

# Setting goals

Every year, we set ourselves goals based on our sustainability strategy. We use these to guide and support our initiatives, and to measure our progress.

Our commitment	Goals	Deadline	Status 2016	
<b>Every year, we want to close three loops – involving products, materials or logistics – for our customers.</b>	Take-back of an additional still-usable product for developing a new product type	End of 2016 and annual goal	IT refurbishment expansion: collection, data destruction, refurbishment and remarketing of enterprise hardware	● Δ
	Innovative approach to closing a logistics loop for a large customer	End of 2016 and annual goal	Formation of Encory joint venture with the BMW Group for the development of coherent logistics solutions for the reclamation and reconditioning of replacement motor vehicle parts	● Δ
	Setup of an additional and separate collection for establishing an in-house material loop	End of 2016 and annual goal	Start of take-back of ceiling systems made from mineral fibres	● Δ
	Design a new generation of sorting plant to improve efficiency	End of 2017	New goal	Δ
<b>We want to improve our customers' sustainability performance by using the services provided within the ALBA Group to save at least 50 million tonnes of resources every year.</b>	Marketing of recycling material to replace primary material for at least three customers	End of 2016	Marketing of secondary material for cleaning instruments, tool and transit packaging for three customers	●
	Annual savings of at least 50 million tonnes of resources	End of 2016 and annual goal	Savings of 51.8 million tonnes of resources (2015), documented by the ALBA Group resource report	● Δ
	Improving the measurability of the environment impact of our services	End of 2017	New goal	Δ
<b>We want to reduce our specific ecological footprint from one year to the next.</b>	Annual review of the expansion of site certifications	End of 2016 and annual goal	Certification of all sites pursuant to ISO 50001, certification of the new ReMarket site in Berlin pursuant to ISO 9001, ISO 14001 and BS OHSAS 18001 planned for 2017	● Δ
	For sites without certification, draw up success monitoring process plus timetable and continuous improvement processes	End of 2016	Process has been defined, implementation in 2017	●
	Regular (at least annual) meetings between all site managers to discuss areas with potential for optimisation	End of 2016 and annual goal	Meetings attended by all site managers not possible for organisational reasons, so bilateral dialogue instead: event planned as online meeting for 2017	● Δ
	Reduction in energy consumption	End of 2016 and annual goal	Reduction in absolute energy consumption year-on-year by around 3,300 MWh (approx. 4.5 percent)	● Δ
	Reduction in greenhouse gas emissions	End of 2016 and annual goal	Greenhouse gas emissions surveyed to date lower in 2016 by 1,200 tonnes (equates to 3.9 percent); first calculation of total greenhouse gas emissions as part of CCF calculation in 2015 (around 104,000 tonnes of CO <sub>2</sub> )	● Δ
	Performance of site-specific optimisation strategies	End of 2016 and annual goal	Optimisation measures implemented at all sites	● Δ
	Calculation of the corporate carbon footprint and specific product carbon footprint for Interseroh	End of 2016	Corporate carbon footprint (CCF) first calculated for 2015; calculation of a product carbon footprint postponed in favour of CCF strategy drafting work	● Δ

Our commitment	Goals	Deadline	Status 2016	
<b>We want to be the most attractive employer in our industry.</b>	Evaluation and optimisation of the talent identification process	End of 2016	Evaluation underway, systematic surveying of high potentials with talent conferences and transition to regular process	●
	Succession management: development and introduction of a systematic process	End of 2016	Introduction of a risk management system plus deputisation arrangements Development of a draft plan for career paths	●
	Recruitment quality initiative (incl. social media)	End of 2016	Setup of a dedicated careers website	●
	Creation of new touchpoints in recruiting (incl. social media)	End of 2017	Review of recruiting portals and apps, setup of an internal personnel marketing resource being planned for 2017	△
	Improvements to internal communication	End of 2017		
	Completion of an employee survey/asking supervisors for feedback	End of 2016	Goals deferred due to prioritisation of growth projects and digitalisation	○
	Certification 'Career and Family'	End of 2017		
	Support for growth projects	End of 2016 and annual goal	In 2016, especially for the Encory joint venture	● △
	Support as part of the digital transformation	End of 2016 and annual goal	Workshop for designing a digital competency model, conceptual design work on the new HR development programme #DigiCampus Recruitment drive targeting key positions in a digital context, esp. IT	● △
	Organisation of annual segment-wide health day	End of 2016 and annual goal	Health days in June 2016 in Cologne and Leipzig	● △
	Identification of additional cooperation partners for the topic of health management	End of 2016	Rollout of fit4life programme with a convalescent care centre in Cologne/Leverkusen, implementation of a 'health control circle', expansion of sport programme at Cologne site	●
	Organisation of psychological risk survey	End of 2017	No separate survey performed, topic of psychological dangers incorporated into the hazard assessment tool	● ○
	Identification of additional cooperation partners for the topic of occupational safety	End of 2016	Site visit by external consultant, results are available, transposition into action plan for 2017 in progress	●
	Review and analyse accident information system for detailed root cause analysis	End of 2016	Root cause analysis performed by external consultants as part of site visit	●
<b>We want to function as an intermediary for sustainable development, to publicise the idea of the circular economy and discuss sustainability regularly with our stakeholders.</b>	Continuation of social engagement initiatives at all German and foreign sites	End of 2016	Four day trips completed with children from the 'KidS' children's home and many donations in kind (table football table, toys and satchels)	●
	Continuation of lectures and free-to-attend speaking engagements on the circular economy	End of 2016 and annual goal	Cooperative ventures with partner schools in Berlin and Cologne maintained and expanded	● △
	Completion of 100 sustainability audits at suppliers	End of 2016 and annual goal	120 audits completed	● △
	Organisation of a comprehensive programme for refugee help, e.g. in the form of internships, mentoring and integration activities	End of 2016	Organised collection of in-kind donations for refugees at our Cologne site (no set time limit)  Internships for refugees at ALBA Facility Solutions (ABS), incl. mentoring programme – one internee was then offered an apprenticeship	●
	Continuation of energy scout programme with the Association of German Chambers of Commerce and Industry (DIHK)	End of 2016	Cost estimate by the energy scouts for the procurement of electric vehicles (EVs) for company pool Procurement of an EV being planned	●
	Drafting of a high-level strategy paper for a stronger focus on social activities related to resource conservation	End of 2017	New goal	△