



IFOK.

**IFOK. We shape change.**



Year: 2008

Global Compact

**Communication on Progress**





# IFOK. We shape change.

## Statement of Continued Support

We hereby declare that IFOK – located in Germany, Belgium and the USA – continues to embrace the United Nations Global Compact and its ten principles, as well as to integrate the principles into our 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 work from our offices in Berlin, Bensheim, Düsseldorf, Munich, Brussels, Washington D.C. and Boston. In our change management consultancy work, we develop, facilitate and moderate dialogues between the public sector, businesses and civil society actors. 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 stakeholders. We:

- help clients from all the three sectors of society to implement, measure 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 increased sustainability. Thus, in our consulting activities, we help our clients and other stakeholders to continuously “raise the bar” within the sustainability paradigm. Following our 2007 COP Report, in which we mainly focused on principle 8, we are pleased to now also be reporting on principle 6.

**18. December 2008, 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 opportunities for women well beyond the average numbers or quotas in management consultancy - more than seventy per cent of our workforce is female. One-third of our employees work part-time. IFOK has developed family-friendly work schemes to facilitate a work-life balance, including teleworking, part-time work opportunities and extended return programmes for stay-at-home parents. 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 has become 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. It is an initiative of the Federal Minister for Family Affairs, Senior Citizens, Women and Youth, Ursula von der Leyen, and Ludwig Georg Braun, President of the German Chambers of Industry and Commerce. 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.

### **Improving the quality of work through an open culture**

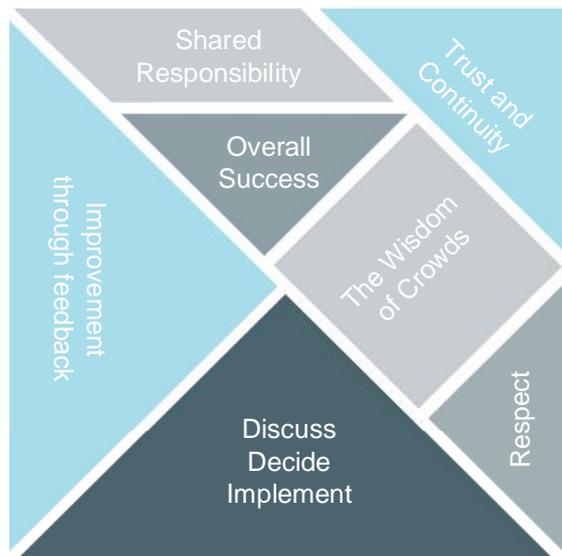
We lay emphasis on an open corporate culture, which allows for mistakes to be made and that promotes the strengths of each member of the IFOK team. Participation is important both in our work with clients and internally, as are open communication, feedback and appraisal mechanisms, all of which are actively practiced at IFOK. We are signators 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.

### **Improving the quality of work with the IFOK leadership guidelines**

After participating in an extensive survey of the needs and wants of our employees in 2006, we have continued our internal drive to address the human resources issues highlighted by the survey. This includes communicating the company's vision in a clearer manner, strengthening entrepreneurship and internal communications, as well as further extending education and training measures. In summer

2008 the IFOK management group developed and adopted a set of leadership principles and communicated them with all employees. A main focus of our leadership is the appreciation of diversity, strengthening professional development and doing this in line with the unique skills each employee brings. These combined efforts result in the IFOK leadership vision or principles.



2007 also saw the expansion of the IFOK Academy, our internal training and development programme. We now offer dedicated and tailor-made further education programmes for employees, as well as teach core skills necessary for our work, methodologies, project management skills and facilitation training.

### **Actions to assist the career entry of Young Professionals and interns**

Our Young Professionals programme offers young students from the universities in the region the chance to participate in project for which they are responsible and which they guide.

These projects are supported by our staff, offering them opportunities in corporate volunteering, and with know-how through

coaching by one of our senior consultants or business unit managers (concrete defined sponsorships). The projects which our Young Professionals take part in last around two years. The activities of the Young Professionals lies solely on these projects, thus enabling them to dedicate their time, skills and enthusiasm to these activities. The current Young Professionals project, Sakhela Imfundo, for example, helps children in South Africa receive an education. Young Professionals are also invited to take part in the seminars and training modules available to our permanent staff, further equipping them with essential skills for the world of work and thus aiding their development.

At a time when entry into the labour market is characterised by a life-time of internships, IFOK is working improve the situation of our employees by implementing a sustainable employee structure. We try to achieve a win-win situation for both our company and those people who intern for us. We stand for fair conditions for interns and make a point of paying wages for all internships – typically well above other companies' and institutions' remuneration offers. Internships typically last for 3 months, enabling young people to gain essential business skills during their studies and thus actively contributing to their employability, with an optional extension to 6 months. A notably high percentage of former interns are either taken on directly following their internship or return following their studies to work for IFOK.

## **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.

### **Actions to reduce greenhouse gas emissions**

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 seek 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. 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 CO<sub>2</sub> emissions. Some company cars are pooled and available on a per needs basis. Fuel consumption and CO<sub>2</sub> 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. Many of our employees have organised private car pools for their commute to work or client appointments. The office heating system is centrally steered and adapts, together with the lighting and blinds system, to the outside conditions, helping reduce energy consumption. All office materials are

chosen according to environmentally friendly purchasing guidelines. Double-sided printing is made possible by a new photocopying machine.

### **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-practises 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 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. 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, to customers and employees, free of charge, in our offices. Most of our fruit is from organic sources. Besides, we purchase regional products, such as fruit and drinks.

## **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 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.

### **Sakhela Imfundo- Building Education**

This project is being undertaken and led by the IFOK Young Professionals, in cooperation with the two aid organisations *masifunde* and *Orion*. The aim of the project is to organise and host a large benefit gala evening in June 2009 in Frankfurt with proceeds going to support education activities in South Africa.

### **MUN (Model United Nations)**

IFOK will sponsor German members of the MUN so that they can attend the 2009 world congress in New York. Following on from this, IFOK will invite some members to a round table discussion, enabling an intense exchange of experiences.

### **First European Corporate Responsibility Award of the E-I Group 2008**

The European Independent Consulting Group (E-I) launched the first ever European Corporate Responsibility Award in 2008, honouring innovative CR strategies from across Europe and in a bid to strengthen the use of corporate responsibility approaches which emphasise the business case for CR. The award will be given by a top-class jury, chaired by Vladimír Špidla, the EU-Commissioner for Employment, Social Affairs and Equal Opportunities, and comprising representatives of the EU Commission and national luminaries from politics, business and society. The jury will not only assess the applicants' CR strategies but also the implementation of their strategy. The German jury member is Prof. Dr. Klaus Töpfer, former executive director of the United Nations Environment Programme (UNEP). IFOK is the contact point for applications from German firms and organisations. The E-I Award is an IFOK project which strives to move corporate responsibility up the agenda across Europe, further acceptance and long-term approaches throughout Europe.

08/2003	IFOK joins Global Compact
04/2005	„Youth Foresight Germany“ launched
09/2005	First Communication on Progress Report
04/2006	Corporate Ethics and Trust – A tripartite dialogue
05/2006	Multi Stakeholder-Dialogue by German Sustainability Council
10/2006	„European Citizens´ Consultations“ launched
12/2006	Second Communication on Progress Report
07/2007	„Business and Family“ programme launched
09/2007	CSR-positioning of „Christoffel Blindenmission“ (pro-bono)
12/2007	Third Communication on Progress Report
06/2008	IFOK joins “Diversity as an Opportunity”- The Charter for Diversity
06/2008	Start of the E-I Award
06/2008	Launching Sakhela Imfundo e.V. by the IFOK Young Professionals
12/2008	Fourth Communication on Progress Report
12/2008	Start of the relaunch of the Young Professionals Programme

Milestones

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