



**Group**  
YOUR JOB, OUR WORK

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# GLOBAL CSR REPORT



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# LETTER FROM OUR FOUNDER & CEO



## DEAR STAKEHOLDERS,

After celebrating Gi Group's 20th anniversary in 2018, 2019 was a year of consolidation, but also of change and constant learning.

Not only have we achieved our best results ever in terms of EBITDA and welcomed over 1,500 new colleagues thanks to acquisitions and organic growth, but also we have strengthened our ability to answer to the increasingly complex needs of the labour market, building more advanced solutions for our clients and enhancing the focus on our candidates.

Following the acquisition of Grafton in Czech Republic, Poland, Slovakia and Hungary and of Marks Sattin in the UK and Ireland at the end of 2018, we created a new global practice dedicated to professional staffing. Moreover, we completed the acquisition of OnTime Group, a company active in Germany in both the temporary and permanent staffing sector and in the national and international mobility sector, under the House of Jobs brand.

To support our growth, we have consolidated our matrix organizational model, enabling our teams to work more efficiently and collaboratively and we focused on our internal employees, promoting initiatives aimed at enabling a culture of sharing and learning and developing our internal communication, eLearning and HR data digital tools.

Moreover, we kept on playing an active role in society on an international level, by endorsing the CEOs Call to Action for a New Deal for Europe promoted by CSR Europe, and through our participation in the World Employment Confederation. We also promoted numerous projects to enhance employability in our local communities and to make our part in supporting meaningful initiatives.

Most of all, in 2019 we renewed our core values: Care, Passion, Continuous Learning and Innovation, Collaboration, Sustainability and Responsibility. Reviewing the values that have been with Gi Group since 1998 is a choice that goes beyond wording: our new values reflect the evolution that we have made in 21 years and our future direction and I am pleased to share more about it in this sixth edition of our CSR Report.

**Stefano Colli-Lanzi**  
Founder and CEO of Gi Group







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**ABOUT  
GI GROUP**



# OUR MISSION

Through our services, we want to contribute, as a key player and on a global basis, to the evolution of the labour market and to emphasise the personal and social value of work.

Gi Group's Mission represents the foundation of the company's Corporate Social Responsibility and it shows the direction Gi Group needs to follow. It describes the way Gi Group wants to manage its business and the way in which the company wants to play a part in the development of society.

Above all, it describes the undeniable value of people and their daily activity at work.

# OUR VALUES

Through our work, we endeavour to contribute to the efforts that all people and all populations make to lay the foundation for their happiness



CARE



PASSION



CONTINUOUS LEARNING AND INNOVATION



COLLABORATION



SUSTAINABILITY



RESPONSIBILITY



# OUR HISTORY

2004

Acquisition of **Worknet**, the employment agency of Fiat.

The new entity is now the largest Italian owned agency with a turnover of 320 million euros and 190 branches.

2007

Start of **international expansion** with acquisitions in **Germany** and **Poland**.

2009-2011

Further international expansion: **UK, Argentina** and **Eastern Europe**.

Gi Group becomes a member of **World Employment Confederation** (formerly CIETT).

2014-2015

Further international expansion with operations in **Turkey, Portugal, The Netherlands** and **Slovakia**.

Further development of partner program.

2018

Acquisition of **Grafton and Marks Sattin**, leaders in the professional staffing field.

1998

**Générale Industrielle** was founded.

2005

The Group starts operations in the outplacement sector.

2008

**Générale Industrielle** and **Worknet** become one brand: **Gi Group**.

International expansion continues with operations in **China, Hong Kong, France, Brazil, Spain** and **India**.

2013

Start of our international practices **OD&M** -HR Consulting and Training and **Wyser** - Search & Selection of mid level staff.

2016

Acquisition of **Tack and TMI**, global leaders in training & development services.

Opening of **Colombia**.

2019

Acquisition in **Germany** of **OnTime Solution GmbH** and **House of Jobs** specialized in International Mobility.

# GI GROUP WORLDWIDE

Thanks to direct presence and strategic partnerships, today Gi Group is active in more than 50 countries across Europe, APAC, Americas and Africa.

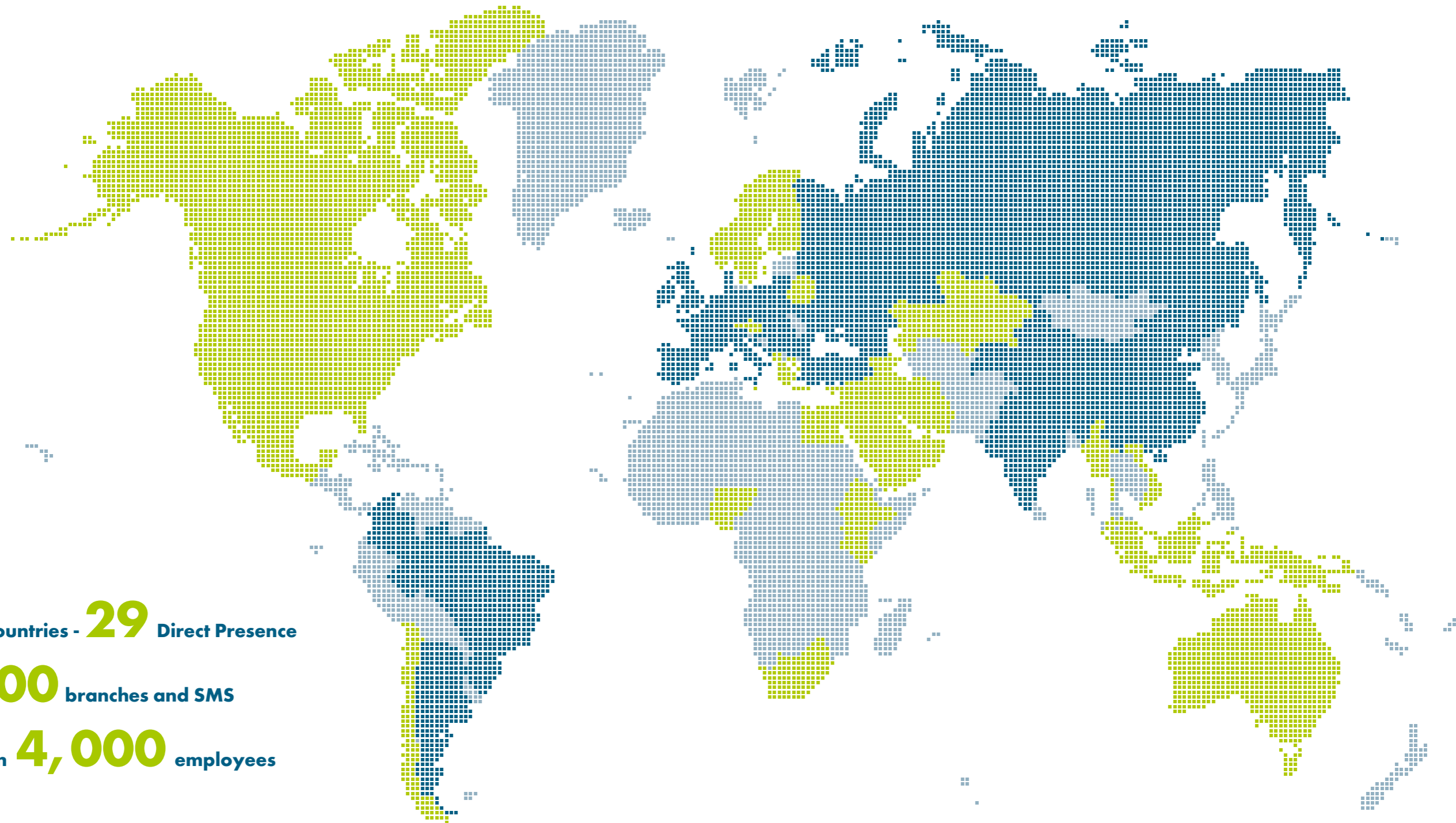
## DIRECT PRESENCE

Argentina, Brazil, Bulgaria, China, Colombia, Croatia, Denmark, France, Germany, Hong Kong, Hungary, India, Ireland, Italy, Lithuania, Montenegro, Poland, Portugal, Czech Republic, Romania, Russia, Serbia, Slovakia, Spain, Switzerland, the Netherlands, Turkey, Ukraine and the United Kingdom.

## STRATEGIC PARTNERSHIPS

Thanks to partnership agreements, Gi Group is also present in:

Albania, Armenia, Australia, Austria, Azerbaijan, Belarus, Belgium, Canada, Chile, Cyprus, Egypt, Finland, Greece, Indonesia, Kazakhstan, Kenya, Tanzania, Malaysia, Malta, Mexico, Middle East, Myanmar, Nigeria, Norway, Singapore, South Africa, Sweden, USA, Vietnam.



- **57** Countries - **29** Direct Presence
- Over **500** branches and SMS
- More than **4,000** employees

# OUR FIGURES

In 2019 we supplied over

**20,000**  
companies

with a turnover of

**2.6**  
billion euros



# OUR SERVICES

We are one of the world's leading companies providing services for the development of the labour market.

We are active in the fields of:

**TEMPORARY AND PERMANENT STAFFING**

**SEARCH & SELECTION**

**PROFESSIONAL STAFFING**

**TRAINING**

**EXECUTIVE SEARCH**

**OUTPLACEMENT**

**OUTSOURCING**

**HR CONSULTANCY**





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**RENEWING  
OUR VALUES  
AND CODE OF  
ETHICS**





In 2019, we have decided to renew our core values and to review our Code of Ethics accordingly.

Reviewing the values that have been with Gi Group since 1998 is a choice that goes beyond wording:

***“Our new values reflect the evolution that we have made in 21 years and our future direction”***

as Gi Group’s Founder Stefano Colli-Lanzi explained during the first CEO live webcast open to all our internal employees worldwide, in December 2019.

Starting from our new company values, we have reviewed our core competences at a group level and started designing a global Employee Value Proposition, which will be covered in Chapter 4 of our CSR Report.

### Before

- WORK
- CARE
- ECONOMIC EFFICIENCY
- CONTINUOUS LEARNING AND INNOVATION
- RESPONSIBILITY
- TEAM SPIRIT

### Ora

- CARE
- PASSION
- CONTINUOUS LEARNING AND INNOVATION
- COLLABORATION
- SUSTAINABILITY
- RESPONSIBILITY

### CARE

We take the utmost care and pride in what we do and believe that our work should always be carried out to the best of our abilities to create value for people, companies and us by providing simple and clear solutions.

### PASSION

We are passionate about the work we do and each one of us is committed to ensuring that the needs, aspirations and objectives of our colleagues, candidates and clients are met.

### CONTINUOUS LEARNING AND INNOVATION

In a fast-changing world, we are constantly driven by curiosity and a genuine desire to learn, sharing our professional and personal knowledge to support the growth and evolution of our organisation and stakeholders.

### COLLABORATION

We believe that working as a team, fostering a culture of collaboration, regardless of the roles, is the way to achieve our challenging objectives and enjoy our work.

### SUSTAINABILITY

We grow always valuing our human, financial and environmental resources, mindful of future generations.

### RESPONSIBILITY

We promote the respect of human rights and of diversity and inclusion; we support all legislation that provide greater protection to workers and take an active role in eradicating corruption and any form of abuse or illegal behaviour.



Scan to learn more about our Code Ethics:





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**OUR  
PEOPLE**



**We are a group of people with a highly ambitious mission that require engagement and passion, both as individuals and as a team.**

**In 2019, we took care of our employees, focusing on 4 main global projects:**

- Designing an **Employee Value Proposition** for the Group, beginning with the updating of our company values and of our core competencies and with an awareness of the reasons why people wish to work for Gi Group
- The design and creation of new **training content and methods**, both globally and locally, so as to boost the quality and speed with which new skills are acquired as well as foster effective behaviours
- **A new process for managing and evaluating performance** that is oriented towards professional development and personal growth, supported by one single digital tool used across all countries and by all business lines
- Reinforcement of initiatives promoting communication, information exchange and **knowledge sharing**

As a result of the acquisitions strategy, these projects have seen the addition of due diligence and M&A integration activities.





# HR NUMBERS 2019

In 2019, the Group continued to grow at a strong pace in all the countries where it has a direct presence, consolidating its presence in Germany through the acquisition of House of Jobs and the OnTime Group.

The countries with the greatest numbers of employees are Italy, the United Kingdom and Brazil.

As of December 2019, Gi Group's workforce comprised of more than

# 4,000

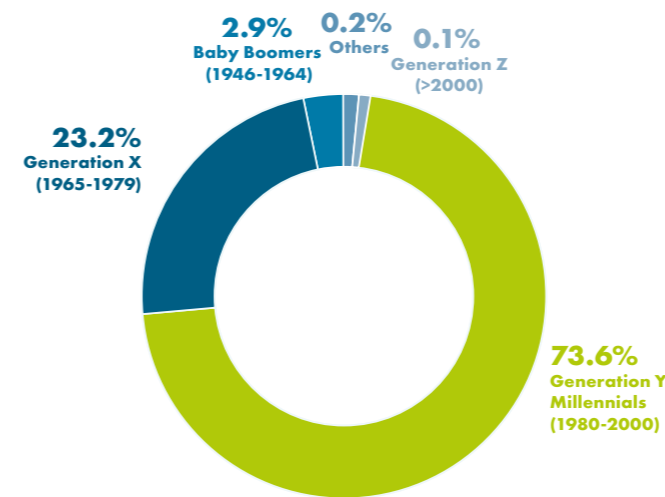
internal employees and it was made up as follows:

Country	%
ARGENTINA	0.2%
BRAZIL	6.8%
BULGARIA	0.7%
CHINA	5.1%
COLOMBIA	0.1%
CROATIA	0.0%
CZECH REPUBLIC	4.5%
FRANCE	1.0%
GERMANY	4.9%
HONG KONG	0.1%
HUNGARY	0.8%
INDIA	3.6%
ITALY	43.1%
LITHUANIA	0.3%

Country	%
MONTENEGRO	0.2%
NETHERLANDS	0.6%
POLAND	4.5%
PORTUGAL	1.5%
ROMANIA	1.8%
RUSSIA	0.4%
SERBIA	0.8%
SLOVAKIA	1.4%
SPAIN	5.0%
SWITZERLAND	0.1%
TURKEY	1.1%
UK-Ireland	11.4%
UKRAINE	0.1%

Over the course of 2019, we hired **over 1,589** new colleagues, **19.4% (308)** of whom were under Apprenticeship or Trainee contracts, which demonstrates the Groups willingness to invest in young people's learning.

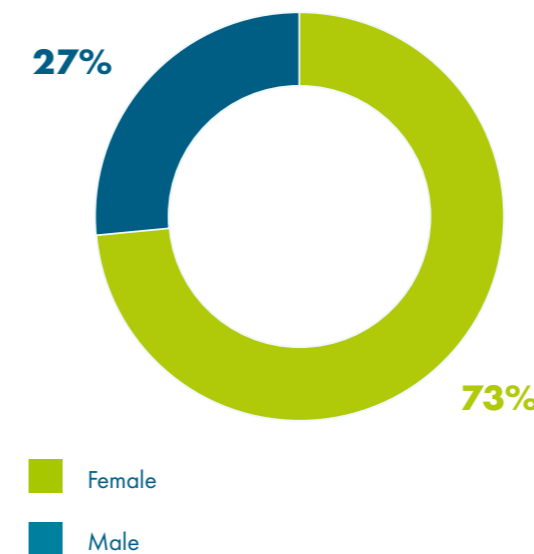
## GI GROUP WORKFORCE BY AGE GROUP



Average age globally  
**34 years old**

Average seniority globally  
**3.9 years**

## GENDER DISTRIBUTION



**73%**  
of the population are female

The percentage of women holding top management positions is  
**30.39%**

# OUR EMPLOYEE VALUE PROPOSITION

**One of the 4 main projects for the HR department at the global level in 2019 was the design of a single Employee Value Proposition aimed to increase attraction and internal retention, to be shared across all levels of the organisation and all geographic areas.**

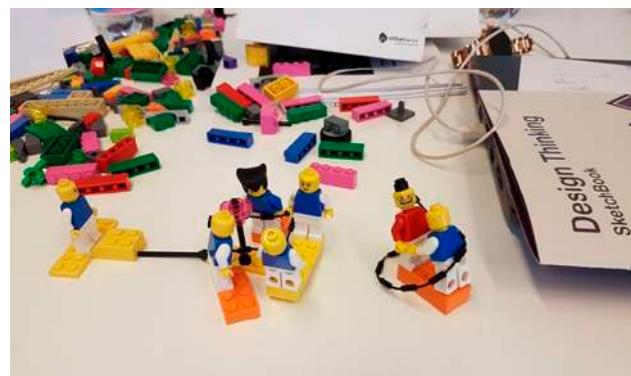
The principal initiatives undertaken during the course of the year were, in particular:

- Formation of a working group involving not only the global HR department, but also representatives of the Marketing division, the Practices and the major Countries divisions;
- Definition of the essential traits to look for in potential Gi Group employees;
- Revision of the core values and core competences, in order to bring them into line with the definition of the internal candidate target;
- Initiation of a project to research, analyse and listen, actions essential to the drafting of an EVP that is relevant (for the target of reference), credible, aspirational and distinctive. In addition to analysing existing documents and data (values, results of the 2018 climate research project, the Gi Group Energy Matrix, employees' thoughts by means of an "instant survey" on GiNET, our global Intranet, etc.) and analysis of competitors, we also organised 6 focus groups involving internal employees (in Italy, Brazil, Germany, the United Kingdom, India and Poland) and interviewed 7 members of global top management (including the Founder & CEO).

The results of the analysis and research phase will allow us to draw up an "EVP Framework", which will then be broken down in the form of internal and external communication initiatives beginning in 2020.

## LEARNING AND DEVELOPMENT

2019 was a year of intense work and investment in training initiatives of a global nature, involving different areas including, in particular: company values and culture, professional qualification and training programmes, managerial development, HR processes (onboarding, performance). Details of the principal projects can be found below.



## PROJECTS

### WELCOME ON BOARD

This year our "Welcome On Board" program, aimed to welcome new colleagues and provide them with the principal information they need to orient themselves within the company, went digital. The course, designed for use in an eLearning format, is in English and has been translated into all of the languages required to make it available in every country where we have a presence. Thanks to its integration with our HR Pro management system, each new hire receives an automatic notification via email containing an invitation to access the course, wherein progress is constantly monitored. "Welcome On Board" includes interactive and engaging content that has been used to disseminate practical examples of our newly updated company values.

### ROAD

ROAD is Gi Group's new approach for enhancing and strengthening its employees' performance. ROAD is an acronym formed from the keywords at the heart of the initiative: Reward, Objective Setting, Appreciation, Development. The intent of this project is to promulgate a culture of performance based on appreciation and on rewards for results achieved, so as to lay the foundation for enhancing individual capacities going forward. In order to support this process, we have created a new area within the HR Pro management system for managing and sharing objectives and feedback between staff and their supervisors. This cultural change is paired with a series of training modules aiming both to provide support by means of video tutorials for those learning to use this new tool, and to help users to learn effective skills and behaviours for managing the principal steps in the process (goal setting, giving and receiving feedback, continuous feedback, how to manage a performance appreciation meeting, development plans).

### CHANGE MANAGEMENT

With the support of SDA Bocconi, we designed a training initiative intended for our Top Management, with the objective of developing managerial skills linked to change management. During the first phase, through a combination of theoretical input, practical experience and simulations, our leaders were able to reflect on methodologies and case studies and trial concrete actions aimed at effectively managing a complex project involving a complex organisation adopting a change.

In the second phase, run as a workshop, the team was asked to reflect on how to apply that methodology to a specific part of Gi Group in order to help achieve strategic objectives.

### SOLUTION DESIGN INTERNATIONAL PROGRAM

2019 saw the launch of the Group's first "blended" training programme (eLearning, webinar and classroom) on a global level. The "Solution Design International Program" is intended for individuals from various countries filling professional roles within our Temp&Perm Practice, dedicated to designing personalised service solutions for our customers.

The course consists of 3 lesson blocks:

- Training in an eLearning format, designed ad hoc for this initiative, with a focus on organisational Design and Analysis and on Lean Management;
- Live Webinars, to explain to the participants the principal standard solutions developed by the Temp&Perm Practice;
- An interactive classroom, to help participants to apply the theory they have learned in their specific local organisations.

### BUILD THE FUTURE

For the Temp&Perm Practice, we have developed a three-year project for over 1,200 colleagues throughout the world, with a focus on 3 main areas: Awareness, Skills Development, Community.

Specifically, training activities focused on:

- Making a visually dynamic and innovative "formative-informative" eLearning video, available in multiple languages, to increase knowledge of and raise awareness about the Practice's business model;
- Planning and design of the "Temp&Perm Digital Learning Library", including the definition of the principal professional qualification and training modules for those in the Practice and creation of the first modules in eLearning format. The project will continue in 2020, with new modules being launched.





# LEARNING AND DEVELOPMENT NUMBERS

Training our people, whether with a view to developing their professional skills or to their retention, is a crucial part of implementing the Group's HR strategy.

Investments in training are highlighted by the following figures:

**84,630**

(vs 76,424 in 2018)

total hours of training provided with a 10% increase compared with 2018 and 33% compared with 2017

The average number of training hours provided to each Gi Group employee in 2019 was

**16.1**

(vs 14,8 in 2018)

an 8% increase compared to the average figure for 2018

**1,142**

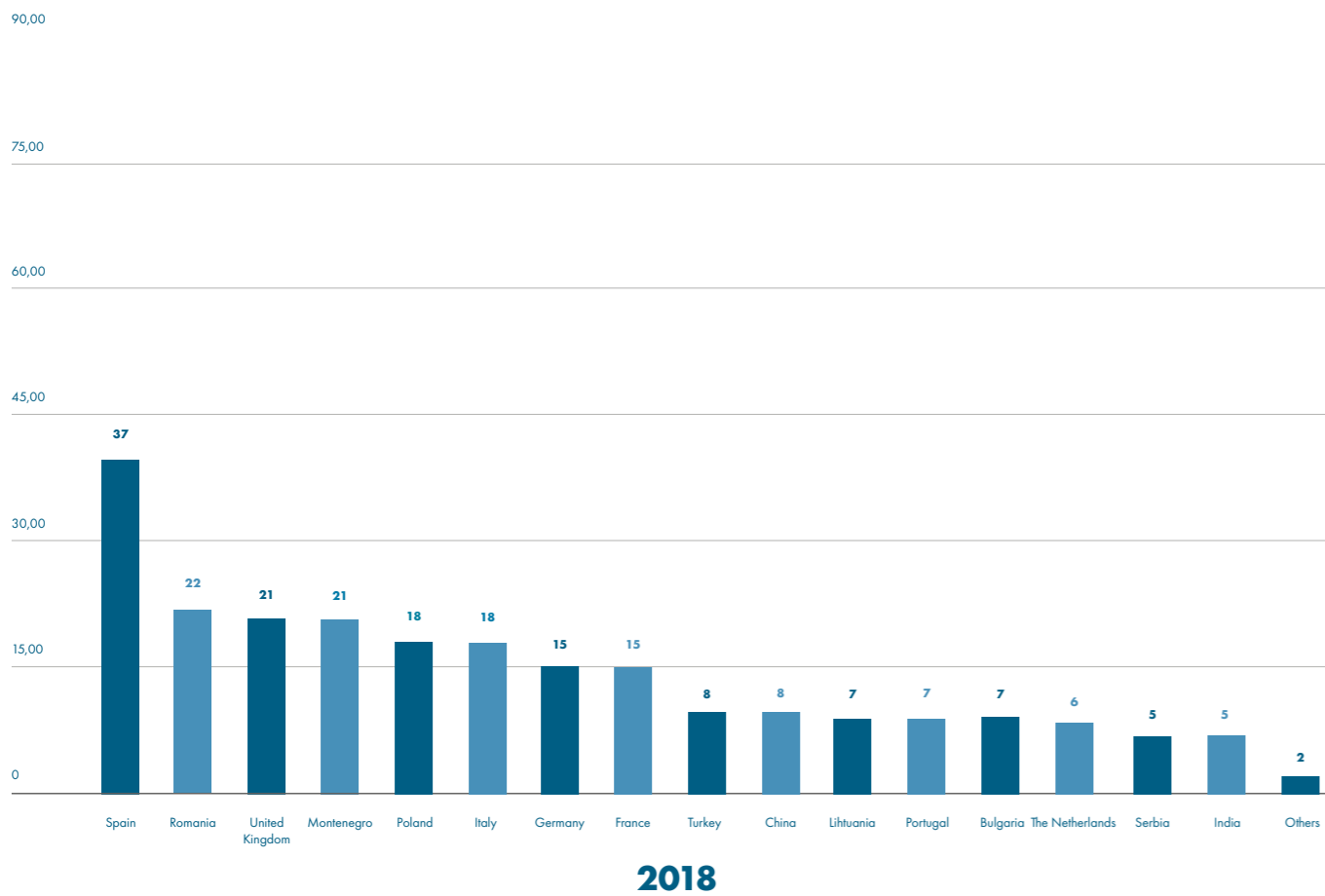
(vs 1,010 in 2018)

number of courses provided in 2019 with a 12% increase compared with 2018 and 50% compared with 2017

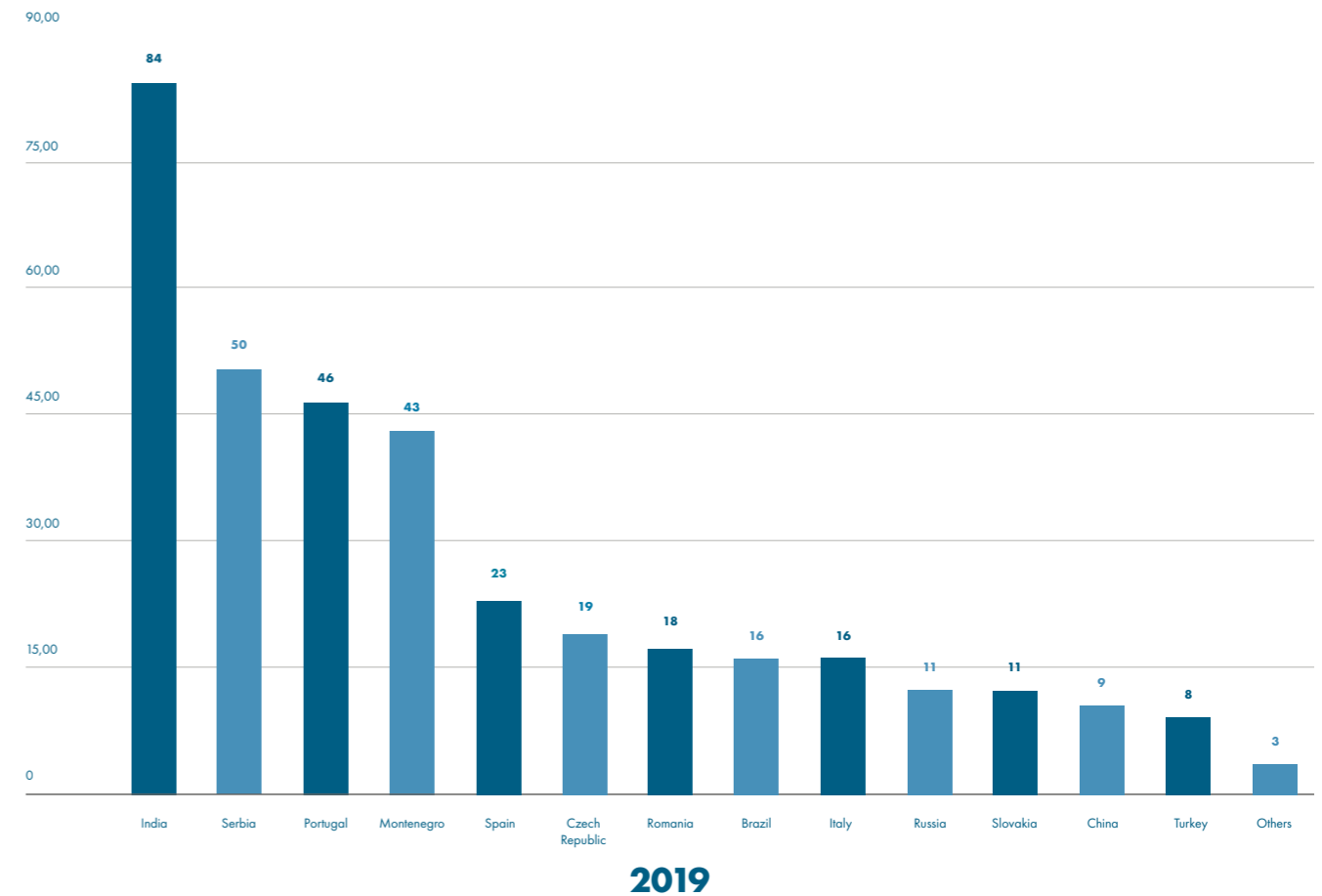
The results presented above come from training activities carried out in the various countries the Group operates in as well as training courses organised by the Global HR department.

The graph below shows the average training hours provided in each country (others: Argentina, Hungary, Poland, Germany, United Kingdom, Switzerland and Bulgaria).

TRAINING HOURS PROVIDED TO EACH EMPLOYEE (COUNTRY AVERAGE) 2018



TRAINING HOURS PROVIDED TO EACH EMPLOYEE (COUNTRY AVERAGE) 2019





The content of the training mix is in line with the Group strategy and with each Country's business priorities.

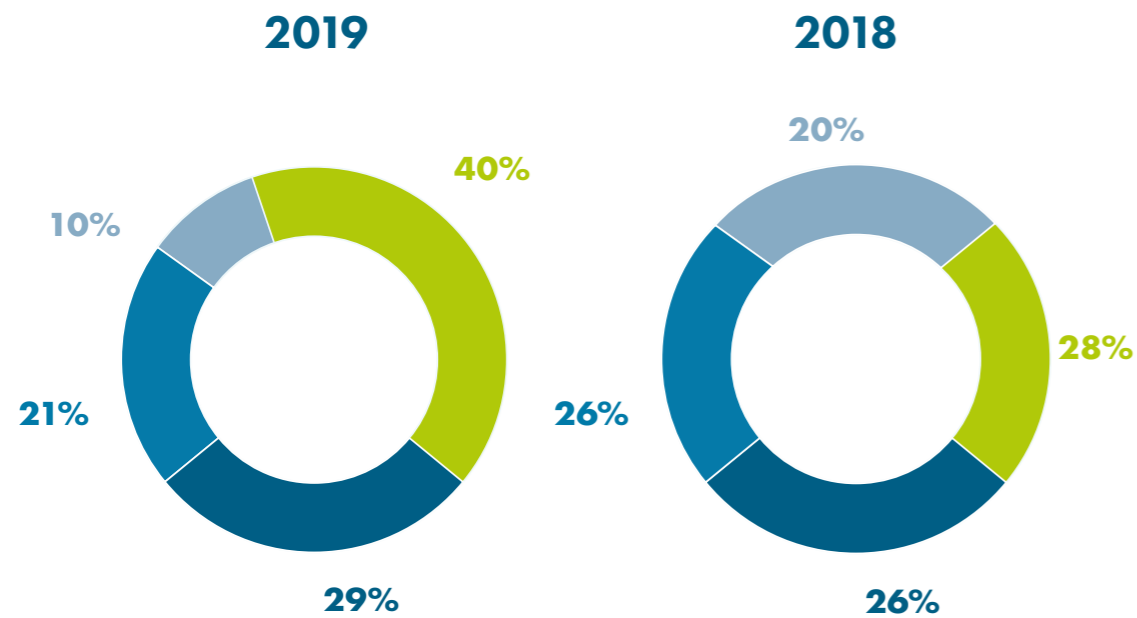
AS IN 2018, THE MAIN TRAINING CONTENT PROVIDED CAN BE GROUPED INTO 4 MAIN AREAS:

- Technical-specialist skills (related to the role or processes)
- Transferable skills (e.g. soft skills)
- Induction/training on working tools
- Mandatory/legal training (e.g. workplace safety, the legislation in force in individual job markets, etc.)



### TRAINING CONTENT 2019

- Technical-specialist skills
- Transferable skills
- Induction/training on working tools
- Mandatory/legal training

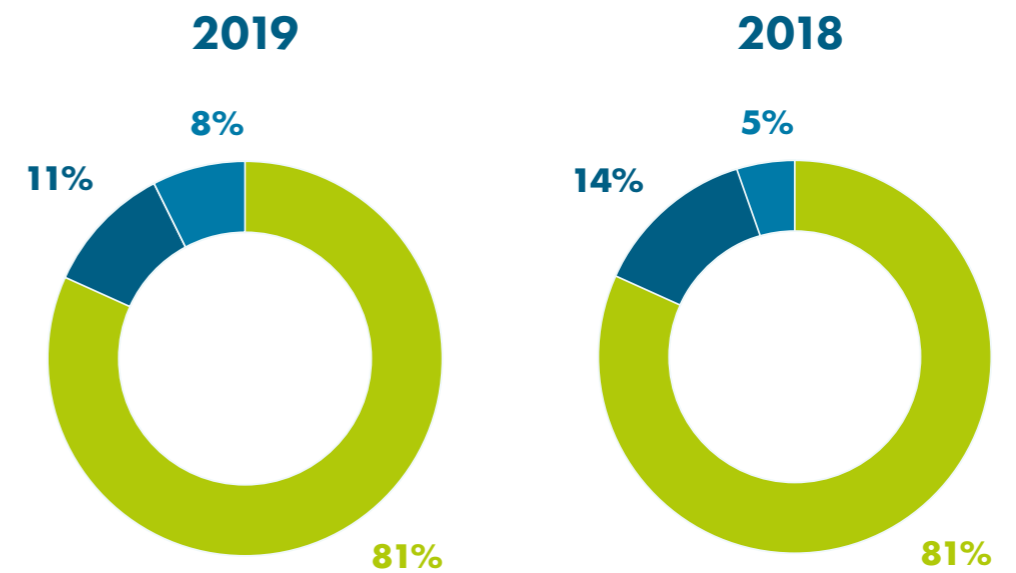


### TYPE OF COURSES 2019

2019 saw the continuing use of the Docebo eLearning platform for courses via distance learning; classroom training continues to be the prevalent type, though there has been an increase in "blended" courses, in other words, ones that use a mix of online and classroom learning.

On average, our colleagues' reported level of satisfaction with the courses stood at 4.3 out of 5; in particular, 39% reported that they were completely satisfied.

- Classroom
- eLearning
- Blended



# INTERNAL COMMUNICATION

**In line with our focus on our personnel's engagement and with our strategy for international growth, in 2019 we worked to improve and introduce innovations to our internal communications, both at the global level and within individual countries.**

## THE CEO'S INTERNAL COMMUNICATION

In keeping with the evolution of our organisation's structure in an ever more global direction, in 2019 we promoted internal communication at the global level by our CEO & Founder, Stefano Colli-Lanzi.

The principal leadership communication initiatives were developed with a view to:

- Informing as many employees as possible about our company's strategy, results and values;
- Generating more opportunities for two-way communication and listening;
- Fostering a sense of belonging and of connection between people from different countries and lines of business.

To this end, the CEO's internal global communication was developed to incorporate video, emails and news published on the Intranet, allowing all employees to comment on and interact with the content published.

The greatest innovation introduced in 2019 was the recurring live interactive webcast, "Live with Stefano Colli-Lanzi", made possible through the use of modern technological tools. After its initial pilot in July 2019, December 2019 saw the first global direct broadcast by the CEO, during which the results of each Region were shared and the new company values presented.

Between 840 and over 1500 employees from around the world participated in the first edition of the CEO's global webcast. This number is an estimate, given that most participants gathered in groups to view the broadcast together, making this event one to share with their colleagues. What's more, all had the chance to ask questions and interact with the CEO; more than 65 questions were received.



## COLLABORATION AND KNOWLEDGE SHARING

The main internal communication initiatives intended to foster the promotion of a culture of collaboration at an international level, of information exchange and of **knowledge sharing** include:

- Organisation of the first live webcast open to all internal employees, intended to increase knowledge on the topic of International Mobility and to share best practices. The event underlined the importance of cooperation at the international level, thanks to the involvement of speakers from 4 countries and the participation of over 40 people from 15 different countries. This went hand-in-hand with the creation of a group on the global Intranet intended to continue the sharing of resources and knowledge on the theme of International Mobility;
- Support provided to the Temp&Perm Practice when communicating about the Build the Future project, concentrated in 3 main areas: Awareness, Skills Development, Community;
- Creation of a community on the Intranet intended for all of the colleagues around the world who belong to this Practice, in the context of the Build the Future project;
- Creation of a community on the Intranet intended for members of the Temp&Perm division specialised in the Fashion & Luxury sector.

## GLOBAL INTERNAL COMMUNICATION CAMPAIGNS

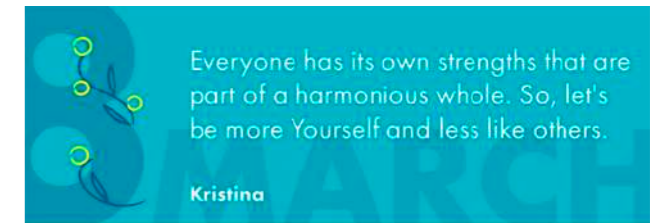
The new global Intranet was launched in 2018, meaning that during 2019 we were able to keep employees increasingly informed through the regular publication of news about the organisation from around the globe (including hiring and promotions to top level both at HQ and within the different country divisions) and to share communications from the CEO as well as major updates about company results and strategy.

What's more, we developed the first global communication campaigns, including:

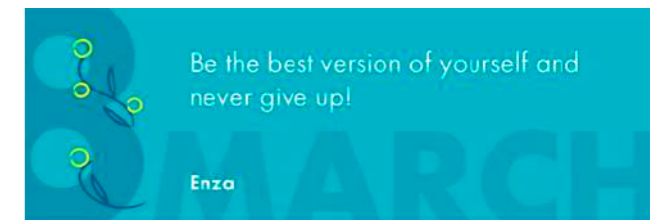
- The first multinational initiative for International Women's Day, celebrated on 8 March: we invited employees to share some advice they would have liked to give to the women around them to foster their professional growth by leaving a comment on the story on the Intranet; we then shared some of that advice on our global social media channels, thanks to cooperation by the Marketing department;
- The sharing of news from around the world about local-level initiatives to promote employees' physical and psychological wellbeing, with the goal of sharing best practices and increasing awareness of the importance of the theme of wellbeing and actions taken surrounding it;
- A campaign to increase knowledge about that new tool GiNET, the global Intranet, and its various features. With the objective of engaging our employees, we launched a campaign that included an amusing video, filmed with the support of several colleagues, and brought in 4 spokespeople from different countries who shared their best practices. The campaign's content was made available on our elearning platform as well.

Regardless of the topic being dealt with, two main ideas were always put forward:

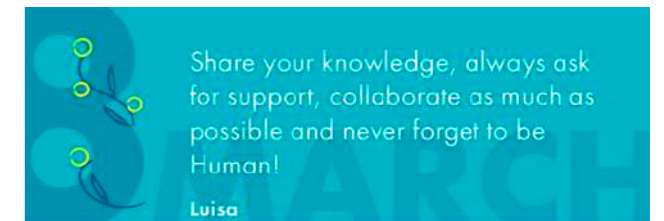
- **Transparency:** Through the direct sharing of information about results, strategies and changes in the organisation, but also by making the local news posted on other countries' Intranet sites visible to all employees.
- **Engagement:** We more frequently gave global visibility to best practices and news from the different countries and Practices; we increasingly involved employees in the creation of the content itself, with "user generated content" such as videos and accounts of their experiences. Most importantly, we attempted to channel this culture of sharing and spontaneous participation into two-way communication. The results are evident from the fact that, while in 2018 the 60 global news stories posted on the Intranet received a total of 314 likes and 61 comments, in 2019 the engagement with the global news published on GiNET (95 in 2019, a 58% increase over 2018) grew by 372% in terms of total likes and by 295% in terms of total comments (241 in 2019).



Happy Women's Day  
from Gi Group



Happy Women's Day  
from Gi Group



Happy Women's Day  
from Gi Group





## GINET: THE DEVELOPMENT OF THE GI GROUP'S SOCIAL INTRANET

GiNET, the new internal communication platform, was launched in Italy in March 2018. The process of its global implementation continued over the course of the year, so that it eventually reached employees in over 24 countries. In 2019 we continued to integrate new countries and businesses acquired, and today GiNET can be accessed by all of our employees in 27 countries. In China, where we launched operations to improve the IT infrastructure, some of the employees have access to the global social Intranet.

We worked continuously over the course of the year to develop and improve the features of the Intranet, including by constantly listening to the different countries' needs. Among the major developments, we would like to note:

- The creation of a new section, "How to use GiNET", with video tutorials about how to use the Intranet, which each individual country could translate;
- The creation of GiNET Analytics, a dashboard capable of automatically measuring several KPIs for the news stories published both globally and locally and for the working groups on the Intranet;
- The improvement of the document-sharing feature and the reorganisation of some global areas, with a view to improving usability;
- New features to encourage the creation of large-scale working groups for strategic country-level and international projects.

In keeping with the company strategy, we recorded increasing use of the online collaboration tools available on GiNET: 898 workgroups existed in December 2019, while there were only 201 in 2018.

DECEMBER 2018



DECEMBER 2019



# GI GROUP ENERGY MATRIX

## Measuring our people engagement and wellbeing

In order to continue to listen to input from our employees and assess their levels of energy, engagement and trust and their approach to change, in 2019 we worked to prepare the 2020 edition of the Gi Group Energy Matrix.

Launched for the first time in December 2017, the Gi Group Energy Matrix is an internal survey intended for all of the employees of every group company, on local and global levels.

The factors addressed in the survey fall within the following macro-areas:

**Organisational wellbeing** - the evaluation of employees' views on the organisation's performance against key criteria which included:

- Management and leadership
- Professional development
- Quality of work life
- Communication
- Identity and values
- Work organisation
- Performance and reward

**Employee wellbeing** - the overall "wellbeing" of our employees. This area evaluated:

- Psychological wellbeing
- Physical wellbeing
- Relational wellbeing
- Value-based wellbeing

**Level of trust**, with regard to:

- Colleagues
- Direct manager
- Management team
- Company as a system

**Approach to change**

Based on the responses collected, the company population is divided into four clusters that define the energy level expressed in relation to organisational and personal wellbeing. The results of the first edition produced an overall very positive snapshot of the company population, with 77.3% of individuals falling into the category of people who "generate energy", actively contributing to the company's development.

# COUNTRY INITIATIVES

Following the global HR strategy and based on the insights coming from the Gi Group Energy Matrix insights, we have launched numerous initiatives at a local level for our internal employees.

Here are some of the main initiatives that took place over the course of 2019:

## ITALY

### B\*RIGHT – THE GI GROUP UNIVERSITY

In keeping with the company's strategic focus on training, the first pilot corporate university project was launched in Italy, with the aim of providing the Group's internal employees with greater opportunities for continuing education, for developing their skills and for sharing their know-how.

The project, called "b\*right", makes it possible to work towards several different objectives with increasing effectiveness and efficiency:

- Firstly, the need to possess increasingly **vertical and specialised skills**, acquired through **training programmes dedicated to the different families of professions**;
- The opportunity to **arrange the available training modules**, which continue to grow in number and variety, systematically, so that people can better navigate the training options provided by the Group;
- The need to always have **new incentives for the attraction and retention** of employees, especially targeting the younger generations, which today represent a significant share of the company population, and for whom continuing learning opportunities are an important factor when it comes to building loyalty;
- The company's desire to maintain a **strong framework of values**, fostering the spread of the company's values throughout the organisation and conveying a shared identity, as well as encouraging knowledge sharing within the group;



- Last but not least, our commitment to always being **at the cutting edge when it comes to training**, thanks to research and the constant testing of new content, methodologies and educational tools.

The University is divided into **4 Departments**, each of which is responsible for a distinct type of content and has its own managerial and organisational characteristics:

- **B\*AWARE – Compliance & Codes:** is responsible for training required by law, compliance with company policies and in-depth training on subjects governed by law, in order to ensure that personal and company conduct complies with standards of work ethics and transparency.
- **B\*SKILLED – Technical Know-how:** covers specialised content related to the different families of professions (job skills, services, processes and guidelines, company tools) in order to allow people to be always up-to-date, in step with developments in business and able to operate effectively within the company.
- **B\*BETTER – Development & Management:** covers all training related to transferable and managerial skills; it is the driver of innovation, of continuing improvement and professional development.
- **B\*ENGAGED – Culture & Values:** is the keeper of Gi Group's company culture; it encourages its dissemination and consolidation through cross-cutting initiatives focusing on values and identity that are aimed at the entire Group.



		Benessere organizzativo	
		Basso	Alto
Benessere personale	Alto	Trattengono energia	Diffondono energia
	Basso	Disperdono energia	Assorbono energia



2019 saw the creation of a total of:

**270**  
educational  
projects

**38,000**  
training  
hours

**8,600**  
participants from  
across Italy.

In addition to this, initiatives were also organised focusing on...

One element that has characterised b\*right since its inception has been a strong focus on the concept of Social Learning, in other words, learning through sharing and exchange between colleagues across geographical, hierarchical and departmental boundaries. It was to further this goal that b\*right Lab was launched, a platform within the company Intranet, open to all Group employees, on which the Training & Development department periodically provides topics for reflection and debate on shared and strategic topics for the company, encouraging employees to discuss and pool their experiences and thoughts on these subjects.

The University has a team of Ambassadors, the b\*righters, individuals who put themselves forward for the role and who are representative of the Group's different divisions and companies; they help spread the word about learning initiatives amongst their colleagues and actively contribute to fostering these activities on the company Intranet. It also has a pool of specially trained company Mentors who assist with the on-the-job acclimatisation of the most junior personnel.

To ensure the widest dissemination and greatest transparency and inclusion for the initiatives offered, email, video and news campaigns have been created for the company Intranet for the presentation and promotion of these various initiatives.

Moreover, with a view to employee Engagement, internal events, contests, awards and calls to action have been organised for specific projects aimed to foster organisational awareness, knowledge sharing and active participation in company life amongst every segment of the company population.

Given the extremely positive results of the activities conducted in 2019, the 2020 objectives are: to further develop our training

and educational offerings for the different families of professions, to boost our social learning activities and digital eLearning options, to recognise and nurture those who provide our internal teaching by means of ad hoc certification programmes, to construct training and education programmes that are transferable amongst the different companies and develop new projects that encourage and enhance knowledge sharing within the Group.

#### THE SALES XPERIENCE

During the month of February, we put the Temp&Perm Practice's "The Sales Xperience" engagement project into action. This was a six-stop tour that put at centre stage the entire Sales Italia network. A team of colleagues in charge of the Business units presented a wide range of topics and strategic priorities that could be implemented by the sales team to help them meet the challenges they were faced with in 2019.

#### THE EVOLUTION XPERIENCE

"The Evolution Xperience" is an engagement and training event held in Bologna over two days in mid-September, dedicated to the over 1200 recruiters and administrative personnel from Gi Group branches across Italy.

The main themes of the initiative were change, the evolution of the market and, as a consequence, the role of employment agencies, as well as how we must react to challenges and enhance our strengths, development strategies and directives for growth.



#### THE SMART WORKING PROJECT

In 2019 the introduction of smart working went from a pilot phase to a widespread implementation.

We decided to start an experimental project of smart working targeting all internal employees in order to improve the effectiveness of internal work organization processes through attention to the wellbeing of our employees. This meant enhancing the evolution of work in terms of trust, autonomy, sense of belonging, creativity, initiative and innovation.

Based on the empowerment of employees in maintaining the expected results, the project aims at redefining the way of working in terms of greater flexibility of time and space.

Thanks to the direct experimentation of smart working and a more autonomous and flexible organization of performance in the responsible management of working times, in compliance with the objectives corporate, the project aimed at finding the meeting point between individual values and interests and corporate values and interests.

These objectives are also achieved through new forms of collaboration as well as through the recognition of the personal and family values of our employees (Work-Life Balance), within the framework of the objectives and mission of all the Group companies.

In line with this approach, the individual projects dedicated to the various Group companies in Italy have not been structured in a top-down manner. Instead, they have come to life through workshops and analyses conducted through the involvement of the employees themselves, ensuring therefore a very high degree of awareness and responsibility as well as a balanced response to the organization needs of the different business lines. In 2018, through 30 workshops, involving a total of 300 people, our colleagues had the opportunity to share what they

believe would have been the opportunities and challenges of flexible work in relation to their roles.

The key words that emerged from the workshops were: collaboration, self-management, innovation and change.

In 2019 the number of employees involved in the smart working project increased, reaching 480 people, through 38 workshops. In 2020 it is going to increase by involving also our colleagues from the Temporary and Permanent Staffing practice, starting from February 2020.





## UNITED KINGDOM AND IRELAND

### EMPLOYEE HEALTH INITIATIVE

The goal was to increase awareness of personal health and energy levels and for all Gi Group UK employees to start the day energized and maintain high levels throughout the day.

Our Marks Sattin colleagues held a Health & Wellbeing week – an internationally recognized week where businesses promote the health and wellbeing of their employees. A group fitness session was held as well as an organized healthy bake sale.

*“Since the introduction of the Breakfast club, I now actually eat breakfast and find that I eat healthier now at lunch”*

*“I buy a lot less plastic water bottles and drink more water now that I have my Gi water bottle”*

### EMPLOYEE FLEXIBILITY INITIATIVE

Our goal was to increase employee flexibility and make Gi Group UK supportive of working parents and carers.

To do so, we continued to offer our additional Holiday Purchase Scheme to all employees – an initiative to allow up to an additional 5 days holiday – found particularly useful for working parents. We also continue to offer an additional day off for staff birthdays. This resulted in a 15% uptake.

### EMPLOYEE MENTAL ENERGY INITIATIVE

Our goal was to raise awareness and knowledge of how Mental Health affects the work place and how to manage and support effectively.

In November 2019 we launched the first stage of our Mental Energy Strategy. 16 individuals across the business are now Mental Energy Advocates, having undertaken Mental Health First Aid Champion training. A further 2 employees are Mental Health First Aid Professionals, and bring a wealth of support and guidance to the business. In early 2020 this group will work together to promote and communicate on all Mental Energy matters to ensure all Gi Group UK employees are informed and supported.

### LET’S TALK ABOUT IT CAMPAIGN

We created a campaign to increase awareness of wider issues and encourage a safer workplace as well as safer employees outside of the workplace. We launched a Let’s Talk About It campaign in late 2018 that has been running throughout 2019. The campaign covers topics such as:

- Homelessness
- Female Genital Mutilation
- Racism
- Sexism
- Modern Slavery/Trafficking
- Bullying
- Discrimination
- Money Management
- Relationship Issues

This is done through Speaking, Listening and Communication (SLC) Sessions with all internal and external Apprentices. A poster campaign was launched, with information and signposts to external charities that could help. In addition, a safeguarding hotline was launched that is manned by a qualified and experienced Lead Safeguarding Officer.



By the end of 2019, over 1,500 Apprentices have undertaken SLC sessions, 4 safeguarding officers are in place and over 30 referrals have been made confidentially through the safeguarding process. A Finance Healthcheck and Guidance Booklet has been designed and distributed to over 500 Apprentices to help them understand money better.

Gi Group UK’s CSR Committee Co-chairs conducted a CSR roadshow speaking to all brands of the business to encourage a uniform approach to the CSR strategies (the roadshow was about making everyone feel part of the strategy and to be involved in whatever capacity they felt they could – from working on community endeavors, charity work and/or becoming a member of the wider inclusive CSR committee.



## BRAZIL

### PROMOTING DIVERSITY

On June the 28th 2019, we organized an event titled “Meeting of Giants – Diversity”. The event took place in Gi Group Brazil’s Headquarters in São Paulo and it had two colleagues as speakers. They shared with an audience of over 60 people their personal experiences as members of the LGBTQ+ community, highlighting the importance of respect and diversity.

### PROMOTING GENDER EQUALITY

Two events of the series “Meeting of Giants – Women in Gi Group” took place on March 15th and March 27th - during Women’s History Month. Four women leaders in Gi Group shared with an audience of 120 people their inspiring life journeys, biggest challenges faced in their careers and biggest accomplishments in their personal and professional lives.







## INDIA

### CARING AND ENGAGEMENT CAMPAIGN

In December 2019 an internal campaign was launched towards caring and engagement of our people. Under this umbrella multiple initiatives were announced for 2020.

### MENTORSHIP PROJECT TO SUPPORT NEW JOINERS

The initiative aimed at providing mentorship to new starters in the Professional business line. The program ran for 3 months for each new starter, in order support them and help them settle well in their role.



### NEW STARTERS MEET WITH THE COUNTRY MANAGER

The initiative aimed at engaging the new starters and aligning them with the overall business strategy. The initiative also aimed at seeking active feedback from new joiners.

### CELEBRATING CULTURAL DIVERSITY

India is a country of diverse cultures and we believe in celebrating diversity. Various events were organised throughout the year to celebrate cultural diversity. The highlight was the Diwali event with the theme 'unity in diversity', in which the traditional dressing of various states and regions were demonstrated.







## SPAIN

In 2019, Gi Group Spain kept on promoting the “Gi Well” program, launched in 2018. Each month was dedicated to a topic related to wellbeing, with the goal of raising awareness and encouraging all our employees to achieve balance in their psychological and physical health.

Normally, each of these initiatives consisted of a theoretical phase explaining the topic of the challenge and the guidelines to follow (shared through the employees newsletter, the intranet and on the corporate website), and then a training phase which consisted of workshops or courses, that helped and motivated our employees to put each of these guidelines into practice. Finally, every month workers have been encouraged to participate actively to the monthly challenge.



## GREATER CHINA

### TRAINING & COACHING

In 2019 we held 32 sessions of training involving 982 attendees, for a total of 416 hours of training. Those training programs were in alignment with the country and business economic objectives: to increase team and individual motivation and engagement, to increase efficiency of the process, to upskill staff, to improve people retention and risk management skill.

### TEAM BUILDING

In 2019, 260 of our employees were involved in activities organized to strengthen the engagement and to promote team collaboration.



## SLOVAKIA

### BRATISLAVA MARATHON RUN

In April 2019 our Slovak team joined Bratislava Marathon Run, 5 teams (each for 4 people) strengthened the team's spirit and competed for a prize.

### IMPROVING OUR OFFICES

In March 2019, we introduced the new "chill room" for all colleagues in our biggest branch and head office in Bratislava. This room is full of comfortable sofas, smart TV, games - it is a place where our employees can hold internal meetings as well as take a break, socialize and organize small teams events.



### INTERNAL GROUPS

In January 2019, we created new internal workgroups Happiness, Trainings, Marketing and Internal Processes. These workgroups allow employees to present their ideas, cooperate on their realization and be part of the decision making process. Internal groups aim at promoting open communication and wide cooperation across the functions and teams.



## SERBIA, CROATIA AND MONTENEGRO

### ADRIA-BALKANS TEAM BUILDING

We organized a three-day event with the aim of strengthening our team, building and upgrading trust and collaboration between sectors and among our employees from Serbia, Croatia and Montenegro. The entire program was planned and conducted with the help of all employees, which was also a part of the team-building activity.

### HEALTHY OFFICE

As a part of our goal to improve the overall health and well-being of our employees, during the year we organized "fruit days" on a weekly basis, and provided fitness equipment suitable for our offices, to encourage people to change their daily habits regarding eating and physical activity.

## PORTUGAL

Following up the insights coming from the Gi Group Energy Matrix survey, we ran various initiatives aimed at enhancing employee wellbeing. These included 2 new partnerships with gyms, partnerships with healthy food restaurants and fresh fruit delivery in our offices and branches.

## THE NETHERLANDS

In March we organized a 2-day sales training for all of our consultants in the Professional Practice in collaboration with TACK Tmi, to teach them the basics for acquisitions.







5

**COMMUNITY  
ENGAGEMENT**



**37,200+**

people impacted through employability initiatives



# EVOLUTION OF THE LABOUR MARKET



**25,500+**

beneficiaries from schools and universities

**One of the core elements of Gi Group's Mission is to contribute to the evolution of the labour market. This occurs daily through the delivery of our services, aimed at creating value by meeting candidate and client needs.**

Throughout 2019, we also developed various initiatives and projects specifically focused on promoting the development of the labour market in the Countries in which Gi Group operates.

The most significant projects were:

- **Workshops** organised by Gi Group concerning the local and international labour market situation, its evolution and best practices
- **Employee volunteering initiatives, job fairs and talks** to help people from our local communities boost their employability
- **Training and career counseling activities in schools and apprenticeship programs** to prepare students to successfully enter the labour market
- **Active labour market policies** aimed at supporting career transition (outplacement) activities (government-funded projects)



**10,564**

beneficiaries of active labour market projects



more than **5**  
events organized for companies





Here are some of the most significant initiatives delivered at a country level.

ITALY

DESTINATION WORK

The fifth edition of Destination Work in Italy took place on 23rd November, even if some events were organized during in the previous days.

Special openings outside of normal working hours involved 125 volunteers in 23 branches and the HQ buildings in Milan and Rome, as well as school, always interested and involved in this project.

More than 800 people signed up for the organized events, including students, candidates and workers wanting to find their way in the job market.

This year most attractive format was the "orientation breakfast", organized in some branches but also in the HQ building in Milan

# DESTINATION WORK

Powered by GI GROUP

where the workshop was focused on personal branding. More than 90 people attended the event and had the occasion to think about their personal situation, starting from some advice and tools shared by our volunteers.

TRAM DEL CURRICULUM

2019 marked the year of the fifth edition of the "Il tram del curriculum" ("The CV Tram"), a Gi Group initiative focused on providing advice and information to all those who wish to improve the presentation of their professional profiles.

The tram could once again be seen travelling the streets of downtown Milan from 14 to 20 October 2019, welcoming aboard over 300 candidates, to whom our recruiters provided advice on their CVs and on how to do their own personal branding. In addition to a revision of their CVs, the candidates were also able to get a new professional photo, taken by a photographer, to attach to their CV or digital profile.

INITIATIVES FOR YOUNG PEOPLE

During 2019, 263 colleagues took part, in person, in orientation initiatives, coordinated by the Candidate Management department and divided into different formats in order to adapt to the target participants and to their needs in terms of approaching and entering the labour market: from traditional workshops and orientation programs to webinars, CV checks, recruiting days and career days.

There were a total of 1700 hours of orientation, spread over 600 different initiatives and involving 25,000 secondary school and university students.

ACTIVE LABOUR MARKET POLICIES

As every year, Gi Group and the Group companies were committed to providing services relating to Active Labour Market Policies, responding to tender notices and taking part in funding measures developed by institutions to support the employability of disadvantaged segments of the population on local and national levels.

In 2019, the number of centres accredited on a regional level to provide Employment Services and Training Services grew by 5%, covering more than 80% of Italian regions. Parallel to this development, over the last two years, approximately 100 Gi Group branches have been accredited on a national level, following the establishment of the new National Agency for Active Labour Market Policies (ANPAL).

**The number of individuals who were put into contact with Active Labour Policy assistance during 2019 was 25% greater than in 2018, with 10,564 individuals referred (and 11,274 managed).**

COMPANY EVENTS WITH THE GI GROUP FOUNDATION

THE NEXT20 CONFERENCE - THE FUTURE OF WORK

The "NEXT20 - The Future of Work" event took place on 10 April 2019 in the Auditorium of the Palazzo del Lavoro in Milan. It was organised by the Gi Group Foundation, in collaboration with "The Ruling Companies" and with the support of the AIDP - The Italian Association for People Management. The event was sold out, with over 150 attendees, and involved important speakers of Italian and international repute come to discuss the topic of the future of work.



THE NEXT20 CONFERENCE: WHAT CHALLENGES FOR A SUSTAINABLE LABOUR MARKET?

On 30 October 2019, the Gi Group and Gi Group Foundation had the honour of hosting Simon Sinek—the leading authority on organisational performance—for an exclusive keynote talk during the event "NEXT20: What Challenges for a Sustainable Labour Market?" Author of multiple best-selling books, including Start With Why and Leaders Eat Last, Simon Sinek is known as "a visionary thinker with rare intellect." His mission is to help build a world in which people can wake up every day feeling inspired, safe at work, and satisfied at the end of each day.

After a round-table discussion on the topic of sustainable work, Simon Sinek engaged the audience with his vision of the "Just Cause" and answered attendees' questions.

Moreover, we promoted a contest, encouraging participants to "Ask Sinek a Question", which gave all employees a chance to ask the author a question during his appearance at the Palazzo del Lavoro in Milan. The winner received a video-response directly from the author, along with an autographed copy of his new book.

MAKING EUROPE THE BEST PLACE TO WORK

On 6 May 2019, the event "Making Europe the best place to work" was held at the Gi Group's Palazzo del Lavoro. The debate was divided into parts based on the contents of the Vision Paper drawn up by the World Employment Confederation – Europe (which can be viewed at this link) and involved representatives from different political movements.

OTHER INITIATIVES FOR COMPANIES

Over the course of 2019, we organized a number of initiatives for companies on subjects related to developments in the job market.

**ODM:** Once again, as in previous years, ODM held its annual event with the Total Reward Trends, sharing data that many Italian businesses take into serious consideration when it comes to defining their compensation policies.

**Tack TMI/Gi Group :**The company was the sponsor of the EY Capri Digital Summit, where Irene Vecchione participated in a workshop entitled "The Transformation of work and of organisations in the digital era: culture, technology and skills".

125  
volunteers

23  
branches involved

800  
people impacted





**EXS:** The company attended the WBF trade fair with a corner at the Gi Group booth, where it provided demonstrations of its new technology for reading facial expressions.

**WYSER:** The company sponsored the Le Fonti HR Forum and was a part of the jury for the Legalcommunity Labour Awards.

**INTOO:** Among Intoo's multiple forms of engagement, allow us to mention the publication of the book *Brave to Change*, authored by the company's Managing Director, Cetti Galante.

## UNITED KINGDOM

### APPRENTICESHIPS

To enhance employability and improve the evolution of the labour market, we ran several initiatives to promote and encourage Apprenticeships, including merging with Tack to create a Sales L4 Apprenticeship.

**257 Apprentices sat English and maths exams in 2019. These Apprentices had no prior qualifications and were unable to progress previously because of this. 94% of Apprentices are still in employment after completing their Apprenticeship either with Gi Group or another employer.**

### SCHOOL EMPLOYABILITY INITIATIVE

To offer employability workshops to the local community in key areas – Oxford, Derby and Scunthorpe, Gi Group UK created employability workshops that were run by Gi Group employees and included presentations, activities and resources. These were run across the year at targeted schools that are underprivileged to bridge the gap between school and employment. Two consultants from the Marks Sattin Technology team visited students at Harrow FE College to talk to them about career prospects.

### FEEDBACK FROM A SCHOOL:

**“Our students certainly really benefitted from all of the activities they were involved with and hopefully they will have developed their employability skills further.”**

**100+ Year 9 and Year 10 students have taken the workshops and have learned CV writing techniques and interview skills. The workshops were run by 10 Gi Group Employees.**

### COMMUNITY EMPLOYABILITY INITIATIVE

Avendo individuato un cliente all'interno di una comunità a bassissimo livello di inglese, Gi Group UK wanted to improve the community's day to day life as well as make improvements in their work environment.

The Gi Group team worked hard to help the communities settle in produced a local fact sheet, a phrase book and also promoted an App called 'Duo Lingo'. In conjunction with the client – 2 Sister Food Group - we also introduced weekly "Surgeries" to answer any staff questions and to encourage conversation as well as "Culture" days to educate all communities in different cultures.

**Coupled with many other actions the attendance and retention on site now averages between 97-100%**

Infine, Gi Group nel Regno Unito è stato insignito del premio "CSR Excellence Award 2019", un riconoscimento per le eccellenze in ambito CSR, in occasione del Global Business Meeting 2020 di Gi Group.

## SPAGNA

During 2019 we participated in more than 15 orientation and job fair events in different cities and online. On some occasions our colleagues have held seminars or conferences aimed at improving employment in the local communities where we are present in Spain.

## SLOVAKIA

### PROFESIA CAREER DAYS

In March 2019 our Grafton team attended the biggest job fair in Slovakia as a main career advisor. Our stand, consultancies, positive and professional approach was tested and evaluated by mystery shoppers. Among the almost 200 companies present, Grafton won the prize for the second best exhibitor. The main idea of our newly designed and handmade exhibition stand was environmental sustainability.

### COOPERATION WITH UNIVERSITIES

During the whole year we actively cooperated with Comenius University and University of Economics in Bratislava as a career



advisor for students. Advisory consisted of simulated interviews, workshop lessons, CVs consultancy and labour market knowledge sharing.

### BUSINESS WORKSHOPS

We created several workshops for our top clients, where we shared new trends in the labour market, new challenges coming with new generations, innovation in benefits systems and amended labour law regulations.

## TURKEY

In 2019 we created a specialized Temporary and Permanent staffing division, under the name of "This Ability Division". With this division, we will support job seekers with disabilities in order to help them finding the right opportunity and improve their working condition.

## SERBIA

Since 2018, Gi Group Serbia employees have been volunteering to support the selection process and prequalification training for the IT Bootcamp sponsored by Divac foundation, aimed at boosting employability and skills.

Also, our Training division's team participated in various student programs with the aim of empowering young people and helping them build their soft skills.

Among these, we held a two-day training on presentation skills for Belgrade university graduates, organized by the Center for Career Development





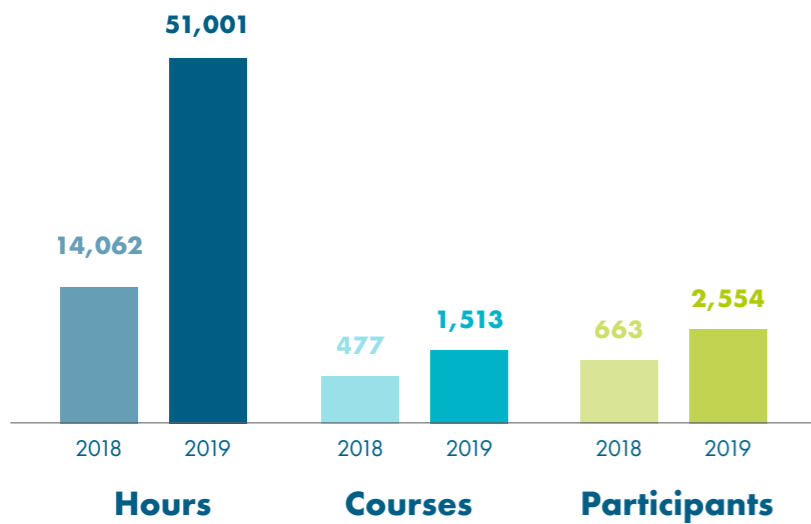
# CANDIDATE AND WORKERS TRAINING

Every year, Gi Group and Gi Formazione provide thousands of funded training hours for candidates and workers, who can access professional training and retraining courses free of charge in order to improve their employability.

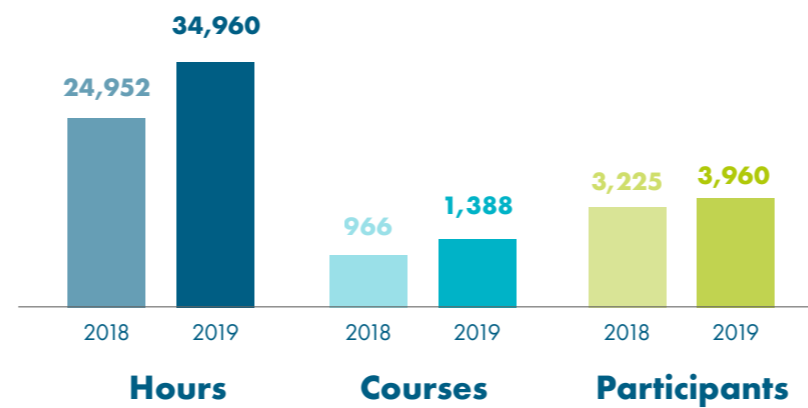
In 2019, we strengthened that commitment, increasing the numbers of all types of training funded for the different target groups.

In particular, the number of courses and course hours for retained workers saw an increase of over 200% across all parameters, with the number of participants involved rising, for example, from 663 in 2018 to 2,554 in 2019, for a total number of course hours that rose from 14,000 to 51,000.

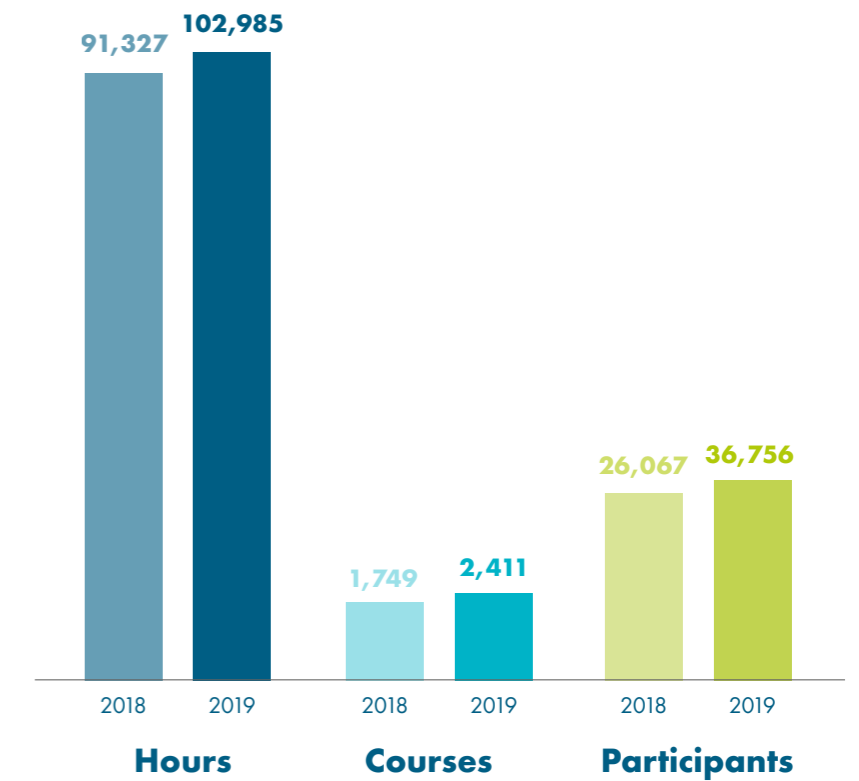
Open-end term/retained/apprentices



Fixed-end term



Candidates



In addition to these, there were 1,328 hours of **FORMA.TEMP** funded safety training over 332 courses involving 5328 secondary school pupils

In addition to these, there were 1,476 hours of **FORMA.TEMP** funded safety training over 357 courses involving 5941 secondary school pupils



# OTHER VOLUNTEERING AND CHARITABLE INITIATIVES

## ITALY

### MULTISENSORY CLASSROOM IN GENOA

The equivalent labour cost of the Gi Group volunteers during Destination Work 2018, was donated in 2019 to support the red zone of Valpolcevera in Genoa, which was affected by the collapse of the Morandi Bridge.

On August 2018 a section of Morandi Bridge ruinously collapsed: this section collapse, crossing the Polcevera river as well as an industrial area of Sampierdarena, killed 43 people and left 600 homeless.

Thanks to the voluntary activities of Destination Work 2018, in 2019 Gi Group Italy supported the creation of a multisensory classroom within the school Istituto comprensivo Teglia in Genoa. Multisensory classrooms are designed to help **students with serious disabilities** in the process of inclusion and integration with the people around them, primarily classmates.

These classrooms become a real educational tool that stimulates the senses of children who, through didactic-educational paths and activities, are supported in the development of interpersonal relationships, learning about themselves and what's around them and improving their communication skills.



### VARCARE LA SOGLIA

The other project that has received support thanks to the creation of Destination Work 2019 was promoted by the Albero della Vita Foundation, which we supported with donations from Destination Work. The project "Varcare la Soglia", for whose Genoa Sampierdarena location Gi Group provided support, assisted several families with children by taking into care the entire family group and putting them on a path of social, economic and relational reintegration. This approach acknowledges these families' unexpressed potential and abilities, both to emerge from poverty and to be resources for their communities. The project helps parents and children to "Varcare la Soglia", or Cross the Threshold, to spring back from their situations by bringing concrete tools into play which are capable of fulfilling different material and social/educational needs.

The common goal is to help each person to strengthen their own skill set and abilities, so as to be able to rely on themselves to meet their own needs; for the adults, one of the most critical factors to address is that of their educational and professional orientation. This is an important challenge, whose ultimate goal is improving the overall wellbeing of the family.

### HOMO FABER

Homo Faber is a non-profit social cooperative operating in the prison Casa Circondariale di Como in Como (Bassone) as a training centre and press office in the educational and social interests of the detainees.

The Cooperative was set up in 2007 with the aim of giving them a chance at personal rehabilitation, and an opportunity for training and professional development.

Here, the detainees acquire the theoretical and practical skills necessary to take on the role of Graphics Operator and Office Operator, learning to plan and create various products. Through this activity, the Cooperative offers detainees the chance for a new start thanks to supervision in a personal job, assumption of responsibilities, technical training and experience of community life.

Gi Group supports Homo Faber Centro Stampa activities by including the Press Office among its suppliers and contributing to the implementation of training courses for detainees.



### BITEB

Gi Group supports BITEB - Banco Informativo Tecnologico e Biomedico - a voluntary association that collects IT and biomedical equipment no longer used by companies and hospitals, refurbishing them and donating them to non-profit associations for social projects. In order to close the technology gap between developing and more industrialised countries, BITEB operates through the biomedical and IT division. Any technology waste from industrialised countries, resulting from the need to keep up with state-of-the-art technological standards, are used in countries where technological shortages act as an obstacle to the economic, cultural and social growth of people and organisations. In its more than 10 years of activity, BITEB has supported over 2,000 organisations, distributing 15,000 workstations (PCs, keyboards, monitors, mice...) and 7,000 biomedical goods and equipment. Gi Group supports the association's activities by donating used IT equipment, computers and printers refurbished by colleagues from IT and other departments. The commitment of Gi Group and of all the other businesses that work with BITEB can be seen on many levels: firstly on a social level, but also on an environmental level, giving new life to discarded equipment.

### COMETA FORMAZIONE

Cometa Formazione was established in 2003 to give a real opportunity to young people who have dropped out of school without any job prospects. The training provided by Cometa was developed to respond to a **serious educational emergency** through a path not just involving the teaching of content, but using a method based on the **practical experience and the promotion of work**, with a view to personal and professional guidance and motivation.

Moreover, Gi Group funds and delivers vocational training courses for these young people: real mini-master's in the professional skills required in the hotel and catering industries in particular. Among the other NGOs and associations we support, we want to mention:

**Centro Culturale di Milano** – an association that organizes events on topics such as philosophy, art, culture and literature, science, economics and medicine.

**Officina Giotto** – a social cooperative that supports detainees at a Padua prison.

**Banco Alimentare** – a non-profit organisation focused on reducing food waste.

**Aslam** – a non-profit organisation that delivers industrial and manufacturing skills courses.  
**Comunità Monastica dei SS. Pietro e Paolo at Cascinazza di Buccinasco** – a monastic community with a special focus on producing craft beer.

**L'Angolo del Pane** – a social cooperative that supports young women in difficulty (with special attention paid to victims of abuse) in order to enable reintegration into school and training programmes and gain independence.

**L'Officina** – a social cooperative that develops jobs programs to promote employment among the most disadvantaged groups, with a special focus on autism, creating an inclusive, sustainable and high-quality work environment in the sectors of packaging, assembly and services for businesses.

### SWIM & MOVE

In June, two colleagues from Gi Group and Intoo attended the "Swim&Move" event, a day devoted to sport and wellbeing, with no exclusions, to benefit the Rome chapter of AISM (the Italian Multiple Sclerosis Association).

### GI GROUP CHARITY DINNER FOR VENEZUELAN REFUGEES IN BRAZIL

In 28 May, the Gi Group Charity Dinner took place, an event to provide support for Venezuelan refugees. It was born of the initiative and enthusiasm of several of our colleagues, in collaboration with AVSI, a non-profit organisation that creates cooperative projects focusing on development and humanitarian aid in 31 countries around the world. Thanks to the generosity of colleagues and friends, admission fees for the dinner and tickets to a lottery whose prizes were made available to customer companies as well, 5,000 euros were col-







lected and donated to AVSI to benefit the cause.

The goal of the initiative was to contribute to supporting 60 Venezuelan families as part of a program to assist them and integrate them into a number of different Brazilian cities, through hosting services, Portuguese language courses, social services, and initiatives in conjunction with local businesses to offer them job opportunities.

## UNITED KINGDOM

We aimed at having a bigger impact on local communities, through supporting foodbanks, homeless charities and charities with links to employees. Here are some of the initiatives that took place in 2019:

- In the UK we focused on giving back to the communities we work in through 2 main appeals – The BIG Easter appeal and The BIG Christmas Appeal. All locations partnered with a local foodbank.
- Thanks to our charity initiative, we raised £875 at Christmas. Over 74 clients contributed, and hundreds of employees and candidates contributed to ensure that over 6000 products were donated in 2019, including clothes, food, shoes, feminine hygiene products and nappies. A team from the Stockport Branch took it a stage further and contributed through the course of the year and also volunteered at their local foodbank. They also managed to get a customer to contribute the below to their appeal - 7 packs of wet wipes, 24 wash gels, 24 boxes of tissues, 40 rolls of toilets tissues, and an unbelievable 230 packets of sanitary products.
- To make an environmental difference to a local area, Gi Group UK partnered with an under privileged school in Lincolnshire and provided a group of 10 Gi Group employees to develop a protected area of land outside the school for the benefit of the community.
- Three Marks Sattin consultants ran the Royal Parks Half Marathon in London in support of Solving Kids' Cancer.
- • Marks Sattin Reading Consultants support a local mental health charity called 'Sports in Mind' by volunteering their time to play sports with people who experience mental health problems.
- • We organized a Bake Sale in aid of our charity partner Solving Kids' Cancer.

## BRAZIL

### GIANTEASTER

Over the easter period, 78 "Giant hearts" participated in the initiative that donated 238 packages of chocolates. This initiative brought joy for more than a 1000 kids in need.



### PINK OCTOBER WALK

On October the 30th, Gi Group Brazil promoted the campaign "Pink October" to raise awareness on breast cancer. The initiative was joined by 109 ambassadors from all over the country.

## POLAND

Also in Poland, on Breast Cancer Prevention Month in October, to show our support, we organized "Pink Friday" in our offices, asking colleagues to wear something pink and distributing information materials.

## CZECH REPUBLIC

In December 2019, over the Christmas season, in Prague we put our forces together and dedicated our help to someone who needed it. We decided to start cooperation with the White Circle of Safety. The White Circle of Safety is a charity focusing its activities on helping victims of violent crime and preventing crime. One of the reasons we chose this group is a fact that each of us can get into a similar situation, and then this experience affects us for the rest of our lives. Victims of violent crimes and their life after that is not a group so often discussed in media and public like other groups are and this makes them more difficult to raise funds.

In terms of that we organized an internal event called "Charity Christmas Market" in our offices in Prague. Volunteers from Prague employees prepared goods and products for this "market" Almost everything was welcomed (from baked cookies, over clothes, to toys for children, etc.) For a symbolic price, it was possible to "buy" these products and thus contribute to the White Circle of Safety. Those who did not want to "buy" anything could just contribute, or just join others, soak up the Christmas atmosphere and relax with a sound of Christmas carols.

**The result: CZK 14,200 (€ 553) for the White Circle of Safety and unsold clothes were donated to children and young people in need.**

## TURKEY

here is a tradition in Turkey: before New Year's Eve, a raffle is made between colleagues. Then everyone buys a gift to the person that they choose randomly. This year we decided to buy gifts for disadvantaged children, coming from those areas in Turkey where children do not have this possibility.

Van is a city located in the largest region of Turkey named East Anatolia occupying 21% of the total area of the country. In this region, job opportunities are limited, transportation infrastructure is inadequate and climatic conditions are challenging.

We collected the children's wishes and we decorated our New Year Gift Tree by hanging the children's wishes. Our employees took a wish from the tree for a child that they didn't meet before: toys, clothes, shoes, school materials and whatever all children asked as a present were under our New Year Gift Tree. A kid asked for a bed: it will be our target for next year for allowing him not stopping to dream.

Moreover, our employees ran a marathon for KAÇUV (The Hope Foundation for Children with Cancer), to provide a 1 year educational scholarship for one of KACUV children.

## GREATER CHINA

### ONE DAY IN PRODUCTION – KIDS FACTORY TOUR

Conveyor belts, hydraulics, robotic arms, molds and men with helmets: a factory tour more or less encompasses a child's list of fascinating, there's something grounding and good about having seen it, about knowing how the products you consume are made and witnessing the work that goes into that making.

Partnering with Daiken Industries (Ningbo) Corporation, a dozen of kids and parents were offered a tour to discover the behind-the-scenes magic of transformation, automation, and vastness, not forgetting the respect of each normal working day.

### THE GIARDINO: A PLACE FOR FAMILIES

The Giardino is a permanent facility dedicated to family who has child with autism spectrum. Here, we accompany the parents and kids to learn the basic farming and cultivation skills, from seed selection, land preparation to a possible harvest.



INDIA

More than 20 women from Gi Group India participated in the Pinkathon, India's biggest women's run held in Dehli. This initiative's aimed at spreading awareness about women's health issues, breast cancer in particular.



SERBIA

Gi Group Serbia organized various charity initiatives, including:

- collecting plastic bottle taps which are being collected by the NGO "Čep za hendikep" which uses the incomes of recycling to buy aids for people affected by a disability.
- donations for different organizations, among which we mention: UNICEF, "Radost Deci", an NGO that supports children and young people with intellectual disabilities, "Uvek sa decom", an association that provides assistance to children with cancer and organizes awareness-raising initiatives on the issue.



SPAGNA

In Spain we collaborated with the nonprofit organization "Fundación Sesé", supporting employment opportunities of people with disabilities and/or at risk of social exclusion.



# PUBLIC AFFAIRS

**We actively collaborate with institutions at a global, European and national level to contribute to the evolution of the labour market.**

Gi Group has been a member of the World Employment Confederation (the international confederation of employment agencies, formerly Ciett) since the end of 2010, with the status of Global Corporate Member. It is also a member of the European branch, WEC - Europe.

At a global level, the WEC has an ongoing commitment to liaising with the ILO (International Labour Office), the UN branch dedicated to the promotion of good working conditions in the world, the OCSE, the WORLD BANK, and with trade union organisations in order to encourage appropriate national legislation, where private employment agencies are allowed to operate and the triangular relationship typical of agency work is well regulated.

With regard to the Italian market, in 2019, Assolavoro, the Italian trade association of employment agencies and member of WEC-Europe, worked hard to try to rectify the critical regulatory aspects contained in the Italian "Decreto Dignità".

Also, we kept our commitment to support youth employment and education, by continuing to run activities implementing the European "Garanzia Giovani" (Youth Guarantee) programme across various Regions in Italy.

Furthermore, in 2019, Gi Group continued to support initiatives as part of the Pact for Youth, promoted by CSR Europe, an organisation linked to the European Commission. The overall aim was improving the placement of young people in the job market, acting on three aspects: making apprenticeships the first training choice for young people, promoting permanently apprenticeship programs and spreading entrepreneurial skills and culture.

Lastly, since 2015 Gi Group has been a partner of the European Alliance for Apprenticeships, the network of government bodies and companies initiated by the European Commission to promote apprenticeships among schools, companies, young people and families.

WEC SOCIAL INNOVATION STORIES

The World Employment Confederation, is promoting a database called "Social Innovation Stories" to share best practices of how the private employment industry is making the difference in the work world.



## WORLD EMPLOYMENT CONFEDERATION

Gi Group is present with three different projects: Destination Work from Gi Group Italy, Destination Work from Gi Group India and the Gi Group Academy.

Destination Work is a Gi Group initiative during which employees voluntarily organise and deliver workshops, trainings, and presentations to help people from their local community boost their employability. In 2018 Gi Group India organized Destination Work in collaboration with the non-profit Shanti Bhavan – a school for underprivileged kids near Bengaluru, popularized by a documentary on Netflix.

The Gi Group Academy, a project developed in Italy, organises specific training courses for selected candidates in collaboration with companies to identify the right job profiles and skill needed, increasing their employability.

ABOUT THE WORLD EMPLOYMENT CONFEDERATION

Established in 1967, the World Employment Confederation is the authoritative voice of the employment industry at global level. It connects labour market enablers from 50 countries and the major workforce solutions companies with a unique network that brings together international policy makers, social partners, the academic world and other relevant stakeholders.

Through its policy work the World Employment Confederation strives for recognition of the employment industry's economic and social role. It leads the way in defining better employment and recruitment standards and practices and is a thought leader in shaping futureproof and competitive labour markets.

It acts as an advisor to the employment industry on new ways of workforce sourcing & deployment. With analysis and research covering 50 labour markets, it is able to provide members with a broad range of services, including support in capacity building and business development across the globe.





# ENVIRONMENT



**Despite the relatively low environmental impact of the industry in which Gi Group operates, we are still committed to acting responsibly and reducing our environmental footprint.**

The most significant efforts in 2019 focused on:

- Ensuring quality environmental standards for Gi Group's central headquarters in Milan
- Energy consumption reduction
- Emissions reduction
- Recycling activities
- Paper usage reduction

## ITALY

### CERTIFICAZIONE AMBIENTALE

In 2018, Gi Group SpA implemented an Environmental Management System for its HQ building in Milan in compliance with UNI EN ISO 14001:2015, which was certified on a corporate level. In September 2019 the certification was extended to other companies of the group. Now, Gi Group Spa, Gi Formazione srl, In-too srl, Od&M srl and Tack & TMI Italia maintain a certificated Environmental Management System, for the offices located in the building.

### THE "PLASTIC FREE" PROJECT

In 2019, this project took off at the new headquarters in Turin, designed with the prerequisites of "Plastic Free" in mind, with the installation of:

- beverage dispensers that provide drinks in paper cups with wooden stirrers
- snack & drink machines that provide only drinks and water in cans (to be used in meetings, as well)
- water dispensers ideal for use with refillable bottles, providing cold sparkling water, cold still water or hot water for tea.

### ENERGY

The Gi Group SpA approach, when it comes to energy, focuses on containing the company's environmental impact and, in 2019, it allowed us:

- to prevent the emission of 1,336.3 tons of CO<sub>2</sub> into the atmosphere, thanks to the use of 100% renewable energy

- to offset the emission of 421,26 tons of CO<sub>2</sub>, through the use of 100% CO<sub>2</sub>-free gas.

Gi Group SpA benefits from its collaboration with certified Energy Management Experts (EGEs), who performed Energy Diagnoses in accordance with the requirements of Italian Legislative Decree 102/2014; these are used to identify areas for improvement in order to reduce energy consumption.

### PAPER

The digitisation of our Group companies' operating processes and of their document management, combined with the behaviour of staff who are mindful of environmental impacts, allowed us to further reduce our use of paper in 2019.

Over the last 4 years, the Group has reduced its per capita consumption of paper by over 35%.

### WASTE

In 2019, Gi Group SpA launched a pilot project aiming to progressively eliminate plastic waste materials from the workplace by using paper cups and wooden stirrers in hot drink dispensers, replacing water bottles with aluminium cans, and installing water dispensers to be used with people's own refillable bottles in the new, recently inaugurated administrative and operational headquarters in Turin.

## UNITED KINGDOM

In 2019 the UK once again passed our ISO 140001 environmental BSI audit. In 2019 through raising awareness around Electricity consumption the UK reduced consumption by 10% - this was achieved by small actions – turning off lights and computers at the end of the day.

We aimed to reduce plastic water bottles by providing staff with refillable water bottles, and/ or water fountains in suitable locations. Whilst we have not measured the impact – walk into any office and you will see water bottles on the desks.

The top 10 fuel card users in 2019 – improved fuel efficiency by 36% (up to end of Q3) this was achieved by encouraging more Skype meetings – furthermore reducing the impact on the carbon footprint. The Account Managers and Branch Managers were issued laptops so they could work more flexibly and conduct private Skype meetings away from teams if needed.

All light bulbs in our head office were replacing with more energy efficient LED lightbulbs and across the network where replacements are needed they will be replaced with LED.

## BRAZIL

### SUSTAINABILITY TRAINING

We have worked on raising awareness among our employees. 23 participants were trained on the main topics related to sustainability in all its pillars: environment, social, economic and cultural. Our colleagues were challenged in thinking about solutions and daily actions that can contribute to positive impact in the world.

### SUSTAINABLE GADGETS

More than 300 Eco Tubes (straws in inox), copybooks and pens were distributed to our colleagues during 2019. These items directly affect the planet's health: copybooks and pens were made with recycled paper and the straws in inox.

## SLOVAKIA

We adopted new coffee and water equipment in our biggest branch and head office in Bratislava - no more plastic bottles and packages - freshly ground coffee in ceramic coffee cups and water cleared by filters in glass.







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# CSR AT GI GROUP



# CONTRIBUTING TO THE SUSTAINABLE DEVELOPMENT GOALS

In September 2015, the United Nations General Assembly approved the 2030 Agenda for Sustainable Development, whose essential elements are the 17 Sustainable Development Goals (SDGs), comprised of 169 targets to tackle the world's most pressing social, economic, and environmental challenges.



The SDGs have universal validity, meaning that all countries must provide a contribution to reach the objectives based on their abilities. While ultimately it is governments who are being asked to deliver the SDGs, companies have an increasingly important role to play in achieving these goals.

Looking at the relationship between the SDGs and Gi Group's business activities and related social impact, our CSR Committee has identified the goals that we aim at directly contributing to through our work.

All of Gi Group's businesses are united in pursuing our Mission: **"Through our services, we want to contribute, as a key player and on a global basis, to the evolution of the labour market and to emphasise the personal and social value of work."**

This is directly related to the SDG 4, **"Quality Education"** and to the SDG 8, **"Decent Work and Economic Growth"**.

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

At Gi Group we contribute:

- Through our services, particularly through our Learning & Development Practice;
- By focusing on learning as a key pillar of our people strategy targeting our internal employees, with increasing investments in training and knowledge sharing initiatives;
- By providing trainings to our candidates, permanent and temporary workers and to all those who get in touch with us to find or to find back their way into the world of work;
- Thanks to our international volunteering program 'Destination Work' and through our numerous initiatives aimed at enhancing employability in our local communities.

In particular, with our business activities and CSR initiatives we aim at contributing to the target 4.4: "By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship".

**Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

At Gi Group we contribute:

- Through our services, which are all aimed at giving value to work and to the central role of individuals;
- With our commitment at enhancing employability, particularly through our initiatives targeting youth and vulnerable populations;

- By promoting Responsibility as one of our core values, with absolute respect for human rights, the laws and in accordance with the principle of free, regulated and fair competition;
- By contributing to establishing a better labour market, supporting all legislation that provide greater protection to workers and taking an active role in eradicating corruption and any form of abuse or illegal behaviour.

In particular, with our business activities and CSR initiatives we aim at contributing to the following targets:

- 8.5 - By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.6 - By 2020, substantially reduce the proportion of youth not in employment, education or training
- 8.7 - Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
- 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.



# OUR STAKEHOLDERS

Individuals, groups or institutions whose engagement is needed to achieve Gi Group’s Mission, and those parties with a stake in the company, can be considered as our stakeholders.

Gi Groups main stakeholders are:

## EMPLOYEES

Over 4,000 employees in Gi Group who support the company to achieve its objectives. Gi Group people are strongly involved in the CSR projects and they share their professional expertise, commitment and motivation during their daily work. We are proud to state that our CSR strategy is fully embraced by all our employees.

## CANDIDATES AND WORKERS

The thousands of candidates and workers that, every day, in all the countries in which Gi Group operates, expect a reliable service offering solution that meet their specific needs.

## CLIENTS

Over 20,000 companies that rely on Gi Group every year to manage their workforce thanks to our wide range of services. This involves every aspect of the relationship between a person and a company: recruitment and selection (IN phase), management and development (BETWEEN phase) and outplacement inside or outside the organisation (OUT phase).

## THE COMMUNITY AND THE ENVIRONMENT

The communities where Gi Group operates represented by their institutions and associations and by the people living and working in those communities.

The environment, which is protected by developing initiatives that preserve and defend natural resources.

# CSR GOVERNANCE

To build solid and outstanding programs, Gi Group has developed CSR governance bodies.

CSR GOVERNANCE BODY	MAIN RESPONSIBILITIES	MEMBERS
<b>GLOBAL STEERING COMMITTEE</b>	Approves the strategic objectives and the activities related to the Group’s CSR implementation and management	Global senior management team
<b>CSR COMMITTEE</b>	Defines/implements CSR strategy and initiatives; ensures alignment with Group strategy; implements CSR reporting; monitors KPI's; assesses investments	<ul style="list-style-type: none"> <li>▪ Group CEO</li> <li>▪ Global HR Function</li> <li>▪ Global Marketing Function</li> <li>▪ Global Public Affairs Function</li> <li>▪ Members from at least 3 Gi Group countries</li> <li>▪ Members from Temporary &amp; Permanent and Search &amp; Selection Practices</li> </ul>
<b>COUNTRY MANAGERS</b>	Responsible for the flow of communications throughout their country and guarantee the implementation of local CSR activities	Country Managers
<b>CSR TEAM</b>	Supervises application of the Code of Ethics, monitors information and training, receives and deals with notifications and complaints	<ul style="list-style-type: none"> <li>▪ Global Legal and Public Affairs Functions</li> <li>▪ Global HR Function</li> <li>▪ Regional Heads</li> <li>▪ Gi Group employees’ delegate</li> </ul>
<b>VOLUNTEERS</b>	Participate in voluntary work and contribute to its formulation and organisation	Gi Group employees



# OUR CSR PATH

**Starting from its Mission and Values, Gi Group has developed some global initiatives aimed at developing its Corporate Social Responsibility strategy.**

<b>April 2014</b>	International Code of Ethics publication and adoption
<b>June 2014</b>	CSR Team set-up, aimed at supervising adherence to the Code of Ethics
<b>September 2014</b>	Internal policy "Company Procedure – Adoption of the Code of Ethics, Management of requests, reports and complaints" issued
<b>January 2015</b>	Launch of a common volunteering activity for 2015 – aimed at organising local projects to promote employability
<b>April 2015</b>	First global Gi Group CSR Report issued
<b>October 2015</b>	New CSR governance body appointed: CSR Committee, aimed at creating and implementing the Gi Group CSR strategy
<b>December 2015</b>	Stakeholders' needs analysis: internal employee survey launched
<b>January 2016</b>	Stakeholders' needs analysis: local Institutions and Associations survey launched
<b>April 2016</b>	Global Gi Group CSR Report 2015 issued
<b>September 2016</b>	Stakeholders' needs analysis: temporary workers survey launched
<b>October 2016</b>	Saturday, 22nd Destination Work, first global Gi Group voluntary activity aimed at promoting employability among the communities
<b>April 2017</b>	Global Gi Group CSR Report 2016 issued
<b>April 2017</b>	Gi Group SpA Italy adopts the leading social certification standard for organisations across the globe: The SA8000® Standard. SA8000 measures social performance in eight areas important to social accountability in workplaces, anchored by a management system element that drives continuous improvement in all areas of the Standard. The Standard reflects labour provisions contained within the Universal Declaration of Human Rights and International Labour Organization (ILO) conventions. Gi Group SpA Italy is certified SA8000 by a third party organisation since April 12, 2017
<b>May 2018</b>	Global Gi Group CSR Report 2017 issued
<b>September 2018</b>	Certification of the Environmental Management System for our Milan headquarters building based on requirements of UNI EN ISO 14001:2015.
<b>July 2019</b>	Renewal of Gi Group's Code of Ethics and Core Values
<b>November 2019</b>	Global Gi Group CSR Report 2018 issued
<b>December 2019</b>	Stefano-Colli Lanzi signed the "CEOs Call to Action" promoted by CSR Europe





## CEOs CALL TO ACTION

Gi Group's Founder and CEO, Stefano Colli-Lanzi, joined the "CEOs Call to Action" promoted by **CSR Europe** to encourage European leaders to come together to implement **a global strategy for a sustainable Europe by 2030**, expediting action for growth and inclusive prosperity as well as the fight against climate change.

The Call to Action **was** endorsed by the Chief Executive Officers of **over 380 European businesses**, who signed up for the purpose of encouraging growth that is consistent with the **Sustainable Development Goals** promoted by the United Nations.

## ECOVADIS SUSTAINABILITY RATINGS

In 2019 Gi Group UK have been awarded a Silver Medal by EcoVadis, a leading global sustainability assessment company. A silver medal places Gi Group UK company among the top 25 percent of companies assessed by EcoVadis.

In Italy, Tack & TMI Italy Srl has also obtained the Silver Medal in 2019, while Intoo has achieved the Gold Medal in 2018 and Gi Group SpA has obtained since 2015, and is keeping with an increasingly better rating, the Silver Medal Ecovadis.

Ecovadis Sustainability Ratings For Global Supply Chains is the cornerstone of over 450 sustainable procurement programs within global value chains and has been tested on over 65,000+ companies across 200+ industries and 160+ countries.



# WHAT DID WE DO ABOUT THE ACTION PLANS FOR 2019

**In 2018, we defined the focus for our CSR strategy in 2019, by taking into consideration our global business strategy and looking at the results of the Energy Matrix survey (our global employees survey).**

The most significant CSR commitments of Gi Group for 2019 were:

- **Code of Ethics review:** following the NEXT20 initiatives and the reflections coming from Gi Group's 20th anniversary, in 2019 we reviewed our Values and Code of Ethics, making sure they are aligned with the way our organisation is evolving and our future goals.
- **Materiality Matrix review:** in 2019 we began to review of the Materiality Matrix that links Gi Group's main priorities with regards to CSR and its Stakeholders' (employees, workers, candidates and institutions) priorities.
- **Employee engagement and wellbeing:** we have kept on enhancing processes, opportunities and tools to take care of our internal employees. This also is also shown by the further development of the Global HR Function and by the increased number of local HR Managers. Among the numerous initiatives, we have worked on designing a global Employee Value Proposition, enhancing our Learning and Development opportunities, introducing a new performance management process and promoting further internal communication. Moreover, we kept on taking important steps forward on the topic of smart working, especially in Italy.
- **Environment:** in addition to other local initiatives, in 2019, we extended the corporate environmental certification previously assigned to Gi Group SpA to other group companies located in the Gi Group Global HQ building in Milan.
- **Diversity & Inclusion:** the main internal initiatives aimed at raising awareness among our employees include the global campaign to celebrate International Women's Day on the 8th of March and the meetings promoted by Gi Group Brazil to discuss gender equality and LGBTQ+ inclusivity at work.



# OUR MATERIALITY ASSESSMENT

**In 2019 we launched a materiality analysis based on the guidelines laid out in the GRI (Global Reporting Initiative) international standards; its purpose was to identify the most important sustainability topics for the Group's stakeholders and sector of operation.**

In order to achieve this, we will use a process divided into 2 phases, which will continue into 2020:

- determining the most important topics;
- letting the stakeholders weigh them.

As a first step, and thanks to the collaboration of different business divisions, we will assemble a collection of sources—local and international, public and private, internal and external to the company—that are important for the sector of reference or for sustainability in general.

Subsequently, using these sources as a starting point, we will begin an analysis that:

- reflects the issues that are important for the company (in other words, which affect its capacity to generate value in the short, medium and long term);
- includes the issues that are relevant to stakeholders (insofar as they are impacted by company activities or insofar as they impact the company in turn).

The results of this process will be used to construct a “tree of topics”.

Once the list of Topics important for the Gi Group has been obtained, these will then be weighed and prioritised. Through the organisation of live and online focus groups, representatives of the main categories of company stakeholders will be invited first to discuss and then to vote on the Topics that have come to light.

An analysis of the assessments described above will serve to rank the topics and place them within the new materiality matrix.

# 2020 CSR OBJECTIVES

- **Finalisation of the revision of the materiality matrix:** We will continue with the materiality analysis, using the methodology described above.
- **Promotion of the new company values:** We will launch internal communication initiatives, at global and local levels, aimed at increasing awareness and understanding of the new Group values.
- **Definition of the Group's Employee Value Proposition:** We will continue work to follow up on the project launched in 2018 to formulate an EVP that is relevant (for the target of reference), credible, aspirational and distinctive. During 2020 we will also work to set up and launch internal communication initiatives about the new EVP.
- **Training, engagement and wellbeing of internal employees:** In keeping with our strategic focus on our people, in 2020 we will launch the second edition of our global internal survey, the Gi Group Energy Matrix. Furthermore, we will design and launch Energy Pulse, a simplified and more frequent survey that will serve to complement and improve the ways we listen to our employees, and even to support the possible integration of new companies. Finally, we will continue to invest in tools and initiatives to support training and internal communication.
- **Environment:** In 2020 we will expand our Plastic Free project to encompass other company locations in Italy, improving monitoring of the Group's environmental performance and re-examining and adding to the environmental performance indicators currently being managed by means of our ISO 14001:2015 certified Management System in accordance with the instructions laid out in the Global Report Initiative (GRI).







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YOUR JOB, OUR WORK

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