


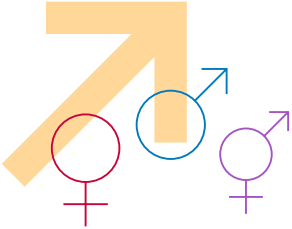



# **KfW Group Sustainability Programme 2025**

# Sustainability Programme 2025

Area of action and issue	Target	Target year	Implementation
<b>Banking business</b>			
<b>Financing activities</b>	Financing of funds with minimum diversity criteria	Ongoing	Focus on women or gender-diverse fund teams as part of the > <a href="#">“Emerging Manager Facility”</a>  <b>Progress made in 2024:</b> first investment made in July 2024
	Green Transition Facility	2024	Financing of VC funds that focus on the “Climate Tech” sector and related climate-relevant issues (definition based on EU Taxonomy Regulation 2020/852) > <a href="#">Green Transition Facility</a>  <b>Progress made in 2024:</b> Financing was provided via seven fund investments in 2023 and 2024  Further presentation in the combined non-financial report > <a href="#">KfW Financial Report 2024</a> , p. 75
	Supporting decision-makers in companies in the implementation of sustainable investment projects in the field of energy and the environment	Ongoing	<b>Progress made in 2024:</b> Addressing energy and environmental issues (sustainable construction and renovation as well as sustainable heat) for decision-makers in companies. The content is presented on storytelling landing pages and disseminated via display advertising and social media.
	Reducing the shortage of skilled workers in Germany 	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Ongoing implementation of individual education promotion programmes (“Education Loan”, “BAföG advanced training loan scheme”, “KfW Student Loan”) for school, academic and vocational education with a total number of around 50,000 supported individuals</li> <li>– Financing and operation of an extracurricular &gt; <a href="#">TUMO learning centre in Berlin</a> for digital and creative technologies for young people aged 12–18</li> <li>– Supporting potential executing agencies in setting up and operating further TUMO centres in Germany</li> <li>– Advanced plans for TUMO centres in Essen, Frankfurt, Cologne, Düsseldorf and Saarland</li> </ul> <b>Planned for 2025:</b> Opening of five further TUMO centres in Essen, Frankfurt, Saarbrücken and in the rural area (Hirschaid & Lüdenscheid).


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<b>Banking business</b>			
<b>Financing activities</b>	Achieve the internally defined environmental commitment ratio of 38% of total promotional value		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , from p. 72
	EU Taxonomy		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , from p. 139
	Greenhouse gas reduction in industry: Investment programme for energy and resource efficiency	Ongoing	Supporting the Federal Ministry for Economic Affairs and Climate Action (BMWK) to achieve the Federal Government's energy and climate targets through the Federal Funding for Energy Efficiency in Commerce Programme.  <b>Progress made in 2024:</b> Implementation of numerous product improvements to increase market compatibility  <b>Planned for 2025:</b> Further streamlining of processes
	Promotion of climate protection projects for companies of all sizes (on behalf of BMWK)		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , from p. 74
	Promotion of environmental protection measures		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , from p. 74
	Climate mainstreaming in Financial Cooperation (FC)	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Established data interfaces between different reporting formats for better use of sustainability data</li> <li>– Revision of the climate app and the climate mainstreaming work instruction</li> <li>– Introduction of systematic quality control for climate mainstreaming</li> <li>– Continuous work with the expert tandems and training created in 2023 for all sectors</li> </ul> <p>Through this continuous improvement of processes, progress on the climate mainstreaming process was increased to 89% by the end of 2024.</p> <p>Further presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a>, p. 79 and p. 244</p>

Area of action and issue	Target	Target year	Implementation
Banking business			
Financing activities	Promotion of gender equality in Financial Cooperation 	Ongoing	Operationalisation of the objectives of the “Feminist Development Policy” of the Federal Ministry for Economic Cooperation and Development  <ul style="list-style-type: none"> <li>– Gradual increase in the level of ambition for new commitments with gender equality as the main or secondary objective: In 2024, 74.4% of the total volume of new FC commitments contributed to gender equality.</li> </ul> Further development and deepening of internal capacity building and knowledge management for the targeted operationalisation of the equality promotion objectives: Creation of technical and sectoral work aids; implementation of training and continuing education; implementation of various (scientific) studies on the topic of gender equality in Financial Cooperation
	Promotion of alleviating poverty in Financial Cooperation	Ongoing	Ongoing promotion of alleviating poverty in Financial Cooperation. In 2024 for example, 48.6% of the total new FC commitments contributed to poverty reduction in our partner countries.
	Improved transparency in the recording of greenhouse gas (GHG) reductions in FC projects	Ongoing	<b>Progress made in 2024:</b> Further improvement of the quality and completeness of GHG recording and reporting as well as contribution to KfW Group’s GHG accounting and impact management (portfolio CO <sub>2</sub> footprint and climate impact figures): <ul style="list-style-type: none"> <li>– Update of specific GHG accounting tools available for all relevant sectors (energy, buildings, forestry and agriculture, water and wastewater, mobility, waste management and financial sector)</li> <li>– Further development of methodological principles for all sectors of FC, in particular for non-specific financing (e.g. multi-sectoral projects, open programmes, credit lines without definable financing items and policy-based financing)</li> <li>– Increased efficiency by automating the recording and reporting of climate impacts during project appraisals</li> <li>– Internal training on climate mainstreaming for all sectors as well as sector-specific training includes GHG calculation and accounting</li> </ul> As a result of this continuous improvement, the capture rate of GHG impacts was increased to over 90% in 2024.

Area of action and issue	Target	Target year	Implementation
Banking business			
Financing activities	<p>Improving the quality of environmental and social impact assessment (ESIA) at KfW Development Bank and KfW IPEX-Bank</p> 	Ongoing	<p><b>Progress made in 2024:</b></p> <ul style="list-style-type: none"> <li>– Increased the number of environmental and social experts to 50 (2023: 49)</li> <li>– Training of a total of 311 employees on ESIA topics at the Development Bank and 406 employees at KfW IPEX-Bank</li> <li>– Publication of the <a href="#">&gt; Sustainability Guideline for the KfW Raw Materials Fund</a></li> <li>– KfW Development Bank: Introduction of the U&amp;S app as part of project management software and thus digitalisation of environmental and social categorisation of projects</li> </ul> <p><b>Planned for 2025:</b></p> <ul style="list-style-type: none"> <li>– Continuation of continuous training</li> <li>– Establishment of an internal Community of Practice for improving occupational safety on construction sites for KfW Development Bank projects</li> <li>– Integration of the management of weapons risks in KfW Development Bank's ESIAs</li> </ul> <p>Further presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a>, from p. 76</p>
	Creation of green areas and promotion of biodiversity in the urban area		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 75
	Promotion of the use of geothermal energy as a sustainable energy source	2025	Preparation of KfW's geothermal energy programme in the context of sustainable heat and energy supply together with Munich Re and the BMWK
	Promotion of a comprehensive hydrogen infrastructure in Germany	Ongoing	<p>Support for the construction of a hydrogen core network by concluding a credit facility of EUR 24 billion through a mandated transaction for the financing of the amortisation account in accordance with Section 28r of the Energy Industry Act (EnWG)</p> <p>Further presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a>, p. 198</p>
	Increasing the share of renewable energy in electricity and heat generation	Ongoing	<p>Continuous support for the expansion of renewable energies (including wind/solar) as part of building promotion through an attractive loan and subsidy offer</p> <p><b>Progress made in 2024:</b></p> <p>Introduction of subsidy support for heating systems based on renewable energy for residential and non-residential buildings</p>
	Efficient management of energy consumption in residential buildings	Ongoing	Promotion of smart home systems as part of the Federal Funding for Efficient Buildings (BEG)




Area of action and issue	Target	Target year	Implementation
<b>Banking business</b>			
<b>Financing activities</b>	Providing funding for greater accessibility in residential buildings	Ongoing	Continuation of the “Age-Appropriate Conversion” promotional programme (loan)  <b>Progress made in 2024:</b> Reintroduction of subsidy support
	Provision of support for cooperative housing		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 128
	Improved funding for building renovation	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Further development of renovation promotion via the Federal Funding for Efficient Buildings (BEG) with the aim of achieving the greatest possible impact</li> <li>– Improved the possibilities of combination with other promotional offers (e.g. with individual measures)</li> <li>– Introduced complementary loan financing for individual measures with improved terms and conditions for low-income households</li> </ul> Further presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 74
	Improved energy efficiency in buildings and modernisations of heating systems	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Development of campaign motifs for energy-efficient rehabilitation and heating modernisation for private customers and decision-makers in companies; placement in high-reach online campaigns</li> <li>– Development and distribution of explanatory content, extensive service communication (PR, social media, display) on the promotion of heating modernisation introduced in 2024 for the target group of private customers and the target group of decision-makers in companies</li> <li>– Offer a “renovation calculator” that provides homeowners with an overview of the energy status of the building and its heating energy requirements based on fewer key data; it proposes renovation measures to increase energy efficiency, provides a cost indication and offers information on funding options</li> </ul> Further presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 74
	Restructuring of new construction promotion		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 74
	Home ownership promotion		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 128


Area of action and issue	Target	Target year	Implementation
Banking business			
Financing activities	Expand promotional activities in the field of circular economy and implement measures of the Joint Initiative Circular Economy (JICE)	2024	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>Continuation of the Joint Initiative Circular Economy until 2026 with a new joint promotional objective of EUR 16 billion for the participating European promotional banks for the circular economy</li> <li>Expansion of the initiative to include the Dutch promotional institution InvestNL</li> <li>Preparation of a recommendation paper for the European Commission on implementing the circular economy in Europe from the perspective of promotional banks</li> </ul>
	Promotion of start-ups, including with a broad range of sustainable start-ups, via the start-up platform (GP) 	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>Further customisation of the start-up platform app and website based on target groups and business profiles</li> <li>Implementation of additional interfaces and integrations (bank account opening, business registration and the ELSTER online tax office)</li> <li>Development of new tools, features, learning and course formats and landing pages</li> <li>Conception of further services, including for the post-founding phase</li> <li>Increase in visitor numbers by 9%, registrations by 6% and intensive users by 16% compared with 2023, close to 26,000 start-ups supported</li> </ul> <b>Planned for 2025:</b> <ul style="list-style-type: none"> <li>Further customisation of the app and website, use of artificial intelligence for complete personalisation of the offer</li> <li>Relaunch of the website interface and increase of accessibility</li> <li>Launch of "StartDeins", a streamlining of the start-up process</li> <li>Provision of tools and features of the GP website to third parties</li> <li>Further development of the approach to and offers for start-ups</li> <li>Measures to increase the number of people interested in creating a start-up</li> </ul>
	Development of approaches to improve customer satisfaction		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 129
	Optimisation of KfW Development Bank's complaints mechanism	Ongoing	Continuous improvement of complaints management and publication of KfW Development Bank's complaints report for 2024 on the <a href="#">&gt; complaints page</a>  Further presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 130
	Development of an approach to integrate ESG risks into the venture capital business (KfW Capital)	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>Publication of the first <a href="#">&gt; ESG report by KfW Capital</a></li> <li>Use of data from data collection, including for GHG accounting and Taxonomy reporting in the CSRD report</li> </ul>

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<b>Banking business</b>			
<b>Financing activities</b>	Develop and implement measures to address the diversity gap in the venture capital ecosystem	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Implementation of KfW Capital VC Academy on the topic of “Emerging Managers”</li> <li>– Third award ceremony for “Best Female Investor”</li> </ul>
	Launch of KfW Capital’s Impact Facility	2025	The Impact Facility launched in 2025 aims to achieve a measurable, positive social or environmental impact in addition to the financial return
<b>Capital market</b>	Compliance with minimum sustainability-related requirements by business partners	Ongoing	Regular screening of all business partners of the Financial Markets department for compliance with the KfW exclusion list and for potential human rights violations
	Promotion of sustainability on the capital markets through membership of the Principles for Responsible Investment (PRI) financial initiative	Ongoing	Participation in PRI reporting
	Achievement of top ratings compared with the asset owner peer group regarding implementation of all six UN Principles for Responsible Investment (PRI)	Ongoing	Participation in PRI reporting
<b>Risk management</b>	Strengthened ESG risk management		Presentation in the combined non-financial report > <a href="#">KfW Financial Report 2024</a> , p. 67
	Implementation of the European Banking Authority’s ESG Risk Management Guidelines at KfW IPEX-Bank	Ongoing	Implementation of requirements for institutions to identify, measure, manage and oversee ESG risks, including drawing up plans to ensure short, medium and long-term resilience
	Application of ESG risk management for the venture capital business at KfW Capital	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Analysis of impact chains to identify ESG risk drivers</li> <li>– Definition of an ESG key risk indicator as an early warning indicator</li> <li>– Expansion of ESG risk reporting as part of general risk reporting</li> </ul> <p>Further presentation in the combined non-financial report &gt; <a href="#">KfW Financial Report 2024</a>, from p. 67</p>

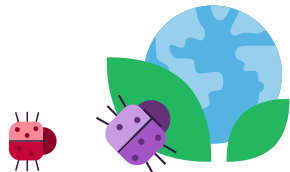



Area of action and issue	Target	Target year	Implementation
<b>Employer</b>			
<b>Positioning as an employer</b>	Expansion and quality assurance of personnel development	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Transfer of climate knowledge by “Senior Manager Impact/Climate” at DEG, who work in the front-office departments and pass on knowledge</li> <li>– Continuation of the Professional Development Programme (DEG-internal talent management programme); including offering an English-language implementation and selection from different (agile) roles in the Development Centre</li> </ul>
	Development of a Diversity, Equity & Inclusion (DEI) strategy		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , from p. 103
	Increase employer appeal	2025	Design and implementation of a KfW Capital Health Day
	Increase employer appeal	2025	Establishment of an external trust office for employees at KfW Capital
	Increase employer appeal	2025	Introduction of advice and support in the areas of family, care and mental health at KfW Capital
	Strengthen positioning as an employer		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , from p. 103
	Promotion of the use of sustainable mobility services		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 110
	Expansion and quality assurance of continuing education opportunities for employees  	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Establishment of detailed requirements for the introduction of a new KfW learning platform</li> <li>– Update of DEG’s in-house learning management system with improved user interface</li> </ul> <b>Planned for 2025:</b> <ul style="list-style-type: none"> <li>– Introduction of a new learning platform that ensures a sustainable learning experience and long-term learning transfer through a central access channel for all employees as well as through format diversity and embedding of user-generated content</li> <li>– Need-based expansion of the professional continuing education offered by KfW IPEX-Bank’s learning portal</li> </ul>

Area of action and issue	Target	Target year	Implementation
<b>Employer</b>			
<b>Positioning as an employer</b>	Expansion and quality assurance of management development measures	Ongoing	<p><b>Progress made in 2024:</b></p> <ul style="list-style-type: none"> <li>– Completion of KfW's "Lead Transformation" management development programme to examine KfW's management skills and reflect on its own location</li> <li>– Conception of the new "KfW Next Level Leadership" management development programme, which provides professional coaching, content-related advice and support in peer groups</li> <li>– Start of DEG team coaching to further develop the leadership culture and to consolidate a common understanding of leadership in the management team</li> <li>– Thematic revision of the KfW potential procedure for managers</li> </ul> <p><b>Planned for 2025:</b> Piloting the "Next Level Leadership Programme" and targeted development of skills</p>
	Promotion of up-and-coming talent  	Ongoing	<p><b>Progress made in 2024:</b></p> <ul style="list-style-type: none"> <li>– Expansion of internal marketing activities at KfW IPEX-Bank to recruit new talent by expanding university cooperations</li> <li>– Expansion of internal marketing with a focus on female talent by participating in several events for women and designing in-house formats (e.g. "Women in Banking" case study event) at KfW IPEX-Bank</li> <li>– Cooperation with the FOM University of Economics and Management at the Bonn site to ensure high-quality training with good connections in the Bonn area</li> </ul> <p><b>Planned for 2025:</b></p> <ul style="list-style-type: none"> <li>– Offer of a new course of study with a focus on IT security in cooperation with the Technical University of Central Hesse</li> <li>– Expansion of student marketing activities through school partnerships at the Berlin, Bonn and Frankfurt sites</li> </ul>

Area of action and issue	Target	Target year	Implementation
<b>Employer</b>			
<b>Positioning as an employer</b> 	Promotion and protection of the physical, mental and social health of employees	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Regular information from the company medical service on health issues as part of a newsletter</li> <li>– Conducted health and inclusion days on the topics of exercise, healthy sleep and experiencing disabilities</li> <li>– Conducted an analysis of mental health</li> <li>– Implementation of “KfW goes Olympia”, a call for more movement with 698 participants in 93 teams</li> <li>– Provided quizzes and short videos on healthy eating</li> </ul> <b>Planned for 2025:</b> <ul style="list-style-type: none"> <li>– Supporting units identified in the mental health analysis in the form of workshops to develop measures to reduce stress</li> <li>– Holding lectures and health and inclusion days focusing on exercise, nutrition and cancer prevention</li> <li>– Performing another active challenge</li> </ul>
	Establish agile working methods		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 114
	Awareness and education of employees	2024	Resilience coaching in small groups
<b>Diversity</b>	Conducting team culture and diversity workshops	Ongoing	Implementation of the Diversity Month with workshops and panel discussion and with broad communication on diversity topics via social media and the Intranet
<b>Equality</b>	Strengthening KfW’s inclusion and ensuring a voluntary rate of employees with severe disability of 6% (statutory requirement: 5%)		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 106
	Increasing the proportion of women in management and senior specialist positions		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 108

Area of action and issue	Target	Target year	Implementation
<b>Employer</b>			
<b>Reconciliation of work and private life</b>	Raising of employee awareness regarding work-life balance, reconciliation of family, job and care	Ongoing	<p><b>Progress made in 2024:</b> Regular talks and webinars on work-life balance topics to raise employee awareness and establish links with the HR department</p> <p><b>Planned for 2025:</b> Conception for the expansion of emergency childcare, holiday care and advice and mediation on the topic of care</p> <p>Further presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a>, from p. 114</p>
	Provide easier options for mobile working when needed		<p>Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a>, p. 114</p>


Area of action and issue	Target	Target year	Implementation
<b>Banking operations</b>			
<b>Procurement</b>	Implementation of the requirements of the German Supply Chain Act (LkSG)	Ongoing	Conducting an annual risk analysis of KfW Group suppliers and defining prevention measures
	Implementation of sustainability aspects in existing and future service and supply contracts for food and beverages	Ongoing	<ul style="list-style-type: none"> <li>– Increased purchase of organic products (e.g. introduction of organic milk in staff kitchens at all locations); target: by 2028, around 40% of all products purchased in catering should be of organic quality or carry a sustainability seal (e.g. animal welfare seal)</li> <li>– Preference given to products from regional production, species-appropriate livestock farming or sustainable fishing, as well as seasonal foods</li> <li>– Embedding of sustainability aspects into the selection criteria for EU tenders</li> </ul>
	Stronger consideration of sustainability aspects in KfW procurement	Ongoing	Mandatory implementation of sustainability criteria in all EU-wide awards of contracts as well as in under-threshold procurement in the areas of construction, building technology, energy supply, hardware and software; expansion to other topic areas (e.g. HR services) is possible, but currently not mandatory
	Collection of Scope 3 data from selected KfW suppliers to increase transparency in the supply chain	2025	Identification of five key KfW suppliers with whom more precise data on Scope 3 emissions will be collected; this will enable a gradual switch from an expenditure-based to an activity-based method and a more targeted identification of emission reduction opportunities
<b>In-house environmental protection</b>	Saving resources by reducing floor space	2024	<p>Further reduction of floor space and associated resource savings through the “Flex Space” project</p> <p><b>Progress made in 2024:</b> Some floor space in the IBC Tower handed back</p>
	Promotion of biodiversity and species diversity at KfW Group's locations 	2023–2026	<p><b>Progress made in 2023–2024:</b></p> <ul style="list-style-type: none"> <li>– Frankfurt site: Greening of approx. 61% (10,204 m<sup>2</sup>) of roof area; conversion of an area of approx. 550 m<sup>2</sup> into a wild flower meadow</li> <li>– Berlin site: Preliminary planning to conclude the combination of photovoltaics and roof greening based on a feasibility study; structural implementation from the end of 2025</li> </ul> <p><b>Planned for 2026:</b> A new yard design at the Frankfurt site is intended to promote biodiversity (e.g. by giving preference to native plants)</p>
	Expansion of charging infrastructure at the sites	2024	<p><b>Progress made in 2024:</b> Number of charging points: Frankfurt site: 121, Berlin site: 19, Bonn site: 14 charging points</p>

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<b>Banking operations</b>			
<b>In-house environmental protection</b>	Electrification of the pool vehicle fleet	2025	Gradual conversion of the entire fleet of company vehicles to electric cars. Currently, the rate for BEVs is 72%. The proportion will be gradually increased to at least 85% by the end of 2025.
	Expansion of zero-emission mobility offers 	2025	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Introduction of “JobRad” bike leasing scheme at KfW</li> <li>– Conducting demo days to test bikes at three sites</li> <li>– Implementation of a bicycle campaign day at the Frankfurt site</li> </ul> <b>Planned for 2025</b> KfW plans to take part in the “STADTRADELN” city cycling campaign again in 2025.
	Incentives for switching to train travel	2025	Incentivisation to switch from air travel to train: Every employee who travels by train on the main routes Frankfurt – Berlin and Berlin – Cologne/Bonn will be credited with extra rail bonus points by KfW.
	Dashboard for sustainable mobility	2025	Introduction of a dashboard on the topic of “Business travel at KfW” aims to make the CO <sub>2</sub> consumption through business travel more visible.
	Continuous reduction of operational consumption and use of sustainable resources for building operations at the Bonn site	2025	Ongoing: gradual conversion to LED technology by 2025  <b>Progress made in 2024:</b> Commissioning of the building management control system with KNX standard for optimisation of heating and cooling elements in newly created open spaces
	Reduction of food waste in catering at the Frankfurt site	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Carried out a food waste analysis; result: Reduction of total waste per meal by 16% compared with previous year’s measurement</li> <li>– Participation in the nationwide “Too good for the bin!” campaign week with a campaign stand</li> </ul>
	Optimisation of water consumption at the Frankfurt site	2026	<b>Planned for 2026:</b> Award of a planned contract to reduce water consumption by replacing the open cooling towers with closed ones (currently in EU-wide tender)
	Raising employee awareness of energy-saving measures and resource-saving behaviour	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Promotion of so-called green nudging; implementation of campaign days in catering with suppliers</li> <li>– Publication of Intranet articles on food waste analysis and energy efficiency in own banking operations</li> </ul>

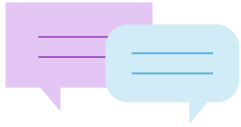


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<b>Banking operations</b>			
<b>In-house environmental protection</b>	Concept “Sustainable site operations 2030”	2030	<p>Reduction of CO<sub>2</sub> emissions by substituting fossil fuels with renewable</p> <p><b>Progress made in 2024:</b></p> <ul style="list-style-type: none"> <li>– Frankfurt site: Start of the planning of photovoltaic systems to at least 30% of the total potential surveyed and optimisation of the existing heat pumps</li> <li>– Berlin site: Expansion of photovoltaic systems on time schedule</li> <li>– Bonn site: Completion of the “Heat and cooling supply conversion” project: The use of heat pumps and power-to-heat (heat generation with electricity) as well as a photovoltaic system (total 450kWp) with the maximum possible capacity for own power supply has ensured a fossil-free supply of the site since 2024, reducing CO<sub>2</sub> emissions by 80%.</li> </ul>
	Introduction of new sustainability software	Ongoing	<p><b>Progress made in 2024:</b></p> <p>Further development of the sustainability management software introduced in 2024 (especially for banking purposes)</p>

Area of action and issue	Target	Target year	Implementation
<b>Sustainability organisation and management</b>			
<b>Sustainability organisation</b>	Development of a structured approach for sustainable banking operations	2025	Continuation of the project launched in 2024 by the organisational units Group Development, Central Services, Human Resources, Procurement and Information Technology
	ESG training for venture capital funds	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Continuation of VC-specific ESG training in Europe by VentureESG; with substantive and financial support from KfW Capital and the BMW Foundation Herbert Quandt</li> <li>– Implementation of four training courses in Germany, two of which for emerging managers</li> </ul>
	Expanding sustainability governance		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 62
	Implementation of Group-wide impact management (sub-project 2 of tranSForm)		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 72
	Operationalisation of Group-wide greenhouse gas accounting (part of sub-project 3 of tranSForm)		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 87
	Raising employee awareness of ESG risks (sub-project 4 of tranSForm)		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 67
	Article 8 EU Taxonomy Regulation: Operationalisation of the Taxonomy alignment process and handover to ongoing operations		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 94
	Cross-pillar mainstreaming of sustainability topics at KfW IPEX-Bank	Ongoing	Regular meetings of KfW IPEX-Bank's Sustainability Committee in order to advance cross-pillar topics around sustainability between the front-office departments, risk management and staff departments at management level
	First-class positioning (in the top 3) of KfW compared with the "Best of the Best" KfW peer group in three market-leading ESG ratings		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 191

Area of action and issue	Target	Target year	Implementation
<b>Sustainability organisation and management</b>			
<b>Sustainability organisation</b>	KfW biodiversity roadmap		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , p. 92
<b>Sustainability management</b>	Implementation of a system to record impact measurement 	Ongoing	<b>Progress made in 2024:</b> <ul style="list-style-type: none"> <li>– Improved data completeness and data quality for better monitoring and reporting of impact management</li> <li>– Extensions and improvements in the impact app in connection with standard and mandatory indicators as well as reporting to BMZ</li> </ul> <b>Planned for 2025:</b> Extensions to depict specific project types, adjustments to standard indicators and further measures
	Improvement of FC impact management	Ongoing	Implementation of the newly developed concept for improving FC impact management (e.g. by establishing a central impact unit)
	Harmonisation of reporting on climate commitments, mitigation impacts and mobilised private investments with other international financial intermediaries (KfW Development Bank)	Ongoing	Continuous development of the methods for climate commitments, mitigation impacts and mobilisation of private capital. Regular comparison and coordination of methods with key peers and financing partners, in particular within the framework of the International Development Finance Club (IDFC)
	Harmonisation of reporting on climate commitments, mitigation impacts and mobilised private investments with other international financial intermediaries (KfW Development Bank)	Ongoing	<ul style="list-style-type: none"> <li>– Participation in international working groups, including IFI WG on Mitigation and Adaptation Tracking, IFI TWG on GHG Accounting, OECD Research Collaborative on Climate Finance Tracking;</li> <li>– Exchange with the Federal Ministry for Economic Cooperation and Development, the Foreign Office, the Federal Ministry for Economic Affairs and Climate Action and the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection</li> <li>– Exchange with peers in the IDFC</li> </ul>
	Further development of human rights due diligence obligations in FC projects as part of the FALKE initiative (Voluntary Level of Ambition in Supply Chains)		Presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , from p. 123

Area of action and issue	Target	Target year	Implementation
<b>Sustainability organisation and management</b>			
<b>Sustainability management</b>	Updating of the LkSG (Supply Chain Due Diligence Act) Directive	2025	Regulatory adjustment and harmonisation of the LkSG Directive with the Compliance Guideline as well as requirement for the implementation of measures in KfW Group
	Human rights due diligence	2025	Continuation of the <a href="#">Digital Rights Check</a> introduced in 2024 at KfW Development Bank to raise awareness of human rights risks related to digitalisation in projects with digital applications and to develop strategies to mitigate these risks.  <b>Planned for 2025:</b> Measures to increase the use of the Digital Rights Check at KfW Development Bank are planned for 2025.
	Manual for defining the minimum ecological flow for water projects	2025	Definition of a minimum ecological flow (also known as an “e-flow”) remains a challenge for projects that modify the flow pattern of the affected watercourse, including in hydropower and irrigation projects. A good practice manual is therefore being developed together with the French Development Agency (AFD) and the European Development Bank (EIB) to support projects in defining an adequate e-flow so as to minimise environmental and social impacts.

Area of action and issue	Target	Target year	Implementation
<b>Sustainability communication</b>			
<b>Sustainability reporting</b>	More in-depth incorporation of the subject of sustainability into external communication	Ongoing	<p><b>Combined non-financial report:</b> The <a href="#">&gt; KfW Financial Report 2024</a> contains the combined non-financial report in accordance with the European Sustainability Reporting Standards (ESRS).</p> <p><b>Additional information on KfW Group's sustainability commitment:</b> Relevant sustainability aspects that are classified as non-material in terms of ESRS reporting, but have been taken into account in KfW Group's previous sustainability reporting, are included in the <a href="#">&gt; Supplementary information on KfW Group's sustainability commitment</a>.</p> <p><b>Sustainability magazine:</b> Further magazine and discourse articles are published on the <a href="#">&gt; KfW Sustainability Portal</a>.</p>
<b>Stakeholder management</b>	More in-depth involvement of relevant external stakeholders in the strategy discussion	2025	Implementation of a new approach to a stakeholder advisory board
	More in-depth technical exchange within the company on sustainability	Ongoing	Continuation of the sustainability dialogue format for all KfW IPEX-Bank employees  Further presentation in the combined non-financial report <a href="#">&gt; KfW Financial Report 2024</a> , from p. 36
	Continue developing and strengthening of sustainability communication focused on targets and target groups (Treasury)	Ongoing	Active, regular communication of sustainability topics in exchange with other capital market participants at conferences and in bilateral discussions
	Continued development and strengthening of sustainability communication focused on targets and target groups  	Ongoing	<p><b>Progress made in 2024:</b></p> <ul style="list-style-type: none"> <li>– Media and public relations work on sustainability topics, platform use for active communication of sustainable finance aspects and sustainability topics around products and processes</li> <li>– Continuation of the “Ausgesprochen nachhaltig” podcast with new episodes on sustainability topics</li> </ul> <p><b>KfW IPEX-Bank:</b></p> <ul style="list-style-type: none"> <li>– Further integration of sustainability topics in external communication, e.g. deal announcements, expert interviews and guest contributions</li> <li>– Strengthening social media activities on sustainability, e.g. on LinkedIn</li> <li>– Internal support for sustainability formats at KfW IPEX-Bank (sustainability dialogue and sustainability committee)</li> <li>– Consideration of current sustainability topics in the Annual Report</li> </ul>

# About this publication

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