and economical use of resources.

Sustainability in administrative governance entails the following measures:

1. Designing federal buildings to meet the requirements of the Sustainable Construction Assessment System
2. Halving the CO<sub>2</sub> emissions of the Federal Government, including the agencies under ministerial portfolios, by 2020 as compared with 1990
3. Expanding renewable energy use (heat supply) in federal buildings
4. Preparing an energy-efficiency rehabilitation roadmap for all existing federal buildings
5. Voluntarily introducing energy/environmental management systems for reducing energy and resource consumption in federal properties
6. Reinforcing sustainable public procurement, also by setting high standards for individual product specifications and taking supplementary measures
7. Gradually switching power supply for federal ministerial buildings to green electricity
8. Stepping up cooperation with the federal states for sustainable procurement; appraising the establishment of a platform and an infopoint for sustainable procurement
9. Further reducing CO<sub>2</sub> emissions due to transport and trips between locations (particularly journeys to work, official trips)
10. Taking greater account of sustainability criteria when organising events of federal ministries and subordinate authorities
11. Further improving conditions for combining work, family and/or care commitments
12. Reviewing the programme after four years

## **2. Sustainable construction**

Federal buildings must be designed to meet the requirements of the Sustainable Construction Assessment System. The Federal Ministry of Transport, Building and Urban Development has developed a guideline for this called Sustainable Construction. It sets out binding minimum specifications for new buildings. A basic yardstick is the Silver Standard which requires an overall rating of at least 65% of specifications met. The aim is to plan new buildings for maximum sustainability.

## **3. Energy-efficient buildings, IT and vehicles**

The Federal Labour Ministry needs energy to run its buildings. This includes thermal energy for heating and hot water and electric power for lighting, information technology (IT), ventilation and cooling.

At its Berlin Office building in 2012, the Federal Labour Ministry consumed a total of 4,782,158 kWh in energy.

The energy demand of individual office buildings and the resultant CO<sub>2</sub> emissions at the Bonn Office cannot be ascertained at present, because as the estate and facilities manager the Federal Labour Ministry supplies the entire premises with energy, including the buildings of the Federal Ministry for Food, Agriculture and Consumer Protection and the Federal Ministry of Health. To be able to monitor efficiency targets, the Federal Labour Ministry plans to record and evaluate energy consumption in all office buildings by installing additional measuring devices by the end of 2013.

**Table 8: Energy demand and CO<sub>2</sub> emissions (Berlin Office)**

	2008	2009	2010	2011	2012
<b>Energy demand (in kWh )</b>					
Thermal energy	3,165,195	2,126,318	3,214,900	2,459,512	2,654,658
Electricity	1,906,339	2,062,913	2,272,600	2,094,000	2,127,500
<b>Total</b>	<b>5,605</b>	<b>5,419</b>	<b>6,986</b>	<b>5,065</b>	<b>5,939</b>
<b>CO2 emissions (in t)</b>					
from thermal energy	513.4	321.7	498.3	360.1	n/a*
from electricity	1,292.5	1,323.6	1,438.6	1,338.1	n/a*
<b>Total</b>	<b>523,292</b>	<b>335,323</b>	<b>508,438</b>	<b>363,338</b>	<b>n/a*</b>

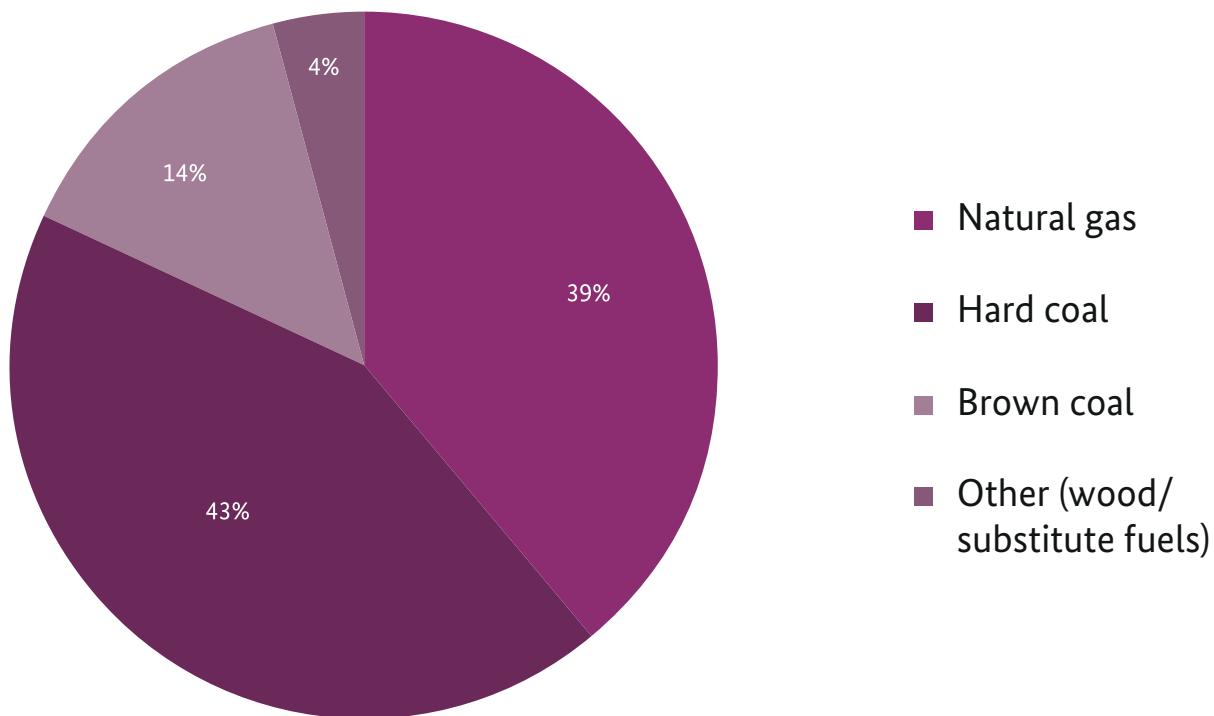
\*n/a = not available (due for publication in mid-fourth quarter of 2013)

### CO<sub>2</sub> emission factors of suppliers used for calculation:

In CO <sub>2</sub> , g/kWh	2008	2009	2010	2011	2012
Heat	162.2	151.3	155.0	146.4	n/a
Electricity					
Mohrenstr. 62	678	644.2	633	639	n/a
Mauerstr. 45	678	639	633	639	n/a

Table 10: Energy demand breakdown of the Federal Labour Ministry (Berlin Office)

### Thermal energy in 2012



Source: Information of external supplier

### Electricity

in %	2009	2010	2011	Q1	2012 Q2
Nuclear energy	12.0	18.0	14.7	n/a*	n/a*
Coal		51.1	50.4	n/a*	n/a*
Natural gas	66.0	12.0	11.8	n/a*	n/a*
Other fossil fuels		0.4	0.5	n/a*	n/a*
Renewable energy	22.0	16.6	20.2	n/a*	n/a*
Other renewable energy		1.9	2.4	n/a*	n/a*

Source: Information from external provider

n/a = not available

In Q2 2012, power supply was switched to green electricity.

\* Breakdown will be available in November 2013

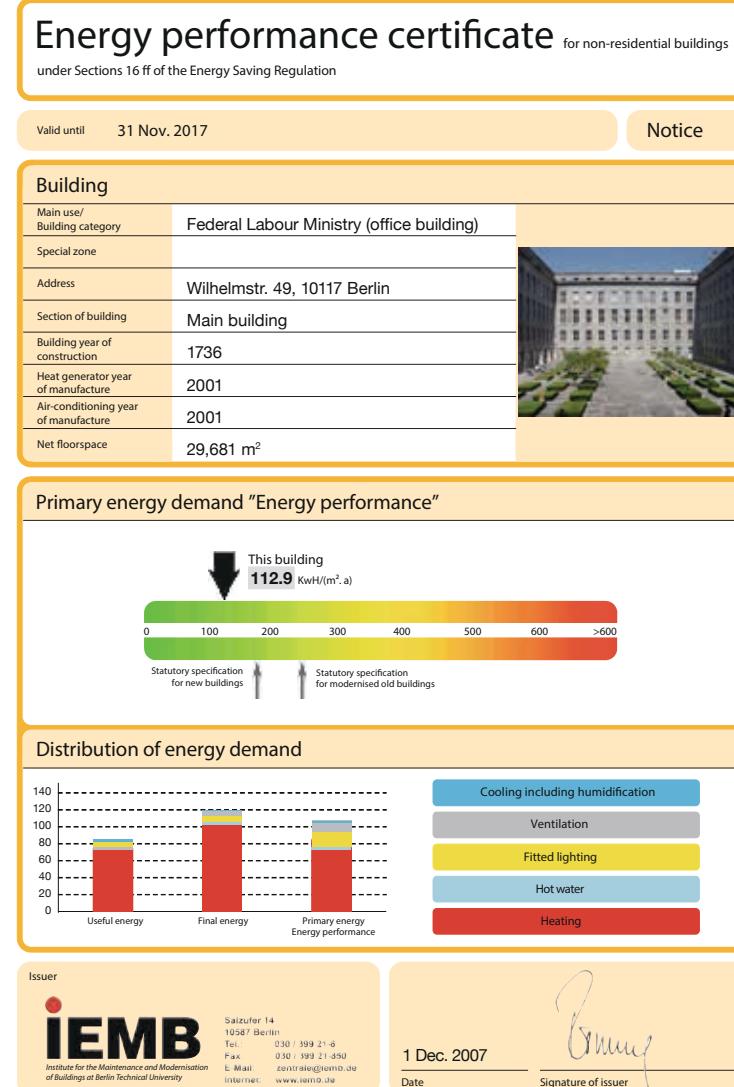
## Energy-efficient facility management

The energy efficiency of buildings is a major factor in in-house environmental management. A large part of the energy is used for lighting and heating the buildings. All buildings at the Berlin Office were already attested good energy efficiency in 2007 by the Institute for the Maintenance and Modernisation of Buildings at Berlin Technical University. The energy performance certificates show that all buildings, including the modernised old buildings, keep well below the requirements of the Regulation on Energy Saving in New Buildings.

As a result of a study commissioned for the further improvement of building efficiency, an initial measure was carried out to insulate the top floor in Mohrenstr. 62. The intention is to carry out the other proposed improvements in ventilation and air conditioning by the end of 2013 in close cooperation with the Federal Office for Building and Regional Planning and the Institute for Federal Real Estate.

The buildings at the Bonn Office - a former barracks with an office extension added in the 60s and 90s making up a single premises - are energy-efficient. The existing building has also been issued with energy performance certificates. The whole property is supplied from district heating and power/heat cogeneration.

Despite the already good energy-efficiency performance of its buildings, the Federal Labour Ministry is aiming to make further improvements. For the whole property in Bonn, the Federal Office for Building and Regional Planning drafted an energy scheme in 2007 to improve the energy-efficiency of the buildings. The main measures include insulating roofs, replacing windows and lighting and modernising ventilators and air conditioners. As part of the Economic Stimulus Package II and the Programme for Improving the Energy Efficiency of Federal Buildings (amounting to EUR 120 million), a large part of the measures have already been carried out and are expected to make annual energy savings of about 15%.



### Expanding renewable energy use in federal buildings

Moreover, the Federal Labour Ministry is seeking to make increasing use of climate-friendly renewable energy. For this purpose, the Berlin Office building at Wilhelmstraße 49 was fitted with photovoltaic panels. More elements were added after the southern extension began operation in 2010. In the same year, they generated 7,712 kWh of electricity. 11,203 kWh was produced in 2011 and as much as 9,111 kWh in 2012. The whole facility has a capacity of 18.8 kWp. Approx. 3.0 t of CO<sub>2</sub> emissions have been avoided. In collaboration with the Ministry of Agriculture, a photovoltaic system was also installed at the buildings of the Bonn Office with a total capacity of 60 kWp. It was put into operation in the summer of 2012. This integrated plant is expected to yield an annual energy output of about 48,000 kWh. Since starting operation in 2012, the facility has produced approx. 23,400 kWh.



### Switching power supply for federal ministry buildings to green electricity

As of July 2012, electricity provided by the supplier at the Berlin Office stems solely from renewable energy sources. At the Bonn Office, the whole federal property was already converted to green electricity in January 2012.

Between 2008 and 2011, the investments of the Federal Labour Ministry in energy-efficiency measures totalled some EUR 7 million. They were financed by funding from the Economic Stimulus Package II for energy efficiency improvement measures and from the EUR 120 million Federal Government Programme for Improving the Energy Efficiency of Federal Buildings.

## Green IT

The Federal Labour Ministry supports the decision of the Chief Information Officers Council<sup>21</sup> for a 40% reduction of specific IT energy consumption at the Berlin and Bonn Offices by 2013.<sup>22</sup> In collaboration with the agencies under its portfolio,<sup>23</sup> the necessary baseline measurements were made in 2009. Consumption rates over a certain period were measured and then extrapolated. Own measuring points are being successively installed for continuous measurement. After ascertaining baseline values, various measures were identified in relevant green IT schemes to reduce the specific IT energy consumption. This also included replacing obsolete devices with more energy-efficient technology, virtualising servers, equipping the server room with energy-saving air conditioning and diverse workplace measures, such as maximising the effectiveness of PC settings and the use of master-slave sockets. The measures have in part already been implemented. Altogether, the Federal Labour Ministry has so far achieved potential annual energy savings of 418,100 kWh related to the baseline figure. Server virtualisation has made the greatest contribution with savings amounting to 301,480 kW. The Federal Labour Ministry received subsidies amounting to EUR 1.5 million from the IT Investment Programme to optimise the server room.<sup>24</sup>



The application of modern information and video-conference technology in the Federal Labour Ministry has made a major contribution to reducing official trips by personnel, thus preventing CO<sub>2</sub> emissions from harming the climate.

## Climate-friendly fleet of vehicles and service vehicles

When procuring official vehicles, the Federal Labour Ministry takes care to ensure that they consume a minimum of fuel and are certified as having a low CO<sub>2</sub> emission rating. All vehicles in the Federal Labour Ministry's fleet must meet at least the EURO 5 exhaust emission standard and almost are the best in their class for fuel consumption and CO<sub>2</sub> emissions. Average CO<sub>2</sub> emissions from official vehicles have been on the decline since 2007. CO<sub>2</sub> emissions from all official vehicles of the Federal Labour Ministry averaged 155 g/km in 2010 and 150 g/km in 2011. In December 2012, average CO<sub>2</sub> emissions amounted to 145 g/km. In its official vehicle fleet, the Federal Labour Ministry is thus making continuous progress towards the Federal Government's envisaged target as part of implementing its spearheading environmental and climate policy of reducing CO<sub>2</sub> emissions to 130 g/km by 2015. The Ministry also takes active

<sup>21</sup> For further information see: [http://www.cio.bund.de/DE/Politische-Aufgaben/Rat-der-IT-Beauftragten/rat\\_d\\_it\\_beauftragten\\_node.html](http://www.cio.bund.de/DE/Politische-Aufgaben/Rat-der-IT-Beauftragten/rat_d_it_beauftragten_node.html)

<sup>22</sup> For further information see : [http://www.cio.bund.de/DE/Innovative-Vorhaben/Green-IT/green\\_it\\_node.html](http://www.cio.bund.de/DE/Innovative-Vorhaben/Green-IT/green_it_node.html)

<sup>23</sup> This also comprises authorities under its indirect purview, German Federal Pension Insurance, the Federal Employment Agency, the Federal Accident Insurance Fund, German Pension Insurance Miners, Railway and Maritime and the Artists Social Fund; see Fig. 2 and Annex 2

<sup>24</sup> For further information see : [http://www.cio.bund.de/DE/Strategische-Themen/IT-Investitionsprogramm/it\\_investitionsprogramm\\_node.html](http://www.cio.bund.de/DE/Strategische-Themen/IT-Investitionsprogramm/it_investitionsprogramm_node.html)

part in a fleet trial by Mercedes Benz AG to test a B Class F-CELL vehicle<sup>25</sup> with zero CO<sub>2</sub> emissions in small series production with hydrogen fuel cells and electric drive in everyday use over a period of three years. Moreover, in 2012 it procured an official vehicle with an all-electric drive for facility management. Another purchase of an all-electric-driven vehicle is planned for the postal service in 2013. As of 2013, the Federal Labour Ministry will therefore will be running three vehicles with zero CO<sub>2</sub> emissions. Two diesel-electric hybrid vehicles were also obtained for the general motor pool in 2012, each of which only emits 109 g/km of CO<sub>2</sub>.

#### **Measures for the further reduction of CO<sub>2</sub> emissions from transport and journeys between locations**

Every year, the Federal Labour Ministry actively supports the campaign, Cycle to Work. As part of these efforts, additional bicycle stands have been installed. At the two Offices, it also provides nine official bicycles without and four with electric drives, which are in keen demand by staff. On completion of the building measure at Wilhelmstraße 50, it also intends to install 76 additional bicycle stands by the end of 2016.



25 The power train of the B Class F-CELL is made up of a fuel cell system, a hydrogen tank system, a high-voltage battery, a voltage transducer, electromotor and cooling system.

#### **4. Resource conservation in everyday office operations**

In daily office operations, the Federal Labour Ministry seeks to put resources (e.g. photocopy paper, toner, stationery and water for sanitation and the canteen) to the most economical use possible so as to reduce environmental impacts. For example, it ensures that recycled products and replacement and refill units are used in office materials. The recycled photocopy paper used is entirely made of waste paper and bears the EU Ecolabel and FSC certificate. Toner cartridges must be made of recyclable material.

**Table11: Resource use**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Photocopy paper (in t)</b>					
Berlin	33	37	35	36	31
Bonn	33	32	26	37	28
<b>Total</b>	<b>66</b>	<b>69</b>	<b>61</b>	<b>73</b>	<b>59</b>
<b>Toner cartridges* (number)</b>					
Berlin	510	570	515	490	518
Bonn	631	440	306	223	167
<b>Total</b>	<b>1.141</b>	<b>1.010</b>	<b>821</b>	<b>713</b>	<b>685</b>
<b>Fresh water (in m3)</b>					
<b>Berlin</b>	<b>n/a</b>	<b>n/a</b>	<b>7,913</b>	<b>7,430</b>	<b>6,866</b>
<b>Bonn</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>7,913</b>		

\* Toner consumption only for desktop printers

In 2012, the Federal Labour Ministry consumed 59 t of recycled photocopy paper and 578 toner cartridges. In comparison with 2008, paper consumption was reduced by 10% in 2012. To raise awareness of the need to use recycled material, outgoing correspondence of the Federal Labour Ministry will in future indicate that the paper has been recycled.

At both Offices, solid waste is separated and allocated to the statutory recycling and disposal processes. Waste paper is generally handed over for re-use. At the Berlin Office in 2011, 606 m<sup>3</sup> of waste paper was disposed of, 124 m<sup>3</sup> less than in the previous year, in Bonn, 69 t.<sup>26</sup> Fresh water used from a local supplier at the Berlin Office in 2011 amounted to 7,430 m<sup>3</sup>. 7,073 m<sup>3</sup> of effluent was discharged into the sewerage system in Berlin. The increased quantity of effluent is due to the establishment of 90 additional workplaces at the Berlin Office in 2011. Added to this was 10,127 m<sup>3</sup> of rainwater. As the estate in Bonn has extensive grounds, rainwater is conducted from four buildings in trough-trenches and can seep into the soil, which relieves the burden on the sewerage system and replenishes groundwater.

26 At the Bonn Office, wastepaper is compacted. Information is therefore provided by weight and not volume.

**Table 12: Solid waste and effluent (Berlin Office)**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Solid waste (in m3)</b>					
Waste paper	n/a	n/a	730	606	606
Industrial refuse	n/a	n/a	560	560	560
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>1,290</b>	<b>1,166</b>	<b>1,166</b>
<b>Effluent (in m3)</b>					
Black water	n/a	n/a	5,821	7,073	6,681
Rainwater	n/a	n/a	10,040	10,127	10,023
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>15,861</b>	<b>17,200</b>	<b>16,704</b>

n/a = not available

## **5. Strengthening sustainable public procurement**

Criteria such as quality, utility and price play a major role in procuring materials and IT. In pursuance of the EU Public Procurement Directive that came into effect in 2008 and the Act on Modernising Procurement Law that entered into force in April 2009, account can now be taken of social and environmental criteria in procurement procedure.

### **a) Environmental criteria:**

#### **Freedom from hazardous substances**

Multifunctional equipment, related consumables (e.g. toner cartridges, batteries) and furniture may not contain substances harmful to the environment and health. These include, for example, certain softeners, heavy metals, volatile organic solvents and formaldehyde. All materials, equipment and furnishings procured must also be free of harmful vapours (e.g. ozone, dust, styrene, etc.).

#### **Energy efficiency**

Office and other equipment must have low energy consumption and belong to the highest energy efficiency class currently available on the market (e.g. energy efficiency class A++ for refrigerators).

#### **Ban on wood from natural forests**

Furniture may not be made of wood that originates from natural forests (boreal and tropical primary forests).

## **Reparability**

All furniture parts that are subject to wear and tear or can be damaged by improper use must also be replaceable. This means that the defective or worn-out parts can be removed and spare parts fitted.

## **Ecolabels**

An independent ecolabel must indicate the environmental safety of office or other equipment (e.g. Blue Angel, Energy Star, RAL-UZ 122 for multifunctional devices). Wood must stem from sustainable forestry. This can be certified with a FSC, PEFC or equivalent label.

## **Environmental management certification**

Before contract award, all suppliers and service providers of the Federal Labour Ministry must furnish proof of their own environmental programme, an environmental management system or an environmental auditing procedure (in keeping with the requirements of the EC Eco Audit Regulation No 1836/93). In all suitable procurement measures, consideration is given to environmental aspects in award appraisal.

### **b) Social issues:**

Under the above-mentioned amendment, social criteria can also be given systematic consideration when awarding contracts, where are contractually relevant. These include, for example, compliance with ILO core labour standards (including the prohibition of exploitative child labour and forced labour) in the production process, the development of barrier-free products (e.g. when purchasing new technical equipment) or equal pay for male and female personnel involved in contract execution. Moreover, the Federal Labour Ministry generally appraises whether contracts can be awarded to workshops for persons with disabilities.

## **Amendment**

The law was amended on the joint initiative of the Federal Labour Ministry, the Federal Ministry for Economic Cooperation and Development and the Federal Ministry of the Environment, Nature Conservation and Reactor Safety. The public sector is looking to set an example by taking account of environmental and social aspects in procurement.

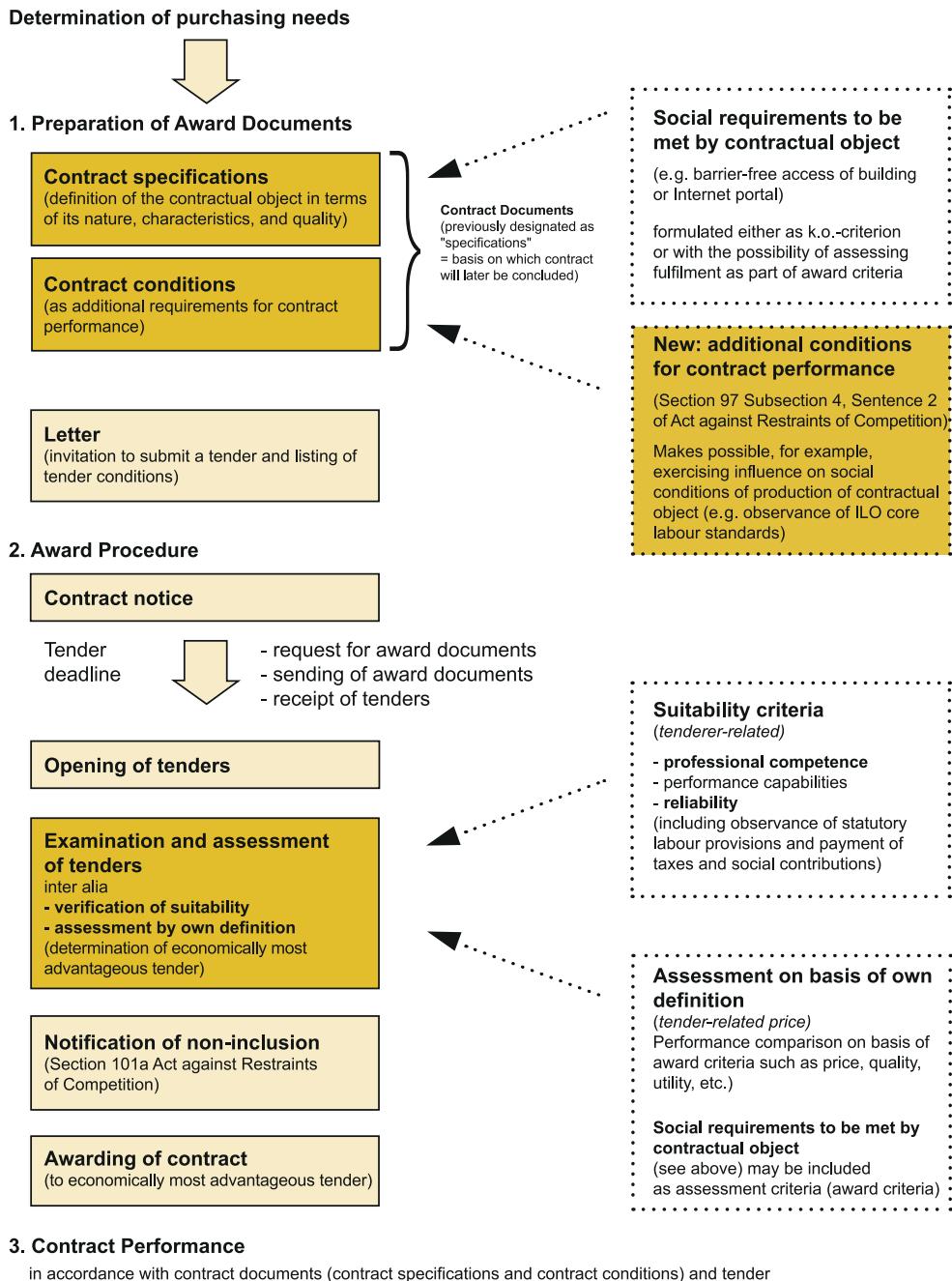
To familiarise public procurement personnel with the scope for applying environmental and social criteria, the Federal Labour Ministry provides in-house instruction when needed.

To also inform the many procurement agencies in the public sector about the new legal provisions and the scope they afford, in 2009 the Federal Labour Ministry published the booklet, *Socially Responsible Awarding of Public Contracts*<sup>27</sup> (German/

<sup>27</sup> Download/Order: [http://www.bmas.de/portal/37954/a172\\_vergaberecht.html](http://www.bmas.de/portal/37954/a172_vergaberecht.html)

English) and together with the Federal Ministry for Economic Cooperation and Development and the German Association of Cities the guideline, Accounting for Social Aspects in Public Contract Awards - guidelines for local government practice.<sup>28</sup>

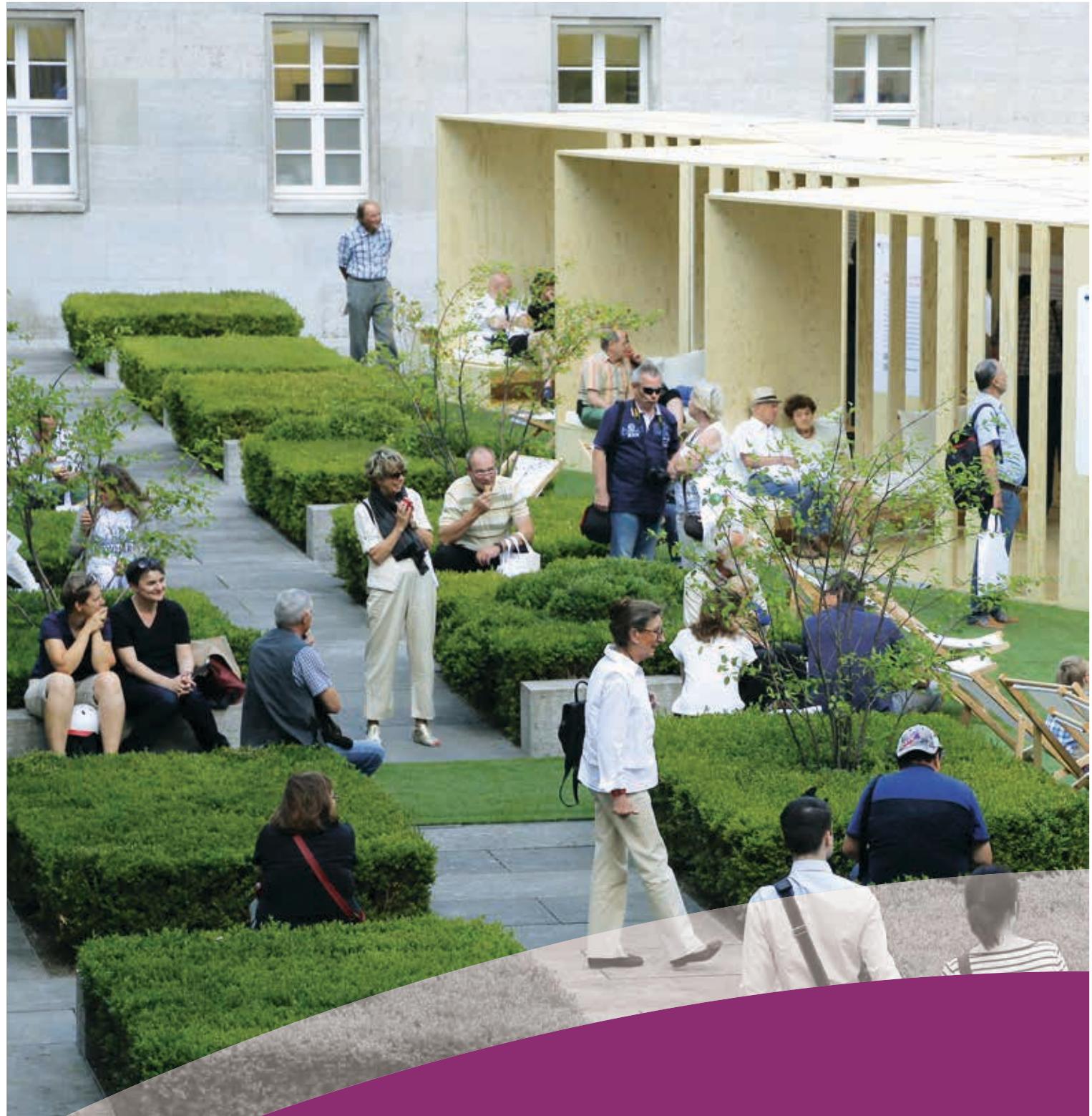
**Figure 6: Outline of social considerations in award procedures**



illustrated with the normal case of open tendering

## ***6. Sustainable organisation of events***

Every year, the Federal Labour Ministry holds a variety of meetings, conferences and larger events. These can affect the environment in very different ways. Environmental issues, but also far-reaching aspects of sustainability are therefore taken into consideration at an early stage when planning and organising events. The Guideline for the Sustainable Organisation of Events published by the Federal Ministry of the Environment, Nature Conservation and Reactor Safety and the Federal Environment Office makes recommendations on how events can be organised efficiently in keeping with environmental and social standards. Particular account is taken of this when selecting materials and caterers (regional products).



# VI. Social commitment

The activities of the Federal Labour Ministry are financed from public funds. This rules out financial patronage by the Federal Labour Ministry as a charitable organisation for the public benefit. Instead, as part of its policy mandate it pays tribute to the social commitment of many citizens in Germany. The many art and cultural exhibitions on its premises in Berlin and Bonn also afford artists the opportunity to present their work to the public.

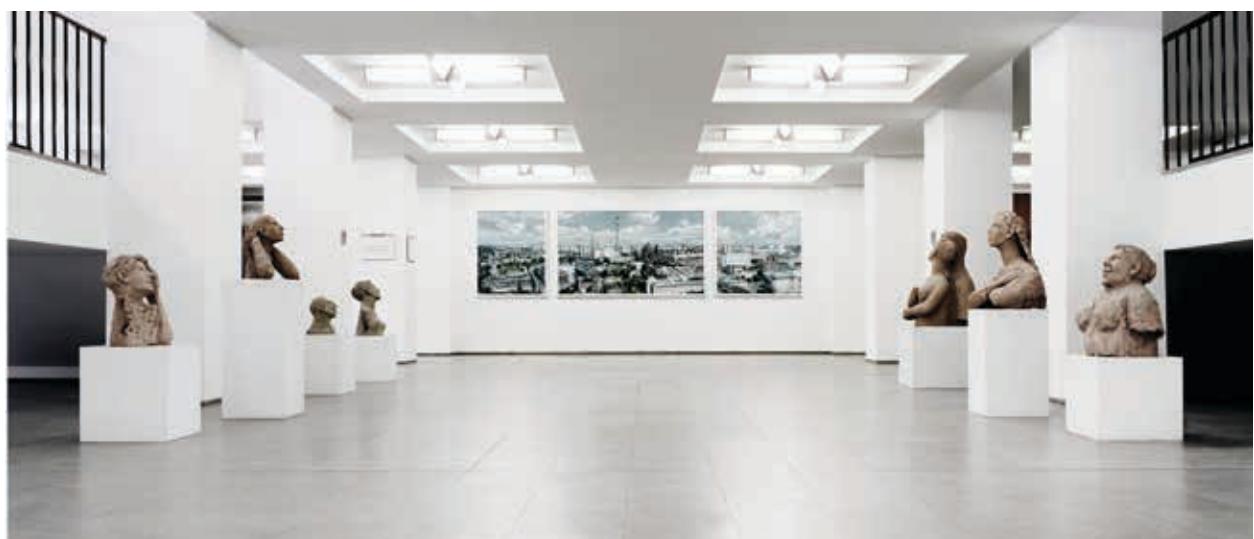
### **Commending civic engagement**

The Federal Labour Ministry pays tribute to the contributions and voluntary commitment of citizens in employment, training and equal opportunities for socially underprivileged people and persons with disabilities. This conforms with current priority policy issues in the Ministry. To this end, it traditionally holds a ceremonial event, where the Minister presents the Order of Merit of the Federal Republic of Germany bestowed by the Federal President to those singled out for this honour. The purpose of this commendation is to show appreciation for pioneering and exemplary self-help projects and the local social commitment of citizens and draw particular attention to them as good practices.

### **Patronage of art and culture**

In addition to the cultural activities of the Federal Government Commissioner for Matters Relating to Disabled Persons at the Berlin Office, the Federal Labour Ministry promotes artists who address labour and social issues in their works.

On its own premises, the Federal Labour Ministry provides artists with exhibition space to present their work. The glass-roofed foyer of the Kleisthaus in the building complex listed as an historical monument at Wilhelmstrasse 49 in Berlin offers a suitable venue for art and culture. The Ministry receives enquiries by artists from all over the country. The exhibitions are free of charge for visitors.



In Bonn, the former barracks on the federal property in Rochusstrasse have been thoroughly renovated since 1975. In the course of larger-scale building measures, visual artists have been commissioned for the artistic decoration of these buildings, where these were deemed appropriate to the purpose and importance of the building measures. So far, three works of art have been completed on the exterior and in the interior of the buildings. After a competition in August 2010, another artistic project was commissioned. In the course of rehabilitating and extending the canteen building, the front wall in the new dining hall was also given an artistic design.

Moreover, the Federal Labour Ministry promotes the works of contemporary artists. It does this on the one hand with the Art Award of the Federal Ministry of the Interior and on the other by purchasing works of art for its office building. The requisite budgetary funds for the acquisition of works of art are appropriated under the item for non-personnel administrative expenditure.



## *VII. Aiming for sustainable organisa- tional governance*



## ***1. Transparency***

In pursuance of its goals, the Federal Labour Ministry will introduce its own system for collecting and evaluating data on sustainability criteria at the Berlin and Bonn Offices to define possible additional needs for improvement or additional objectives. The requisite technical facilities will be in place by the end of 2013.

## ***2. Goals in human resource management***

Based on findings in the staff survey, the Federal Labour Ministry intends to continually improve personnel satisfaction.

The Federal Labour Ministry, the authorities under its purview, the Federal Insurance Office and the Federal Institute for Occupational Safety and Health and the supreme courts, the Federal Labour Court and Federal Social Court have drafted schemes for combining work, family and/or care commitments tailored to the respective needs of the individual authorities and for coping with the challenges posed by demographic trends. These will now be carried out and reviewed every year to assess progress, applying measurable criteria where possible, and updated where necessary.

The Federal Labour Ministry is appraising flexible schemes for executives to afford junior personnel prospects for their future development and respond to demographic trends in the workforce.

Where the staffing situation permits, the Federal Labour Ministry will continue to provide each service tier every year with the opportunity for standard advancement across service classes. This aims at improving prospects for employees in the ordinary, intermediate and higher intermediate service and the related public employees and at

raising motivation. Opportunities of advancement for older and experienced personnel (promotion from intermediate to higher intermediate service) are also regularly appraised.



By the end of 2016, the Federal Labour Ministry will enlarge its in-house day care centre at the premises in Berlin to up to 15 places for children under the age of 3.

Due to the planned child day-care centre in the Federal Ministry for Family Affairs, Senior Citizens,

Women and Youth, the Federal Labour Ministry will be able to provide 2 additional places for children up to age of 3 for its employees in Bonn. Together with the present quota for the Federal Labour Ministry in the day-care centre of the Federal Ministry of Defence, this will meet the Ministry's needs in Bonn.

When recruiting trainees, the Federal Labour Ministry will seek at least to retain the present ratio of 30% with an immigrant background.

The Federal Labour Ministry will raise the present ratio of 30% women in leading positions with the aim of continuing to improve its position in comparison with other ministries.

### ***3. Inclusion goals***

In consultation with the Spokesperson for Disabled Employees, on all properties and in all buildings the Federal Labour Ministry will convert and redesign the exterior and interior signage to make them easily visible for persons with disabilities. This includes, for example, tactile accessing and routing and designing door plates and informational signs, so that users can easily read and identify them by touch (also through the use of Braille). In future, all users of these buildings will be able to find their way better. Fire protection and evacuation measures on the premises of the Federal Labour Ministry will also be assessed with special consideration for the situation of severely disabled employees with serious mobility, visual or hearing impairments. Where necessary in individual cases, a scheme will be drawn up in consultation with the Spokesperson for Severely Disabled Employees for the emergency rescue of the specific severely disabled employee.

At in-house and external events, the Federal Labour Ministry will ensure that the venue and the event itself are barrier-free. In good time beforehand, the organiser must ask those attending the event whether there is a special need for assistance in the individual case.



## **4. Environmental goals**

### **Sustainable construction**

The ongoing planning process for the construction measure at the Berlin Office in Wilhelmstraße 50 aims at achieving Gold Standard in energy efficiency (at least 80% of specifications). The building work is scheduled for completion by the end of 2016.

### **Reducing greenhouse gas emissions**

The Federal Labour Ministry intends to further reduce official trips between locations by expanding and continually modernising the available video and audio-conference technology.

The Federal Labour Ministry will replace up to 10% of its fleet with electrically-powered or alternative-drive vehicles by the end of 2013.

The Federal Labour Ministry will continue to upgrade its Mobile Work scheme to help personnel to better combine work, family and/or care commitments and reduce CO<sub>2</sub> emissions from journeys between their home and their ministerial workplace.

After beginning operation in the summer of 2012, the photovoltaic system installed on Building I of the Federal Labour Ministry has generated renewable energy for the first time (with an anticipated 48,000 kW/year).

In the canteen leasehold, the Federal Labour Ministry will make binding provisions to ensure that food served is certified as organically grown and obtained from the region - at least in part (e.g. by regularly offering alternative organic products).

### **Reducing water consumption**

Service water use will be made more efficient at the properties in Berlin and Bonn.

### **Reducing energy consumption**

By the end of 2013, the Federal Labour Ministry will fit additional measuring devices (at specific measuring points) to meter energy consumption rates. This will enable it to better assess anticipated savings from additional measures to improve energy efficiency in heat supply, air-conditioning facilities and electrical installations and plan and carry out possible additional measures more effectively.

After the transition to a single estate and facility management, the Federal Labour Ministry will see to it that the Institute for Federal Real Estate assures sustainable procedures in real estate management by ministries.

### **Reducing materials consumption**

The Federal Labour Ministry will reduce its use of toner cartridges for desktop printers by 15% by 2015.

The Federal Labour Ministry intends to maintain the current ratio of 80% recycled material in total paper use in the long term.

The Federal Labour Ministry is presently designing an electronic filing system. After introduction, it expects to reduce paper consumption in record keeping as of 2015.

## ***5. Sustainable public procurement goals***

Beyond the Central Directorate General, the Federal Labour Ministry will regularly inform personnel in the Directorates about the scope for considering social and environmental criteria in contract awards.



## VIII. GRI Index

This sustainability report is based on the GRI G3.1 Guidelines and the Supplementary Sector Public Agencies of the Global Reporting Initiative. The Index presented provides an outline of the indicators reported on by the Federal Labour Ministry.

In its own assessment, the sustainability report of the Federal Labour Ministry corresponds to Application Level B.

In the right column, relevant references are made to the ISO 26000 standard, non-certifiable Guidance on Social Responsibility in companies and organisations.

## **I. Standard Disclosures**

GRI disclosure	Comment	Reporting status	Page reference	Ref. ISO 26000
<b>1. Strategy and Analysis</b>				
1.1	<p>Statement by the Minister on</p> <ul style="list-style-type: none"> <li>• Relevance of sustainable governance</li> <li>• Strategic priorities and key topics</li> <li>• Development trends</li> <li>• Key events</li> <li>• Outlook on main challenges and targets</li> <li>• Views on performance with respect to targets</li> </ul>	fully	5, 15-32, 71-74	6.2
1.2	Key impacts, risks and opportunities	fully	5, 15-32	
<b>2. Organisational Profile</b>				
2.1	Name	fully	8	---
2.2	Services	fully	8-9	---
2.3	Operational structure	fully	7-10	6.2
2.4	Location of headquarters	Berlin	fully	---
2.5	Countries where organisation operates	Germany	fully	---
2.6	Nature of ownership and legal form	Government-owned	fully	---

GRI disclosure	Comment	Reporting status	Page reference	Ref. ISO 26000
2.7 Markets served	This indicator does not apply for the Federal Labour Ministry, as it is not a commercial enterprise.	not <sup>1</sup>		---
2.8 Scale of reporting organisation		fully	9-12, 37-38	---
2.9 Significant changes during the reporting period regarding size, structure or ownership	There have been no significant changes.	fully		---
2.10 Awards received in the reporting period	The Federal Labour Ministry received no awards in the reporting period.	fully		---
<b>3. Report Parameters</b>				
3.1 Reporting period		fully	6	---
3.2 Date of most recent previous report		fully	6	---
3.3 Reporting cycle		fully	6	---
3.4 Contact point		fully	4	---
3.5 Procedure for defining report content	The report contents conform with the GRI Guidelines.	fully		---
3.6 Boundary of report		fully	6	---
3.7 Specific limitations on the scope or	The sustainability report does not cover agencies under the direct and indirect purview of the Federal Labour Ministry.	fully	6, 11	---
3.8 boundary of report	This indicator does not apply for the Federal Labour Ministry, as this is its first report.	not <sup>1</sup>		---
3.9 Comparability of reports		fully	4	---
3.10 Data measurement techniques and bases for calculation	This indicator does not apply for the Federal Labour Ministry, as this is the first report.	not <sup>1</sup>		---
3.11 Re-statements of information	This indicator does not apply for the Federal Labour Ministry, as this is the first report.	not <sup>1</sup>		---
3.12 Significant changes from previous reporting periods	Provided	fully	76-94	---
3.13 GRI Content Index	No external assurance has been conducted.	fully		7.5.3
<b>4. Governance, Commitments and Engagement</b>				
4.1 Governance structure of organisation		fully	9-12	---

GRI disclosure	Comment	Reporting status	Page reference	Ref. ISO 26000
4.2 Independence of chair-person of the highest governance body	This indicator does not apply for the Federal Labour Ministry, as the legal status of the political staff in the Ministry is specified under constitutional law.	not <sup>1</sup>	9-12	---
4.3 Number of members of the highest governance body that are independent	This indicator does not apply to the Federal Labour Ministry, as the legal status of the political staff in the Ministry is specified under constitutional law.	not <sup>1</sup>		---
4.4 Mechanisms for employees to provide recommendations or direction to the highest governance body		fully	53-54	---
4.5 Compensation for members of the highest governance body		fully	9-10, (48-49)	---
4.6 Avoidance of conflicts of interest		fully	30-32	---
4.7 Criteria for the qualifications and expertise of the members of the highest governance body		fully	9-10	---
4.8 In-house statements of mission or values, codes of conduct and principles for sustainability		fully	15-16	---
4.9 Regular oversight by the highest governance body of the Federal Labour Ministry's sustainability performance	Oversight is conducted through regular objective and results monitoring under management by objectives.	fully	25-26	6.2
4.10 Evaluation by the highest governance body of its own sustainability performance	Performance is evaluated indirectly through political endorsement by the electorate, which may result in reelection.	fully		6.2
4.11 Adoption of precautionary approach or principle		fully	15-16	6.2
4.12 Support for external economic, environmental and social charters or principles		fully	15-16	6.2
4.13 Memberships in associations	None	fully		6.2
4.14 Stakeholder groups of the Federal Labour Ministry		fully	6, 28-30	6.2
4.15 Identification of relevant stakeholders	There is currently no special procedure for identifying relevant stakeholders of the Federal Labour Ministry.	fully	28-29	6.2
4.16 Approaches to stakeholder dialogue		fully	28-30	6.2
4.17 Key topics and concerns of stakeholders		fully	28-29	6.2

## II. Performance Indicators

### Economic Performance Indicators

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
Management approach with reference to the following aspects: <ul style="list-style-type: none"><li>• Economic performance</li><li>• Market presence</li><li>• Indirect economic impacts</li></ul>	Most of the aspects cited in this segment are not relevant for the Federal Labour Ministry, as it is not a commercial enterprise. No special management approaches are therefore adopted for these issues. The staff pension scheme is regulated by law or collective bargaining agreement.	partially <sup>1</sup>	13-14, 48-49	6.2, 6.8
<b>Aspect: Economic Performance</b>				
EC1 Direct economic value generated and distributed	This indicator does not apply for the Federal Labour Ministry, as it is not a commercial enterprise.	not <sup>1</sup>		6.8, 6.8.3, 6.8.7, 6.8.9
EC2 Financial implications of climate change	This indicator does not apply for the Federal Labour Ministry, as its operations are not significantly influenced by climate change.	not <sup>1</sup>		6.5.5
EC3 Coverage of the organisation's defined benefit plan obligations		fully	48-49	---
EC4 Significant financial assistance received from government	The budget of the Federal Labour Ministry is approved every year by the Budget Committee of the Federal German Parliament.	fully	12-14	---
<b>Aspect: Market Presence</b>				
EC5* Range of ratios of standard entry level pay compared to local minimum pay	Salaries are regulated under collective bargaining agreements or the Civil Servants Remuneration Act. There is no local minimum pay as meant in EC5.	not <sup>1</sup>		6.4.4, 6.8
EC6 Spending on local suppliers	Locality is not a criterion for public procurement. A percentage figure cannot therefore be entered.	not <sup>1</sup>		6.6.6, 6.8, 6.8.5, 6.8.7
EC7 Procedures for local hiring	This indicator does not apply to the Federal Labour Ministry, as personnel are recruited by suitability.	not <sup>1</sup>		6.8, 6.8.5, 6.8.7

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
<b>Aspekt: Mittelbare wirtschaftliche Auswirkungen</b>				
EC8	Infrastructure investments and services provided primarily for public benefit	This indicator does not apply for the Federal Labour Ministry, as it is financed from public funds.	not <sup>1</sup>	6.3.9, 6.8, 6.8.3, 6.8.4, 6.8.5, 6.8.6, 6.8.7, 6.8.9
EC9*	Significant indirect economic impacts	The relocation of part of the Federal Ministry to Berlin as of 2000 has had a certain economic impacts on the cities of Berlin and Bonn.	fully	6.3.9, 6.6.6, 6.6.7, 6.7.8, 6.8, 6.8.5, 6.8.6, 6.8.7, 6.8.9

## Environmental Performance Indicators

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
Management approach to the following aspects: • Materials • Energy • Water • Biodiversity • Emissions, effluent and waste • Products and services • Compliance • Transport • Overall	Some of the aspects cited in this segment are not relevant for the Federal Labour Ministry, as its business activities do not have a significant impact on the environment. No special management approaches are therefore adopted for these issues. We have set ourselves specific targets for the reduction of greenhouse gases and energy, water and materials consumption.	partially <sup>2</sup>	9-12, 55-66, 74-75	6.2, 6.5
<b>Aspect: Materials</b>				
EN1 Materials used by weight or volume		fully	63-64	
EN2 Percentage of recycled materials		fully	63-64	
<b>Aspect: Energy</b>				
EN3 Direct energy consumption	This indicator does not apply for the Federal Labour Ministry, as it does not itself consume a source of energy for power generation. It does, however, generate solar power for its own use.	not <sup>1</sup>	60	
EN4 Indirect energy consumption	Thermal energy and electricity purchased can only be currently broken down by energy source for Berlin, as the relevant data is not collected separately for the property in Bonn. Since 2012, all electricity has been supplied for both offices from renewable sources.	partially	57-62	6.5, 6.5.4
EN5* Initiatives and measures for energy savings		fully	57-66	
EN6* Energy efficiency of products and services	This indicator does not apply for the Federal Labour Ministry, as its services do not consume any energy.	not <sup>1</sup>		
EN7* Reduction of indirect energy consumption		fully	57-62	

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
<b>Aspect: Water</b>				
EN8 Total water withdrawal	The Federal Labour Ministry only uses fresh water that is provided completely by local suppliers (Berlin and Bonn waterworks).	fully	63	
EN9* Water sources significantly affected by withdrawal of water	The Federal Labour Ministry knows of no sources affected from which local suppliers withdraw water.	fully		6.5, 6.5.4
EN10* Total volume of service water recycled and reused	Service water is not recycled and reused.	fully		
<b>Aspect: Biodiversity</b>				
EN11 Operations in protected areas and areas of high biodiversity value	This indicator is not relevant for the Federal Labour Ministry, as its operations have no significant impact on biodiversity.	not <sup>1</sup>		
EN12 Significant impacts of products and services on biodiversity in protected areas and areas of high biodiversity value	See EN 11.	not <sup>1</sup>		6.5, 6.5.6
EN13* Protected or restored natural habitats	See EN 11.	not <sup>1</sup>		
EN14 Current actions and future plans for managing impacts on biodiversity	See EN 11.	not <sup>1</sup>		
EN15* Endangered species in areas affected by operations	See EN 11.	not <sup>1</sup>		
<b>Aspect: Emissions, Effluent and Waste</b>				
EN16 Total direct and indirect greenhouse gas emissions		fully	57-58, 63	---
EN17 Other relevant indirect greenhouse gas emissions	There is no systematic measurement of relevant greenhouse gas emissions from official trips or journeys by personnel to work.	not	63	
EN18* Reduction of greenhouse gas emissions		fully	59-62	

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
EN19 Emissions of ozone-depleting substances	This indicator does not apply for the Federal Labour Ministry, as its operations cause no significant emissions of ozone-depleting substances.	not <sup>1</sup>		6.5, 6.5.3
EN20 NOx, SOx and other significant air emissions	This indicator does not apply for the Federal Labour Ministry, as its operations cause no other significant emissions.	not <sup>1</sup>		
EN21 Total water discharge		fully	63-64	
EN22 Total weight of waste by type and disposal method		fully	63-64	
EN23 Significant spills	This indicator does not apply for the Federal Labour Ministry, as its operations cause no significant emissions of hazardous substances.	not <sup>1</sup>		6.5, 6.5.3
EN24* Weight of transported, imported, exported or treated hazardous waste	This indicator does not apply for the Federal Labour Ministry, as its operations cause no significant hazardous waste in need of transportation.	not <sup>1</sup>		
EN25* Water bodies significantly affected by discharges of water and runoff	This indicator does not apply for the Federal Labour Ministry, as its operations cause no significant toxic discharges of water.	not <sup>1</sup>		6.5, 6.5.4, 6.5.6
<b>Aspect: Products and Services</b>				
EN26 Mitigation of environmental impacts of products and services	This indicator does not apply for the Federal Labour Ministry, as its services have no significant impact on the environment.	not <sup>1</sup>		6.5, 6.5.4, 6.6.6, 6.7.5
EN27 Reclaimed packaging materials	This indicator does not apply for the Federal Labour Ministry, as it does not produce goods that require packaging.	not <sup>1</sup>		6.5, 6.5.4, 6.7.5
<b>Aspect: Compliance</b>				
EN28 Monetary and non-monetary penalties for non-compliance with laws and regulations	None	fully		6.5

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
<b>Aspect: Transport</b>				
EN29* Significant environmental impacts of transport	This indicator does not apply for the Federal Labour Ministry, as it is not engaged in any significant transportation activities.	not <sup>1</sup>		6.5, 6.5.4, 6.6.6
<b>Aspect: Overall</b>				
EN30* Total environmental protection expenditures	No systematic record is kept of environmental protection expenditures.	not		6.5

## Labour Practices and Decent Work Performance Indicators

### Employment

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
	<p>Management approach for the following aspects:</p> <ul style="list-style-type: none"> <li>• Employment</li> <li>• Labour-management relations</li> <li>• Occupational health and safety</li> <li>• Training and education</li> <li>• Diversity and equal opportunity</li> <li>• Equal pay for men and women</li> </ul>	fully	9-12, 15-16, 36-54, 72-74	6.2, 6.4, 6.3.10
<b>Aspect: Employment</b>				
LA1	Total workforce by employment relationship and region	fully	37	6.4, 6.4.3
LA2	Total number of new employees and employee turnover	fully	37-38	
LA3*	Benefits provided to full-time employees	The Federal Labour Ministry subsidises the canteen, which benefits all personnel who use it.	fully	6.4, 6.4.3, 6.4.4
LA15	Ratio of returnee personnel after parental leave	No record has so far been kept of specific data on personnel returning from parental leave. This is, however, planned for the next report.	partially	40-41 ---
<b>Aspect: Labour-Management Relations</b>				
LA4	Percentage of employees covered by collective bargaining agreements	fully	53-54	6.4, 6.4.3, 6.4.4, 6.4.5, 6.3.10
LA5	Minimum notice period(s) regarding operational changes	There are no specific periods of notice. The Federal Labour Ministry pursues a culture of open dialogue.	fully	28 6.4, 6.4.3, 6.4.4, 6.4.5

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
<b>Aspect: Occupational Health and Safety</b>				
LA6*	Joint management-worker health and safety committees	fully	50	
LA7	Injuries, occupational diseases, lost days, absenteeism and fatalities	The Federal Labour Ministry has no access to figures on occupational diseases for reasons of data protection and cannot therefore report on this.	partially <sup>3</sup> 50-52	6.4, 6.4.6
LA8	Programmes for preventive health care and counselling	fully	49-52	6.4, 6.4.6, 6.8, 6.8.3, 6.8.4, 6.8.8
LA9*	Health and safety topics covered in formal agreements with trade unions	fully	49-52	6.4, 6.4.6
<b>Aspect: Training and Education</b>				
LA10	Average hours of training	fully	44-47	6.4, 6.4.7
LA11*	Knowledge management and lifelong learning	fully	44-48	6.4, 6.4.7, 6.8.5
LA12*	Performance and career development reviews	fully	44-48	6.4, 6.4.7
<b>Aspect: Diversity and Equal Opportunities</b>				
LA13	Diversity	No record is kept of specific data on personnel diversity.	not 40-42	6.3.7, 6.3.10, 6.4, 6.4.3
<b>Aspect: Equal Remuneration for Women and Men</b>				
LA14	Ratio of basic salary and remuneration of women to men	fully	48-49	6.3.7, 6.3.10, 6.4, 6.4.3, 6.4.4

## Human Rights

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
Management approach for the following aspects: <ul style="list-style-type: none"><li>• Investment and procurement practices</li><li>• Non-discrimination</li><li>• Freedom of association and collective bargaining</li><li>• Abolition of child labour</li><li>• Prevention of forced and compulsory labour</li><li>• Complaints and grievance practices</li><li>• Security practices</li><li>• Indigenous rights</li><li>• Impact assessment</li><li>• Remediation</li></ul>	Most of the aspects cited in this segment are not relevant for the Federal Labour Ministry, as these issues are regulated by law. No special management approaches are therefore adopted for them. There is a potential risk of violations against human rights, however, in our contractual procurement, which is why the Federal Labour Ministry takes account of social criteria when awarding contracts.	partially <sup>1</sup>	9-12, 30-32, 40-42, 53-54, 64-66, 72-73	6.2, 6.3
<b>Aspect: Investment and Procurement Practices</b>				
HR1 Significant investment agreements and contracts that contain human rights clauses	No record is kept of the percentage of investment agreements and contracts with suppliers, service providers and other business partners that contain human rights clauses.	not	64-66	6.3, 6.3.3, 6.3.5, 6.6.6
HR2 Screening of suppliers, service providers and other business partners on human rights	Suppliers, service providers and other business partners are not explicitly screened for their adherence to human rights.	fully		6.3, 6.3.3, 6.3.5, 6.4.3, 6.6.6
HR3 Employee training on aspects of human rights	No record is kept of this specific indicator. Training is conducted on procurement.	not	65-66	6.3, 6.3.5
<b>Aspect: Non-discrimination</b>				
HR4 Number of incidents of discrimination in the organisation and actions taken	There have been no cases of discrimination in the Federal Labour Ministry. Suppliers, service providers and other business partners are not explicitly vetted.	partially		6.3, 6.3.6, 6.3.7, 6.3.10, 6.4.3
<b>Aspect: Freedom of Association and Collective Bargaining</b>				
HR5 Freedom of association and collective bargaining	There have been no infringements in the Federal Labour Ministry. Suppliers, service providers and other business partners are not explicitly vetted.	partially		6.3, 6.3.3, 6.3.4, 6.3.5, 6.3.8, 6.3.10, 6.4.3, 6.4.5

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
<b>Aspect: Child Labour</b>				
HR6 Child labour	See HR5	partially		6.3, 6.3.3, 6.3.4, 6.3.5, 6.3.7, 6.3.10
<b>Aspect: Forced and Compulsory Labour</b>				
HR7 Forced labour	See HR5	partially		
<b>Aspect: Security Practices</b>				
HR8* Training of security personnel in aspects of human rights	Security personnel and/or contracted external security firms are not given specific training.	fully		6.3, 6.3.5, 6.4.3, 6.6.6
<b>Aspect: Indigenous Rights</b>				
HR9* Violations involving rights of indigenous people	This indicator does not apply for the Federal Labour Ministry, as its operations do not violate any indigenous rights.	not <sup>1</sup>		6.3, 6.3.6, 6.3.7, 6.3.8, 6.6.7
<b>Aspect: Assessment</b>				
HR10 Assessment of operations for their influence on human rights		fully	10	---
<b>Aspect: Remediation</b>				
HR11 Complaints on human rights filed	No complaints	fully		---

## Society

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
Management approach for following aspects: <ul style="list-style-type: none"><li>• Local communities</li><li>• Corruption</li><li>• Public policy</li><li>• Anti-competitive behaviour</li><li>• Compliance</li></ul>	Most of the aspects cited in this segment are not relevant for the Federal Labour Ministry, as it is not a commercial enterprise. It does not therefore adopt special management approaches to these issues. A comprehensive approach is, however, adopted for the relevant segment of corruption prevention.	partially <sup>1</sup>	30-32	6.2, 6.6, 6.8
<b>Aspect: Local Communities</b>				
SO1 Local engagement, assessment of impacts and development programmes	This indicator is not relevant for the Federal Labour Ministry, as its operations have no significant impact on the social environment.	not <sup>1</sup>		6.3.9, 6.8, 6.8.5, 6.8.7, 6.6.7
SO9 Operations with significant potential or actual negative impacts on local communities	No negative impacts	fully		---
SO10 Prevention and measures to mitigate significant negative impacts on local communities	This indicator is not relevant for the Federal Labour Ministry, as its operations have had no significant impact on the local community (see SO9).	fully		---
<b>Aspect: Corruption</b>				
SO2 Analysis of risks related to corruption		fully	28-29, 30-32	
SO3 Training in anti-corruption		fully	30-31	6.6, 6.6.3
SO4 Actions taken in response to incidents of corruption	No incidents	fully	30-32	
<b>Aspect: Public Policy</b>				
SO5 Public policy positions, participation in public policymaking and lobbying	This indicator does not apply for the Federal Labour Ministry, since as a supreme federal authority it does not engage in lobbying.	not <sup>1</sup>		6.6, 6.6.4, 6.8.3
SO6* Financial and in-kind contributions to political parties and politicians	This indicator does not apply for the Federal Labour Ministry, since as a supreme federal authority it does not make contributions to parties and politicians.	not <sup>1</sup>		---
<b>Aspect: Anti-Competitive Behaviour</b>				
SO7* Anti-competitive behaviour	This indicator does not apply for the Federal Labour Ministry, as it is not a commercial enterprise engaged in competition.	not <sup>1</sup>		6.6, 6.6.5, 6.6.7
<b>Aspect: Compliance</b>				
SO8 Significant penalties for non-compliance with laws and regulations	No penalties	fully		6.6, 6.6.7, 6.8.7

## Product Responsibility

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000
Management approach for following aspects: <ul style="list-style-type: none"><li>• Customer health and safety</li><li>• Service labelling</li><li>• Marketing communications</li><li>• Data protection</li><li>• Compliance</li></ul>	Most of the aspects cited in this segment are not relevant for the Federal Labour Ministry. It does not therefore adopt special management approaches to these issues. It applies a system of management by objectives for its policy measures in labour and social affairs.	partially <sup>1</sup>	9-12, 15-16, 25-27	6.2, 6.6, 6.7
<b>Aspect: Customer Health and Safety</b>				
PR1 Health and safety impacts of services	Occupational health and safety is a priority issue under the remit of the Federal Labour Ministry. Developing preventive measures for the modern world of work is a central concern.	fully	21-22	6.3.9, 6.6.6, 6.7, 6.7.4, 6.7.5
PR2* Incidents of non-compliance with regulations on health and safety	This indicator does not apply for the Federal Labour Ministry, as its operations are not subject to health or safety regulations for products.	not <sup>1</sup>		
<b>Aspect: Product and Service Labelling</b>				
PR3 Information requirements for services	This indicator does not apply for the Federal Labour Ministry, as its operations are not subject to information requirements.	not <sup>1</sup>		6.7, 6.7.3, 6.7.4, 6.7.5, 6.7.6, 6.7.9
PR4* Incidents of non-compliance with regulations on service information and labelling	See PR3	not <sup>1</sup>		---
PR5* Customer satisfaction	Satisfaction is determined through regular elections under constitutional law and polls.	fully		6.7, 6.7.3, 6.7.6, 6.7.9

<b>Aspect: Marketing Communications</b>				
PR6	Marketing communications	This indicator does not apply for the Federal Labour Ministry, as its operations are not promoted or marketed in any way.	not <sup>1</sup>	6.7, 6.7.3, 6.7.6, 6.7.9
PR7*	Incidents of non-compliance with regulations on marketing communications	See PR6	not <sup>1</sup>	---
<b>Aspect: Customer Privacy</b>				
PR8*	Substantiated complaints regarding breaches of customer privacy	None	fully	6.7, 6.7.7,
<b>Aspect: Compliance</b>				
PR9	Monetary penalties for non-compliance with laws and regulations	None	fully	6.7, 6.7.6

### ***III. Sector Supplement for Public Agencies***

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000	
<b>Organisational Profile</b>					
PA1	Relationship to other governments or public authorities and position of the Federal Labour Ministry	fully	27, 33-34	---	
PA2	Definition of sustainable development and guidelines/principles for implementing these	fully	15-16	---	
PA3	Aspects for which the Federal Labour Ministry has established sustainable development guidelines/principles	fully	15-16	---	
PA4	Specific goals for each of the aspects listed in PA3	fully	15-32, 71-74	---	
PA5	Process by which the aspects and goals in both PA3 and PA4 were set	The goals for planning policy fields are set by the political staff. Consultations among the Directorates prepare the way for policy decisions. The goals set are channelled into the process of management by objectives.	fully	8-12, 25-27	---
PA6	For each goal, provide the following information: <ul style="list-style-type: none"> <li>• Implementation measures</li> <li>• Results of relevant assessments of the effectiveness of those measures before they were implemented</li> <li>• Targets and key indicators on progress</li> <li>• Progress with respect to goals and targets in the reporting period (including results for key indicators)</li> <li>• Assessment of goals and targets for next reporting period.</li> </ul>	A regular review is conducted of policy goals based on information from the Directorates. A review of some in-house goals will only be possible in future, as these were defined for the first time with this sustainability report.	fully	15-32, 71-74	---
PA7	Involvement of stakeholders with respect to the items disclosed in PA6	fully	27-30, 53-54	---	

GRI indicator	Comment	Reporting status	Page reference	Ref. ISO 26000	
<b>Expenditures</b>					
PA8	Expenditures of the Federal Labour Ministry broken down by type of payment	fully	12-14	---	
PA9	Expenditures of the Federal Labour Ministry broken down by financial classification	fully	12-14	---	
PA10	Capital expenditures of the Federal Labour Ministry by financial classification	fully	12-14	---	
PA11	Procurement policy as relates to sustainable development	fully	64-66	---	
PA12	Economic, environmental and social criteria that apply to expenditures and financial commitments	Policy decisions by the Federal Labour Ministry are taken in keeping with the procedures cited in PA5. These are also guided by the Federal Government's Sustainability Strategy.	fully	9-12, 25-27	---
<b>Procurement</b>					
PA13	Linkages between procurement practices and public policy priorities	There is no discrepancy between public policy priorities and actual procurement practices.	fully	64-66	---
PA14	Percentage of the total value of goods purchased that bear a voluntary environmental or social label and/or certification, broken down by type	The exact ratio of goods purchased is only reported as an indication.	partially	63-66	---
<b>Administrative Efficiency</b>					
---	Assessment of the efficiency and effectiveness of services provided including actions taken to improve service delivery	fully	25-27	---	

### Key:

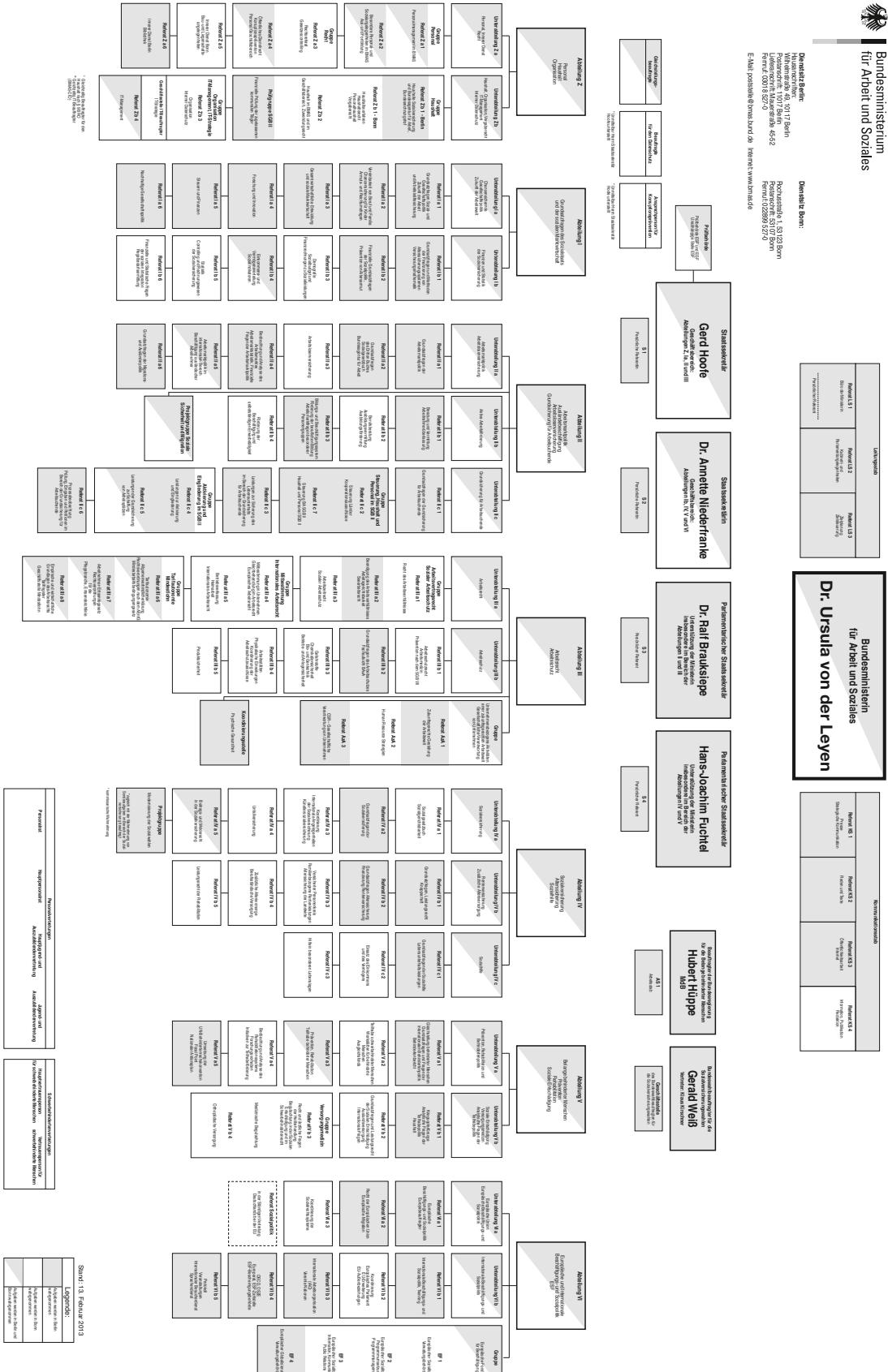
Reasons for the omission of a GRI indicator  
 (indicated by Index number):

1 = Not relevant or not applicable for the Federal Labour Ministry  
 2 = Information and data not available  
 3 = Reporting not permitted/proprietary

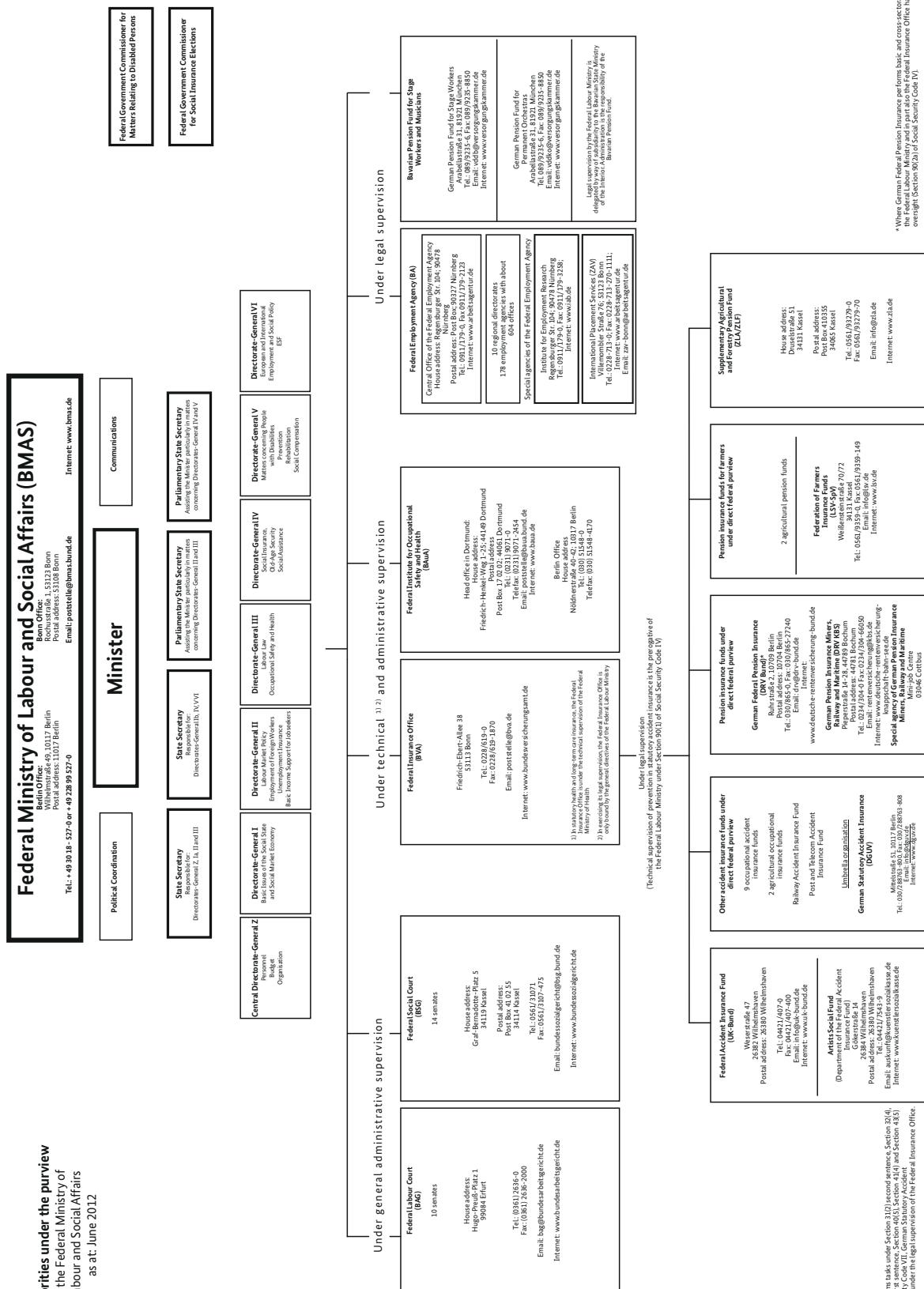
\* = Supplementary indicators

# *Annexes*

## **1. Organisational chart of the Federal Labour Ministry**



## **2. Organisational chart of agencies under the purview of the Federal Labour Ministry**



\*Where German Federal Pension Insurance performs basic and cross-sectoral tasks, the Federal Labour Ministry and in part also the Federal Insurance Office have legal oversight (Section 90(2a) of Social Security Code IV).

Internet: [www.zla.de](http://www.zla.de)

knappheit-bahn-see.de  
al agency of German Pension Insurance  
**Miners, Railway and Maritime**  
Mini-job Centre  
030/46 Cottbus

E-mail: auskunft@kuenstlersozialkasse.de  
Internet: www.kuenstlersozialkasse.de

\* Where it performs tasks  
Section 3(4)(3) first sentence  
of Social Security Code  
Insurance falls under



# *Details of pictures*

Cover picture: Photo of Federal Labour Ministry in Berlin, © BMAS, Deischl

P. 7 Photo of an interior view of the Federal Labour Ministry in Berlin

P. 15 Photo of CSR Conference in Berlin, © Köhler

P. 17 Photo of a discussion, © colourbox

P. 20 Screenshot of www.Fachkräfte-Offensive.de, as at 2 Sept. 2013

P. 22 Logo of the initiative, Joint German Occupational Safety and Health Strategy

P. 22 Logo of the New Quality of Work Initiative

P. 24 Title page of the Brochure 'The educational package'

P. 25 Logo of the initiative, 'einfachmachen' under the German National Action Plan to implement the UN Convention on the Rights of Persons with Disabilities

P. 28 Screenshot of www.bmas.de, as at 2 Sept. 2013

P. 29 Photo of personnel in the Citizens Helpline answering enquiries from the public (left) and at the gesture telephone (right), © BMAS

P. 30 Photo of the first visitors at Open Day, August 2013, © BMAS/T-Maelsa

P. 33 Title page of the booklet for pupils, Corporate Responsibility, © Photo oflia

P. 35 Screenshot of www.CSR-in-Deutschland.de, as at 2 Sept. 2013

P. 36 Title page of the flyer, Recommendation for a New Culture of Occupational Health, © colourbox

P. 39 Vision of the Federal Labour Ministry, here as Mouse-Pad

P. 42 Photo of lift in the Federal Labour Ministry in Berlin, lift control panel with Braille plus loudspeaker, © BMAS

P. 43 Photo of parent-child room at the Federal Labour Ministry Berlin/Bonn, © BMAS

P. 44 Logo of the initiative, Work and Family Audit

P. 49 Logo of the initiative, Occupational Health Working Group, in the Federal Labour Ministry“

P. 55 Photo of renovated Building 16 in the Federal Labour Ministry Bonn, © Sprang

P. 59 Picture of an energy performance certificate, here for the main building of the Federal Labour Ministry at Mohrenstrasse in Berlin

P. 60 Photo of the photovoltaic panels on the roof of the Federal Labour Ministry Berlin, © BMAS100

P. 61 Logo of Green IT

P. 62 Photo of an electrically driven bicycle at the Federal Labour Ministry Berlin, © BMAS

P. 68 Photo of the inner courtyard of the Federal Labour Ministry in Berlin at Open Day, August 2013, © BMAS, T. Maela

P. 69 Photo of stairway in the Federal Labour Ministry in Berlin, © BMAS

P. 70 Photo of the new canteen at the Federal Labour Ministry in Bonn, © BMAS

P. 70 Photo of the interior of the new canteen in the Federal Labour Ministry in Bonn, © BMAS

P. 71 Photo of a keypad und stethoscope, © Colourbox

P. 72 Photo of the child day-care centre at the Federal Labour Ministry in Berlin, © BMAS

P. 73 Photo of tactile model of the Federal Labour Ministry in Berlin, © BMAS

P. 76 Logo of the Global Reporting Initiative, ©



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