



IFOK.

IFOK. Shaping Change.



Year: 2011

Global Compact

Communication on Progress





IFOK. Shaping Change.

Statement of Continued Support

We hereby declare that IFOK – located in Germany and Belgium – and with offices of its wholly-owned American subsidiary, Meister Consultants Group (MCG) in Boston – continues to embrace the United Nations Global Compact and its ten principles, as well as to integrate the principles into our daily business activities. IFOK has participated in the initiative since August 2003. We strongly believe in the value of this global network and its emphasis on the enlightened self-interest of all relevant social actors, including companies.

Our Business

IFOK is a change management consultancy offering expert analysis, strategy development, project implementation and communications services. Some 100 staff members work from our offices in Berlin, Bensheim, Düsseldorf, Munich, Brussels, and with MCG offices in Boston. In our change management consultancy work, we develop, facilitate and moderate dialogues between the public, private and third sector. We build on a stakeholder approach, recognising the essential role of stakeholders in strengthening the quality of advice we are able to provide our clients and in shaping change processes. The approach adopted towards our clients is also that which IFOK adopts towards its own stakeholders. We:

- help clients from all three sectors of society to implement measures and improve social and environmental processes, with the very clear aim of turning responsibility into opportunity.
- provide internal resources to educate employees on direct actions as well as on long-term goals of sustainability.
- support suppliers and partners with defined guidelines on sourcing and delivery.
- build relationships with the media so as to further sustainability goals.

Our Commitment

We perceive environmental and social challenges as opportunities for private enterprise to provide innovative and entrepreneurial solutions towards sustainable development. Thus, in our consulting activities, we help our clients and other stakeholders to continuously “raise the bar” within the sustainability paradigm. Following our 2010 COP Report, in which we reported on principle 6 and principle 8, we are happy to now be reporting on our continued and new activities also on principle 7 and 9.

December 2011, Dr. Hans-Peter Meister, CEO





Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation

IFOK is an equal opportunities employer who evaluates its employees by merits only and not on grounds of gender, sexual orientation, race or religion.

Improving the quality of work through family-friendly working-conditions

IFOK accepts family friendly working-conditions as one of most important challenges in a modern working environment. We provide career opportunities for women well beyond the average numbers or quotas in management consultancy - more than sixty five percent of our workforce and a third of our board members are female. More than one-quarter of our employees currently work part-time; of those about seventy five percent are female and twenty five percent male. IFOK has developed family-friendly work schemes to facilitate a healthy work-life balance, including teleworking, part-time work opportunities and extended return programmes for stay-at-home parents. In 2011, 8 of our employees took advantage of parenting leave schemes or leave of absence.

The nation-wide TOP-JOB survey on employment culture identified IFOK as being particularly strong in integrating work and family life and we were selected as one of the "100 TOP employers". IFOK has built on this accolade and seen it as confirmation of our approach. Hence IFOK continues its efforts as a member of the corporate network "Erfolgsfaktor Familie" (Families: a Success Factor). This network offers us the opportunity to learn about further success factors which support balancing family and working life. Joint partners in the network are the locale Bündnisse für Familien (Local Alliances for Families), the web-portal "SMEs and families" and all German Chambers of Commerce. As a result of our continued efforts to provide the working environment our employees need, we

enjoy a very high continuity within our workforce and in 2011 we were thrilled to celebrate two 15 year and five 10 year anniversaries in 2011.

Improving the quality of work through an open culture

We lay emphasis on an open corporate culture, which allows for mistakes to be made and that promotes the strengths of each member of the IFOK team. Participation is important both in our work with clients and internally, as are open communication, regular and structures feedback and appraisal mechanisms, all of which are actively practiced at IFOK. We are signatory of the initiative "Diversity as an Opportunity" which was launched by Maria Böhmer, Minister of State in the Federal Chancellery and Federal Government Commissioner for Migration, Refugees, and Integration. The aim of implementing the 'Charter for Diversity' within our company is to create a working environment that is free of prejudice. All our employees should experience appreciation – regardless of gender, race, nationality, ethnicity, religion or philosophy of life, disability, age, sexual orientation or identity. Recognising and promoting this diverse potential creates economic advantages for our company.

We actively work to create a climate of acceptance and mutual trust. This has positive consequences for the recognition we receive from our partners and customers, both here in Germany and in other countries throughout the world.

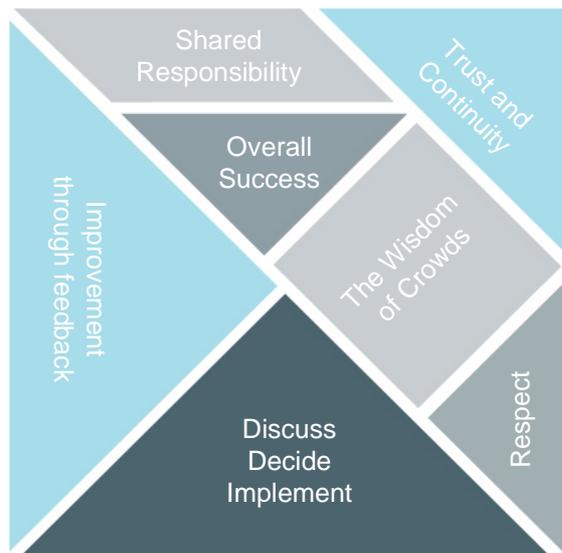
Beyond this climate of appreciation, IFOK was awarded the renowned accolade "Top 100" as one of the 100 most innovative small and medium sized enterprises in Germany. Selection for the award was undertaken via a rigorous process by the Vienna University of Economics and Business. In addition to being selected

amongst the top 100 SMEs overall, IFOK was also amongst the leading 10 companies within a number of important sub-categories for the award: “Climate of Innovation”, “Innovation Marketing”, “Innovative Processes and Organisation” and “Support for Innovation from Top Management”. This award represented an important recognition of IFOK’s open culture of innovation and anti-discrimination, a culture which enjoys top management support and which we continuously seek to improve and express throughout the organisation.

Building on the IFOK Leadership Guidelines and developing a unique network structure within the company

Building on IFOK’s significant advances in its internal processes and organisational structures by developing the IFOK Leadership Guidelines we continued our leadership and organisational development process in 2011.

A central focus of our leadership is the appreciation of diversity, strengthening professional development and doing this in-line with the unique skills each employee brings.



Based on the objective to eliminate discrimination and promoting organisational learning and feedback, IFOK is constantly reviewing its project

feedback schemes and other feedback mechanisms within its network-based structure. The project feedback scheme consists of an institutionalised exchange between project management and project team members, which follows a systematic and holistic appraisal methodology. The scheme is used to assess project performance by means of an orientation interview at the beginning and at least one feedback meeting toward the end of each project. The project feedback scheme enables management to systematically assess talents and performance of each employee in each of the projects. By documenting project feedback and gathering information from various sources within the company, IFOK is able to assess the performance and talents of each employee in an objective way and thereby further promote the elimination of all kinds of discrimination.

In 2011, IFOK has advanced significantly in furthering and strengthening its network structure and processes. Structuring the company in a networked manner, rather than by departments etc., presents IFOK with the unique opportunity to utilise the benefits of flexible structures, tailored teams, information exchange and diversity for our projects and clients. It also offers us valuable insights and opportunities with relevance for our work to implement societal change – change which requires a networked approach. In striving to transfer these opportunities and principles of a networked society and networked systems into our business practises and into every staff member’s daily routine, we offer our staff the necessary training, learning and engagement opportunities for them to build upon this. In addition, IFOK is putting in place processes and offers spaces for joint learning and innovation, including through the IFOK Campus – the annual company-wide retreat and training event.

Professional Development Activities

Continuing the high standards and extensive variety of professional development opportunities offered to our employees has been a core goal of our company. Thus, we have taken a number of important measures to further enhance this important process of professional improvement and development. We have expanded the offerings of the IFOK Academy, our internal training and development programme. In 2011 IFOK was able to offer more than twenty training courses in the areas: methods, client relations, leadership, learning organisations and self-management. IFOK is currently developing additional training on sustainability issues for all staff members and trainees. In addition, we have launched the so-called Columbus Programme, a unique and tailored programme of personal and professional development for a number of key employees important for IFOK's future development. Be it attending conferences, undertaking external courses or other forms of professional development, we happy to offer this opportunity to strengthen the competences of key staff and to proactively build the company's future development. The approach we are taking with the Columbus Programme is in line with our overarching approach of regular and tailored training needs and professional development opportunities being assessed on a regular and personal basis.

Furthermore, IFOK currently trains six young professionals in two- to three- year formal, paid apprenticeship programmes. In 2011, we added a new apprenticeship programme and are currently training our first young professional in an IT-oriented programme.

In this way IFOK has been able to continue its offering of dedicated and tailor-made education programmes for employees, continuing to teach core skills necessary for our work and in this way to wisely use the available time and resources during slower project periods. These training

offerings are predominantly hosted by IFOK staff, facilitating knowledge flows within the organisation as well as offering personal and professional development for those hosting these events - as well as to the participants. With the wealth of learning and on-the-job-training offered by IFOK to its employees a key feature of our success and our ability to attract the most important talents for our business, it has been important for IFOK to maintain and enlarge the portfolio of these offerings.

Fellows – Providing Flexible Job Opportunities to Young Talents

In 2011 IFOK has continued and expanded its "Sustainability Fellowship Programme", a seven-month fellowship scheme which offers young students seeking to enter employment opportunities to gain on-the-job-training and insights into our sustainability consultancy services. Candidates are selected through a rigorous assessment centre process before being offered a place on the scheme. They are guaranteed a multi-month programme that includes the opportunity to gain work experience in consulting projects, to work closely with experienced senior consultants as well as a wide portfolio of training courses in various relevant areas within the framework of the IFOK Academy. Furthermore, each fellow is assigned to an experienced mentor to guide their learning process. The fellowships are foreseen to lead into full time employment at IFOK or MCG. The fellowships are remunerated, thus maintaining IFOK and MCG's continued commitment to decent working practices and opportunities. In 2011, two cohorts of eight and five fellows respectively successfully completed their fellowship programmes and in almost all cases have been taken on as members of our permanent staff.

The learning organisation

IFOK embraces the culture of a learning organisation and continuously puts efforts into improving knowledge sharing, training, reflection and learning processes. In 2011 IFOK for example expanded on its “Lunch and Learn“ Scheme. In this scheme, all staff members are invited to participate in regular lunchtime team meetings that are hosted and facilitated by other

staff members. During those meetings, IFOK creates a space for exchange, information and knowledge transfer or open innovation processes. The meetings are made accessible to all staff members via teleconference. The results are documented and made available to ensure continued developments and learning.

Principle 7: Businesses should support a precautionary approach to environmental challenges & Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

Our contribution to environmental solutions is guided by strict internal policies. We adhere to national and international standards to advance responsibility in environmental matters. We also promote energy efficiency, waste avoidance and recycling as core elements of our daily business practice among our employees.

Activities to reduce greenhouse gas emissions and waste

With carbon dioxide being the primary cause of human-induced global warming, we work to analyse, identify and substitute our impact as much as possible. One area in which we have been seeking to manage our impact is in our need for transport. We have a travel and car policy that aims to reducing greenhouse gas emissions. Our employees are required to use the most environment-friendly means of transportation whenever possible - primarily public transport. Again in 2011, IFOK supports the use of public transport by financing reduced pricing schemes (BahnCard 50) which are available to employees also for private use, thus making public transport attractive for private activities, too.

IFOK demands that all company cars be used in accordance with the European Union standards for fuel consumption and CO₂ emissions. Some company cars are pooled and available on a per needs basis. Fuel consumption and CO₂ emissions from company cars are recorded. Company cars are leased, and we make sure that they are equipped with the best available filter technology to reduce emissions of fine particulate dust. Moreover, IFOK has established a system for telephone and video conferences for internal meeting across offices as well as with clients. This initiative has allowed us to reduce the number of travelled kilometres, including

domestic and transatlantic flights and thus has contributed significantly to the reduction of IFOK's greenhouse gas emissions.

The office heating system is centrally steered and adapts, together with the lighting and blinds system, to the outside conditions, helping reduce energy consumption. Office materials are chosen according to environmentally friendly purchasing guidelines. At IFOK we build awareness to reduce our waste creation and printing activities by promoting double-sided printing. For office printing, we exclusively use 100% degradable and recyclable paper that is certified totally chlorine free, licensed by the Nordic Swan and certified by ISO 9001 and 14001 as well as licensed by FSC. We are currently assessing options to increase our sustainable procurement measures by switching to certified supply providers and to change our energy supply to more renewable energy providers.

Actions to disseminate greater environmental responsibility

Via our intranet we are able to facilitate an exchange between employees amongst each other on suggestions and best-practices within the office surroundings. Our continuous improvement system is also a well received and actively used forum for improvements and innovative suggestions to help reduce our environmental impact and to reward environmental responsibility. In 2011, we have engaged in a process to re-assess and update our principles on sustainable business practices and to disseminate and integrate these principles into the whole organisation.

In the context of our consultancy work, we have been commissioned with communicating the potential offered by environmentally friendly

technologies and standards. In the context of disseminating processes, such as brown-bag lunches and interdepartmental presentations, we have communicated sustainability-related projects and their outcomes amongst our employees, thus facilitating joint learning and criticism. In 2011 IFOK has increased its efforts to accompany clients in CO2 compensation processes and has continued to emphasize environmental standards and protection in all its internal and client projects.

IFOK lays great importance on the use of organic, wholefoods and regional products in our offices. We believe in the merit of unprocessed and local foods and offer these, especially as fruit that is offered to customers and employees free of charge in our offices. Most of our fruit is from organic sources. In addition we also purchase regional products, such as fruit and drinks, via local suppliers.

Principle 9: Business should encourage the development and diffusion of environmentally friendly technologies.

For several years, IFOK and MCG have been working in the field of promoting and incentivising the diffusion of renewable energy technologies. In 2011, we accelerated our efforts and have been engaged in working with several governments and business worldwide to assess opportunities to promote the diffusion of renewable energy technologies. Especially, IFOK/MCG has been very active in the field of designing and sharing knowledge on feed in tariff schemes in several countries around the globe. Furthermore, IFOK and MCG have been engaged in several activities to explore opportunities and promote business engagement in the field of adaptation to climate change. We have consulted clients on international best practices in adaptation initiatives and in climate financing. We seek to promote the critical contributions the private sector can make in the global efforts to build resilience and adaptation to the impacts of climate change.

In 2011 IFOK has been undertaking an assessment on business engagements, opportunities and risks in the field of sustainability.

On a voluntary basis, IFOK serves as an expert on participatory processes to promote synergies between science, government, business and civil society in the context of environmentally friendly and sustainable technologies. For example, in 2011 IFOK joined the Committee on Technology and Society of the Association of German Engineers as a member and advisor on participatory processes.

IFOK constantly continues to investigate trends and develop strategies to engage in cooperative processes to further public and private sector efforts towards sustainable development

Further Actions

Apart from our focus on principles 6 and 8, we have taken further actions and initiatives to support principles of the Global Compact initiative and to work towards sustainability goals:

Business and Family

Since 2007 IFOK has been working for the Robert Bosch Foundation on the design, coordination and implementation of the project "Business and Family". The project seeks to foster innovative business models to help parents align the demands of work and private life, including children, family and care responsibilities.

Young Foresight Germany/ Young Foresight Europe

Young Foresight Germany (*Jugend denkt Zukunft*) is a continuous effort, initiated by IFOK, to couple corporate citizenship programmes with the introduction of innovative thinking and corporate culture to young people. The project has been named an official project of the UN decade "Education for Sustainable Development" for the period 2007 – 2009. In November 2011, IFOK joint with our business initiative „Jugend denkt Zukunft! the „National pact for women in science“. The goal of the initiative is to promote young women to pursue science or engineering degrees and successfully enter the according job market.

Furthermore, the project continued and extended activities towards “Youth Foresight Europe” (*Jugend denkt Europa*), a project supporting young people to get access to political issues and processes.

Supporting Sustainable Strategies at Federal and State Level

IFOK has been supporting the Sustainability Council at Federal level with conceptual input and process organisation. Amongst others, we organised the peer review process for the German Sustainability Strategy resulting in a report handed over to the Federal Chancellor. For the State of Hesse and Baden-Wuerttemberg we set up sustainability strategies involving business, politics and society to bring forward environmental, social, and economic sustainability at regional and state level.



07-11/09	Supporting Peer Review on the German Sustainability Strategy; presented to the Federal Chancellor in November
11/2009	Start of IFOK's Sustainability Fellow Programme
12/2009	IFOK as Observer at the COP 15 in Copenhagen
12/2009	IFOK Study on the Adaptation of Climate Change published
12/2009	Fifth Global Compact Communication on Progress Report
12/2010	Sixth Global Compact Communication on Progress Report
Summer 2011	<p>IFOK and the German Ministry for Education and Research launch first of its kind national citizen consultations about the future of energy in Germany</p> <p>IFOK hosts the event to present the outcomes of the German Ethics Commission on the phase-out of nuclear energy in Germany.</p>
10/ 2011	Second cohort of IFOK's Sustainability Fellows complete programme
12/ 2011-	Seventh Global Compact Communication on Progress Report

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