

2011



Corporate Social Responsibility Report –
Report on the Sustainable Development of
GWG München

GWG



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The GWG München is pleased to present this CSR Report, the third standardised annual report on comprehensive responsibility in corporate management, now expanded to include Europe. The aim of this report is to present both our self-conception and our involvement in relation to economic, ecological and social concerns to all those who are interested in or affected by our activities.

The present report has placed our corporate goals even more squarely in the foreground, and aligned them with all the data and surveys from our specialist departments. Here, we have always ensured that comparability with the CSR reports of other municipal/public partner housing associations in five European countries is maintained. Moreover, so-called 'key indicators' have now been incorporated in the report for the first time, the aim of which is to give readers an initial overview of our important areas of our corporate activities. You will find this overview on pages 5 and 6 of this report.

The main themes covered by this CSR report 2011 are the same as those of previous reports:

- Promoting local social balance
- Environmental protection
- Promoting long-term economic sustainability
- Responsible corporate management
- Human resource management

Even this third report is sure to reveal potential for optimisation and it is the aim of all Eurhonet companies involved in the CSR Project to make the most of this potential. However, the last three years have shown that these five themes alone ensure a thriving cooperation



From left to right:
Hans-Otto Kraus, Dietmar Bock

between the five member companies of Eurhonet, who are required not only to observe general European laws and obligations but also national laws and obligations. These housing associations fully live up to their socio-political responsibilities. Not only do they work to provide socially disadvantaged households with places to live, but they and the GWG München are also expected to treat the available human, environmental and capital resources with due responsibility. We want to secure a healthy and successful future for our children and our children's children and, therefore, one that is worth living, through the sustainability of our actions.

For this reason, the GWG München will not let up in its efforts to achieve this objective.

We hope you enjoy reading this report.

Munich, July 2012

A handwritten signature in blue ink that reads "Hans-Otto Kraus".

Hans-Otto Kraus
Technical Director

A handwritten signature in blue ink that reads "Dietmar Bock".

Dietmar Bock
Commercial Director

Eurhonet – European Housing Network and CSR – Corporate Social Responsibility

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The European Housing Network, Eurhonet, is a network of 29 housing associations located in England, France, Germany, Italy and Sweden. Their common denominators are that they are all publicly owned, they all support their owners in implementing urban development measures, and they all assist disadvantaged households by providing affordable, good-quality housing. Although the companies must all comply with different country-specific laws in terms of their operations in the housing market, they all have one thing in common: the goal of creating a sustainable society where environmental impact is minimised through deliberate, targeted action.

Within Eurhonet, there are five thematically organised working groups, which concentrate on the following areas:

- Corporate Social Responsibility (CSR)
- Energy Savings
- Social Integration
- Ageing of the Population
- Human Resources

The CSR working group is primarily concerned with the development and refinement of a model for companies to report on their operations based on Corporate Social Responsibility criteria. This report is based on this model.

The CSR concept can be interpreted in a variety of different ways. Eurhonet is of the opinion that CSR is a project whereby all member associations agree to integrate social and ecological aspects, in cooperation with all stakeholders, in their own company's activities on a voluntary basis. These aspects are based on the consideration of social, ecological and economic responsibility and sustainability as well as the ethically correct treatment of all staff.

The EUROpean HOusing NETwork

In figures:
29 members
5 countries
5 themed working groups
600,000 flats

France

FSM
Habitat 62/59 Picardie
Le Foyer Rémois
Le Toit Angevin
DELPHIS
Société Dauphinoise pour l'Habitat

Italy

ALER Brescia
ALER Milano
ATC Torino
IPES Bolzano
IACP Bari
ARTE Genova

Germany

bauverein AG Darmstadt
BGW Bielefeld*
GBG Mannheim
GWG München
GEWOBA Bremen*
DOGEWO 21 Dortmund
LWB Leipzig
Pro Potsdam

Sweden

Familijebostäder
Gavlegårdarna
Mimer
Hyrebostäder
Stångåstaden
Vatter Hem
Örebro Bostäder
AB Helsingborgshem

England

Bolton at Home*

*Confirmed by the Executive Committee,
Confirmed by the General Assembly in
October 2012

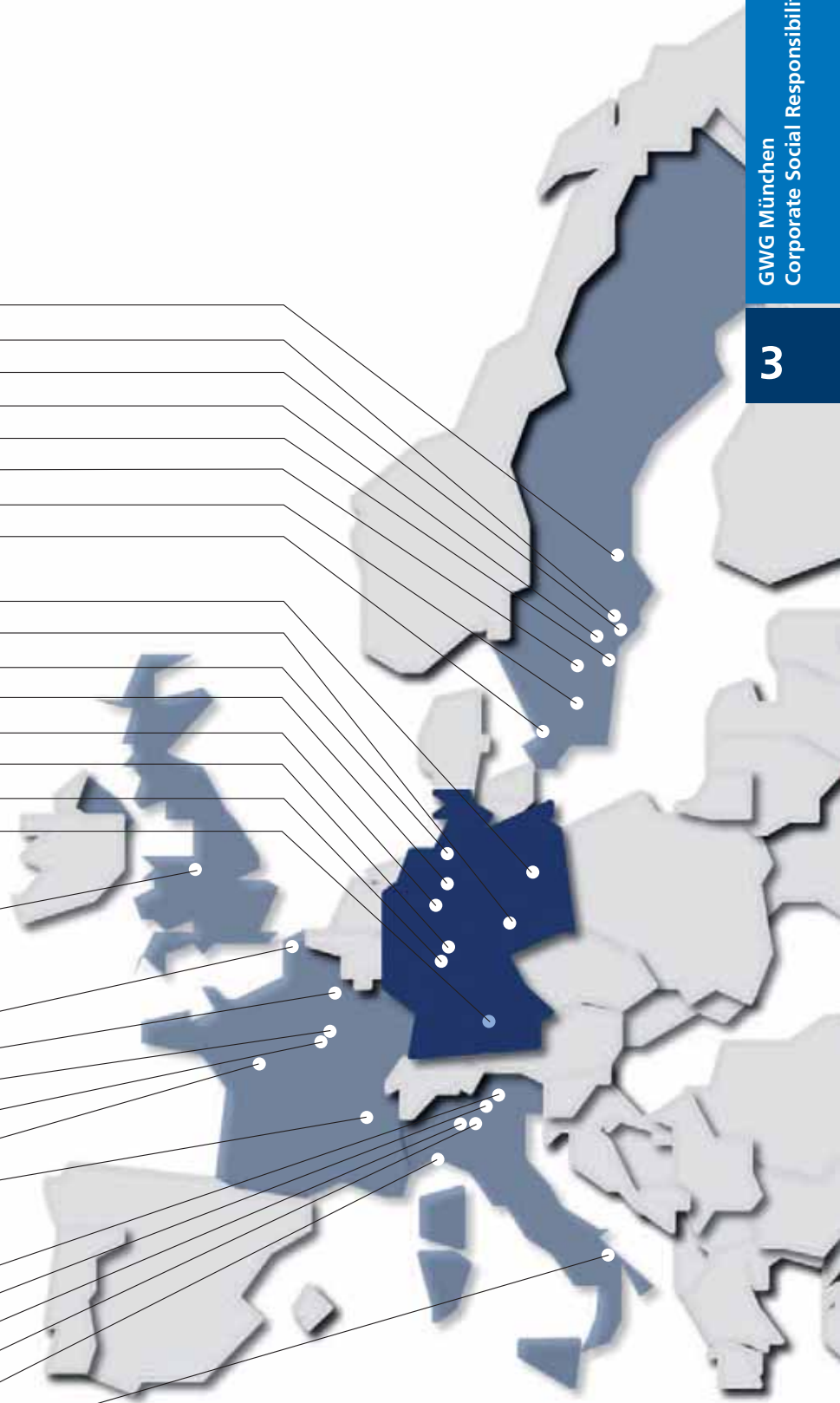
Gavlegårdarna Gävle
Mimer Västerås
Familjebostäder Stockholm
Örebro Bostäder
Hyrebostäder Norrköping
Stångåstaden Linköping
Vatter Hem Jönköping
AB Helsingborgshem Helsingborg

Pro Potsdam
LWB Leipzig
GEWOBA Bremen
BGW Bielefeld
DOGEWO 21 Dortmund
bauverein AG Darmstadt
GBG Mannheim
GWG München

Bolton at Home

Habitat 62 / 59 Picardie Calais
Le Foyer Rémois Reims
DELPHIS Paris
FSM Melun
Le Toit Angevin Anger
Société Dauphinoise pour
l'Habitat Grenoble

ITEA Trento
IPES Bolzano
ALER Brescia
ALER Milano
ARTE Genova
IACP Bari



The GWG München – a Strong Partner for the City

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The GWG Städtische Wohnungsgesellschaft München mbH (GWG München) was founded in 1918; it has played a major role in housing construction in Munich ever since. It is both the oldest of the four housing associations in which the Bavarian capital Munich has a stake, as well as one of the oldest local authority housing associations in Germany. Its residential complexes, housing estates and redevelopment and modernisation schemes have made a significant historical contribution to Munich's architecture and buildings.

To this day, the provision of secure and socially responsible housing for a broad spectrum of the population is viewed by the GWG München as its primary task. The organisation is active in the whole Munich region, although its activities focus mainly on the Bavarian state capital itself.

Together with its subsidiaries, the GWG München currently manages nearly 27,000 flats (both its own and those managed on behalf of third parties), thereby supporting nearly 50,000 tenants with socially-oriented housing administration. In addition, it also covers the entire spectrum of local authority housing provision by building flats and innovative forms of housing.



Key corporate statistics 2011:

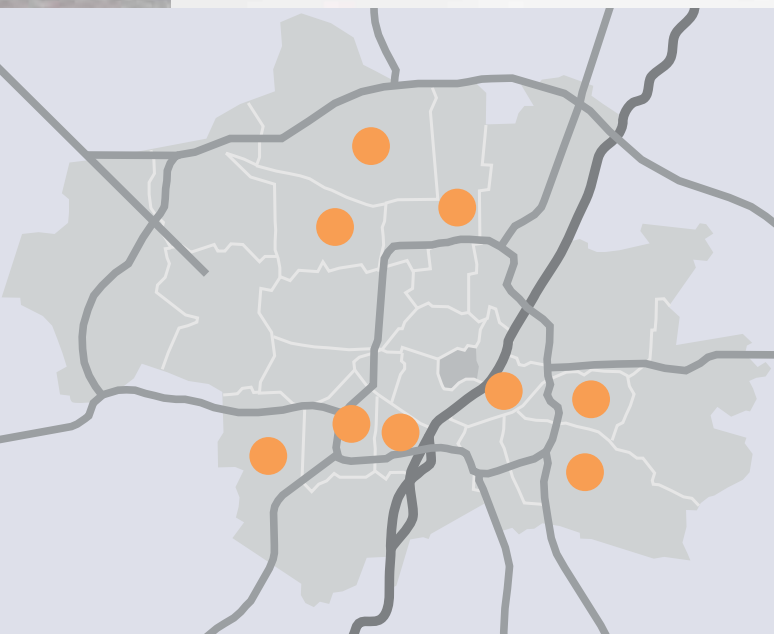
26,864	flats,
	of which 9,277 are publicly subsidised
407	staff
	of whom 79 are part-time
154	million euro turnover
282	million euro stakeholders' equity
1,191	million euro balance sheet total
3	subsidiaries

About 90% of its total housing stock is concentrated in the nine urban districts of Milbertshofen-Am Hart, Ramersdorf-Perlach, Feldmoching-Hasenbergl, Moosach, Au-Haidhausen, Sendling-Westpark, Hadern, Berg am Laim and Sendling.

Besides its main business of managing the housing stock, the GWG also carries out comprehensive project management, urban redevelopment and social neighbourhood management. It is also involved in urban development – some of which is of a distinctly innovative nature – demolishing old buildings, building new rental flats on its own properties, buying additional land for new construction projects, purchasing rental housing stock, carrying out comprehensive modernisation measures and selling new-build flats for owner-occupation, mainly in the GWG München's already existing residential complexes.

Together with its subsidiaries, the GWG München is not only a major pillar of publicly funded rental housing construction; it also bears the responsibility for social harmony in its housing complexes and is thoroughly familiar with local and regional markets. The social orientation of all aspects of its business contributes significantly towards stabilising neighbourhoods and has a steering function in urban development.

90 per cent of the GWG München's total housing stock is concentrated in these urban districts.



Key figures about CSR at a glance

Number of flats

0.1

Number	2011	2010	2009
Total number of flats	20.848	20.545	20.590
Of which privately financed	11.571	11.210	11.308
Of which subsidised	9.277	9.335	9.282

When subsidiaries and housing stock under the administration of the State Capital of Munich are included, the total housing stock managed by the GWG group amounts to as many as 27,000 residential units, or 3.5% of the total rented housing in the State Capital of Munich. The aim is to maintain this level and to actively counter the acute shortage of affordable housing in Munich through quality improvements and continuous expansion.

Rent levels in the housing stock

0.2

Privately financed	2011		2010		2009	
	m ²	%	m ²	%	m ²	%
Rent up to 4,00 €/m ²	30.278,24	4,88	20.772,21	3,50	54.110,14	9,00
Rent between 4,01 und 6,00 €/m ²	229.333,04	36,98	224.158,14	38,10	249.396,45	41,40
Rent between 6,01 und 8,00 €/m ²	247.039,53	39,84	243.853,39	41,50	261.197,56	43,30
Rent between 8,01 und 10,00 €/m ²	89.450,70	14,42	80.350,99	13,70	26.256,62	4,30
Rent from 10,01 €/m ²	24.043,90	3,88	18.636,69	3,20	12.018,16	2,00
Total	620.145,41	100,00	587.771,42	100,00	602.978,93	100,00

Publicly subsidised	2011		2010		2009	
	m ²	%	m ²	%	m ²	%
Rent up to 4,00 €/m ²	17.513,05	3,09	34.390,90	5,60	29.611,47	5,30
Rent between 4,01 und 6,00 €/m ²	398.848,64	70,42	414.317,77	71,70	414.553,47	73,80
Rent between 6,01 und 8,00 €/m ²	92.745,37	16,37	78.242,87	13,50	73.792,53	13,10
Rent between 8,01 und 10,00 €/m ²	57.347,27	10,12	53.049,40	9,20	43.453,57	7,80
Rent from 10,01 €/m ²	0,00	0,00	60,71	0,00	0,00	0,00
Total	566.454,33	100,00	577.544,01	100,00	561.411,04	100,00

Rent levels for these flats are consistently considerably lower than the rents charged in Munich in general, representing a significant regulatory force within Munich's housing market.

Proportion of flats in total housing suitable for senior citizens and handicapped persons

0.3

	2011	2010	2009
	%	%	%
Proportion	5,71	4,86	4,41

Since 2008, the GWG München has constructed all new builds and, as far as possible, has conducted all extensive modernisation measures for barrier-free access, in accordance with DIN 18040-2. The proportion of these flats to the total level of housing will therefore continue to rise to reflect demographic trends. The proportion of flats equipped with lifts is currently well over 20% of the total number.

Proportion of tenants aged over 65**0.4**

	2011 %	2010 %	2009 %
Proportion	25,76	–	–

This key figure was obtained for the first time in 2011. It indicates that the number of flats that are suitable for use by senior citizens and disabled persons (see 03) must be increased further.

Annual revenue**0.5**

	2011 T€	2010 T€	2009 T€
Revenue	137.597,8	134.375,4	126.517,1

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This shows the revenues according to the profit and loss account, excluding changes in inventory, capitalised assets, other operating income and interest earnings. Even if revenues continue to rise, it is not a primary objective of the GWG München to increase revenues, since this factor also includes revenues from operating and heating costs charged (2011: 38.8 million euros), which are largely under outside control.

Average age of properties**0.6**

	2011 Years	2010	2009
Age	42,7	–	–

This data was collected for the first time in 2011. The table shows the historical age of the properties, referring to the year of construction, i.e. modernisations are not taken into account. The GWG München counters the ongoing trend towards an increase in the average age of existing housing by demolishing old, unsuitable residential estates, which no longer satisfy contemporary standards, combined with the construction of new buildings.

Number of staff**0.7**

	2011	2010	2009
Number	301,2	280,4	262,1

These figures apply to the key date of 31.12. in full-time equivalents. The continuous increase in staff levels results from taking on additional tasks, such as taking on housing stock from the State Capital of Munich and expanding the level of service in the area of 'social' housing management, as well as the increase in new construction activities.



Promoting Local Social Balance

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Diversity of provided housing in accordance with demand

The total living area of all GWG München flats (excluding subsidiaries and the State Capital of Munich) is meanwhile approx. 1,190,000 m² in about 20,900 housing units. Almost half this area consists of subsidised housing, i.e. publicly funded housing, primarily 2-3 room flats but also affordable housing for larger families in the form of flats with four, five or more rooms. Around 2,600 of the privately financed flats have stove heating; over the next 20 to 25 years, these units are set either for demolition and replacement by new builds or comprehensive modernisation. It is our wish always to align our housing offers to local demand. For this reason, GWG München has set itself the goal, in terms of privately financed new builds, of building no more single room flat apartments but, as far as possible, only two-room flats, since, in addition to higher expectations with regard to fittings, there is also an increasingly clear desire for more living space. Flat size in subsidised housing is determined by the respective subsidisation provisions.

Overall, the central element of corporate policy within the GWG München is still the expansion of the amount of available housing. For this reason, the aim is to secure a completion rate of 300-400 rent units per year in the coming years, comprising both replacements for substandard accommodation by way of demolition and rebuilding as well as completely new constructions on newly acquired sites. In future, flat acquisitions will only take place sporadically and, like the building and sale of owner-occupied residences, this will not constitute a strategic factor.

Rent levels

When letting privately financed flats to new tenants, the rents charged are guided by the lower end of the Munich rent index. Thirty percent of the privately financed stock is let to tenants on low and medium incomes at a socially responsible monthly rent excluding utility charges (depending on flat size) of between 6.25 and 6.75 euro per m², in line with the concept of social rent capping (Soziale Mietobergrenzen, KSM). Families with children whose income is above the relevant level benefit from what we call a family component of 50 cents per m² per month for each child entitled to child benefit. The average rent in the GWG München's housing stock amounts to a total of 6.12 euro per m², ranging from 2.30 to 13.00 euro, depending on location and standard. The GWG München therefore provides varied, high-quality housing at affordable prices in Munich, the city with the highest rents in Germany, and thus also looks after the people who would not have any chance of finding suitable housing on the Munich private housing market. Our focus is not on profit but on maintaining the federal state capital's social balance.

Promoting social cohesion

The GWG München has always attached great importance to the organisation of a socially-oriented housing management. In six local property management offices, tenants can talk to our staff about any housing-related issues. They are supported by two specialist staff in the form of an officer for children and an officer for senior citizens. We employ permanent on-site caretakers at our residential complexes for tenants to turn to, if necessary supporting the housing community's residents in achieving a peaceful co-existence.

The GWG München employs five social education workers who successfully cultivate and make use of Munich's comprehensive network of social institutions in order to support our tenants, counselling and assisting them in difficult situations. They also provide targeted, on-the-spot conflict management to ensure that our very diverse tenants can all enjoy a harmonious co-existence, and to stabilise the tenant structure in the area. We increasingly collaborate with Munich City Hall in establishing citizens' advice bureaus in areas where our housing is located, with the intention of strengthening and supporting citizens, in particular GWG München tenants, in their own initiatives and helping them to help themselves.

One not insignificant indicator of the success of these measures is the very low number of evictions ordered over the years; again in 2011, only 29 evictions were actually carried out, a very low number compared to the overall number of tenants. Our objective remains to unnecessary hardship, by providing intensive support for problems, and to employ tenant eviction only as a final unavoidable resource.

The many residents' greet-and-meets and intergenerational centres in our residential complexes have proved extremely popular. They provide a wide range of cultural and social events, such as senior citizens' afternoons, lunches, homework supervision, open youth clubs, girls' clubs, sporting activities and foreign language courses.

Some of our residential complexes also provide communal rooms for joint festivities or private birthday parties etc. The GWG München also organises all kinds of events for its tenants, including children's festivals and summer fetes, thereby actively promoting familiarity between tenants and providing them with an opportunity for exchanging ideas and opinions.

Housing for all ages

The GWG München's commitment to child and family-friendly housing and residential forms suitable for people of all ages also entails a responsibility for ensuring that life in the neighbourhood functions smoothly, contributing significantly to the peaceful intergenerational co-existence and social harmony in our housing complexes.

In order to strengthen the rights of children and families, the GWG München developed child-friendly house rules to supplement the general rules for tenants in cooperation with Munich's children's welfare office and the Hadern-based working group "child health and movement" in 2009 to improve the overall conditions for child and family friendly development. The new rules do not relieve children and families of the responsibility for considerate behaviour, on the contrary, they call for intergenerational understanding.

To ensure that this intergenerational co-existence also continues to work well in future, new housing forms and offers are required, catering in particular to the needs of older residents. The GWG München's programme "WGplus – Wohnen in Gemeinschaft plus Service" (Communal Living plus Service) provides a level of care for older tenants that is adapted to their respective needs, thereby enabling them to remain in their own flats, or at least in their familiar area, for as long as possible. The GWG München is responsible for implementing these measures in construction terms and works with agencies providing social services to ensure that a range of household services are available, and short or long-term care services can be provided to people in their own homes.

In 2008, the GWG München signed cooperation contracts with home care providers, covering its entire rental housing stock, to ensure that tenants can call on a wide range of services in the immediate vicinity of their homes at any time, with the aim of organising the provision of home care. The services available include outpatient care and domestic services, meals-on-wheels and day-structuring measures at old-age and service centres. These service providers charge reasonable and appropriate fees for the use of their home care services.

The GWG München also provides home sharing facilities for senior citizens in various locations around the city. So far, two complexes offering senior citizen home sharing have been set up in Sendling-Westpark, and two in Harthof. In cooperation with the charity organisation Caritas, the GWG München also operates a residential home for dementia patients in Harthof, and is planning to increase the number of senior citizen home sharing complexes.

All our new-build flats are barrier-free with lift access. We also aim for barrier-free standards as far as possible when modernising housing. Barrier-free living is generally aimed for in any planning processes. Our existing housing stock also includes flats that have been designed especially with wheelchair users in mind.

Housing provision in accordance with local demand

Average floor space by type of flat

SOC 1.1

Total housing stock	2011		2010		2009	
	m ²	Average m ²	m ²	Average m ²	m ²	Average m ²
1-room flat	109.656,77	36,35	104.725,94	36,11	108.018,11	36,37
2-room flat	431.162,08	47,88	428.132,31	47,72	428.782,88	47,67
3-room flat	437.216,18	68,27	431.254,55	68,15	427.527,20	68,08
4-room flat	194.689,67	85,43	187.606,58	85,16	186.465,69	85,03
5-room flat	10.220,43	107,58	10.073,76	107,17	10.073,80	107,17
Over 5 rooms	3.654,61	76,14	3.522,29	73,38	3.522,29	73,38
Total	1.186.599,74	56,92	1.165.315,43	56,72	1.164.389,97	56,53

Of which Privately financed	2011		2010		2009	
	m ²	Average m ²	m ²	Average m ²	m ²	Average m ²
1-room flat	76.214,82	34,75	70.388,65	35,00	74.866,54	35,13
2-room flat	243.227,18	47,97	236.916,77	47,61	244.566,28	47,69
3-room flat	223.445,90	65,91	211.932,90	65,65	212.848,13	65,69
4-room flat	69.434,35	83,25	61.445,73	82,04	62.887,97	82,53
5-room flat	5.545,33	110,91	4.676,02	108,74	5.398,66	110,18
Over 5 rooms	2.277,83	67,00	2.411,35	66,98	2.411,35	66,98
Total	620.145,41	53,59	587.771,42	53,23	602.978,93	53,13

Of which subsidised	2011		2010		2009	
	m ²	Average m ²	m ²	Average m ²	m ²	Average m ²
1-room flat	33.441,95	40,58	34.337,29	38,62	33.151,57	39,51
2-room flat	187.934,90	47,76	191.215,54	47,85	184.216,60	47,64
3-room flat	213.770,28	70,93	219.321,65	70,75	214.679,07	70,62
4-room flat	125.255,32	86,68	126.160,85	86,77	123.577,72	86,36
5-room flat	4.675,10	103,86	5.397,74	105,84	4.675,14	103,89
Over 5 rooms	1.376,78	98,34	1.110,94	92,58	1.110,94	92,58
Total	566.454,33	61,06	577.544,01	60,78	561.411,04	60,70

The GWG München has a large number of flats with so-called "half-rooms" (less than 10 m²). These have been included as whole rooms in the table. This calculation method results in some flats being shown as having up to 12 rooms, and explains the relatively small average floor space of the flats in the "more than 5 rooms" category.

New builds and acquisitions

SOC 1.2

Number of flats	2011	2010	2009
New builds	227	143	209
Comprehensive modernisations	125	0	34
Acquisitions	65	0	68

It is one of GWG München's objectives to see to it that more high-quality housing is available at an affordable rent in Munich. It works towards this aim by constructing new builds and conducting modernisation measures plus, in individual cases, acquiring additional accommodation.

Growth in rental accommodation

SOC 1.3

Growth	2011	2010	2009
Total number of flats	20.848	20.545	20.590
Increase in number of flats in %	+1,48 %	-0,22 %	-0,10 %
Floor space	1.186.600,00 m ²	1.165.315,43 m ²	1.164.389 m ²
Increase in floor space in %	1,83 %	0,08 %	0,44 %

The GWG München continues to build new flats, with designs that comply with changing requirements. However, flats which no longer satisfy contemporary standards are sometimes demolished in the course of the construction of new builds, resulting in a slight reduction of the total number of flats in years when a building with a certain number of smaller flats has been demolished and replaced by a new complex with fewer, larger flats. The average flat size is currently 63 square metres per unit.

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Properties sold

SOC 1.4

Sales	2011	2010	2009
No. of flats	9	7	0
% flats in relation to total housing stock	0,04 %	0,03 %	0,00 %
Floor space	753,58 m ²	473,97 m ²	0,00 m ²
% area in relation to total floor space	0,06 %	0,04 %	0,00 %

The GWG München currently still owns 100 owner-occupier units which have not yet been sold, but are let and included in the company's fixed assets. Flats sold are always taken from this existing stock once the tenancy agreement has expired. At present, there are no development projects under construction.

Rent and utility charges

Development of utility and other charges

SOC 2.2

	2011	2010	2009
Change in total housing stock	-0,46 € per m ²	-0,17 € per m ²	0,06 € per m ²
Change in total housing stock	-14,74 %	-5,16 %	1,86 %

The calculation of the development of utility and other charges is based on all heating and operating costs shown in the profit and loss statement, including caretakers and local rates. As these figures also include the accumulation or release of reserves, they do not reflect actual heating and operating cost development.

Rent development		SOC 2.3		
	2011	2010	2009	
Total housing stock	1,5 %	5,98 %	2,16 %	

The rent increase quota relates to our total housing stock and primarily results from subsequent and new lets. For technical reasons, it is not possible to differentiate between privately funded and publicly subsidised housing stock. The very low rent increase rate is evidence of the responsible way that the GWG Munich treats its tenants.

Ratio of utility and other charges to rent		SOC 2.4		
	2011	2010	2009	
Total housing stock	30,30 %	34,10 %	36,47 %	

Data refers to total housing stock. For technical reasons, it is not possible to differentiate between privately funded and publicly subsidised housing stock.

Social mix

Proportion of internal moves within the housing provided		SOC 3.1		
	2011	2010	2009	
Tenant change				
Total number of internal moves	–	–	–	
Total number of tenant changes	1.406	1367	1407	
Fluctuation in %	6,74 %	6,71 %	6,83 %	

For technical reasons, it is not possible to determine the internal moves in terms of overall tenant changes. The low fluctuation rate is an indicator of the high level of tenant satisfaction. The goal is to keep the fluctuation rate permanently below 7%.

Avoidance of evictions		SOC 3.4		
Number	2011	2010	2009	
Actions for eviction	168	187	284	
Evictions	29	27	32	
Difference	139	160	252	

Due to the successful work of five social education workers, the number of evictions carried out was again held at a very low level in 2011. We continue to make it our aim to prevent unnecessary hardship by providing substantial assistance in difficult cases.

Promoting social cohesion

Promoting social cohesion

SOC 4.1

Measures	2011 (results/effects)
Tenants' newsletter	Increased tenant satisfaction, customer loyalty
Tenant fetes	Increased tenant satisfaction, customer loyalty
Regular features in 'München TV')	Increased tenant satisfaction, customer loyalty
Participation in 'Dasein für München'	Increased tenant satisfaction, customer loyalty
Child-friendly house rules	Promotion of neighbourhood stability and stable tenant structure
Member of 'Walk of Hasenbergl'	Vitalisation of housing area
Conflict management by employing social education workers and offering mediation training	Promotion of neighbourhood stability and stable tenant structure
Multi-generational housing	Promotion of neighbourhood stability and stable tenant structure
Employee training: 'Social Integration'	Promotion of neighbourhood stability and stable tenant structure
New housing models for all forms of living "WGplus"	Increased tenant satisfaction, customer loyalty
Debt counselling	Promotion of neighbourhood stability and stable tenant structure
Neighbourhood development measures	Vitalisation of housing area

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Social benefits for tenants

Social benefit expenditure

SOC 5.1

Costs	2011	2010	2009
External third parties	–	–	–
Internal costs	370,7 T€	–	–
Donations	10,4 T€	17,6 T€	18,2T€
Total	381,1 T€	17,6 T€	18,2 T€
Number of flats	20.848	20.545	20.590
Expenditure per flat	18,28 €	–	–
Expenditure on external third parties per flat	–	–	–
Expenditure on donations per flat	0,50 €	0,86 €	0,88 €
Internal expenditure on social benefits (e.g. social education workers) per flat	17,78 €	0,86 €	0,88 €

Under internal costs, expenditure on social education workers is included for the first time in 2011.



Environmental protection

Energy-efficient housing and building

As a local authority housing association, we consider ourselves obliged to make a significant contribution to reducing CO₂ emissions to protect the environment. The GWG München has therefore consciously addressed the issue of energy efficient housing and building for a number of years now, making every effort to keep energy consumption to an absolute minimum in order to steadily reduce CO₂ emissions over time.

About 80% of GWG-owned housing stock is equipped with either gas or district central heating; around 3% features self-contained gas central heating systems. Only one residential complex is solely heated by electric night storage heaters. Some buildings and even some flats rely

on a variety of heating sources: self-contained gas central heating, electric night storage heating, gas, oil and coal-burning stoves. This type of mixed heating is found in nearly 17% of the stock. These buildings are subjected to ongoing modernisation or rebuilding. The GWG München is embarking on new activities to tackle the issues of energy efficiency and resource saving.

The GWG München documents its energy efficiency measures and their impact in an annual energy report. A range of activities are carried out in this context, including new-build and modernisation projects as well as the improvement of existing housing stock with energy-saving measures.



Passive house with asymmetrical roof surface

In terms of Energy Saving Regulation (EnEV) 2009 standards, all of the GWG München's new-builds comply with the level of KfW Efficiency House 70, in as far as this is economically justifiable. For technical or economic reasons, it is not always possible to reach this standard when carrying out comprehensive modernisation projects. The target for these is the KfW Efficiency House 100 level.

In the course of existing housing stock maintenance, the energy standards of flats continue to be improved to comply with Energy Saving Regulation (EnEV) 2009 standards. Thermal insulation on façades, basement and loft ceilings can achieve energy savings of over 50 per cent in terms of heating energy requirements. Replacing windows in the existing stock also contributes to the reduction of pollutant emissions.

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The GWG München is also actively involved in pilot and model projects for developing new environmentally friendly and energy efficient technologies.

At the end of 2011, the GWG München's first apartment building using the passive house method was completed. A passive house has certain unique features in comparison to conventional buildings.

The building envelope is airtight, ensuring that the warm air inside cannot escape to the outside. Fresh air is supplied by a ventilation and heat recovery system, which also removes spent air and extracts excess humidity, pollutants and carbon dioxide. The air is pre-warmed to provide heating for the building, additional radiators are not necessary. Through the effectively insulated and air-tight building envelope and the triple-glazed windows, energy savings of up to 72% compared to the current minimum standards are possible. However, energy costs for the tenant are reduced by only 43%, while investment costs for the landlord are increased by approximately 24%. GWG München is of the view that this standard is not conducive for single-storey rental flat construction. Indeed, GWG has come to realise that the Efficiency House 70 Standard, which can even be enhanced to the level of a plus-energy house when augmented by a solar-thermal hot water supply and electricity generation from photovoltaic panels, achieves the best results in new builds from the point of view of investment costs, final energy costs, CO₂ reduction and primary energy balance.

Another special project is in progress in Grohmannstrasse under the City Building Authority's „e%-energy efficient housing“ scheme. Potential ways of using energy as economically and efficiently as possible are explored in practice this pilot project, with the aim of achieving sustainable reductions in CO₂ emissions in publicly subsidised housing. The target is to achieve reductions which exceed the requirements of the Energy Saving Regulation (EnEV) from 2007 by up to 60%.

In the course of the “CO₂-neutral energy supply in the Lilienhof residential complex” project, a research project has been initiated in collaboration with the Fraunhofer Institute for Building Physics. The aim is to carry out a model form of energy-saving refurbishment, resulting in a primary energy requirement for heating and drinking water heating that is at least 50% below the values permitted for a new build.

The success of the GWG München's energy efficiency measures is evident in the amount of CO₂ saved in comparison to Kyoto Protocol requirements. The protocol states that German households should reduce their annual CO₂ emissions up to 2012 by 12% of 1990's comparative value. The GWG München has already far exceeded this target in its own housing stock. It has already fallen short of the 1990 CO₂ emissions by 39%, assuming no increases in floor space since 1990. If the emissions are calculated per square metre of floor space, taking into account the additional new housing, the current saving is 41.6%.

The actual quantity of CO₂ equivalents saved over this period equals about 28,300 tonnes annually.

The first building phase of the Lilienhof model project was completed in 2011.



Environmental policy

Number of flats renovated and newly built above the prescribed standard

ENV 1.2

Number	2011	2010	2009
Total number of flats	20.848	–	–
Of which modernised for energy efficiency above the prescribed standard	105	–	–
Of which new builds completed above the prescribed standard	15,2 %	–	–
	191	–	–
	100 %	–	–

This data was collected for the first time in 2011.

Energy

Energy consumption and greenhouse gas emissions

ENV 2.1

Energy consumption classes	2011		2010		2009	
	Total	New builds	Total	New builds	Total	New builds
A: between 0 and 50 kWh/m ² /year	0,00	–	0,00 %	–	0,00 %	–
B: between 51 and 90 kWh/m ² /year	2,78	–	1,87 %	–	1,00 %	–
C: between 91 and 150 kWh/m ² /year	23,60	–	23,60 %	–	23,60 %	–
D: between 151 and 230 kWh/m ² /year	52,80	–	52,80 %	–	52,80 %	–
E: between 231 and 330 kWh/m ² /year	17,60	–	17,60 %	–	17,60 %	–
F: between 331 and 450 kWh/m ² /year	3,22	–	4,13 %	–	4,50 %	–
G: 451 kWh/m ² /year and above	0,00	–	0,00 %	–	0,50 %	–
Average consumption kWh/m ² /year	187,9	–	179,7	–	185,2	–
Median consumption:						–

CO ₂ emissions	2011		2010		2009	
	Total	New builds	Total	New builds	Total	New builds
between 0 and 5 CO ₂ /m ² /year	0,00	–	0,00 %	–	0,00 %	–
between 6 and 10 CO ₂ /m ² /year	0,00	–	0,00 %	–	0,00 %	–
between 11 and 20 CO ₂ /m ² /year	26,21	–	25,95 %	–	24,40 %	–
between 21 and 35 CO ₂ /m ² /year	55,50	–	55,50 %	–	55,40 %	–
between 36 and 55 CO ₂ /m ² /year	18,20	–	18,20 %	–	18,20 %	–
between 56 and 80 CO ₂ /m ² /year	0,09	–	0,35 %	–	1,30 %	–
81 CO ₂ /m ² /year and above	0,00	–	0,00 %	–	0,70 %	–
Average emissions kg CO ₂ /m ² /year	50,85	–	37,23	–	40,6	–

All calculations are based on final energy consumption. For technical reasons, it is not possible to provide separate data for new buildings. The data given for 2011 is only comparable with the values for the previous year to a limited extent because from 2011 the energy consumption was determined on the basis of the weather conditions for the first time and CO₂ emissions also included CO₂ equivalents for the first time. This results in nominally higher values compared with the previous year. When applying the same calculation basis, a reduction in CO₂ emissions of approximately 2% can be determined for 2011 compared with the previous year.

Greenhouse gases/transport

 CO₂-emissions from company vehicles

ENV 2.3

	2011	2010	2009
CO ₂ -emissions	15,42 t	14,1 t	12,7 t
km travelled	102.161 km	92.362 km	89.172 km
CO ₂ -emissions in t/10,000 km	1,51 t	1,52 t	1,42 t



16 Promoting Long-Term Economic Sustainability

Economically successful

The GWG München ended the year 2011 with an economically sound and convincing result. The annual net income was 4.4 million euros; the total assets increased to 1,117.2 million euros. The net income generated is primarily reinvested in the building of new housing. In this way, the GWG München, in its role as a socially responsible housing association, supports the State Capital of Munich in supplying housing to broad strata of the population.

Proportion of refurbished and modernised flats

With newly built flats, comprehensive energy-saving upgrading and its involvement in model projects, the GWG München covers the entire spectrum of local authority housing provision. We also regard these investments in our housing stock as a prerequisite for the sustainable development of the existing stock and thus for our competitiveness in the property market. In addition to the challenge of improving energy consumption levels across our entire portfolio, we are also faced with demographic developments that call for adaptation of our housing stock to make it barrier-free.

A major component of our building programme is the comprehensive upgrading of existing buildings and residential complexes. In essence, this is funded by the city of Munich.

In the year 2011, 163 completely gutted flats were subjected to complete modernisation, resulting in 125 flats of a contemporary design with the same standard as new builds.

We took part in the Europe-wide research project E2ReBuild with a pilot project in the Sendling/Westpark district, involving the use of prefabricated timber façade elements to comprehensively upgrade the buildings. The timber elements are attached externally, replacing the

thermal insulation system usually used in energy-saving refurbishment measures. The research aimed to find ways of making energy-saving improvements to buildings using renewable materials that are as prefabricated as possible in order to reduce the level of intrusion on the buildings.

At the same time, this project in Badgasteiner Strasse included the construction of the new housing administration offices in Sendling/Westpark and a residential building of solid wood construction. The idea of combining conventional upgrading with the construction of a solid wood building of several storeys emerged from a semester study at the Technical University in Munich under Professor Hermann Kaufmann, professor of Building Technology and Design, department of timber construction. During the two-semester seminar on building development, students were introduced to the idea of refurbishing existing buildings using timber-based materials. The students' work was integrated in the further planning.

Other energy-saving building measures are carried out by the GWG München in the course of the energy-related modernisation of existing buildings. These measures include applying thermal insulation to façades, roofs and basement ceilings or replacing windows. Tenants can remain in their flats while these measures are being carried out. 117 flats were refurbished in this way in 2011, bringing them up to EnEV energy consumption standards. A total of 242 flats were comprehensively modernised and their energy efficiency enhanced. This represents 1.16% of the overall housing stock. It is GWG's objective to maintain this level at over 1.0%.

Annual investment in new buildings

In 2011, the GWG München built 227 new flats and approved the demolition of 94 stove-heated existing flats. New buildings are being constructed both on greenfield and on developed sites, either after demolition of the existing buildings or by adding further storeys as part of modernisation projects. The buildings demolished are usually whose building fabric is of poor quality or where there is no uniform energy supply.

Since February 2009, when the city of Munich made funds under the Energy Saving Funding Scheme (FES) available to the GWG, we have applied for this funding for every proposed new building project. All of these new projects are planned to comply with the KfW Efficiency House 70 Standard (formerly KfW 40 Standard).

We are also improving the entire residential environment through measures such as redesigning playgrounds and open spaces, enhancing the whole neighbourhood to give our tenants attractive surroundings in which to spend their leisure time. We are also ensuring that playground equipment is contemporary and suitable for different age groups, and are carrying out landscape gardening to add interest, as well as laying paths within the complex that are suitable for senior citizens. Newly planted trees and shrubs contribute significantly to the sustainable cultivation of existing recreation areas.

Many years ago, the GWG München began renovating its 'upgrade zones' of Au, Sendling Westpark, Maikäfersiedlung and Harthof as part of an overall redevelopment plan for the neighbourhood, with the aim not only of creating contemporary and future-proof living space, but also ensuring a high degree of indoor and outdoor living quality for its residents. In this context, we ensure that the identity of each respective estate is preserved. After all, our tenants must still be able to find their way around the neighbourhood once the rebuilding work is completed, and feel at home there. In this sense, we also regard our redevelopment measures as building-cultural activities. To this end, we will continue to make high investments with sustainable effects.

In line with our mission, we primarily create living space for people with low incomes. In this way, we are consciously acting against the much-discussed process of gentrification in all areas of the city. Because, in comparison with other cities, Munich is still characterised by a healthy mixture of its social strata throughout the majority of its districts. We wish to play our role in preserving this 'Munich mixture'.

Residential building and administration offices in Sendling/Westpark of solid wood construction



Promoting long-term economic sustainability
General indicators, management of existing housing stock

Proportion of annually renovated / upgraded flats		ECO 1.1		
	2011	2010	2009	
Number of flats	242	359	158	
Percentage of total housing stock	1,16 %	1,75 %	0,76 %	

The packages of measures undertaken on the flats included here comprise comprehensive upgrading carried out during periods of vacancy. The table also includes energy-related upgrading of the building envelope involving façades, roofs, windows, balconies, top-floor and basement ceilings and the renewal of heating and electrical systems, measures which take place while tenants remain in their flats.

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Average major upgrading expenditure per flat over a 5-year period		ECO 1.2		
	2007 - 2011	2006 - 2010	2005 - 2009	
	€	€	€	
Expenditure per flat (with reference to total housing stock))	3.141,79	2.316,87	2.374,94	

The expenditures included in this table comprise packages of measures carried out during periods of vacancy. The table also includes energy-related upgrading of the building envelope involving façades, roofs, windows, balconies, top-floor and basement ceilings and the renewal of heating and electrical systems, measures which take place while tenants remain in their flats. The figures do not include ongoing maintenance measures.

Vacancy quota subdivided according to reason for vacancy		ECO 1.3		
Vacancies	2011	2010	2009	
	%	%	%	
Not on the market (technical)	0,0	0,1	0,1	
On the market / less than 3 months	0,7	0,7	0,7	
On the market / more than 3 months	0,1	0,1	0,0	
Total vacancies	0,8	0,9	0,8	

Data refers solely to core housing stock. Since investment stock is not included, (technical) vacancies not on the market have a level of 0.0%. Taking into account investment stock, total vacancies amount to 2.0%, 1.2% of which is attributable to technical vacancies.

Income from activities distributed to stakeholders

ECO 2.1

	2011 T€	% of turnover	2010 T€	% of turnover	2009 T€	% of turnover
Salaries	18.455.251	9,06	17.002.899	10,49	16.217.978	10,86
Suppliers and service providers	166.684.954	81,86	124.435.112	76,74	113.589.932	76,06
Tax	61.955	0,03	3.274.259	2,02	2.911.769	1,95
Interest and financial transaction costs	18.419.007	9,05	17.434.460	10,75	16.623.162	11,13
Distribution	0,00	0,00	0,00	0,00	0,00	0,00
Total	203.621.167	100,00	162.146.730	100,00	149.342.841	100,00

Salaries are declared including social insurance contributions and costs for pension provision.

'Suppliers and service providers' covers maintenance and operating costs, building costs and other operating expenses.

Annual investment in new builds

ECO 2.2

	2011	2010	2009
New builds	38.417.295 €	33.508.178 €	22.758.548 €
Acquisitions	23.457.786 €	0,0 €	11.535.335 €
Total	61.875.081 €	33.508.178 €	34.293.883 €
New builds as a percentage of turnover	27,9 %	24,9 %	18,0 %
Acquisitions as a percentage of turnover	17,1 %	0,0 %	9,1 %
Total as a percentage of turnover	45,0 %	24,9 %	27,1 %

The GWG München invests a considerable proportion of its capital in new builds and housing stock acquisitions. Investments in new building measures alone represented around 42% of net rents (excluding utility charges) in 2011 or 2.3 times the depreciation of property, plants and equipment, whereby the goal is that investments in new buildings are always higher than the depreciation of property, plants and equipment.



20 Responsible corporate management

Increasing tenant satisfaction

The GWG München's commitment does not stop at giving tenants the keys to their flats. Far from it: in terms of social management, the GWG München's expertise covers many aspects. In close collaboration with the appropriate local authority offices, the GWG München strives to offer extensive assistance to its tenants. Over the years, the GWG has continually increased the on-site support offered to its tenants. For instance, the GWG set up an organised and anonymous debt counselling service for all tenants together with an external agency which renders its services promptly and free of charge. Four GWG München staff also completed their professional mediator training in April 2010, qualifying them to support and assist tenants in conflict situations.

It is extremely important to the GWG München to know that our tenants feel comfortable in their flats and like their residential environment, and are therefore also satisfied customers. In 2010, we carried out a written tenant survey of 2,600 randomly selected households for the first time, in order to gain reliable data on tenant satisfaction. We were extremely pleased with the findings. Of course there were critical comments as well as positive reactions, especially in relation to our accessibility on the telephone, noise protection and cleanliness in the buildings and grounds. And of course, the GWG München is grateful for this critical feedback and analysed the weak points and developed concepts for possible improvements to allow all our tenants continued satisfaction with their living environment. Thus, for example, in 2011, each administrative office took on an extra member of staff, resulting in a considerable improvement in availability to our tenants.

In 2012 and every two years thereafter, the GWG München will again conduct such a tenant survey, to ensure that it continues to obtain important information relating to tenant satisfaction in the future.

Other reliable indicators of tenant satisfaction are the low rate of fluctuation, the high level of applicants and the very small number of complaints, which are systematically recorded and evaluated using a complaint management system.

Promoting transparency

Transparency is an important feature of corporate policy for the GWG München management.

The Intranet, for example – the in-house information and communication network – is the official information medium for employees. Each employee can find out the latest in-house news and refer to the corporate rules and regulations, which are published on the Intranet.

Besides access to all corporate rules and regulations and corporate information, staff are kept up-to-date with regard to current organisational and personnel changes.

In every division of the company, particular attention is paid to business process and work procedure structuring. The aim is to constantly question processes and procedures, and where necessary to redesign them, to document them accordingly, and to communicate them in a transparent way. The business processes are to provide transparency concerning competences to staff, so that the responsibilities can be unambiguously defined. They are to help to avoid redundancies, to make the organisation of workflows within the GWG München more efficient. Not least, they are also intended to serve as an orientation aid for new staff. The GWG München is equipped for the tasks facing the corporate housing industry in the next few years.

As a shareholder, the city of Munich is informed promptly and fully of all major and significant occurrences at the GWG München with the aid of our reporting system, which has been refined over the years. The main reporting mechanisms include the Annual Report, the Quarterly Reports, the Risk Management Reports and the Economic and Financial Budget.

It is also important to us at the GWG München that we maintain close contact with the general public and the tenants at all times. In 2011, for instance, the GWG

München presented itself in a total of eight features on the private TV channel "München tv", giving information about key events in the company's activities. In addition, the "GWG-Journal" is published four times a year: it is our tenant newsletter, published regularly for over 40 years, which also serves as a lively forum for the exchange of information and opinions with the tenants, partner companies, the municipal administration authorities and all other interested parties.



Die GWG München erhielt für das Projekt in der neuen Baureihe des Deutschen Bauherrenpreises 2011/2012 für innovative Projekte im Wohnungsbau. Die GWG München, die mit Entwurf und Planung beauftragte Architekturbüro H2R Architekten BDA, Hofler, Hebenberger-Hofler, König sowie die für die Bauleitung zuständige Büro Dipl.-Ing. Michael Krauß Architekten und Ingenieure wurden mit dem Deutschen Bauherrenpreis 2011/2012 für die Wohnbauleitung entlang der Schwabinger Straße in München-Daumern Berg am Leim ausgezeichnet. Die Maßnahme ist Teil der

Events with tents that are financed or organised by the company		GOV 1.1		
	2011	2010	2009	
Tenants' meetings	4	4	4	
Topics discussed	Inauguration of Lilienhof, inauguration of passive house, tenants' party in Düsseldorfer Straße, information event on refurbishment of Harthof	Children's and tenants' party in Sendling, information event on refurbishment of Harthof, Harthof topping-out ceremony, tenants' party in Theresienhöhe	City district week Hasenberg, child-friendly house rules, inauguration of Au house administration office, open day at the dementia residential home	

Our aim is to create a strong feeling of identification with the residential environment and to contribute to the establishment of good neighbourhoods

Results of tenant satisfaction surveys		GOV 1.2		
	2011	2010	2009	
Tenant satisfaction surveys	93 %	93 %	-	

A tenant survey was carried out for the first time in 2010 and it is to be repeated every two years in the future. The next survey will be in 2012. The data from the 2010 survey was therefore taken for 2011.

Measures to improve tenant satisfaction levels		GOV 1.3
<p>The following measures are on-going: Tenant surveys every two years, further development of the housing stock, new models of housing for all forms of living (<i>WGplus</i> shared homes for senior citizens, shared homes for dementia sufferers), multi-generational housing to create stable neighbourhoods and resident structures, extensive staff training on social integration, individual assistance and conflict management through social education workers, holding tenants' parties, improving the residential environment, carrying out model and pilot projects.</p>		

Promoting transparency
Existence of a code of ethics practised by the company
GOV 3.1

	2011	2010	2009
Topics dealt with (yes/no)	Corporate mission statement in place	Corporate mission statement in place	Corporate mission statement in place
Rules for staff	Implementation of internal agreement on compliance	Implementation of internal agreement on compliance	Implementation of internal agreement on compliance

Existence and assessment of a strategy paper (aims and purpose of the company)
GOV 3.2

	2011	2010	2009
Strategy paper (yes/no)	Yes	Yes	Yes
Description of aims	Based on the aims of the city of Munich as sole shareholder, further corporate aims are derived and broken down to staff level.	Based on the aims of the city of Munich as sole shareholder, further corporate aims are derived and broken down to staff level.	Based on the aims of the city of Munich as sole shareholder, further corporate aims are derived and broken down to staff level.
Assessment (yes/no)	Yes	Yes	Yes
Assessment results	An assessment of aims achieved is carried out annually.	An assessment of aims achieved is carried out annually.	An assessment of aims achieved is carried out annually.

Organisation and management
Proportion of women in management positions
GOV 5.1

	2011	2010	2009
Managers, heads of departments, heads of staff, team leaders	22,58 %	21,21 %	19,35 %
Supervisory board	58,33 %	58,33 %	58,33 %
Proportion of women throughout the company	34,11%	35,24 %	35,71 %

The GWG München endeavours, within the framework of the possibilities open to it, to continue to increase the proportion of women in management positions.



24 Human resources management

Staff

The GWG München attaches great value to qualified staff. Under its staff development strategy, the Human Resource Management department therefore enjoys a generous annual budget for the further vocational and professional training of employees. Besides measures to maintain the requisite specialist knowledge, the GWG München is also involved in training measures not organised by the employer, such as 'sandwich courses' to obtain qualifications in Business Administration and Property Management etc.

Additional further vocational and professional training measures are also available for becoming a Management Assistant in Property (every year, the GWG München offers four such trainee positions). For instance, in parallel to their vocational schooling, and to deepen their theoretical knowledge, the trainees are offered study guides by the EBZ (European Centre of Education and Training in Housing and Property) Bochum over a period of two years.

It is a primary objective of the GWG München to continue to employ all trainees after the successful completion of their three-year training, thereby supplying the demand for new employees internally.

This objective has so far been implemented successfully, with virtually every trainee at the GWG München being given an employment contract upon completion of their training period. A further positive development in this context was that three management positions were filled from existing staff.

To continue this positive trend, all possible personnel movements for the next five years are discussed annually with the departments as part of an overall economic plan. The personnel plan based on this focuses on the trainees and taking them on after the successful completion of their training.

The GWG München takes part in the so-called 'trainee exchange programme', together with other large housing associations in Germany.

We offer our second-year trainees, provided that they are over 18, a two-week exchange in one of these housing associations. Every year, our trainees show a great deal of interest in making the most of this interesting opportunity.

Two of our trainees tell of their impressions of other housing associations and of the state of housing in their locations:

**Marina Galster was at SAGA GWG Hamburg
Carina Beiler was at VBW BAUEN UND WOHNEN
GMBH, Bochum**

GWG München:

How well were you received and looked after by your host company?

Ms Beiler:

Very well. It was very well organised and all the staff members were friendly to me and involved me in the work processes.

Ms Galster:

I was very well received by the friendly and approachable staff. I was given very varied support in the various departments of my exchange company.

GWG München:

What new experiences did you gain from working in a new company and living in an unknown city?

Ms Beiler:

It gave me a brief insight into the west of Germany. The mentality and working methods in Bochum are very different to those in Munich. The company is organised differently and the departments have a different structure. The rent levels are in great contrast to those in Munich.

Ms Galster:

I had the opportunity to get to know the housing market in the city of Hamburg as well as the various working methods there. I was also able to draw a good comparison between the GWG München and the host company.

GWG München:

Did your stay impact on your professional and/or personal development, and if so in what ways?

Ms Beiler:

I learnt a lot from my stay both on a personal and on a professional level. I gained new experiences in the field of rentals and administration, which I am now able to incorporate in my own work.

Ms Galster:

I was able to gather new ideas regarding my future career. By having to rely on myself, I have also become more open and independent.

Strategies for promoting health and the compatibility of family and work commitments

Equal opportunities for men and women, and promoting the compatibility of work and family commitments are firmly established in the GWG München's overall concept as corporate principles. Under the current company agreement, for instance, all employees can choose their individual working hours with maximum flexibility within the set general working hours of 6 am to 8 pm Monday to Friday in accordance with the Flexible Working Hours Regulations currently applicable in German (in compliance with the Working Hours Act), provided company circumstances allow. It is also possible to take days off as overtime compensation (without a cap). Moreover, since the GWG München offers various forms of part-time work, all employees have the chance of structuring their working hours to a significant degree themselves to meet their individual needs.



**Responsible personnel management and development
Staff**

Breakdown of staff by type of employment

HR 1.1

1 year	2011 %	2010 %	2009 %
Permanent, full time	73,95	73,90	75,87
Permanent, part time	14,29	15,84	15,24
Temporary	7,28	4,69	4,13
Sub-contracted (temporary) full time	1,12	2,64	0,95
Sub-contracted (temporary) part time	0,00	0,00	0,00
Trainees	3,36	2,93	3,81
Total	100,00	100,00	100,00
Of which mini-jobs/ Second-job employees (temporary/part time)	3,08	3,81	2,51

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The data reflects the situation on 31 December of each year, not the average values. In general, all employment contracts at the GWG München are permanent. Part time or temporary work contracts are only used in the case of individual projects.

Breakdown of further vocational training hours p.a. and expenditure on further vocational training by employee category

HR 1.2

Salary group	2011	2010	2009
Management	–	–	–
Staff	4.705 h 158.126 €	5.090 h 176.342 €	5.370 h 242.223 €
Total	4.705 h 158.126 €	5.090 h 176.342 €	5.376 h 242.223 €

No separate records are kept for “staff” and “management”. The nominal drop in further training hours and the corresponding expenditures result from the extensive training conducted in connection with the introduction of SAP in 2009 and 2010.

Strategy for promoting health and the compatibility of work and family commitments

HR 2.1

Results from	2011	2010	2009
	<ul style="list-style-type: none"> – Flexible working hours – Facilitating part-time jobs in accordance with employees’ needs – Helping employees find kindergarten places etc. – Preventative health-care check-ups by the company doctor – Promoting sporting activities, e.g. participation in the Munich Company Run – Helping employees to find a place to live 	<ul style="list-style-type: none"> – Flexible working hours – Facilitating part-time jobs in accordance with employees’ needs – Helping employees find kindergarten places etc. – Preventative health-care check-ups by the company doctor – Promoting sporting activities, e.g. participation in the Munich Company Run – Helping employees to find a place to live 	<ul style="list-style-type: none"> – Flexible working hours – Facilitating part-time jobs in accordance with employees’ needs – Helping employees find kindergarten places etc. – Preventative health-care check-ups by the company doctor – Promoting sporting activities, e.g. participation in the Munich Company Run – Helping employees to find a place to live

The aim is to continually expand these offers.

Job satisfaction
Degree of staff satisfaction
HR 2.2

	2011	2010	2009
Degree of staff satisfaction	–	–	–

No details can be given as there is no data available.

Ongoing improvement of working conditions
Time lost through absenteeism caused by illness
HR 2.3

	2011	2010	2009
Days of absenteeism per year	4.313	3.108	4.344
Required work days per year	76.114	71.069	72.280
Absenteeism rate	5.67 %	4,37 %	6,01 %

Promoting diversity and equality among staff
Breakdown of staff and salaries by category and gender
HR 3.1

Proportion	2011 %	2010 %	2009 %
Pay scale group AT	0,85	0,91	0,96
Women			
Men	100,00	100,00	100,00
Pay scale group 6	3,12	3,65	4,17
Women	18,18	16,67	15,38
Men	81,82	83,33	84,62
Pay scale group 5	48,43	49,24	48,72
Women	50,88	50,62	50,00
Men	49,12	49,38	50,00
Pay scale group 4	28,05	28,88	29,80
Women	29,29	26,32	25,81
Men	70,71	73,68	74,19
Pay scale group 3	11,90	9,42	10,26
Women	2,38	3,25	3,13
Men	97,62	96,75	96,87
Pay scale group 2	4,25	4,86	2,24
Women	26,67	25,00	28,57
Men	73,33	75,00	71,43
Pay scale group trainee	3,40	3,04	3,85
Women	91,76	80,00	75,00
Men	8,33	20,00	25,00
Total	100,00	100,00	100,00

Under the terms of the collective agreement (TVöD), remuneration is gender-neutral.

Special employment relationships
HR 3.2

Types of contract	2011 %	2010 %	2009 %
Physically challenged staff	4,82	4,92	6,25
Employees above 55	23,23	16,83	13,65
Trainees	3,40	2,93	3,85

Procedure

Accuracy of data collection

All data stated in this report always relates to the GWG München as a single company not including the group's subsidiaries.

The GWG München gathered the data internally. This in-house data is the basis for the detailed parts of the text of this report. Some of the data could only be collected using restrictive assumptions not documented in the tables above.

Explanatory notes on the indicators

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The identification numbers given to the individual indicators in each table section are in accordance with the EURHO-GR@Grid scheme. The numbers are not in full sequence as not all indicators are given, due to country-specific circumstances.

Explanation of symbols:
– no data available

GWG



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