



**Group**  
YOUR JOB, OUR WORK

# GLOBAL CSR REPORT

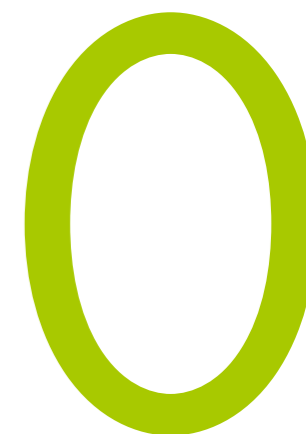
2022



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# **LETTER FROM THE CEO**



## LETTER FROM THE CEO

Dear Stakeholder,  
this edition of the CSR Report, unlike the previous ones in which we recounted the Group's initiatives and projects, allowed me to stop and reflect to retrace which and how many actions we have put in place to face on a global level a real upheaval in the history of humanity.

I never imagined I would have to change in a few days the priorities, strategies, organizational arrangements and methods of communication and collaboration within the company. What we have faced, and what we are still living as individuals, and as an organization, is profoundly changing our lives and priorities and, never as in 2020, our values and our Mission, the reason why this company was born, have been instrumental in addressing every opportunity and difficulty we have encountered before us.

I feel proud of how we faced this challenge: supporting every day, first of all, our employees, but also candidates, workers, and customers, who in many cases were able to continue to work thanks to our people's passion, sense of responsibility and capacity to innovate.

Every single value has been decisive: it has affected our experience and performance.

### CARE

We have been working tirelessly to ensure that employees can carry out their duties and feel safe, continuing offering our services.

### PASSION

We have all shown an enormous willingness to pursue with our work, adapting but also radically transforming processes, work tools and schedules.

Our global survey on our level of engagement has given back an outstanding picture of an 80% corporate rate.

### CONTINUOUS LEARNING AND INNOVATION

We have accelerated and sometimes revolutionized our learning processes, not only with new technological tools, but above all, with a deep culture of sharing experiences, ideas, and best practices.

### COLLABORATION

We took care of each other remaining close to our stakeholders.

### RESPONSIBILITY

We have differentiated the initiatives country by country, being aware of the impacts of the pandemic in different cultures, always bearing in mind our responsibility to deal concretely with the labour market with targeted initiatives for different types of candidates and workers. We also succeeded thanks to this sense of responsibility to effectively manage 6 strategic acquisitions.

### SUSTAINABILITY

We have gone beyond the established concept of employability and we are increasingly mindful of our role as protagonists in the creation and defence of the Sustainable Work.

2020 has been a year that we will all remember, challenging but particularly full of opportunities for change. I thank you all for the trust you have given us and for allowing us to grow despite the pandemic. With that said, I would like to extend a special and unique thanks to our employees who have allowed us to recount it with renewed enthusiasm.

«2020 has been a year that we will all remember, challenging but particularly full of opportunities for change»







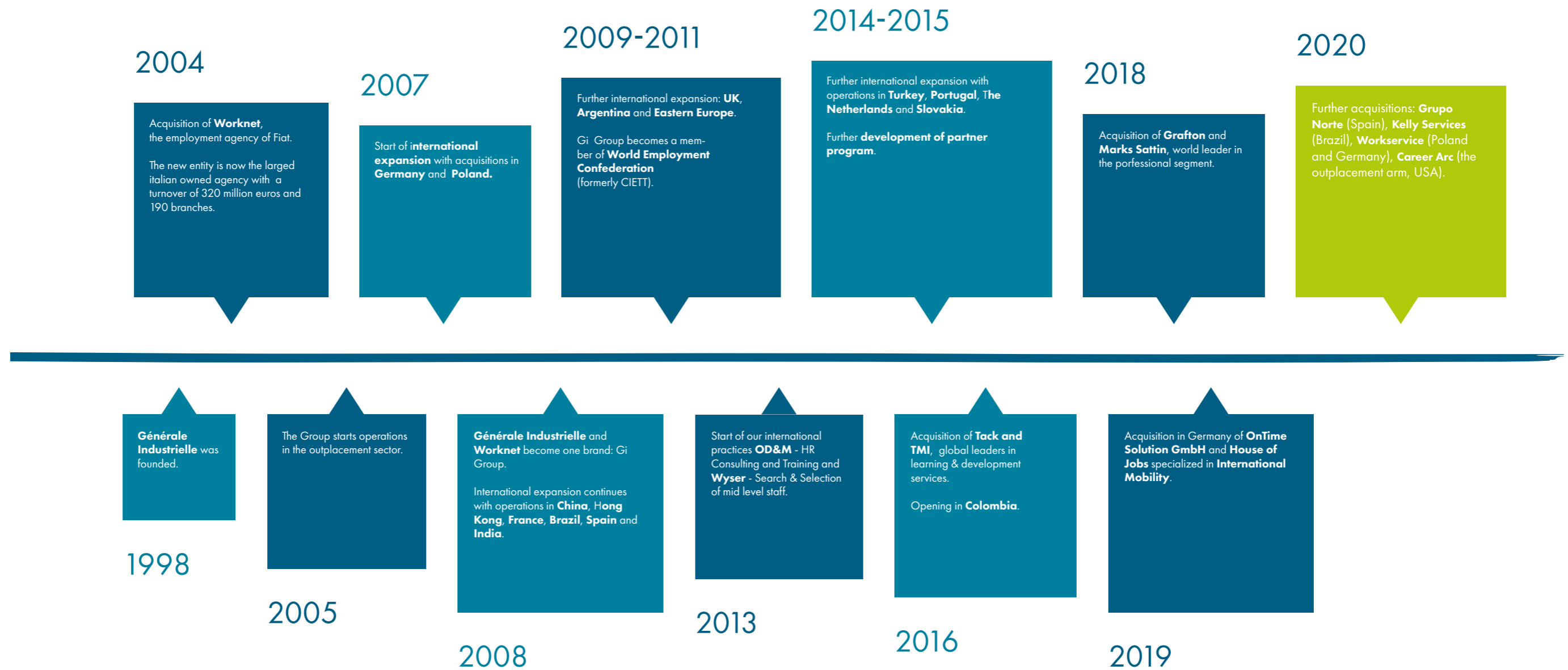
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# COMPANY PROFILE

## 1.1 OUR HISTORY

Gi Group was founded in Milan in 1998 based on the intuition of Stefano Colli Lanzi, who was driven by the desire to make a contribution to the Italian and international job market to make it more effective and efficient and help it evolve towards the idea of the common good, promoting a work culture capable of satisfying the interests of companies, people and society by creating win-win solutions. The perceived need was, and still is today, that of rejecting the stigmatised idea of a company as an organisation which “exploits” people, which considers labour a “cost” rather than a fundamental activity for the generation of value, and which involves people who are seen as driven to work by economic requirements, for survival, rather than capable of seeing work as an opportunity, as an occasion in which to rediscover a profound sense of contributing to the creation of a common good, even recognising and fuelling their own individual and professional value. The dream that drives the Gi Group, and its people, is that of “changing the world of work for the better”, generating value in the short, medium and long term through the capacity to identify and meet the increasingly complex needs of candidates and businesses alike.

The “dream” has been translated into a plan and concrete actions, which have resulted in the growth and evolution of the company over the past 23 years. Relying on the contribution and passion of more than 5,000 people, in 2020 Gi Group operated in 31 countries, with more than 500 branches, serving in excess of 18,000 companies, placing more than 90,000 candidates in Italy alone, involving over 50,000 people in employability initiatives and more than 25,500 young students in second-level and university training courses in work orientation activities, with more than 8,000 beneficiaries of projects of active policies for work, reaching a turnover of EUR 2.5 billion.





## 1.2 OUR MISSION

Our Mission describes the way the Gi Group aims to provide its services and has always been oriented towards the development of a common ground of Values and goals that help the company to consolidate its identity and undertake with increasing determination the path of development for people and the community with which it does business.

«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»

In 2020, Gi Group developed and adopted the concept of Sustainable Work, rethinking the role that people, companies and institutions play within the social and economic reality.

«In a world that distinguishes those who work to live from those who live to work, we believe that we can and we should live through work»



### 1.3 GI GROUP CODE OF ETHICS AND VALUES

A point of reference for the CSR system since 2014, the Code of Ethics expresses the set of Values and Principles that Gi Group has decided to adopt in performing its activities and in relationships with all of its Stakeholders, and represents an integral part of the Gi Group's corporate governance structure.

The actions of every Group Company are based on the adoption of the Code of Ethics and the application of a set of Values which bring the Gi Group's approach into line with the job market and the civil society in which it operates:



**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**

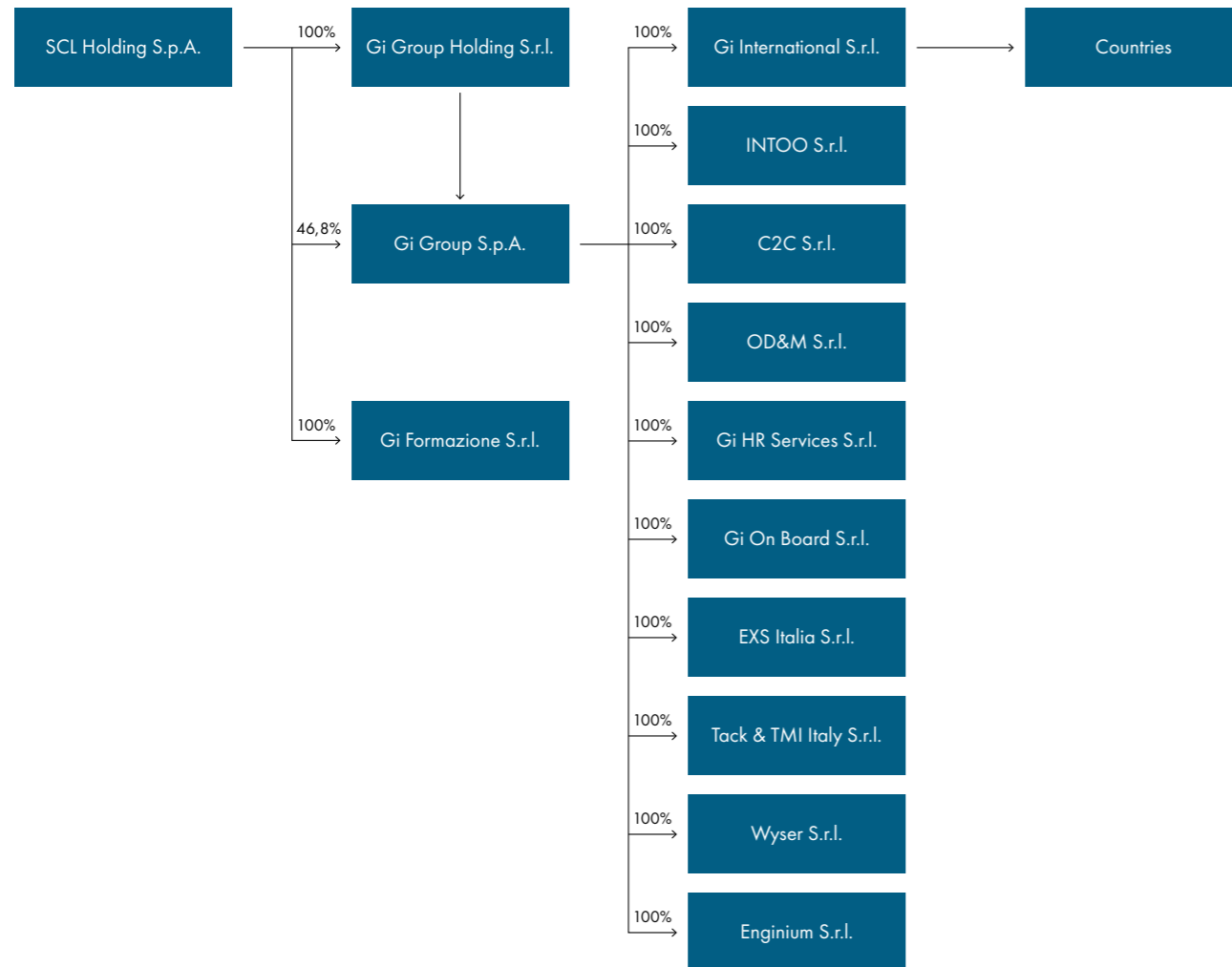
We promote the respect of human rights and of diversity and inclusion; we support all legislation that provide greater protection to workers and take an active role in eradicating corruption and any form of abuse or illegal behaviour.





## 1.4 THE GOVERNANCE STRUCTURE

Gi Group SpA directly owns 100% of the share capital of the Italian legal entities (with the exception of Gi Formazione srl) and GI International (which holds all legal entities through which the Group has a direct presence in the various countries).



GOVERNANCE OF GI GROUP SPA		
Gi Group SpA governance bodies	Main responsibilities	Corporate bodies
<b>Board of Directors</b> (in office as at December 2018)	Executive body of the company with the duty of carrying out business activities and implementing the resolutions passed by the Shareholders' Meeting. It is responsible for approving organisational strategies, developing a management policy and ensuring the legal liability of the organisation with respect to the authorities.	Chairman <b>CHIARA VIOLINI</b> Chief Executive Officer <b>FRANCESCO BARONI</b> Chief Executive Officer <b>ZOLTAN DAGHERO</b> Director <b>DAVIDE TOSO</b>
<b>Board of Statutory Auditors</b> (for the three-year period 2018/2020)	Control body of the company with the duty of supervising the activity of the directors and checking that the company's management and administration take place in observance of the law, the articles of association and the principles of proper administration and in particular in compliance with the organisational, administrative and accounting structure adopted by the company, and its concrete functioning.	Chair <b>FRANCESCO CARNEVALI</b> Statutory Auditor <b>CORRADO COLOMBO</b> Statutory Auditor <b>PIERGIORGIO GUSO</b> Alternate Auditor <b>SILVIO FORMENTI</b> Alternate Auditor <b>MARCO GIRELLI</b>
<b>Supervisory board pursuant to legislative decree 231/2001</b> (for the three-year period 2018/2020)	Internal control body, responsible for supervising the functioning and observance of the Organisational Model as well updating it.	Chair <b>FRANCESCO CARNEVALI</b> Member <b>MARCELLO TRABUCCHI</b> Member <b>ANNA RITA MARRA</b>





The adoption of certified Management Systems in conformity with the regulations recognised at international level represents an operational tool used to strengthen our governance, pursue our Mission and reach corporate goals, with a view to continuous improvement, connected to risk-based thinking.

The certifications obtained from an independent accredited third party show our ability to provide products and services that meet the needs of customers and the requirements of local regulations, in line with the interests of all of our stakeholders.

CERTIFIED MANAGEMENT SYSTEMS						
Company	Reference standard	Certificate number	Scope of application	Certification body	Issue date	Expiring date
<b>Czech Republic</b>						
<b>Graton Recruitment s.r.o</b>	ISO 9001:2015	25191/A/0001/Uk/En	Personnel Consultancy Services, Recruitment and Personnel Solutions, Job Broker, Consulting for Human Resources Activities	URS	02/02/07	01/02/22
<b>Germany</b>						
<b>Gi Group Deutschland GmbH</b>	ISO 45001:2018	100000397734	Management of temporary employment and personnel placement	DNV	05/11/10	04/11/22
<b>Gi Group Deutschland GmbH</b>	ISO 9001:2015	100000416888	Management of temporary and permanent staffing for craft, retail, industry, office and management	DNV	05/11/10	04/11/22
<b>Greater China</b>						
<b>Zhejiang GI Human Resources Limited company</b>	GB/T19001-2016 idt ISO9001:2015	19818QA171R1M	Human resource outsourcing (In the form of service outsourcing), domestic labor dispatch (Only for head office)	Beijing Xinjiyuan Certification Co., Ltd	26/01/18	25/01/24
<b>Spain</b>						
<b>Gi Group Spain ETT, SLU</b>	ISO 9001:2015	ES-0100/2006	Quality Management System	AENOR	25/01/21	25/01/24
<b>Gi Group Outsourcing 2016, SLU</b>	ISO 9001:2015	ES-0649/2019	Quality Management System	AENOR	13/11/13	13/11/22
<b>Gi Group Outsourcing 2016, SLU</b>	ISO/IEC 27001:2014	ES-SI-0036/2017	Information Security Management System	AENOR	15/01/21	31/08/23
<b>Turkey</b>						
<b>Gi Group And Wyser Turkey Seçme Ve Yerleştirme A.ŞGi</b>	ISO 9001:2015	NS.KS.070/2021	Temporary Staff Recruitment Agency	NETSERT	02/04/21	01/04/22
<b>Gi Group And Wyser Turkey Seçme Ve Yerleştirme A.ŞGi</b>	ISO 14001:2015	NS.CS.060/2021	Temporary Staff Recruitment Agency	NETSERT	02/04/21	01/04/22
<b>Gi Group And Wyser Turkey Seçme Ve Yerleştirme A.ŞGi</b>	ISO 45001:2018	AQN-TR-50115	Temporary Staff Recruitment Agency	NETSERT	02/04/21	01/04/22

CERTIFIED MANAGEMENT SYSTEMS						
Company	Reference standard	Certificate number	Scope of application	Certification body	Issue date	Expiring date
<b>UK</b>						
<b>Gi Group Holdings Recruitment Ltd</b>	ISO 9001:2015	FS580144	Supply of temporary and permanent personnel to commerce and industry and site managed services. Design and provision of training and development services	BSI	21/10/11	02/04/22
<b>Gi Group Holdings Recruitment Ltd</b>	ISO 14001:2015	EMS619537	Provision of Head Office support services to the Gi Group in the UK	BSI	05/01/15	01/04/24
<b>Gi Group Holdings Recruitment Ltd</b>	ISO 45001:2018	OHS640083	Provision of Head Office support service activities delivered at Chesterfield (Units B&C) to the Gi Group in the UK. (Previously certified to BS OSHAS 18001:2007 since 28/01/16)	BSI	09/12/19	27/01/22
<b>Italy</b>						
<b>Gi Group SPA</b>	UNI EN ISO 9001:2015	N° 12236	Temporary work and staff leasing supply services. Human resources search and selection	CERTIQUALITY	09/05/07	17/04/22
<b>Gi Group SPA</b>	SA8000:2014®	N° 683	Human Resources search & selection and temporary work supply services	TUV ITALIA	12/04/17	12/04/23
<b>Gi Group SPA</b>	UNI EN ISO 14001:2015	N° 26468	Temporary work and staff leasing supply services. Human resources search and selection	CERTIQUALITY	25/09/18	24/09/21
<b>Gi Group SPA</b>	UNI CEI EN ISO/IEC 27001:2017	N° 26899	Information security management within the ICT services provided to support the work administration, research and personnel selection processes for the Gi Group Spa Company	CERTIQUALITY	30/05/19	29/05/22
<b>Gi Formazione Srl</b>	UNI EN ISO 9001:2015	N° 9356	Design and provision of training and vocational guidance activities	CERTIQUALITY	18/05/05	05/04/23
<b>Gi Formazione Srl</b>	UNI EN ISO 14001:2015	N° 26468	Design and provision of training and vocational guidance activities	CERTIQUALITY	25/09/18	24/09/21



CERTIFIED MANAGEMENT SYSTEMS						
Company	Reference standard	Certificate number	Scope of application	Certification body	Issue date	Expiring date
INTOO Srl	UNI EN ISO 9001:2015	N° 25509	Design and provision of support services for staff relocation, guidance services and business consultancy	CERTIQUALITY	31/10/01	11/04/21
INTOO Srl	UNI EN ISO 14001:2015	N° 26468	Design and provision of support services for staff relocation, guidance services and business consultancy	CERTIQUALITY	25/09/18	24/09/21
Gi HR Services Srl	UNI EN ISO 9001:2015	N° 16311	Design, implementation and provision of personnel management and administration services with either outsourcing or SaaS (Software as a Service)	CERTIQUALITY	22/12/10	04/12/22
TACK&TMI Srl	UNI EN ISO 9001:2015	N° 17911	Design and provision of training services to develop managerial and organizing abilities and skills by classroom and experiential training certificate and coaching	CERTIQUALITY	22/05/06	05/08/22
TACK&TMI Srl	UNI EN ISO 14001:2015	N° 26468	Design and provision of training services to develop managerial and organizing abilities and skills by classroom and experiential training certificate and coaching	CERTIQUALITY	25/09/18	24/09/21
TACK&TMI Srl	UNI ISO 45001:2018	N° 27632	Design and provision of training services to develop managerial and organizing abilities and skills by classroom and experiential training certificate and coaching	CERTIQUALITY	06/08/19	05/08/22
OD&M Srl	UNI EN ISO 9001:2015	N° 25462	Design and implementation of consulting services for HR enhancement and organizational and development models	CERTIQUALITY	15/02/18	14/02/21
OD&M Srl	UNI EN ISO 14001:2015	N° 26468	Design and implementation of consulting services for HR enhancement and organizational and development models	CERTIQUALITY	25/09/18	24/09/21
Gi On Board Srl	UNI EN ISO 9001:2015	N° 73 100 6460	Design, sale and supervision of optimized outsourcing services for third party logistics, production and customer care	TÜV PROFICERT	02/09/19	01/09/22
Enginium Srl	UNI EN ISO 9001:2015	N° 73 100 6459	Provision of specialized consultancy services in the information technology, technological and engineering innovation sectors. Design of complex electronic and mechanical equipment and systems. Design, development, implementation and support of software applications and systems. Design and development of new products, such as: displays, clusters, telematic devices, for the automotive, aerospace, railway sectors	TÜV PROFICERT	15/08/19	14/08/22





## 1.5 GI GROUP IN THE WORLD

In 2020, despite the pandemic, the Group continued to grow at an intense pace, both through expansions in countries where we have a direct presence and through new acquisitions.

- Spain - Grupo Norte S.L.
- Brazil - Kelly Services Brasil Investimentos e Participacoes Ltda and Kelly Services Brasil Investimentos e Participacoes II Ltda
- United States - INTOO LLC
- Germany - Work Service KG GmbH group
- Poland - Work Service S.A.

### Direct Presence

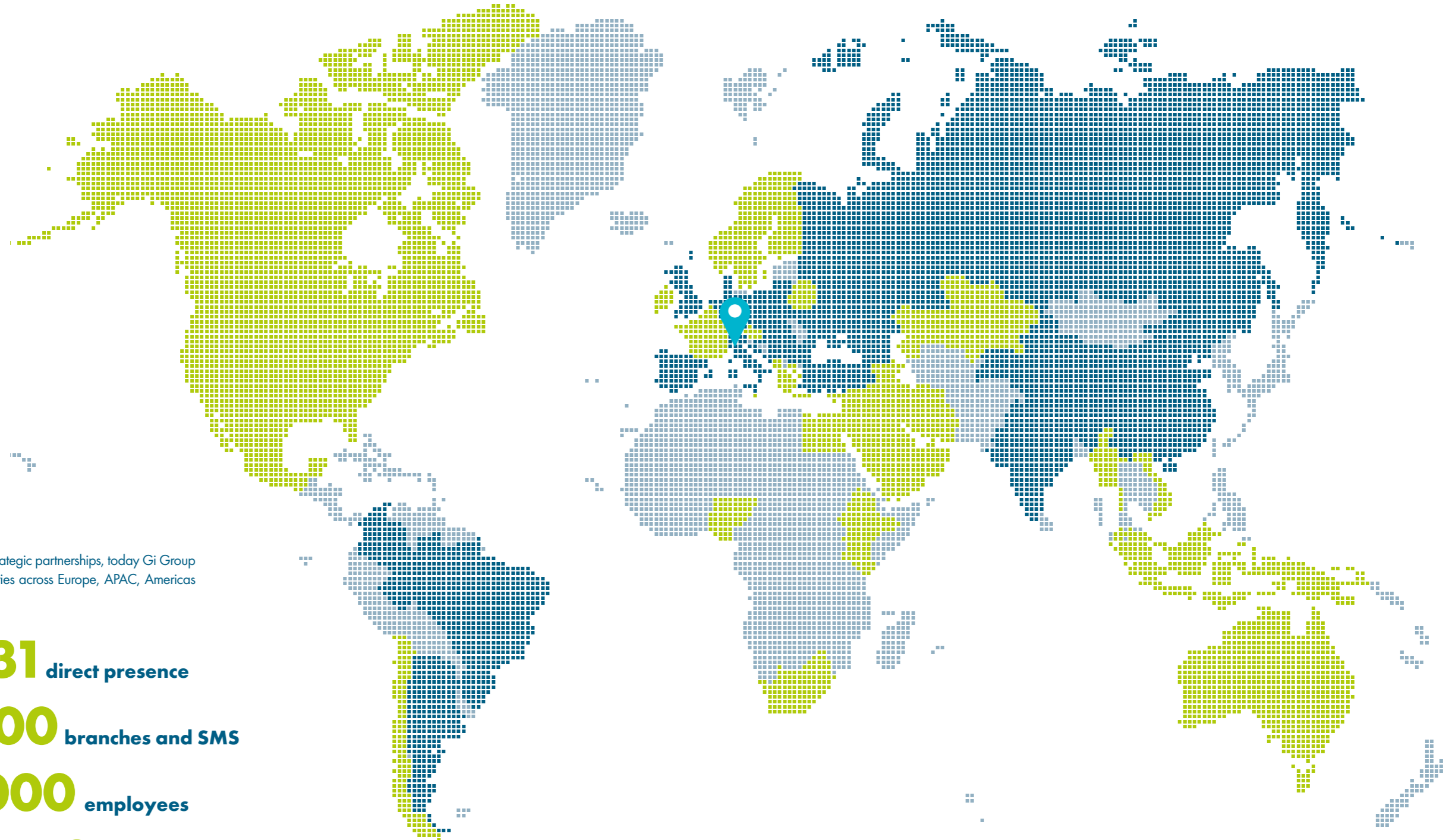
**EMEA:** Italy, Bulgaria, Croatia, Czech Republic, Denmark, France, Germany, Ireland, Lithuania, Montenegro, Netherlands, Poland, Portugal, United Kingdom, Romania, Serbia, Slovakia, Spain, Switzerland, Turkey, Russia, Ukraine and Hungary.

**APAC e Americas:** China, Hong Kong, India, Argentina, Brazil and Colombia.

### Indirect Presence

**EMEA:** Albania, Armenia, Australia, Austria, Azerbaijan, Belarus, Belgium, Cyprus, Egypt, United Arab Emirates, Finland, France, Greece, Indonesia, Kazakhstan, Kenya and Tanzania, Malaysia, Malta, Nigeria, Norway, South Africa, Sweden and Ireland.

**APAC e Americas:** Canada, Mexico, Chile, Middle East, Myanmar, Singapore, USA e Vietnam.



Thanks to direct presence and strategic partnerships, today Gi Group is active in more than 60 countries across Europe, APAC, Americas and Africa.

**61** countries **31** direct presence

we have over **500** branches and SMS

more than **5.000** employees

in 2020 a net revenue of **2,5** billion euros

## 1.6 OUR NUMBERS

In 2020 we served more than 18.000 clients, creating a turnover of 2,5 billions of euro.

We are among the first 20 staffing companies in the world, sixth in Europe.

We are also a Global Corporate Member of WEC - World Employment Confederation - the intranational confederation of the staffing agencies.

# 17°

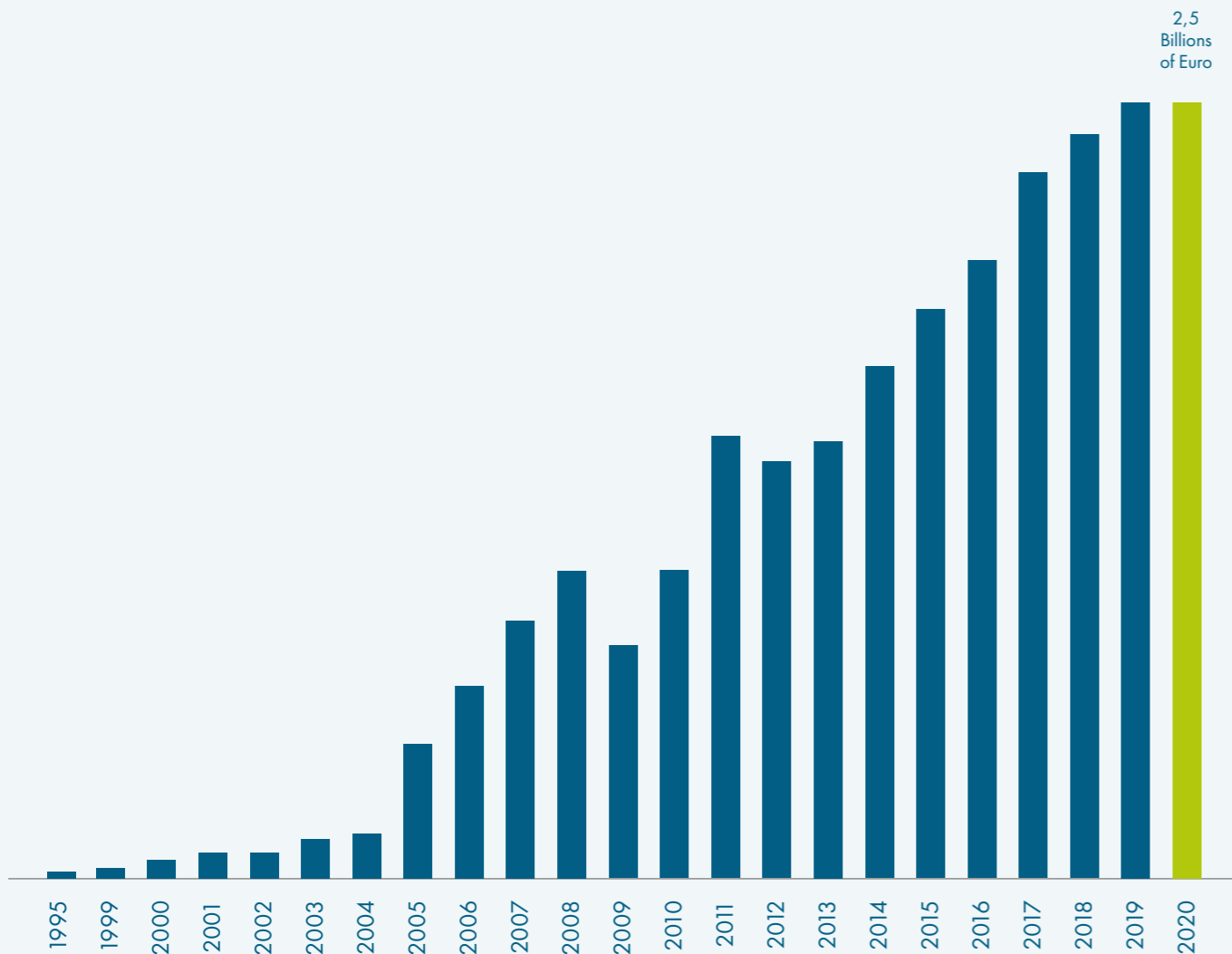
Worldwide  
(14° with partners)

# 6°

In Europe  
(6° with partners)

# 3°

In Italy



## 1.7 OUR SERVICES

We are the first Italian multinational employment agency, as well as one of the leading companies worldwide in services dedicated to development of the job market.

We work in the following areas:

Search and Selection	Learning and Development	Outsourcing	Outplacement
Middle and Executive	Manegerial Training	Full Outsourcing	Outplacement
Professional			
Hirevo	Professional Training	Light Outsourcing	Active Policies
TEMP AND PERM			

### TEMPORARY STAFFING AND PERMANENT STAFFING

#### TEMPORARY STAFFING

We guarantee contractual flexibility, effectiveness, efficiency and cost monitoring with our Temporary Staffing service.

#### PERMANENT STAFFING

We offer solutions for the management of projects aimed at finding profiles to be inserted directly in our client companies, using a consultancy approach. Our search and selection process can count on flexible services based on the specific requirements of your company, in every phase of the process.



### HR CONSULTING

We accompany businesses in generating sustainable performance through integrated organisational and HR solutions capable of enhancing and engaging people and giving them a leading role in the company's strategy and Values, with a flexible, research-based approach.



### SEARCH AND SELECTION

We are present on 3 continents and offer global scale solutions, international mobility programmes and solid partnerships based on an analysis of customer needs, designing tailored solutions that include a structured candidate management strategy.



### PROFESSIONAL STAFFING

Thanks to a dedicated structure and a methodology which aims to transform the skills and potential of Candidates into successful professional pathways, we meet Companies' needs for specialised profiles.





**TRAINING**

We support organisations through the creation of training courses that integrate different methodologies, creative design and technological tools. We are present in more than 55 countries through a vast network of consultants and trainers. We also organise training advisory courses and training for temporary workers and temporary work candidates, dedicating particular attention to seeking out qualified suppliers and entities specialised in the various areas.



**EXECUTIVE SEARCH**

We support the evolution and transformation of Executive Selection by integrating it with scientific developments and digital evolutions. We contribute to making it a more objective science and to guaranteeing the best candidate-company match, contributing value and well-being to the work of both people and businesses.



**OUTSOURCING**

With Gi BPO advanced outsourcing, we offer customised BPO & BTO solutions and advanced services to improve our customers' productivity, efficiency and competitiveness.



**PERSONNEL ADMINISTRATION**

We offer customised services supporting the administration and management of personnel based on the needs of each individual customer, using the Infinity Suite, a solution that stands out in the market due to the fact that it is integrated, modular, innovative and certified.



**OUTPLACEMENT**

With a dedicated methodology that uses the most advanced technologies, we support the professional continuity of managers, employees and workers. In addition, we support companies in internal redeployment projects, proposing interventions to diagnose professional gaps and mapping skills.



**TECHNOLOGY CONSULTING**

We support our partners in technological development by creating tailored solutions and helping to achieve the desired results faster, through engineering and IT consulting.



# GI GROUP DIVISIONS



Automotive



Logistics



Public Administration



Fashion & Luxury



ICT (QiBit)



Contact Center



Automotive



Horeca



Retail



Banking & Insurance



Lifescience



Naval, Railways, Aerospace & Defence



Technical



Industrial Machinery



FMCG



2

# CSR AT GI GROUP



## 2.1 OUR STAKEHOLDERS

We have set up our path of growth and construction of a multinational organisation always keeping in mind that development must be combined with corporate responsibility and sustainability, and setting the priority of meeting the needs of all Stakeholders.

We periodically survey and analyse the requirements and expectations of our Stakeholders by directly engaging the parties, as well as with the support of sector and research studies conducted internally and by sector associations.

We see all individuals, groups or institutions that significantly impact the achievement of the Gi Group's Mission, and which therefore have a legitimate interest in the Group, as our Stakeholders.

Within the context of the labour market and based on our Mission, the Gi Group's main Stakeholders are therefore:

### ■ OUR EMPLOYEES

More than 5,000 Gi Group employees who support the Group in achieving its goals and who for the Group represent the primary Stakeholder to which it is committed. The Gi Group's people are highly involved in CSR projects and share their professional know-how, commitment and motivation through their everyday efforts. We are proud to be able to affirm that our CSR strategy is shared by all of our staff members, who integrate our core values into their daily approach to work.

### ■ CANDIDATES AND WORKERS

Thousands of candidates, workers, course participants and beneficiaries of the activities developed by the Group who, in every country in which we operate, expect a reliable service level capable of offering them solutions that meet their needs.

### ■ CUSTOMERS

More than 18,000 companies that rely on the Gi Group every day to manage their human capital by taking advantage of a broad range of services, able to satisfy all phases of relationships between the individual and the company.

### ■ THE COMMUNITY AND THE ENVIRONMENT

The communities in which the Gi Group operates, represented by their institutions and trade associations, social partners and NGOs, as well as the people who live and work there. The environment, which the Gi Group protects through initiatives to preserve and defend natural resources.

## 2.2 CSR GOVERNANCE

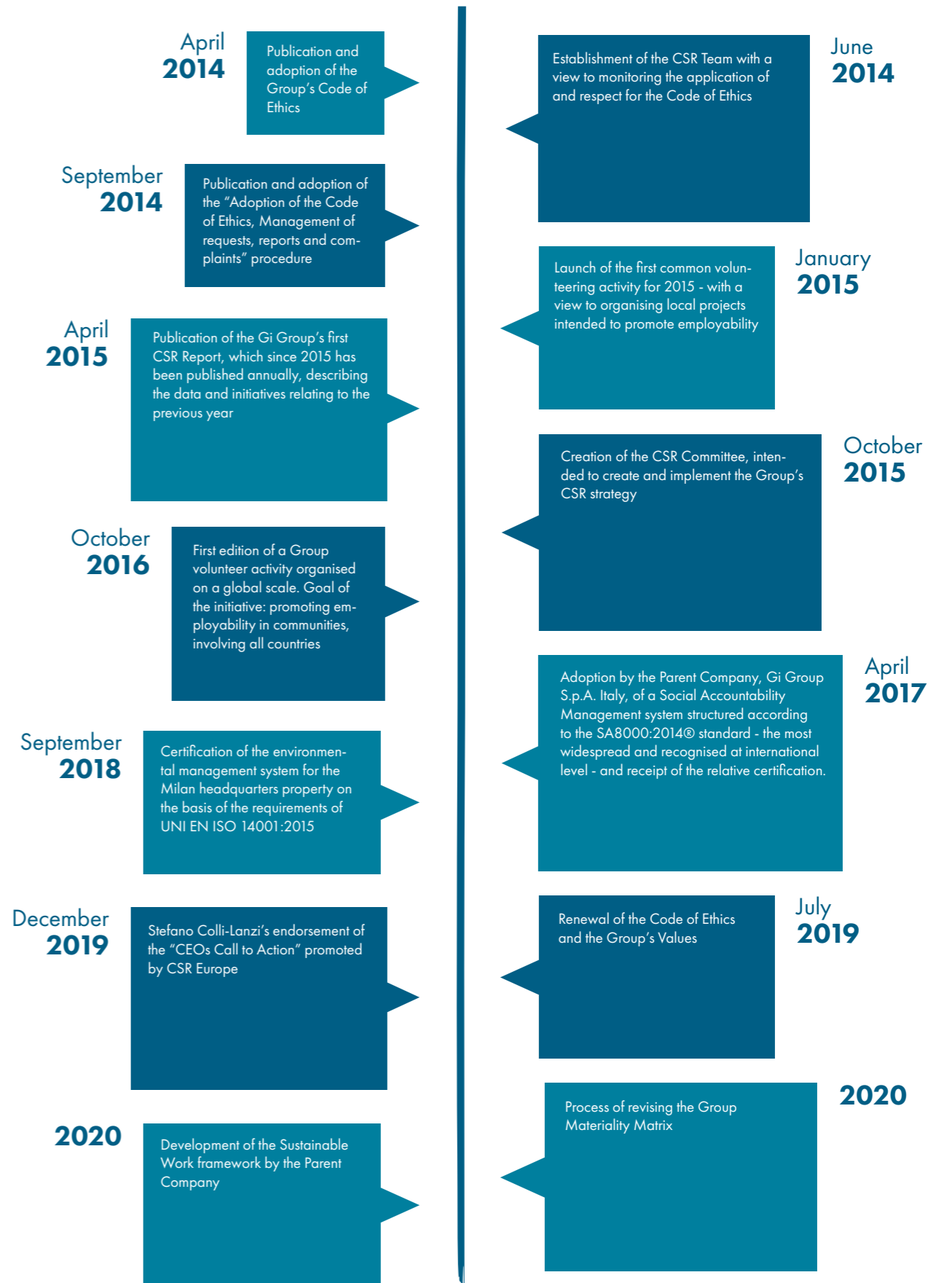
In response to the Group's constant evolution and expansion, we have established bodies specifically dedicated to defining and disseminating our CSR strategy, to guarantee its integration at the governance and business level, supporting its implementation and guiding its development.

Today, the CSR governance structure is broken down into three main bodies, and relies on the support of Country Managers and volunteers for the implementation of a solid and effective action programme.

CSR Governance body	Main responsibilities	Members/function representatives
<b>GLOBAL STEERING COMMITTEE</b>	Approves the strategic goals and activities for the implementation and management of the Group's CSR programme	The Group's top managers
<b>CSR COMMITTEE</b>	Defines the CSR strategy and initiatives, ensuring that they are aligned with the Group's strategy; is responsible for drafting the CSR Report; monitors CSR-related KPIs; evaluates the investments necessary to develop CSR projects	Group CEO Global HR Function Global Compliance Function Global Marketing Function Global Public Affairs Function Representatives of at least 3 Gi Group countries Representatives of at least 2 Practices
<b>COUNTRY MANAGER</b>	Responsible for communication flows within the applicable countries; guarantee the local implementation of CSR activities	Country Manager of each country in which we are present
<b>CSR TEAM</b>	Monitors the application of the Code of Ethics; supervises the flow of information and training plans; receives and manages any non-compliance reports	Global Legal Function Global Compliance Function Global Public Affairs Function Global HR Function Regional Head Workers' representative
<b>VOLUNTEERS</b>	Participate in volunteer activities and contribute to their planning and implementation	Group employees

## 2.3 OUR CSR JOURNEY

Starting from the Mission and our Values, we have set up a series of initiatives over the years intended to develop the CSR strategy and concretely enact our commitments.



## 2.4 CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

In September 2015, the United Nations General Assembly approved the 2030 Agenda for Sustainable Development, the core focus of which is the 17 Sustainable Development Goals (SDG), which include 169 targets for dealing with the most urgent global social, economic and environmental challenges.

Examining the relationship between the SDGs, our Mission and the Gi Group's business activities and their social impact, our CSR Committee identified the goals that the Gi Group intends to contribute to on a priority basis with its services.

### GOAL 4: ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL

Our response to SDG 4 aims to contribute towards achieving this goal:

- through the services that we make available to the community and the market, particularly through personnel training and development pathways and the funded training provided by our Learning & Development Practice;
- by keeping continuous education as a cornerstone of our strategy aimed at internal employees, with increasing investments in training and skill-sharing initiatives;
- by offering free training through available sector-specific funding, for our candidates, workers and people who rely on the Group's companies to find or rediscover their path in the world of work;
- by offering our "Destination Work" international volunteer project and setting up local initiatives to boost employability in the communities in which we operate.

With our business activities and our CSR initiatives, we aim to specifically contribute to 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 5: ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

Our response to SDG 5 aims to contribute towards achieving this goal specifically:

- by developing equal opportunities between men and women in economic life, through an expansion of employment possibilities for women, with ad hoc training projects;
- by guaranteeing an approach free from gender bias during all phases of the employment relationship, for both internal employees and for the candidates and workers that we meet.

With our business activities and our CSR initiatives, we aim to contribute to the following targets:

- end all forms of discrimination against all women and girls everywhere;
- ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.



### GOAL 10: REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES

Our response to SDG 10 aims to contribute towards achieving this goal:

- by developing a culture of inclusion and guaranteeing an approach free from any discrimination during all phases of the employment relationship, for both internal employees and for the candidates and workers that we meet;
- by setting up an effective training offer and policies structured around objective and meritocratic elements, to enable access to the world of work and the career development of all candidates and workers.

With our business activities and our CSR initiatives, we aim to contribute to the following targets:

- by 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.



### GOAL 8: PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL

Our response to SDG 8 aims to contribute towards achieving this goal:

- through our entire range of services, which ultimately aim to give value to work and centrality to individuals;
- with our commitment to improving employability, in particular with initiatives targeted at the young population and vulnerable people;
- by promoting responsibility as one of our foundational Values, with absolute respect for human rights, laws and the principle of free, regulated and fair competition;
- by creating a better job market, supporting all standards that offer increased protection to workers and taking on an active role in combatting corruption and any form of abuse or unlawful conduct.

With our business activities and our CSR initiatives, we aim to specifically contribute to the following targets:

- 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;
- by 2030, substantially reduce the proportion of youth not in employment, education or training;
- 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;
- 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.







3

**2020  
MATERIALITY  
MATRIX**



### 3.1 THE TOOL

The Materiality Matrix is the main tool used by companies to identify and represent the shared priorities of the organisation and its stakeholders.

Defining it makes it possible to:

- recognise the distinctive features of the Group's environment;
- understand the expectations of its stakeholders regarding the role the company should play in this context;
- identify priorities linked to ESG (Environmental, Social and Governance) factors on which to focus strategies and actions;
- increase the ability to create lasting value over time, for the company itself and for its main Stakeholders.

### 3.2 THE PROCESS

The update of the Gi Group's Materiality Matrix, which was first published back in 2015, is surely in keeping with the extraordinary historical moment we have been facing since February 2020.

Considering the strong impact of the SARS-CoV-2 pandemic on the context and the environment in which we work, we indeed decided to extend the project, with a view to more precisely identifying the new needs and expectations of our Stakeholders

The Materiality Assessment is the process whereby organisations identify the list of topics that are most relevant within their specific context (the job market in our case), which are assessed in two ways:

- their impact on the economic, environmental and social strategies of the organisation;
- their substantial influence on the living and working conditions of Stakeholders.

The Materiality Matrix is therefore the result of this context and direct stakeholder engagement analysis process.

It is represented as a graph in which the material topic is positioned in the matrix on the basis of its priority for Stakeholders and for the company.

Consistent with the guidelines of the GRI - Global Reporting Initiative international standard, we performed a materiality analysis not only to identify the most material sustainability topics for our sector and our stakeholders, but also with a view to accordingly guiding the content of our organisation's social reporting.



The process was divided into two parts.

#### A) DETERMINATION OF MATERIAL TOPICS

To define the material topics to be included in the matrix, institutional and company document sources were gathered to reconstruct information and guidelines with respect to the job market and human resource management, the topic of environmental and social sustainability or the impact of Covid-19. This range of texts provided a snapshot of the context of that specific historical moment and helped to identify any emerging trends or topics.

A semantic analysis engine was used to define recurring topics (therefore of greater interest) and determine the number of occurrences of such topics within the documents analysed.

The result of this process is represented by the construction of the Topic Tree, which includes:

1. Innovation of operating models and role management in response to changed environments;
2. Decent and inclusive working conditions;
3. Improving gender equality;
4. Digitalisation of work;
5. Matching labour needs with evolving business needs;
6. Developing the skills of the multigenerational workforce to meet the needs of the labour market;
7. Ethical governance and business continuity;
8. Integration of csr with strategic plans;
9. Protection of the most vulnerable categories of workers including social security;
10. Online recruitment and the evolutions of HR;
11. Health & safety;
12. Promotion of human rights;
13. Data protection and cybersecurity.

#### B) WEIGHTING OF TOPICS BY STAKEHOLDERS

Once the topics emerging from the documentary analysis were identified, each one was assigned a different degree of priority by engaging with and directly listening to our main Stakeholders:

- Employees;
- Candidates and Workers;
- Clients;
- Community (Institutions, Social Partners and NGOs).

For each category of Stakeholders - inside and outside the company - a more or less broad panel of representatives was sampled, who received an online survey.

Each participant was able not only to assign a score for each topic that emerged, but also to convey proposals for shared initiatives or solutions, for the future development of virtuous networking.

The use of surveys makes it possible to construct the matrix by creating two reference axes:

- the company axis, deriving from the results of surveys completed by the Group's top management, which represents the point of view of the business;
- the stakeholder axis, deriving from results of surveys completed by the Stakeholders listed previously and the results of the documentary analysis.





### 3.3 THE RESULT

The average value assigned to each topic takes into consideration occurrences emerging from the sematic analysis (30%) as well as the responses provided by stakeholders in questionnaires (70%): this makes it possible to maintain a balance between objective documentary analyses and the subjective perception of the importance of the topics.

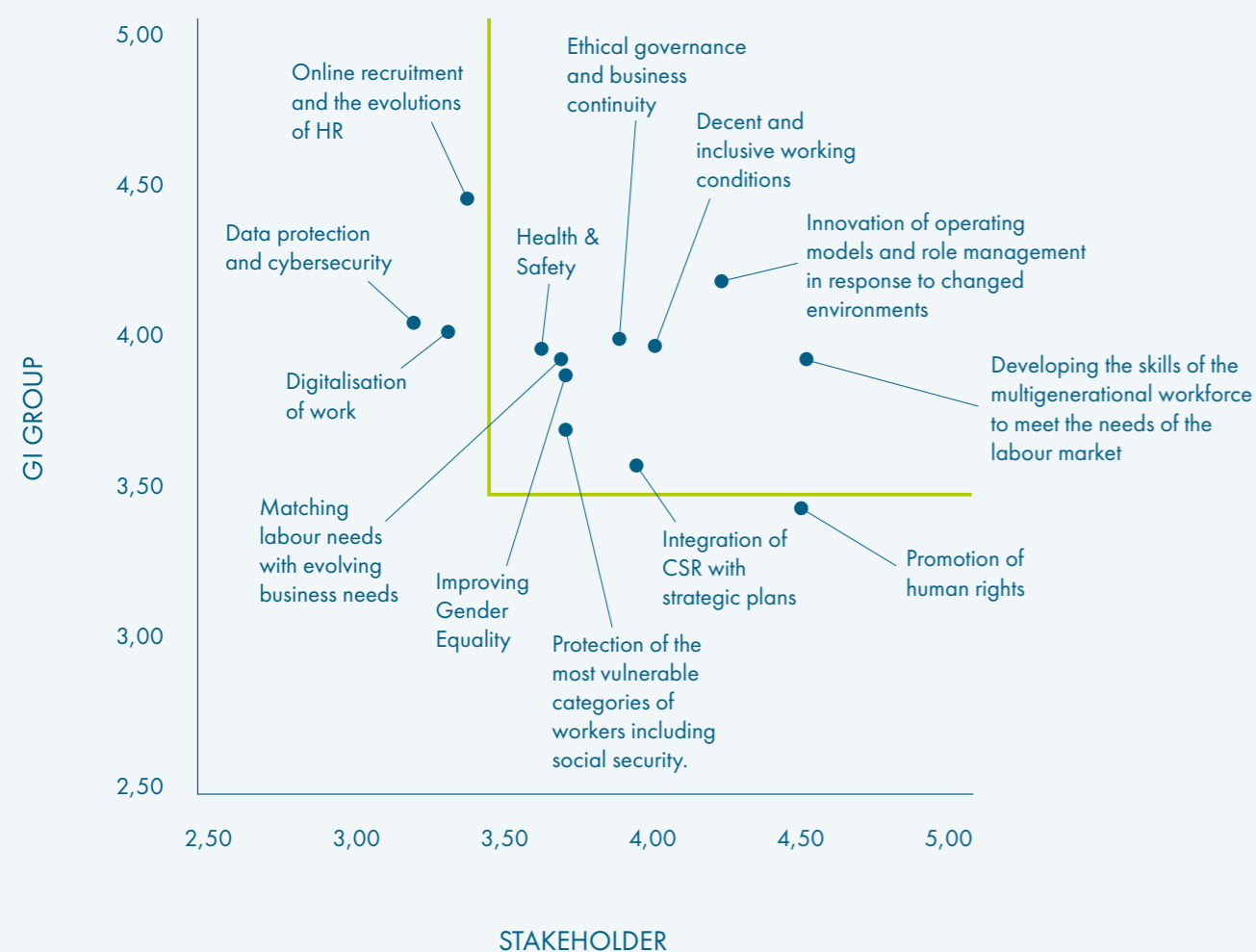
The materiality threshold, beyond which the topic is considered material, was set at 3.5 points for the Stakeholder assessment as well as for the company assessment.

With this threshold, 9 of the 13 topics identified by the documentary analysis turned out to be material for Gi Group. A general description of these topics and their scope is provided in the following table, in which they are listed in order of relevance.

Each country and each practice has the right to include the topics most aligned with its context in its improvement plans for 2021-2022.

The shared objective for the entire Group is to maintain a constant focus on topics emerging as most material, from the perspective of the development of more clearly CSR activities and initiatives, as well as from the perspective of integration at business level.

In particular, from this point of view, the three topics with the highest degree of materiality are those which are also most frequently connected with the Sustainable Work framework, which is emerging as a distinctive trait of the Group, ever since its development by the Parent Company.



Material topic	Description	Where the impacts take place	Group's involvement
Developing the skills of the multigenerational workforce to meet the needs of the labour market	Activation of upskilling and reskilling paths for access to new jobs and combatting the digital gap between generations, with the acquisition of technical skills linked to the use of new tools	Gi Group, Temporary Workers, Candidates, Customers	Caused by the Group and directly linked through a business relationship
Innovation of operating models and role management in response to changed environments	Need for digital tools for all workers involved in smart/remote working and strengthening of internal communication, listening to the needs of workers and engagement to identify shared solutions	Gi Group, Temporary Workers	Caused by the Group
Decent and inclusive working conditions	Inclusion policies, right to a salary that permits access to basic services and possibility of choosing a dignified job that takes place in an environment that protects workers' physical and mental integrity	Gi Group, Temporary Workers, Candidates, Customers	Caused by the Group and directly linked through a business relationship
Ethical governance and business continuity	Stakeholder engagement and development of processes and mechanisms that can meet expectations and mitigate conflicts, with a focus on the company reputation and support for the supply chain in sectors particularly struck by the pandemic	Gi Group, Customers	Caused by the Group and directly linked through a business relationship
Integration of CSR with strategic plans	Pursuit and integration of SDGs in company strategies, operations and governance, with the goal of supporting the evolution of the world of work with a view to sustainability	Gi Group, Customers	Caused by the Group and directly linked through a business relationship
Protection of the most vulnerable categories of workers including social security	Policies and programmes aimed at reducing and preventing poverty and the vulnerability of workers throughout their lifecycle, especially for the most vulnerable categories (e.g., the elderly, disabled, migrants)	Gi Group, Temporary Workers, Candidates	Caused by the Group
Matching labour needs with evolving business needs	Increased employment flexibility to reduce costs and boost productivity and increase in non-standard contracts to better reconcile work and private life	Gi Group, Temporary Workers, Candidates, Customers	Caused by the Group and directly linked through a business relationship
Health & Safety	Regulatory and legislative compliance on H&S to safeguard and protect company personnel with regard to their physical and mental well-being	Gi Group, Temporary Workers, Customers	Caused by the Group and directly linked through a business relationship
Improving Gender Equality	Combating the gender gap, which has expanded due to the recent socio-economic crisis caused by the pandemic, which cast further light on the gap between men and women	Gi Group, Temporary Workers, Candidates, Customers	Caused by the Group and directly linked through a business relationship





4

**SUSTAINABLE  
WORK**



## 4.1 THE “GESTATION” PROCESS

In its actions, Gi Group is guided by the profound conviction that it is through today's actions that we shape the future, adopting the concept of sustainable development expressed by Brundtland in its WCED (World Commission on Environment and Development) Report entitled “Our Common Future” (1987). This conviction drove the company, during its twentieth year, to rethink its history and analyse the context and its transformations to prepare to face the future, leading to the decision to rewrite the company Values to include sustainability. We are indeed aware that the path towards sustainability is a journey of continuous growth and evolution, which has been undertaken but which no one can feel they have completed, and we know well that there is much left to do.

During this journey, Gi Group, aware of its significant role in the world of work for companies, people and society, felt the need to establish a Foundation with the aim of supporting the development of the world of work, understood as education surrounding the personal and social value of work, through free and cultural initiatives, not necessarily connected to the business and not subject to business cost-effectiveness considerations, capable of reinforcing, both within the company and externally, the sense of work, favouring reflections on it, keeping the corporate purpose alive and continuously stimulating a cultural and practical discussion to identify solutions to improve the world of work. With its Foundation, the Parent Company maintains an intimate and profound exchange, allowing itself to be “contaminated”, “interrogated” and “stimulated” with respect to work topics and financing its activities.

Support for the access of young people to the world of work, reduction in skill mismatches, youth unemployment, NEET rates, promotion of “virtuous” flexibility capable of meeting the needs of companies while also guaranteeing security to people, the future of work: these have always been the concerns at the heart of the Foundation's activities. During the Gi Group's twentieth birthday, the Foundation released a publication called “Next 20: the future of work” published by the Gi Group Foundation and Harvard Business Review Italy, in which top academics at national and international level in various fields of study presented their reflections with respect to the challenges of the world of work over the next 20 years.

This process of building a framework which guides the impact we want to have in our context was developed over the last year within the Parent Company and from this point of departure it is radiating with increasing clarity to keep the entire Group aligned. Despite the varied nature of the economic and social scenarios in which we operate all over the world, indeed, the elements to be taken into consideration for the construction of a sustainable job market are flexible and applicable in all contexts, starting from the breakdown of responsibilities between People, Companies and Institutions<sup>1</sup>.

1. 2020-2021 Subsidiarity Report, entitled: Subsidiarity and... Sustainable Work - Foundation for Subsidiarity ([sussidiarieta.net](http://sussidiarieta.net))

«Gi Group felt the need to establish a Foundation with the aim of supporting the development of the world of work»





## 4.2 THE FRAMEWORK

### “SUSTAINABLE WORK”: FOUNDATION OF THE RELAUNCH IN A WORLD EXPERIENCING PROFOUND AND RAPID CHANGE

We are living through times of profound and rapid change in which technological breakthroughs, changed global demographics, resource scarcity, the movement of economic power to developing countries, new attitudes and individual preferences as well as new labour rules and regulations require people, companies and institutions to rethink and revise their role within our social and economic reality. This need was accentuated and made even more urgent by the serious health and socioeconomic crisis generated by COVID-19.

Convinced that, though it may be difficult, each moment of crisis can also represent an opportunity to evolve and grow, and aware that no one can predict with certainty how the situation will evolve in the medium term, we can however imagine that the current economic situation cannot be interpreted as an emergency after which we will return to a pre-crisis state of “normality”. To prevent our country’s social and economic fabric from disintegrating, it will be necessary to act quickly, involving and fostering the cooperation between people, organisations, intermediate bodies, social partners, the world of school and institutions to give life to production systems, economic policy systems and social organisations that are profoundly transformed, innovative and flexible to achieve SUSTAINABLE DEVELOPMENT, «Capable of meeting current needs without compromising the possibility of future generations to meet their own» (Our common future, Brundtland, 1987).

«Sustainable development, capable of meeting current needs without compromising the possibility of future generations to meet their own»



Within this context, in continuous and rapid change, work must be considered central and must be made sustainable for people, organisations and society, with the awareness that digitalisation and frequent transitions are influencing, and will continue to increasingly profoundly influence, the very concept of work.

As highlighted by Eurofound in 2015, «Working sustainably means, first and foremost, creating the conditions for people to be able to develop their professional skills and remain active during their entire life with a view to constant employability, eliminating factors that discourage or hinder access to and remaining and growing in the world of work».

As we want, through our services, 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, we have deemed it urgent to begin to dialogue with businesses, social partners and institutions to better define the concept of “sustainable work” for people, organisations and society within developed economic contexts, identifying the conditions that can favour its implementation.

«Working sustainably means, first and foremost, creating the conditions for people to be able to develop their professional skills and remain active during their entire life»

## 4.2.1 THE RESPONSIBILITY OF INDIVIDUALS

<p><b>1. Doing dignified work, capturing the sense and value of work and the need to which it responds, fuelling awareness of one’s value as a person and one’s professional skills, pursuing work satisfaction</b></p>	<p>Each person contributes towards making their work and that of the company in which they work sustainable through the contribution made and the conduct enacted in the generation of value for themselves, for customers and for colleagues, performing the duties assigned with competence, responsibility and a drive towards excellence.</p> <p>To be sustainable, work must be dignified (SDG 8), so as to permit each person to freely pursue work satisfaction.</p> <p>Work sustainability is closely intertwined with the sense that each person recognises in the work performed, the consistency between values, interests, skills and duties and the capacity to construct through it one’s own personal identity (sense dimension).</p> <p>The employment relationship, understood as a regular contract that recognises remuneration suited to the job, the contribution made and the quality of work carried out (legal and economic dimension), also contributes to making all people aware of their value and their professional skills. Sense of work and awareness of one’s own value are two initial elements that create the conditions to be able to pursue work satisfaction, which is also determined by:</p> <ul style="list-style-type: none"> <li>■ perception of security (in terms of medium/long-term employability), occupational health and safety and ease and speed of work transitions (security dimension);</li> <li>■ continuous development of technical, personal and social skills, which strengthen the professional identity and open up the possibility of growth (skill dimension);</li> <li>■ creation of participatory, collaborative trusting relationships characterised by open and transparent communication (relational dimension);</li> <li>■ presence of an inclusive work environment in which the capacities and the contribution of everyone are recognised, activated and valued (enhancement dimension);</li> <li>■ degree of autonomy and responsibility that may be exercised in the management of one’s own work in terms of work methods, schedule, space and intensity (flexibility dimension).</li> </ul>
<p><b>2. Protecting individual mental and physical well-being, including through a proper work-life balance</b></p>	<p>While on one hand it is the company’s job to ensure a safe and healthy work environment, characterised by work processes, instruments, equipment and machinery able to combine security and productivity, on the other hand all workers can make their work more sustainable, enacting behaviours that are respectful of company-wide and social rules and learning to best manage their work duties in terms of individual organisation, effort, emotional load and stress.</p> <p>Aside from a focus on health and safety matters, people’s mental and physical well-being is sustained by working in a welcoming, inclusive and collaborative environment which focuses on the right work-life balance, favours autonomy and responsibility and makes available welfare and well-being services.</p>
<p><b>3. Investing in the development of useful skills to fuel one’s professional profile and employability to keep pace with a world of work in continuous transformation</b></p>	<p>Everyone must actively contribute to making their work sustainable, taking interest in and proactively committing to strengthening their skills.</p> <p>As part of one’s work, the ability to “learn to learn” needs to be developed, by providing adequate and continuous space for professional training and development, through instructional and updating paths useful to increase the capacity to generate value and to develop one’s career, as well as to remain in step with the evolution of labour demand (care for personal employability).</p>
<p><b>4. Building professional relationships able to generate trust, recognition, team spirit and enhancement of talent</b></p>	<p>Everyone must feel “free” to be and express their own unique characteristics in a manner respectful of others and with a continuous drive towards building relationships based on trust, information sharing, collaboration and the desire to actively contribute to the company’s success. Developing a sense of active citizenship may facilitate this process.</p> <p>Active citizenship leads people to actively participate in social life, seeing others as support and a resource to tackle and resolve together problems that regard the group, and to personally commit to carrying out activities that make it possible to achieve shared goals, becoming the protagonists of improvement.</p>



4.2.2 THE RESPONSIBILITY OF COMPANIES

<p><b>1. Boosting resilience and the capacity to respond flexibly to market changes</b></p>	<p>Within a highly uncertain and changing context, the role of companies in contributing to work sustainability is instantiated in the capacity to improve resilience. This entails the capacity to manage resources in a balanced manner to be able to grow without losing flexibility. A significant contribution for creating the right operational structure may come from the use of protected flexibility solutions which, while guaranteeing the necessary adaptability of companies to market fluctuations, favour as much as possible to retention of people “at work” including through temporary experiences characterised by equal treatment with permanent hires, and instruments that facilitate and support work access and continuity, including during transition phases.</p>
<p><b>2. Privileging innovation and the creation of value as a guide for the management of change in the medium/ long term, identifying new methods with which to combine efficiency, productivity and profit distribution</b></p>	<p>The innovation of processes, products and business models as an indispensable factor to ensure medium/long-term business competitiveness is an essential element for work sustainability. Therefore, it is necessary to pursue, sustain and incentivise innovation understood especially as the capacity to respond to new market and individual needs with valuable solutions, with the extensive use of digital technologies, change management methodologies, new ways of organising work and new more “participatory and inclusive” leadership styles to favour a greater assumption of responsibility and involvement in company evolutions by everyone. In this sense, process digitalisation must be seen not only in terms of automation and productivity but also as a method to enable new forms of collaboration and accessibility to company know-how.</p>
<p><b>3. Ensuring human rights and dignified and inclusive work to be able to recognise the value of even the most “vulnerable” people</b></p>	<p>The company performs its activities while protecting human rights and guaranteeing dignified working conditions to the people directly (employees) and indirectly (suppliers and partners) involved. Promoting sustainable work also means being aware of and taking responsible for “vulnerable” people, by understanding and enhancing their capabilities and sensibilities, which become productive, motivational and value-based resources, enacting inclusion policies with an impact at cultural and organisational level.</p>
<p><b>4. Investing in training and in the enhancement of people, making them more engaged and productive</b></p>	<p>In the currently volatile, uncertain, complex and ambiguous context, skill obsolescence is a risk that is constantly present. Work sustainability requires companies to focus significantly on the development of human capital by identifying and financing the training paths needed to develop the technical and transversal skills “required” to maintain both the company’s competitiveness and worker employability. Professional and managerial training as well as the qualification and re-qualification of individuals has become a key element for the survival and evolution of every organisation, and should be pursued and supported with specific processes and tools that can motivate and facilitate continuous learning not only at personal, but also organisational, level. In this regard, it is important to certify professional skills. The enhancement of human capital also requires the development of organisational solutions capable of ensuring regular contracts, remuneration and contributions, mental and physical health and personal well-being as well as a non-discriminatory, inclusive, fair and meritocratic work environment, which makes solutions available to favour a satisfactory balance between professional and private life.</p>

<p><b>5. Creating a work environment capable of valuing women, young people and people with significant seniority, ensuring equity, meritocracy and work solutions consistent with their specific needs</b></p>	<p>Fully valuing the talent and contribution of women, young people and people with significant seniority is an absolute priority for work sustainability, which requires the elimination of barriers for their entry and development in the company, the adoption of an approach which combines equity, meritocracy and responses consistent with different requirements, opening up to new ways of working and leadership styles.</p>
<p><b>6. Reducing waste and focusing on environmental and social impacts, acting with a view to promoting and supporting the competitiveness of local areas</b></p>	<p>The company’s commitment to supporting the needs of civil society and developing supply chains in which corporate social responsibility policies are enacted, as well as developing a circular economy, reducing the waste of economic, natural and energy resources and reducing pollution and waste contribute to work sustainability through the development of the competitiveness and resilience of the areas in which it operates. This approach underpins the company’s commitment to creating lasting, shared value with all stakeholders (respect and transparency towards employees, customers, suppliers and distributors, environment and community), measuring business decisions, analysing all of their economic and non-economic impacts and communicating the sustainability impacts of decisions for each stakeholder.</p>



4.2.3 THE RESPONSIBILITY OF INSTITUTIONS

<p><b>1. Supporting company development through effective business policies capable of creating work opportunities</b></p>	<p>To make work sustainable, it is necessary first and foremost to enable the creation of work opportunities. Institutions are called upon to value the contribution provided by companies in the generation of value for the country and work opportunities for individuals, taking action to resolve structural and infrastructural problems (e.g., roads, internet connections), define industrial policies aimed at “sustainable” local development, favour job market competitiveness and incentivise investments in innovation, while focusing on environmental impacts.</p> <p>It is also necessary to innovate work-related processes and procedures by simplifying steps and documentation production requirements, creating common and shared standards.</p>
<p><b>2. Effectively combatting informal labour and contribution and tax evasion</b></p>	<p>It is necessary first and foremost to formalise work that until this point has been “invisible” (e.g., agriculture, tourism, restaurants, logistics, domestic work, care work, personal services), reducing the contribution and tax requirements borne by employers and favouring recourse to contractual mechanisms that make it possible to regularise workers. Therefore, really effective controls and sanctions should be strengthened, in order to eliminate all forms of exploitation and informal work.</p>
<p><b>3. Developing active labour policies and supporting a speedier and more effective meeting between supply and demand through public/private collaborations in the implementation of employment services, with a particular focus on women, young people, people with significant seniority and vulnerable workers</b></p>	<p>Market uncertainty and volatility have repercussions in the world of work, making an intervention on the part of institutions necessary to reduce as much as possible the pressure on passive safety nets and support the reskilling of professionals who are no longer suited to the new job market. It therefore becomes indispensable to develop active labour policies and deploy training services targeted at existing employment opportunities, favouring requalification to transfer professionals from sectors and businesses in decline to those in evolution, as well as differentiated professional orientation services, with a specific focus on young people and adults, categories of individuals with mental and physical disabilities and personalised intensive support services for those who are having difficulty finding new employment.</p> <p>As a result, it is necessary to:</p> <ul style="list-style-type: none"> <li>■ rebalance public expenditure between passive and active labour policies in favour of the latter;</li> <li>■ seek to involve safety net beneficiaries in public works or in training activities “aligned with market demand” which favour their re-entry into the world of work;</li> <li>■ enhance the skills and expertise of private employment agencies to favour a better connection between labour supply and demand and promote greater cooperation between job centres and private operators.</li> </ul>

<p><b>4. Promoting “sustainable” flexibility which meets the needs of companies and people, protecting and accompanying them in attaining work-life balance and during career transitions</b></p>	<p>It is becoming increasingly urgent to create a job market in which the meeting between supply and demand is more dynamic. This dynamism can be fostered by greater transparency with respect to market data (by geographical area, gender, age, contract type, level of education, income level; according to uniform and shared standards that are continuously updated and accessible) and greater simplicity of access and use of contract forms that permit a speedy and flexible adaptation of the workforce or working hours based on production volumes and the features of market demand, while at the same time ensuring people full protection of their rights and benefits and effectively supporting people in career transitions (from school to work or from job to job). In particular, looking at temporary work through an Agency, which offers more possibilities for work continuity to workers, it appears to be urgent to remove the limitations introduced by recent regulatory updates.</p> <p>To guarantee “sustainable” flexibility for people and companies alike, institutions are also called upon to intervene to favour increased work-life balance, investing in infrastructure, cost-controlled service solutions, economic/fiscal interventions and organisational incentives aiming to support flexible schedules and caring activities as well as actions intended to incentivise a fairer redistribution of caring duties within households.</p>
<p><b>5. Reducing skill mismatches by promoting quality personal and professional training to activate, fuel and update people’s capabilities and skills</b></p>	<p>Skill mismatches drain energy and resources from the world of work (millions of jobs remain open every year due to a lack of suitable candidates) and should be tackled in a structural and systematic manner.</p> <p>To make work sustainable, institutions will need to:</p> <ul style="list-style-type: none"> <li>■ drive a revision of academic programmes and strengthen opportunities for connection and contamination between school and the world of work (apprenticeships, internships, traineeships);</li> <li>■ invest with determination in the training and continuous updating of the skills of people of all ages, to align them with market requirements and evolutions, allocating public resources to fund only the highest quality courses based on the rate of effectiveness of the training provided (rate of consistency between training provided and actual employment opportunities), thus fuelling people’s employability and making it possible to transfer professionals between different sectors;</li> <li>■ invest in solutions that make it possible to effectively activate people’s capabilities;</li> <li>■ promote the definition of nationally and internationally recognised skill certification systems<sup>2</sup>.</li> </ul>

2. Source: Gi Group Foundation The Framework - Gi Group Foundation





5

**OUR  
PEOPLE**



## 5.1 OUR PEOPLE

At the beginning of the year, before we were all overwhelmed by the global crisis, we launched a global campaign to bring our Mission and Values to life with specific examples. We were lucky, because this has helped us, month by month, to remind everyone why we are together in this enterprise of wanting to change the world of work for the better and how we can do it, even in the midst of an unexpected crisis.

It was because of our Values that we kept all employees together every day, united although at a distance. And starting from this goal we reorganised our work programme and dedicated ourselves first of all to the care of each individual.

Every country experienced the pandemic in a different way and at different times, needing to respond to the specific measures defined by national governments, and with different impacts on their various businesses and activities.

However, there was still a central point of reference, which made it possible to increase our sense of belonging, even during the crisis.

Thanks to the coordination between business functions, we tackled the effects of the pandemic by first ensuring the safety of our people through:

- access to smart working;
- the creation and distribution of pandemic management guidelines;
- a system of constant coordination and alignment with the local management;
- punctual monitoring of cases and critical issues.

At the same time, we revised the planning of our activities, focusing on two goals: the involvement, in particular through internal communications, and the continuous training of all employees and staff members.

We are dedicated to disseminating and making available all the content needed

to manage remote work and support customers, candidates and workers. Online training is not a new concept for Gi Group, but in 2020 the content increased exponentially, as did knowledge sharing and the sharing of best practices.

In addition to this, we maintained the global initiatives operational plan, namely:

- a dedicated Employer Branding strategy and function was created and will be fully developed in 2021 as described below;
- mapping was completed for the launch of development and career paths worldwide;
- the new functionalities of the personnel management system were designed;
- local HR teams were reinforced.



### TALENT ACQUISITION & EMPLOYER BRANDING

In line with the Group's strategy, the HR function finalised the design of the Employee Value Proposition. Communication initiatives were also reinforced, as well as the sharing of information and knowledge sharing with internal and external stakeholders. In addition, key messages, the EVP rallying cry, tone of voice and content were formalised for upcoming communication campaigns via social media and other relevant channels, online and offline.

In this regard, in addition to traditional talent acquisition methods and techniques, we designed specific employer branding initiatives aimed at positioning the Group and its individual brands with the target audience, in order to be recognised as an "Employer of choice".



### 5.1.1 INTERNAL COMMUNICATION

In 2020, also due to the impact that Covid-19 had on work dynamics, the main focus of internal communication was on people engagement, knowledge sharing and the creation and implementation of platforms and formats aimed at achieving a global perspective, through a series of initiatives and projects.

#### INTERNAL COMMUNICATIONS FROM THE CEO

In 2019 we introduced the first live interactive webcast, "Live with Stefano-Colli Lanzi", and in 2020 the event was repeated 7 times between the months of March and November.

The continuous flow of communication, especially at a complex time, made it possible to:

- uniquely inform and update employees on the results, Values and progress of the rebound phases;
- increase the sense of belonging and connection;
- contribute to maintaining an active global line of communication receptive to employee needs.

#### GINET SOCIAL APP

With the aim of promoting the strengthening of the culture of collaboration and knowledge sharing globally, and in order to create a smart and interactive platform to increase engagement and interaction, the GiNET Social app was officially launched in 2020. Globally in 2020 there were:

- around 30,000 visits to GiNET Social;
- 8,679 posts;
- more than 26,000 likes;
- about 5,900 comments.

### ENERGY MATRIX & ENERGY PULSE

February 2020 saw the launch of the Energy Matrix, our biennial internal survey designed to assess the organisation's energy level and identify priorities to focus on over the next two-year period. The 2020 edition had 2,863 respondents at global level and featured results that were positive on the whole, especially considering that, particularly in Italy, its timing coincided with a highly difficult historical moment.

Furthermore, a Net Promoter Score was included in the survey, with the result of 3.3, a positive value as it is higher than the threshold of 0.

Two editions of the Energy Pulse, short and more frequent internal surveys, were also launched in 2020 in order to collect feedback on an ongoing and recurring basis.

The July 2020 edition had 846 respondents; the November 2020 edition had 2,540 respondents.

### GLOBAL INTERNAL COMMUNICATION CAMPAIGNS

In 2020, in order to strengthen awareness of the six new Gi Group Values, we dedicated the months of July and December to each of them, developing the sharing of correlated topics, in parallel with engagement initiatives on internal communication platforms.

Thematic campaigns were also developed in addition to communications related to strategic projects, such as:

- International Women's Day;
- Internal Job Opportunities;
- Global Wellbeing Weeks;
- International Day for the Elimination of Violence Against Women.





## 5.1.2 LEARNING AND DEVELOPMENT

2020 was a year of tremendous opportunity for the training and development of our people, despite the difficulties associated with the pandemic. Intense investments were made, both human and financial, in training initiatives both globally and locally to support our employees in such a difficult moment. In particular, the initiatives concerned both transversal and professional skills, together with support initiatives linked to the management of the pandemic crisis and the reinforcement of corporate Values. The forward-looking investment - already planned before the pandemic - in digital training has made it possible not only to confirm the implementation of the projects already planned for 2020, but to increase the training opportunities offered to our employees as never before through a number of projects.

### WELCOME ON BOARD

In 2020 the use of the "Welcome On Board" in digital format was consolidated and further strengthened in order to welcome new colleagues and provide them, from their first day in the company, with the key information needed for gaining familiarity with the organisation.

The course, delivered via eLearning, is delivered automatically to each new employee, thanks to the integration with our HR management system.

### VIRTUAL GLOBAL INDUCTION

The pandemic situation has given us the opportunity to completely redesign the Global Induction event, usually held in-person, to be delivered remotely. The event, divided into different stages over 4 weeks, involved 36 people from different countries and was delivered remotely via Zoom.

Through interactive and engaging activities, participants were involved both in presentations of company strategy and business models by top management and in sessions on sharing group Values and multiculturalism.

### DIGITAL TRAINING CATALOGUES

In 2020, work continued on the three-year "Build the Future" project dedicated to over 1,300 colleagues in the Temp&Perm Practice worldwide, in particular with the launch of around 20 new professional training materials, delivered via eLearning. The themes of the "Temp&Perm Digital Learning Library" range from the development of key skills in the Sales area (e.g. Networking, Customer Need Analysis, Negotiation, etc.) to the deepening of dedicated processes and tools.

The Wyser Digital Learning Library was also launched, with eLearning content focused on 3 areas (Business Model, Sales, Service), for a total of 11 new professional courses dedicated to the practice. The eLearning modules are characterised by interactivity and the use of engaging methodologies such as "gamification", using alternative scenarios of real work situations to explain effective behaviours.

### INTERNAL WEBINARS FOR KNOWLEDGE SHARING

Global webinar series were launched for the first time, with in-house speakers and open to all interested parties, with self-registration. The seminars range from Sales topics (7 Steps for Successful Sales; Hunting, Farming, etc.) to professionalism themes for the type of job (Temp&Perm; Search&Selection), to topics of general interest (e.g. productivity).

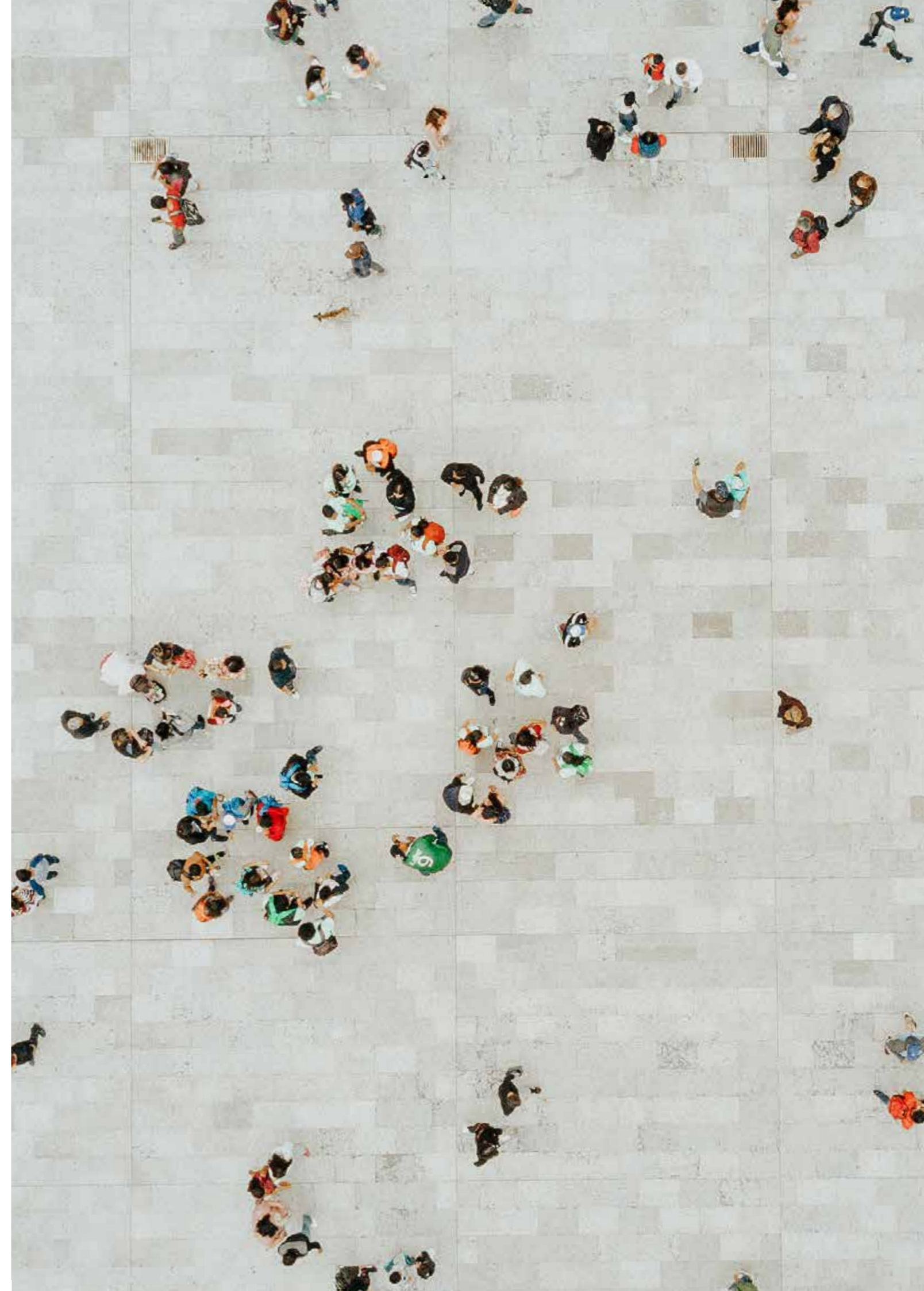
### MENTAL ENERGY PROGRAMME

In April, we launched a global people support programme aimed at offering free counselling to all employees. Through a survey we collected people's needs on specific topics (e.g. psycho-physical wellbeing in remote work; support for parents in smart-working; team motivation; etc.) and through our local HR we identified several colleagues qualified to carry out support activities at a local level.

### ROAD

In 2020, the cultural change project associated with the introduction of ROAD continued, albeit with understandable delays. ROAD (Reward, Objective Setting, Appreciation, Development) is Gi Group's new approach to enhancing and developing the performance of its employees, in order to spread a culture of performance oriented towards personal development and based on the appreciation and recognition of the results achieved. The process is managed in a specific area in the HR Pro management system, allowing for the management and sharing of goals and feedback between manager and staff.

The change project is supported by training materials aimed at supporting the learning of the new tool through tutorial videos and the learning of effective skills and behaviours for the management of key moments along the way.





5.1.3 HR & TRAINING ANALYTICS

In 2020, despite the pandemic, the Group continued its growth at an intense pace, both through expansions in countries where we have a direct presence and through new acquisitions. The countries with the highest number of employees are Italy, Brazil and the United Kingdom. China, in third place until last year, was overtaken by both Germany and Spain in 2020.

With the acquisition of Career Arc, for the first time in the history of the group, American colleagues joined the company, an opportunity for everyone to expand our community and our multiculturalism.

During 2020 a total of nearly 1,282 individuals were hired in the Group, 21.1% (270) with Internship/Apprentice-trainee contracts, once again demonstrating the Group's willingness to invest in training young people.

The average age in the company was 35.6 years and the average seniority in the company was 5.2 years.

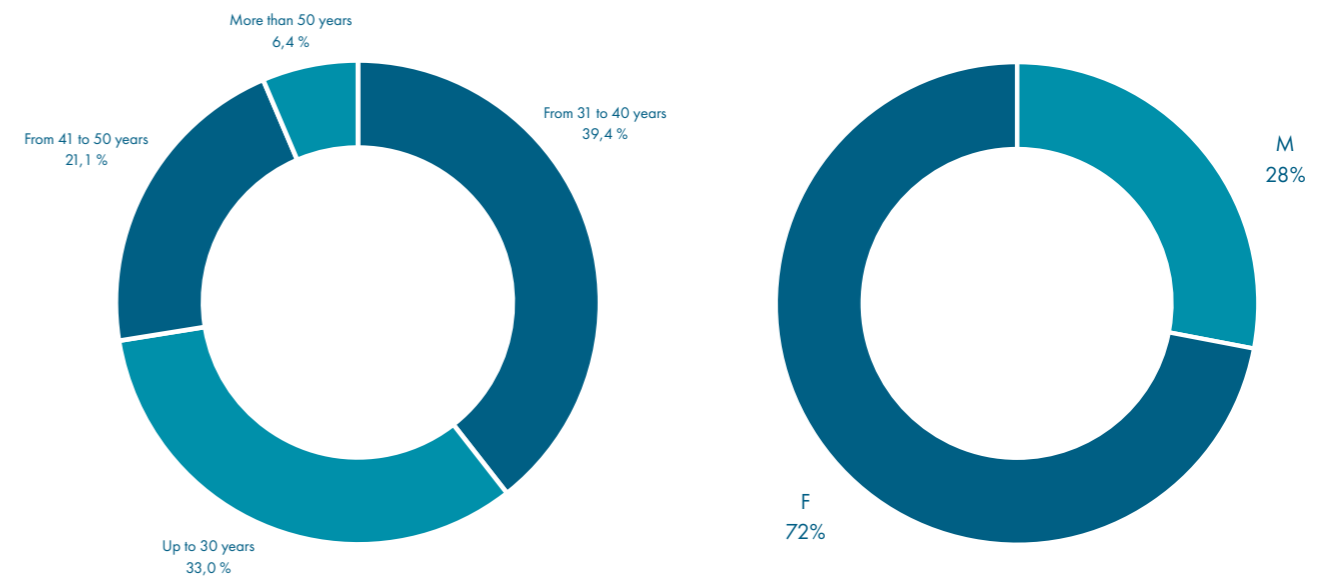
72% of the population are women, of which 7.1% hold managerial positions.

**5,2**  
Average seniority (years)

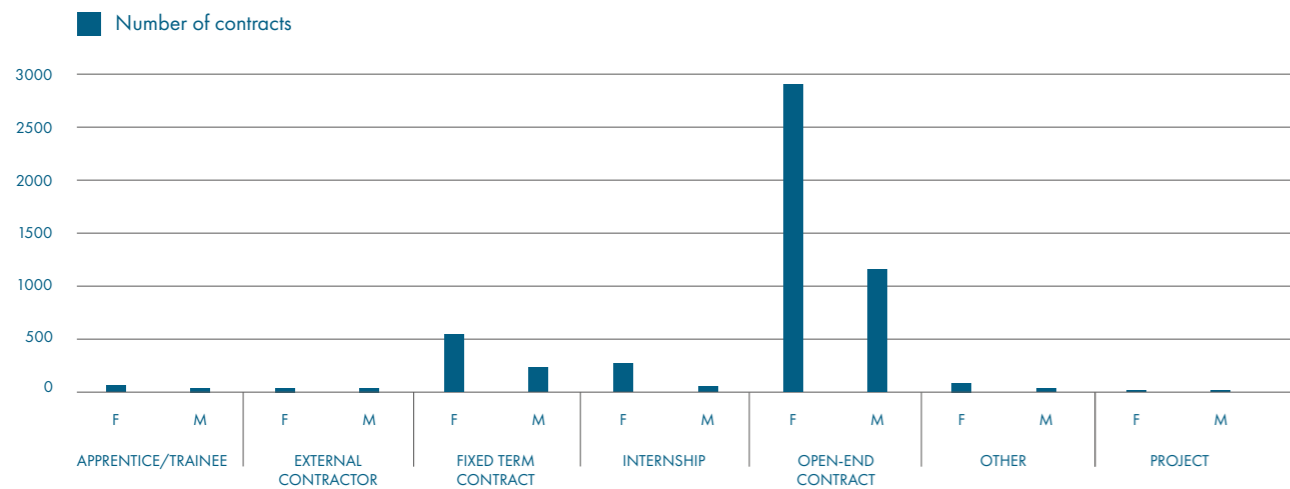
**35,6**  
Average age

**5357**  
Total Employees

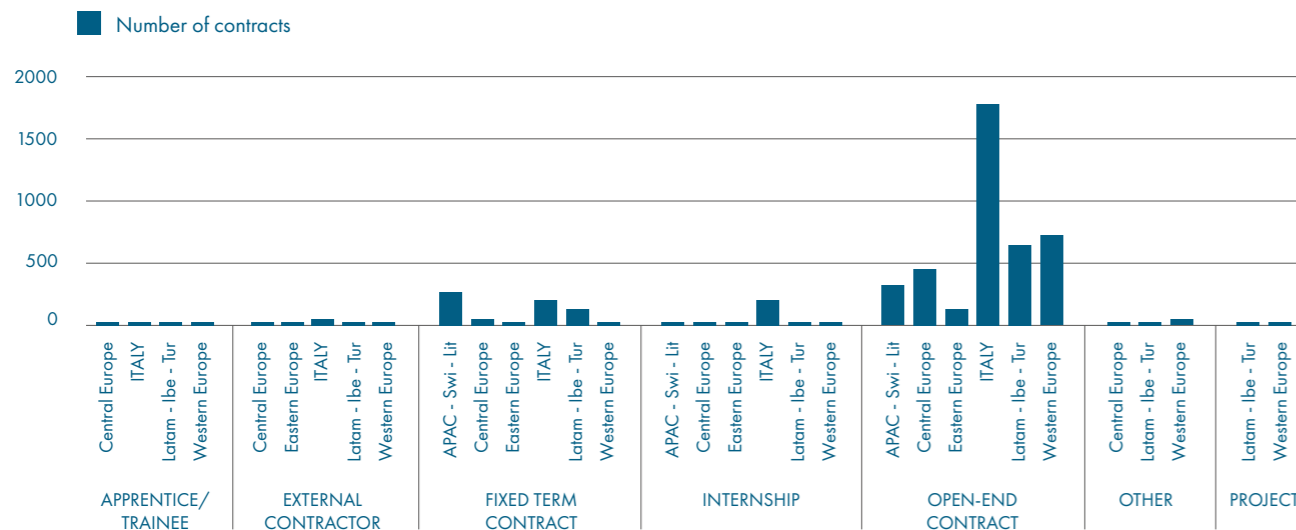
Breakdown of workforce by gender and age amongst employees:



Total employees by employment contract (open-end/limited term) by gender:



Total number of employees by employment contract (open end and limited term), by geographical area:



**97%** Turnover COM Rate

**68%** Total Turnover Rate

**28%** New Hired Turnover Rate

«In 2020, despite the pandemic, the Group continued its growth at an intense pace, both through expansions in countries where we have a direct presence and through new acquisitions»



As regards training activities in 2020, the data show an extremely significant increase in hours of training provided due to a series of factors, including:

- creation and conversion of courses from in-person to digital mode, thus expanding the number of eligible participants;
- implementation of local and global webinars to facilitate and strengthen internal knowledge sharing;
- provision of digital funded training at local level, oriented towards supporting the workforce throughout the pandemic, on topics such as soft skills.

On the other hand, there was a slight reduction in the number of courses provided, mainly due to the impossibility of converting a number of face-to-face courses into remote courses.

- 138,658 (84,630 in 2019): total hours of training carried out - an increase of 64% over 2019 and 81% over 2018;
- 1,074 (1,142 in 2019): courses carried out in 2019 - a 6% decrease from 2019 and a 6% increase from 2018.

The average number of training hours carried out for each Gi Group employee in 2020 is 25.9 - up 61% from the average figure for 2019 (16.1 hours).

The results shown here are the outcomes of training activities held in the various countries in which the Group operates and training courses organised by the Global HR department.

The relative graph illustrates the average number of training hours provided in each country ("others" refers to: Turkey, China, Serbia, Hungary, the Netherlands, Ukraine, Romania, Bulgaria, Poland, India, the USA and France).

The training programmes are consistent with the Group strategy and with the business priorities of each country and, in continuity with 2019, may be grouped into 4 macro-areas:

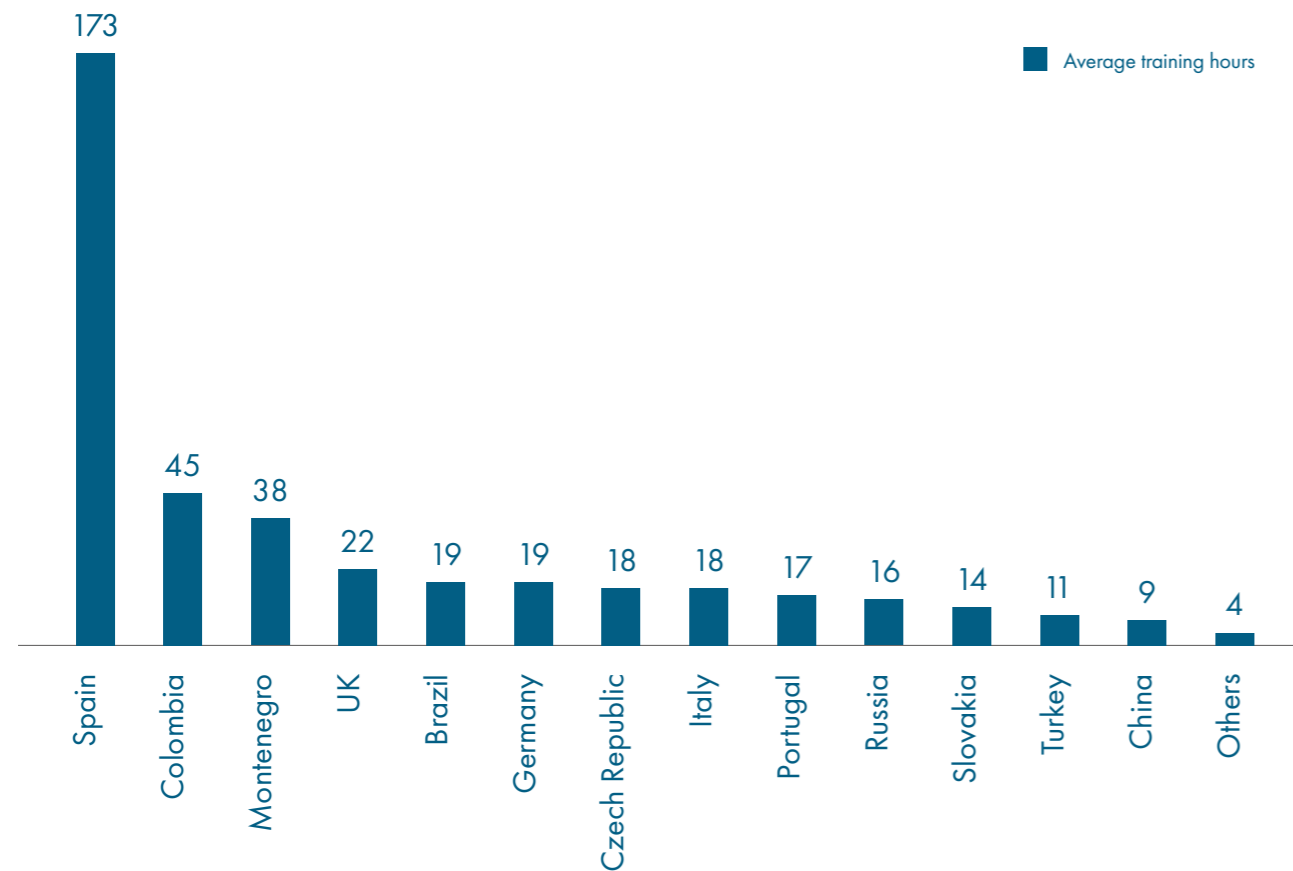
- technical and specialist skills (linked to role or processes);
- transversal skills (e.g., soft skills);
- training upon entry / on work tools;
- mandatory / regulatory training (e.g., Occupational safety, regulations in force in the individual labour markets, etc.).

In 2020, the use of the Docebo eLearning platform for the delivery of remote learning courses was further increased and, as a function of the pandemic, there is substantial parity between the volumes of courses delivered online and those delivered in the classroom.

With respect to specific courses linked to CSR topics: training courses on the Code of Ethics and CSR were taken by more than 3,000 employees all over the world.

Furthermore, the "Working in a Multicultural Company" course, offered in collaboration with our partners at Tack TMI, which discusses topics regarding diversity, inclusion and transcultural communication in the company, was taken by more than 100 individuals.

Hours of training provided to each employee (average per country) 2020:





## 5.1.4 OUR PEOPLE - NATIONAL INITIATIVES

### ITALY

#### THE IMPACT OF THE PANDEMIC ON HR STRATEGIES

The focus on the mental and physical health of employees generated continuous and structured internal connection and communication efforts across many levels, entrusted to the Relaunch Committee on one hand, and to the HR-Training and Marketing functions on the other.

The drive towards digitalisation was accelerated by the pandemic context, both in the management of internal processes and in the provision of the service.

As a priority, the company tackled contagion risk by initially closing access to its offices to the public and employees: in March 2020, smart working was activated on an exceptional basis, in accordance with the Prime Ministerial Decree in force, and the company made significant organisational efforts to ensure that all employees involved who needed laptop computers were provided with them.

The relationship with on-site suppliers was managed with the utmost attention and collaboration, in order to protect occupational health and safety.

The initial re-opening of the central offices began in May 2020, supported by an online training course for all personnel, dedicated to the application of Covid containment measures.

Despite the significant investments made in the management of all of the complexities deriving from the Covid emergency, again in 2020 a number of Teams were reinforced, from the qualitative and quantitative perspective: indeed, we welcomed more than 450 new resources into our organisation, broken down between direct hires and interns, in view of the desired development planned for 2021.

#### INTERNAL COMMUNICATION, TRAINING AND DEVELOPMENT

In many cases, engagement and training actions, strengthened and stimulated by the impact of the pandemic, merged to enable colleagues, on one hand, to shorten the distances imposed by the health scenario and, on the other hand, to share their skills, stepping up to the task of becoming trainers for a day, and enabling innovative and stimulating learning.

#### ■ # ADISTANZAMAINSIEME

The employee engagement project was launched during the lockdown as a wide-ranging biweekly schedule of activities to be carried out together remotely, to reduce distances between people and with the company. Some of the activities offered, which were open to all Group employees, included: the launch of a contest for the creation of collaborative videos between colleagues; the use of the company app to share photos and thoughts during celebrations; the organisation of webinars on parenthood; the opening of a workgroup on the company intranet to exchange advice on recreational activities and games that could be played at home with children..

#### ■ CONTAGI D'ARTE

The cycle of culturally focused webinars, initially dedicated to employees and later opened up to family members and customers as well, aimed to create moments of cultural enrichment and well-being, through art snapshots offered during the desolate lockdown scenario.

#### ■ LIBRIAMOGI

The establishment of a dedicated workgroup specifically intended for reading fans created a virtual place for the exchange of opinions, suggestions and reflections, creating new close relationships between colleagues. In just a few weeks, the group surpassed 300 members.

#### ■ A CACCIA DI SCINTILLE

This project began in September 2020 as a digital treasure hunt, to celebrate and reinforce one of the company's Core Values, Continuous Education. The initiative was designed as a process with a number of steps lasting 5 days, characterised by thematic tests to be passed and daily clues distributed in the company's various media (GiNet, App, workgroup, Docebo), with daily updates on the number of competitors still in the running. Roughly 200 employees from every function, company and level of seniority joined and actively participated in the initiative, and the top 30 received a symbolic prize at the end. Aside from directing the focus towards our Values, the initiative helped to favour employee engagement and knowledge of the various company communication and training channels.

#### ■ #DIGITALWELLBEINGPILLS

#DigitalWellbeingPills represents a cycle of brief informational snippets published on a weekly basis on the GiNet Social app in December, with a view to providing colleagues with a series of practical indications, advice and suggestions to promote awareness and digital well-being following a year characterised by intense, extended (and at times in appropriate) use of technology. To favour reflection and interaction between readers, each of the snippets was accompanied by a small challenge, to which those interested could respond by posting photos or leaving comments.

#### B\*RIGHT, THE GROUP'S CORPORATE UNIVERSITY

Beyond the significant number of hours of training provided and projects initiated, the focus remains, also for 2020, on the different approach that b\*right has developed, reaching and involving all employees actively and across various levels, including through the team of Ambassadors, and opening up to skill sharing activities promoted by colleagues.



#### B\*RIGHTONAIR FOR EMPLOYEES

The programme of webinars aiming to cultivate knowledge sharing and increase skills saw the implementation of 25 webinars held between April and July and 5 webinars on the calendar for September-October 2020, with 1,839 participants.

A programme open to all Group employees to favour knowledge sharing and the growth of skills, encouraging a culture of sharing and continuous learning. The programme takes shape in the organisation of brief thematic webinars and is based on the principle of volunteerism: anyone within the Group can volunteer to be a speaker, suggesting a topic of potential interest to the group and, in parallel, anyone can decide to participate in the webinars offered. The Training & Development function acts as the event's "steering committee", supporting speakers beginning with the planning phase and organisation, up to the actual implementation and monitoring of the event. All webinars are also collected in a digital library to be watched later on.

In 2020, more than 40 webinars were organised, which attracted hundreds of participants, with total involvement reaching 84% of the company population.

#### B\*RIGHT DIGITAL

New e-learning courses available to everyone on Docebo (concentrated in the Free Resources section), which include both a Global Library and a local section, and range from more operational tools (such as the Practical Guide to the use of Zoom) to transversal skills, such as:

- "Train your core competence" series;
- ResultDriven: how to reach the goal;
- Building Solution: the 5 S method;
- ContinuousLearning: recognising problems;
- Human Leadership: systemic vision;
- Collaboration: assertiveness in the company;
- ChangeAttitude: innovating with imagination.

#### B\*RIGHT RADAR

A selection of the best resources on the web for self-training (webinars, articles, e-learning) that employees can take advantage of easily and effectively.

#### B\*RIGHT UP SKILLS

Courses on soft skills and managerial skills open to all Group employees involved 16 sessions held in 2020 + 4 planned with 204 participants

The reduction in costs and travel times, as well as prejudice and resistance against remote training, opened the way to the possibility for even more widespread and distributed training: thus b\*right UpSkill was founded, the line of virtual classroom courses on soft skills. For all Group employees, it is possible to consult the training offerings and enrol in available courses on a voluntary basis, in compliance with an internal Policy governing participation methods and access criteria.

The titles offered were planned in collaboration with a group of qualified training partners and organised into 4 thematic areas:

- Energy Management;
- Leading People;
- Communication Skills;
- Building Solutions.

The classes consist of up to 15 people to allow for the best interaction between instructor and participants, and involve colleagues from a range of functions and companies, while also meeting the goal of strengthening knowledge and intragroup relationships.

Between June and December 2020, more than 30 courses were held, for a total of over 400 participants.

#### TRAINING COURSES LINKED TO CORPORATE SOCIAL RESPONSIBILITY

The training focus in 2020 on CSR and Social Accountability topics was concentrated on three primary topics.

- "Update on the Gi Group SA8000 Management System" - which reached 99% completion in a few weeks;
- "Preventing and limiting Sars-Cov-2 contagion" in the workplace, which recorded an analogous participation rate;
- the "CSR Code of Ethics", particularly in relation to the renewal of the Group's Values, which recorded 2,184 participants.

#### ON-BOARDING PROCESS

To supplement the global 'Welcome on Board': the new program for Gi new joiners" launched in 2019, an e-learning onboarding programme was implemented for new hires with all of the information required to get to know the company better. The programme, detailed and rich with content, videos and testimonials, was placed online in November and made available retroactively for the Group's new hires starting from January 2020.

#### B\*SKILLED

Within the area dedicated to technical know-how, the training project on the new Spinner operating system for the delivery segment deserves a special mention, which saw the involvement of 747 core participants (i.e., belonging to the delivery, search and selection function) and 479 non-core participants, for a total of 14,200 hours of training. All of the training dedicated to the use of Spinner was shifted in record time from in-person training to remote training, covering the entire company population concerned and also remaining available on Docebo in a briefer version for other company departments.

Other important actions were also carried out such as training on the administration and use of Thomas, The Permanent Pathway, Welcome to the remote sales era and The remote delivery toolkit.



**BRAZIL****DIVERSITY COMMITTEE**

The Committee was created with the main objective of bringing together employees with the most diverse characteristics, in order to propose ideas in favour of an inclusive culture and a psychologically safe environment.

**ENCONTRO DE GIGANTES - CHALLENGES OF WORKING FROM HOME**

Traditional gathering in online mode, where the main theme was Home Office Challenges. During this event, internal figures shared some suggestions about the new working paradigm, caused by the Covid-19 pandemic.

**WELLNESS AND DIVERSITY PILLS**

Since April 2020, wellness snippets have been published, tips for passing time and cultivating well-being, as well as good news and inspiring stories to overcome the pandemic together. Snippets related to the topic of Diversity in the workplace were also published during the same period.

**LEADER DEVELOPMENT PROGRAM**

In collaboration with TACK TMI, three different themes were prepared with four simultaneous rooms dealing with leadership in different ways: The art of making it happen: mentoring; The art of making it happen: Business; The art of making it happen: Teams.

**CHINA****THE GIARDINO**

Gi Group China expanded "Giardino" by working together with some orchards in Jiangxi, China. We acquired a large number of fruits, distributed them as gifts to the Gi members of all branches across China and shared useful sales methods with the fruit farmers. It was not only helpful for the sale and marketing of the overstocked fruit there, but also a kind of employee care.

**HELP TO COLLEAGUES OF OTHER COUNTRIES**

At the start of the Covid-19 pandemic, Gi Group China sent 5,000 masks to our HQ in Italy and 600 masks to colleagues in Switzerland, when the supply of such item was very low.

**INSURANCE FOR EMPLOYEES**

Gi Group China purchased insurance for all members of our BPO team through China Pacific Insurance Company, including Epidemic Risk Insurance and Personal Accident Insurance. Gi Group China also took out insurance for the entire Ningbo Office, for a total of 85 employees.

**INDIA****HR REACH-OUT**

Regular reach-out sessions were organised by HR to ensure Trust and Psychological Safety. There were 4 sessions throughout the year in which 143 people participated.

**TOWNHALLS**

Fortnightly and later monthly, townhalls were held to raise people's awareness of the ongoing situation and the steps taken to support them. They also served to keep people engaged and aware of happenings in the organisation. Ten townhalls were organised in which 159 employees participated.

**SOCIALIZING QUARANTINE STYLE**

Developed to maintain the bond between colleagues and especially to support all the people that spent this particular moment without their family or close friends around. These virtual meetings saw people socialising in a lot of different ways, from sharing secret local recipes to dressing up formally to preparing creative mocktails. Twenty employees participated in this activity.

**WORKSHOP TO SUPPORT EMPLOYEES WITH SMARTWORKING MANAGEMENT**

Session conducted by HR on "Complex family management and Smart Working" to help people adjust to the new way of working.

**POLAND****PINK OCTOBER**

Awareness-raising campaign on the topic of breast cancer. Employees wore something pink throughout the whole month of October and maps of places offering free breast cancer check-ups were shared across the company.

**SERBIA AND MONTENEGRO****"STRESS MANAGEMENT" ONLINE TRAINING**

Internal training aimed at sharing information with the trainer on what our main sources of stress are in relation to the pandemic, as well as to obtain tools and techniques that could help us successfully cope with stress.

**PSYCHOLOGICAL SUPPORT**

Each employee had the option to schedule a 1 to 1 personal development session with a psychologist and use it for personal well-being and growth in turbulent times.

**SPAIN****GI GROUP MENTAL ENERGY COUNSELING**

Program to support people with their psychological well-being. This initiative was recognised by the Spanish network of the UN Global Compact, who included this initiative in the #IniciativasConPrincipios, a campaign that aims to share and recognise the different campaigns and actions developed by organisations during the COVID-19 crisis.

**WEBINAR ON RISK PREVENTION AT WORK**

The Occupational Risk Prevention team gave this webinar in two identical sessions, with the aim of informing employees about the Prevention Management procedures in our offices, to meet the obligations of training, information and monitoring of the health of workers made available to our customers.

**TURKEY****EMPLOYEE ASSISTANCE PROGRAM**

We started to work with a provider which is giving assistance on many different topics like psychological counselling, medical advice, legal advice, new-born care counselling etc. Our employees and their families are able to call the phoneline and get assistance from experts. Throughout the year 62 individuals benefited from this service.

**MINDFULNESS TRAINING**

Online Mindfulness training for our employees, to reduce stress, with the participation of 35 employees.

**UK****GI RADIO**

Interactive virtual social event held on the last day of the week, during which all the employees, and their families, can meet to spend some time together to listen to music, chat or simply say 'thank you' to other colleagues. The initiatives include more than 60 hours of broadcasts.

**MENTAL ENERGY CAFÉ**

Once a week, for 20 weeks, employees have the opportunity to meet during a virtual meeting moment during which people can share experiences and discuss topics that affect their mental energy. Supported by weekly booklets that could be shared. Included a Gi Kids special.

**WELLBEING WORKSHOPS, HIIT AND YOGA CLASSES**

Ran workshops for three consecutive weeks for employees, covering how to exercise from home, stretch at the desk, mindfulness and deep breathing etc.

Moreover, classes of HIIT and Yoga were created in order to relax and work out together during the Covid-19 pandemic, for a total of 43 hours.

**USA****CHAIN OF RECOGNITION PROGRAM**

Initiative to engage employees in our 4 local US values - speed, innovation, collaboration and caring. Each recognised employee then nominates the next employee in a 'chain' to showcase our success and collaboration.





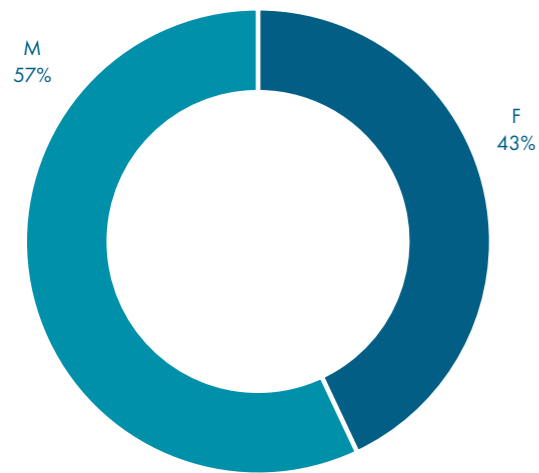
## 5.2 CANDIDATES & WORKERS

Since the very first day of the emergency, Gi Group deployed resources and technologies to continue to support its stakeholders in a year that was expected to be extremely complicated from many points of view.

The evolution of the new application to support search & selection activities (Spinner) continued together with the candidate onboarding portals to enable a specialised and sustainable offer of services to the different types of profiles interested in new career opportunities.

All communication and marketing activities were promptly made digital: we were able to provide continuity to our activities, in many cases optimising them. In this context, the digital transition turned out to be the winning solution, as it permitted us to share an array of content with different formats, procedures and timing. The digital transition surely contributed to the engagement of a very high number of Stakeholders, who likely would have been difficult to reach through offline activities.

Distribution of workers by gender (Italy):



Aside from guaranteeing continuity in our activities, we carried out specific initiatives to support workers, candidates and companies to handle the difficulties caused by the pandemic.

On the one hand, 2020 was a very special year in terms of the relationship with our candidates. Indeed, our consultants spent the majority of their time making sure our candidates were safe and sound, constantly keeping in touch for the duration of the lockdown, informing them about health and safety best practices, updating them about the potential resumption of their jobs and trying to find alternatives in case their jobs were cancelled by our clients. It really stressed how important this relationship is for Gi Group, in our culture.

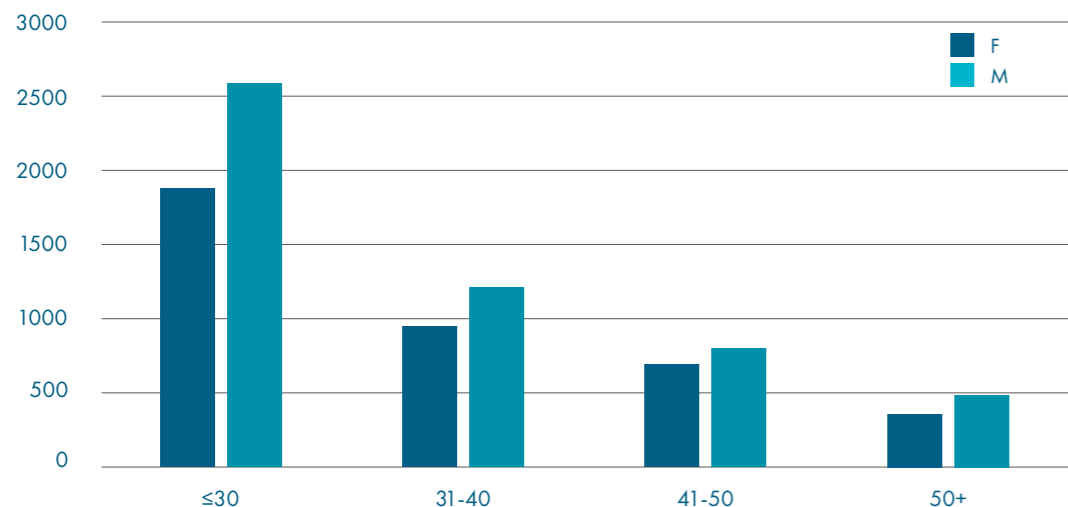
On the other hand, 2020 was a year of experimentation in several countries, in several "labs", to test new ways, more digital and remote than ever, to find the right candidates as fast as possible, combining performance and innovation for our clients who were developing their business despite the Covid crisis.

Due to the unique situation of the individual countries and the different impacts on the various practices, initiatives were developed at local rather than global level, to allow for more effective interventions based on the needs of our candidates and workers.

Average hours per week:

30,5

Distribution of workers by age (Italy):



### 5.2.1 CANDIDATES & WORKERS - NATIONAL INITIATIVES

#### ITALY

The initiatives dedicated to candidate employability promoted by the group can be divided into two main areas: on one hand, the development of engagement and candidate and worker employability enhancement campaigns, and on the other, the push for administrative digitalisation, already undertaken for some time now, and in the Active Labour Policies area.

#### #GIGROUPWITHYOU

Campaign dedicated to candidates born during the March 2020 lockdown period, to continue to provide updates and content on the job market: like how to write a CV, how to prepare for an interview, how to use social networks for professional path growth, how to read a payroll coupon and much more. The content was provided completely free of charge via webinars, Instagram direct messages, video snippets and specific online initiatives.

Some of the most significant initiatives included:

- #gigroupwithyou@school: to continue to provide support to students discovering the world of work, even from home;
- #GIWORKOUT: digital project in collaboration with our sports partners, with a view to orienting candidates concerning the key skills needed in the world of work, by drawing parallels with the world of sport;
- Gi on track: digital tour in which the young talents in the VR46 Riders Academy talk about which skills they employ in life and at work to achieve their goals.

#### PROCESS DIGITALISATION

During 2020, especially due to Covid-19, Gi Group saw a significant increase in the use of its digital processes with regard to its business activities.

The MyGiGroup application, used by candidates, workers and companies to enter into contact with each other and manage employment relationships, saw a significant increase in use:

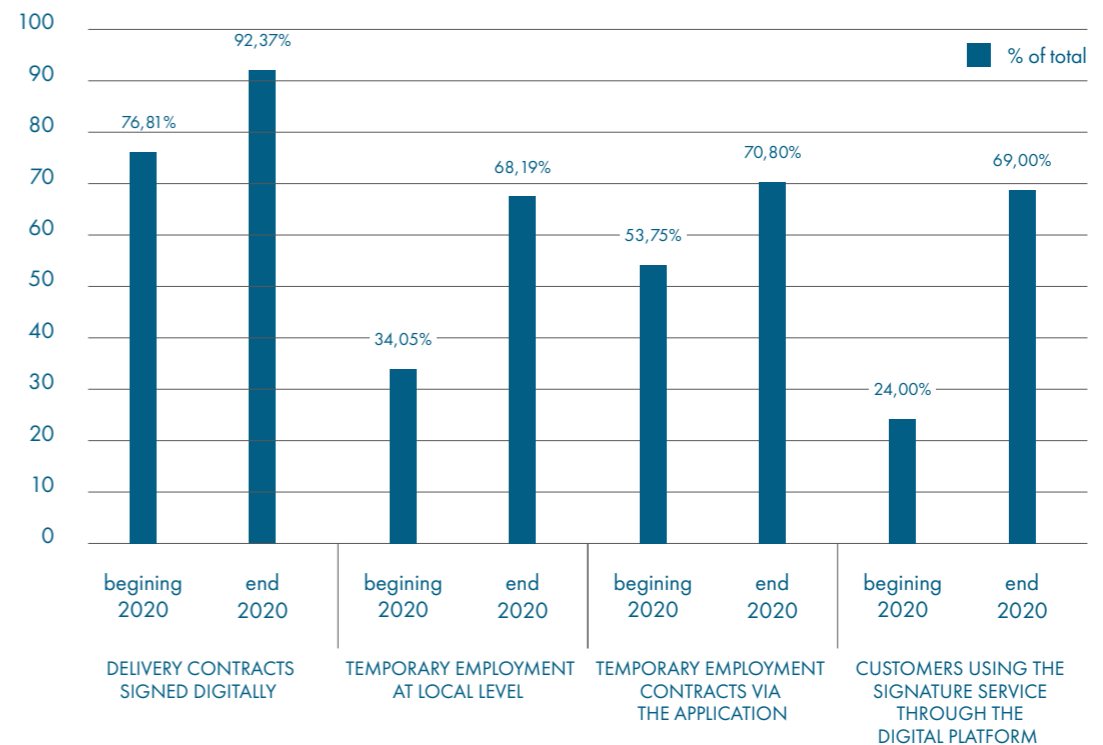
- the number of delivery contracts signed digitally increased from 76.81% at the beginning of the year to 92.37% at the end of 2020;
- that of temporary employment at local level rose even more, from 34.05% in January 2020 to 68.19% at year end;
- lastly, temporary employment contracts at corporate level entered into via the application grew from 53.75% to 70.80% during the year.

The number of customers using the Signature Service through the digital platform increased from roughly 24% of total customers at the start of the year to 69%.

Process digitalisation was particularly appreciated by our candidates and workers, because it enables them to sign documents faster and avoid going to a branch to enter into contracts.

The portal also helps the Gi Group in the Compliance department, as all documentation relating to customer/worker relationships is gathered in easily accessible digital archives.

Process digitalisation:





**#TACKTMIWITHYOU**

TackTMI Italy decided to launch this initiative to support people and organisations in the development of new habits and new management strategies based on the new challenges posed by the Covid-19 emergency.

In keeping with the Gi Group’s mission and social commitment, TackTMI Italy has established a “Time Bank” thanks to the solidarity of the coaches and counsellors from its Coaching Academy. The goal of the “Time Bank” is twofold:

- helping people to develop self-awareness, maintain balance and personal well-being, manage stress and “negative” emotions, react constructively, rediscovering their creativity and, especially, learn to learn and change;
- supporting organisations to understand how to flexibly reconfigure their work system, remotely manage teamwork, convert the business by replanning customer and sales management.

To this end, our faculty’s coaches and counsellors focused on offering:

- free video snippets to suggest techniques and practical tools;
- free coaching and counselling sessions;
- free thematic deep-dive webinars (60 participants, 5 coaches involved).

**ACTIVE LABOUR POLICIES**

As part of social/employment inclusion processes intended for users in precarious and more vulnerable conditions, the projects/activities involving Gi Group concerned various types of parties: people with disabilities; immigrants (asylum seekers or people with a residence permit for humanitarian reasons); detainees.

Depending on the projects and requirements of the tender procedure/notice, the development of network activities is planned in order to boost the skills and professional expertise of the various Operators (for example training entities, temporary recruitment agencies, third sector organisations), also with a view to enhancing the public-private role (the indispensable interaction with the social/welfare structures responsible for vulnerable individuals; also see the intervention co-design practice); as well as to capitalise on and share the experience gained in the field; for professional enrichment for both the consulting resources directly employed and for the applicable organisations.

**FUNDED TRAINING**

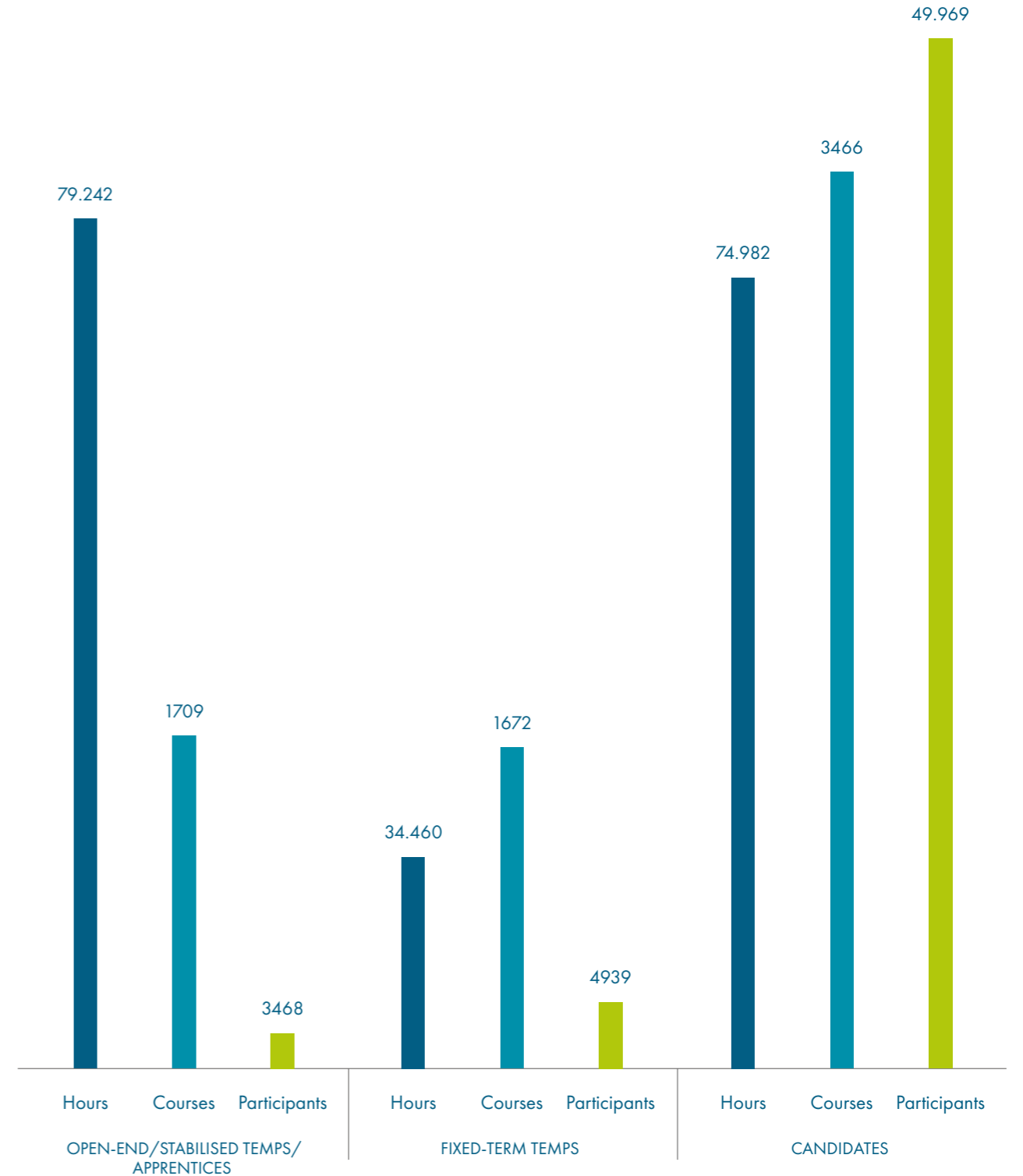
Through Gi Group and Gi Formazione, in Italy we provide thousands of hours of funded training every year for candidates and workers who are permitted to access qualification and professional requalification paths free of charge, thanks to the Forma. Temp fund in order to improve their employability. In 2020, it was necessary to reduce the number of professional development courses based on the Academy model, due to the impossibility to provide in-person training for most of the year.

On the other hand, e-learning increased significantly, which made it possible to reach an exceptional number of participants, particularly as regards courses dedicated to safety.

**7570**  
Users activated FY 2020

**8412**  
Users managed FY 2020

**2189**  
Users included on conclusion of the course (users transitioned)





## **CHINA**

### **GICOBO**

Digital service platform for flexible employment created by Gi Group China, with task subcontracting and crowdsourcing as the two service modes, aiming to solve the problem of the shortage of professional and skilled talents for the market and companies, and stimulate the liquidity and flexibility of the labour market.

## **PORTUGAL**

### **QIBIT CANDIDATE TESTIMONIALS**

Testimonials were requested from QiBit candidates asking them how they were experiencing recruitment processes during the pandemic/confinement period. These videos were shared on Ginet.

### **TRANSFERRING PROFESSIONALS**

Gi Group Portugal launched an initiative to help people who lost their jobs due to the crisis to find new opportunities more easily. We joined forces with our customers who were forced to lay off employees in the face of the pandemic crisis. We created a landing page where job seekers can find a set of tools to more easily identify our offers and more easily contact Gi Group and we invited our customers to share it among employees who had to be laid off.

## **SERBIA AND MONTENEGRO**

### **COFFEE WITH THE RECRUITER**

30-minute free online session where candidates could ask recruiters how to prepare for a job interview, how to write their CV as well as ask anything they were interested in regarding the recruitment process.

### **HOW TO PREPARE FOR A JOB INTERVIEW**

Interactive Workshop on "How to prepare for a job interview". Introductory event for Speed interviewing in cooperation with NEST Coworking together with 7 companies and 8 candidates in the field of accounting.

### **JOB SPEED-DATING**

Connecting candidates and potential employers. Interviewing candidates and introducing them to employers from several different industries.

## **SPAIN**

### **#TODOSUMA PROJECT**

Training snippets, sessions and workshops held by our Wyser consultants, experts in each of the areas addressed. The topics of these sessions were varied: from tips to strengthen the culture of work even when working from home to how to adapt teamwork skills to the new scenario; from coaching sessions to improve skills in the new environment to a webinar intended for people in the phase of re-entering the job market.

### **#GIGROUPWITHYOU CAMPAIGN**

Initiative in which candidates could benefit from free webinars, counselling programs and short motivational videos to increase different kinds of skills. This initiative was recognised by the Spanish network of the UN Global Compact, who included this initiative in the #IniciativasConPrincipios, a campaign that aims to share and recognise the different campaigns and actions developed by organisations during the COVID-19 crisis.

## **USA**

### **UPSKILLING ONLINE COURSES**

We introduced online learning 'upskilling' courses for our candidates and workers - from three providers - Coursera, Udemy and EdX, providing access to 150,000+ trainings for upskilling and acquiring new capabilities.







# **BUSINESS & COMPANIES**



## 6.1 BUSINESS & COMPANIES

In the course of 2020, we were able to adapt to the changes imposed by the pandemic without abandoning our stakeholders. One of the initiatives dedicated to investigating the impacts of Covid includes the survey dedicated to customers, launched at Group level in view of the relaunch and "phase 2".

At a time when many companies find themselves having to make particularly challenging decisions (need to revise business models, repositioning, reorganisations, and how necessary it was to guarantee business continuity while also protecting people's health and safety), we decided to investigate what their new needs would be in order to understand how to support them.

What was developed and implemented during the year has now become part of normal marketing activities. For 2021, it will be necessary to continue to pay significant attention to the needs of our stakeholders, surveying their needs and seeking to provide them with suitable support and services to meet their requirements, thus continuing to contribute to the evolution of the job market and education on the personal and social value of work.

In general, while the first practice that was impacted by the pandemic was Temporary and Permanent Staffing, since external resources were often not extended or no longer requested by customers, in the rebound phase precisely the strength of this service - its flexibility - drove large enterprises to rely on it even more than before, leading the final data to a surprising break-even point at 31.12 2020, although the mid-year outlook was -20% compared to the same period of 2019 and on a like-for-like basis in terms of the companies taken into consideration.

Amongst the other global practices, those which most strongly felt the decline were without a doubt Search and Selection, Professional and Training, while Outsourcing, also due to several similarities with Temporary Staffing (in the less complex sense of the service provided), saw a smaller decline compared to 2019. Towards year end, precisely to take advantage of an increase in demand concerning the Outplacement service, this practice was added, with a view to expanding opportunities for interaction with the multinational customers who could need to close ranks in the wake of the health emergency, reducing the number of direct employees.

Lastly, in order to be able to further segment the business and create specialisations capable of responding to new needs, at the beginning of 2020 several divisions which previously did not exist at global level were created. More specifically, Building & Construction, Banking & Insurance, Facility Management, Oil & Gas and Mass Market Retail.

## 6.2 BUSINESS & COMPANIES – NATIONAL INITIATIVES

### ITALY

Gi Group has always organised and continuously participated in conferences and webinars to share company and institutional know-how, in order to make its own contribution and support job market development. The year 2020 was no exception in this sense, despite the obvious prevalence of technological tools to replace in-person events.

During 2020 a number of initiatives organised by the group were provided for businesses.

### STAR MATRIX AND EVENTS DEDICATED TO SPECIALISED MARKETS

Series of webinars dedicated to going into detail on the evolutionary trends of the roles of specific sectors and the associated skills, while contextualising everything within the current market scenario characterised by large-scale sociocultural, technological, organisational and regulatory transformations.

- Star Matrix Life Science, The future of professions in the life science sector;
- Star Matrix Fashion & Luxury Leather goods, Shoes and Tanny;
- Gi Group and the leather industry: valuable solutions and incentives for companies. Webinar dedicated to companies with a focus on training and enhancing resources in the leather goods market.

### EVENTS TARGETED AT THE POST-PANDEMIC RELAUNCH

- #Restart. Project dedicated to the relaunch of companies post-lockdown: tools, services and initiatives offered to companies to support them during the delicate recovery phase;
- E-commerce and last mile: HR, organisational challenges and skills within the new market scenario. Webinar dedicated to companies relating to market opportunities and professional skills emerging from the new market scenario born from the needs deriving from the lockdown;
- Wyser talk - and after? Which skills and which changes to restart stronger than before?
- Listening space. This service was created with a view to supporting companies in order to sustain and guarantee in particular the balance and motivation of their people. The support of ODM takes shape in a qualified, private space for meeting and discussion, managed by a team of professionals, occupational psychologists and psychotherapists, intended primarily for HR and managerial positions, who can benefit from active listening, support and practical advice, in order to then become facilitators within their own company. The listening space is also addressed to all other company positions that may benefit from it, in agreement with their company, according to shared procedures. The meetings last around 45 minutes and take place on a weekly/biweekly basis for a total of roughly 4/5 sessions per person, evaluating each specific case and taking into consideration individual requirements;

- Webinar on the post-pandemic relaunch (INTOO). Series of webinars concerning the restart of work activities in a post-Covid-19 world, analysing the various aspects of company life: from the role of HR to the more general role of managers. Nearly 700 individuals participated in these events on the whole, with the engagement of 6 external speakers.

### EVENTS WITH SPORTS PARTNERS

- Leadership between sports and business: comparisons. Webinar on business leadership and on its parallels with the world of sports;
- Coaching in action: training the manager and the athlete. Event focusing on management learning and on business, sports and professional coaching, at Casa Milan.

### EVENTS ON THE EVOLUTION OF NATIONAL LEGISLATION

- The "August" decree, the new skills fund and the 2021 budget manoeuvre were the main new aspects for companies. Webinar dedicated to the main new elements for client companies regarding rules on employment relationships and employment incentives;
- Apprenticeships at school: who believes in them? Webinar with a view to highlighting the opportunities and critical issues of the first-level Apprenticeship contract emerging during the study carried out involving the different players in Apprenticeships in order to integrate their different visions with each other. Focus on the pros and cons of the instrument with social and institutional players.

### EXECUTIVE RECRUITING SNIPPETS

Between April and July, EXS developed 22 video snippets dedicated to Executive Recruiting, sharing with its LinkedIn contacts insights and details on the techniques and methods for selecting executive profiles. The initiative was created based on the desire to share brand know-how and provide concrete support to the EXS target segment: starting from this content, a series of webinars was then developed in order to offer suggestions for team management

More than 1,500 participants took part in these initiatives, with the involvement of over 50 external personalities as speakers and contributors of specific skills.

«In the course of 2020, we were able to adapt to the changes imposed by the pandemic without abandoning our stakeholders»





## **BRAZIL**

### **EVENT ON THE REPRESENTATION OF BLACK PEOPLE IN THE LABOUR MARKET**

An important debate on the black person in the job market. The online event addressed topics such as colourism, pigmentocracy, tokenism, structural racism and intersectionality.

## **CZECH REPUBLIC**

### **ON-LINE DISCUSSION ABOUT THE COVID-19 PANDEMIC**

Seminar directed to our clients with recommendations and tips/methods on how to protect employees against COVID-19.

## **PORTUGAL**

### **CLIENT TESTIMONIALS (LOGIFARMA AND AGRO MERCHANTS)**

Testimonials were requested from Temp&Perm Clients, asking them how they were experiencing working with Gi Group Portugal during the pandemic/confinement period. These videos were shared on the intranet to give the possibility to make them available to all employees.

## **SERBIA AND MONTENEGRO**

### **STRESS MANAGEMENT IN THE COVID-19 PANDEMIC**

Free online workshop for clients that can help them with stress management in the period of pandemic. Ten different clients participated in this online event.

### **LEADERSHIP SPRINT**

A free online 5-day sprint workshop in which we gave one task each day and provided support in defining our own leadership brand. 5 days, 5 tasks, 4 bonus tasks, 5 live Q&A sessions. Sixty-four managers participated across both Montenegro and Serbia.

### **ON-LINE HR ROUND TABLE**

At the beginning of Covid period in Serbia, online discussions were organised on the topic. Motivation and productivity, radically changed conditions and instant remote management were the main topics of the event. The main purpose was to share practices and create communities to combat a difficult situation. Seventy clients participated in this roundtable.

## **SPAIN**

### **HR HYBRID FORUM**

We sponsored, as 'Gold Sponsor', the HR Hybrid Forum, a reference international conference in the sector. As part of this event, as Gi Group, we had the opportunity to participate in various roundtable discussions and debates regarding different topics: the view of the future for our industry, the importance of attracting new transgenerational talent during the pandemic period and the new working paradigm created by the Covid-19 pandemic.

## **UK**

### **HR ROUNDTABLE WITH CLIENTS**

Brought Marks Sattin clients and employment law solicitors together to discuss how to support employees returning to the office post pandemic

### **LAUNCHED NEW EDI (EQUITY, DIVERSITY, INCLUSION) INITIATIVE CAMPAIGN**

Employees from different brands/locations/teams came together in December to form a D&I committee to design a strategy around how we make sure D&I stays high on our agenda and we are best placed to help our clients with their equality goals.

### **DIVERSITY ROUNDTABLE WITH CLIENTS**

Brought Marks Sattin clients and an EDI charity called "Leadership Through Sport & Business" together to discuss how to make a difference in their company through social mobility projects.







7

# **SOCIETY & INSTITUTIONS**



## 7.1 PUBLIC AFFAIRS

To oversee political risks, GI GROUP actively collaborates with world, European and national institutions about important issues such as the promotion and development of the labour market.

From the end of 2010, GI GROUP has been associated to the World Employment Confederation, the international confederation of employment agencies, with Global Corporate Member status and to its European arm, WEC - Europe.

Established in Paris in 1967, WEC (formerly CIETT) works globally to protect the recognition among policy advisors and policy makers of the positive contribution that private temporary recruitment agencies make to the better functioning of the labour market, promoting the need for a well regulated legal framework, sharing best practices, studies and research projects.

At a global level, WEC is constantly discussing with the ILO (International Labour Office), the UN body dedicated to the promotion of working conditions in the world, the OECD and the WORLD BANK in order to promote adequate national legislation allowing private temporary recruitment agencies to operate and for the triangular relationship of the staffing industry to be regulated in a proper manner.

The 2020 activity report and the 2020 social impact report document the main activities carried out in 2020 and the social impact generated by Temporary Recruitment Agencies.

With regard to youth training aimed at preparing them for entering the labour market, since 2015, Gi Group has been a partner in the European Alliance for Apprenticeships, the network of businesses and training bodies formed by the European Commission to promote apprenticeships in schools and businesses and to young people and families.

### 7.1.1 PUBLIC AFFAIRS – NATIONAL INITIATIVES

#### ITALY

As far as the Italian market is concerned, Assolavoro, the reference Italian sector association, a member of WEC-Europe, consolidated its role as an institutional interlocutor in 2020, taking part in 12 parliamentary hearings which made it possible to modify pro-tempore the impact of the considerations set forth in the Dignity Decree, saving jobs, and having the activity performed by employment agencies included in the ATECO codes considered essential by the government during the lockdown period. It also negotiated 13 agreements with the sector trade unions, to allow for access to emergency social safety nets by temporary workers. As regards the Gi Group's commitment to the younger generations, activities to implement the European "Youth Guarantee" plan continued all over Italy.

To this end, through the Gi Group Foundation, a research study was promoted on the first-level Apprenticeship, which was presented during the online conference held on 19 November 2020 along with the social partners, intended to improve integration between school and the world of work.

For 2021, Gi Group aims to expand its partnership network with public institutions in order to be able to better develop the job market in a coordinated manner.

For example, at local level in 2021 we endorsed the Lombard protocol for sustainable development, an agreement entered into with all Lombard players interested in a more sustainable economy and lifestyle.

The endorsement of this protocol includes Gi Group within a local network of players working towards a common goal: the implementation of the 2030 Agenda for Sustainable Development.

Furthermore, we intend to strengthen our collaboration with the Sodalitas Foundation, which began at the end of 2019 with Stefano Colli-Lanzi's endorsement of the CEO Call to Action, a CSR initiative promoted by the Foundation in Italy. By entering the national and international Sodalitas network, Gi Group strives to collaborate in sharing initiatives and practices for community growth and sustainable development.

#### INDIA

##### ALLIANCE FOR INDIA

Gi Group, Randstad, The Adecco Group and Manpower Group, the Indian operations of four leading global HR services companies, have formed an alliance to "Help India Get Back to Work Safely".

By combining their knowledge and strengths in the framework of a non-commercial alliance, the four companies jointly tackle the key challenges facing the labour market following the COVID-19 pandemic.

The goal of this collaboration is to minimise the negative impact of COVID-19 on the economy. For companies, what matters now is getting their employees back to work quickly and, above all, safely. The alliance's actions are focused on sharing best practices about health and safety protocols, to be established or updated for the "physical distancing economy".

The best practice protocols were collected from companies create a compilation of instructions and measures – a country-specific COVID19 guide: Help India Get Back to Work Safely. The guide includes practical advice and health and safety protocols, which can be used by organisations to support a safe return to workplaces throughout India.

The event organised to launch the alliance received an overwhelming response and produced a few key takeaways from the webinar, as follows:

- a major takeaway from this pandemic is SAFETY, which became the key word: it is extremely important that people in India return to work safely;
- while safety is important, the psychological health of employees can't be ignored: the mental well-being of employees should be considered equally important;
- technology and the ability to work from anywhere has opened up massive opportunities for each one of us;
- during this time, employees have got an opportunity to invest in themselves and adopt different practices too;
- corporates should adopt the right set of protocols and foster a safe working environment.

Marcos Segador Arrebola, Country Manager of Gi Group India, said: «Companies and in particular HR service organisations like the ones in this initiative should play an active role to ensure India is getting back to work safely. To do this, we should deeply understand the real needs of all the stakeholders involved in the process and create solutions to fulfil them in a sustainable way, building the foundations of a better future. Only caring about these needs with passion and dedication will make it possible to solve the challenges ahead. We should treat this COVID-19 crisis as a defining moment for ourselves, our organisations and our country. A moment to make a difference».

## 7.2 COMMUNITY SUPPORT/ VOLUNTEERING - NATIONAL INITIATIVES

#### ITALY

##### DESTINATION WORK 2020

Through Destination Work, which has reached its sixth edition in Italy, we confirmed our commitment to enabling candidates and workers to develop a more knowledgeable and effective approach to the world of work.

This edition, for the first time in virtual format, dealt with the pillars of employability and the active search for employment, including: effective CV creation by highlighting one's strengths, online interviews and differences compared to in-person interviews, personal branding (in collaboration with LinkedIn) and employment contracts.

The 2020 webinar edition was carried out through a 4-hour live direct session with Gi Group personnel who virtually met with around 350 people.

##### GI GROUP SUPPORTS AREU FOR THE CORONAVIRUS EMERGENCY

Gi Group decided to donate EUR 100,000 in favour of AREU, Azienda Regionale Emergenza Urgenza, which operates in Lombardy, to meet the need for help generated by the spread of contagion from Covid-19.

##### HOMO FABER

Homo Faber is a non-profit social cooperative that works in the Casa Circondariale Bassone Prison in Como as a Training Institution and Printing Centre. It aims to provide detainees with an opportunity for personal recovery and an occasion for training and professional development for individuals working in the printing centre.

The training courses provide participants with an array of skills: basic and advanced courses in various graphic design programmes, basic principles of creativity, details about the role of the advertising graphic designer and the management of advertising campaigns.

The skills acquired enabled detainees to try their hand at several project works and work activities within and outside the world of prison, as well as in the area of basic programming.

In December 2020, a building was acquired, thanks to donations received by the cooperative, for the development in 2021 of the Casa Semi Liberi project, a physical location ready to welcome

those in difficulty and who want to re-enter society: from people recently released from prison to those experiencing periods of difficulty.

##### BITeB

The Technological and Biomedical IT Bank recovers IT and biomedical materials no longer in use from companies and hospitals to redistribute them exclusively to non-profit organisations in Italy and abroad. To attenuate the technological gap between developing and more industrialised countries, BITeB works through the biomedical and IT divide to ensure that technological waste from industrialised nations, resulting from the need to align with cutting-edge technological standards, is employed where technological shortcomings hinder the economic, cultural and social growth of people and organisations.

In 2020, 50 personal computers were donated to penitentiaries, to enable detainees to have videocalls with family members, while 500 were sent to schools so students could participate in online classes.

Compared to previous years, only activities on the biomedical side of the initiative were blocked due to the logistical issues generated by the pandemic, as the majority of the material donated is normally sent to developing countries.<sup>2</sup>

The commitment of Gi Group and all organisations collaborating with BITeB is reflected across multiple levels: the social level first and foremost, but also environmental, because it gives life to de-commissioned equipment.

##### COMETA

Cometa is a family organisation committed to welcoming and educating children and young people and supporting their families. An old farmstead on the outskirts of Como becomes a place for sharing daily life and finding an alternative type of education for children and young people with expressive, recreational and sports activities. One hundred children are currently involved in daytime care.

It is within this context that the Oliver Twist School was founded: an innovative education and professional training entity that offers four-year programmes to students between 14 and 18 years of age, with three different courses of study: textiles/fashion, wood/furniture and restaurants.

The school exemplifies the principle of Learning through experience, and to date has educated around 400 young people.

The school features "workshops": places for experimentation, where young people learn a trade by participating in the entire production process, from conceptualisation to the creation of objects, with the support of their instructors.

The donation deriving from the annual edition of Destination Work 2019 was contributed at the start of the year to a Cometa Formazione project. The "A possible future, together" project is for young people at risk of dropping out of school, to offer them a professional training and work placement opportunity. Because, since February 2020, the Oliver Twist School also had to adapt its working methods to the circumstances imposed by Covid-19, our donation was used in particular to finance the activities of tutors assigned to two young people who, with the difficulty caused by remote learning, would have risked not completing their studies.



## **REFUGEE PROJECT**

In 2020, a professional qualification project was carried out for 32 people with refugee status, for a leading player in the Transport and Logistics sector. The project, from the perspective of requalification activities, was carried out by Gi Formazione in partnership with the Caritas Foundation and with a group of non-profits (Ciac, Missionari Saveriani, San Cristoforo, Cooperativa Sociale Xenia, Cooperativa Sociale Svoltare, Cooperativa Sociale Biricca). The project covered the phases of administrative management of the refugees, their training and placement in companies.

This important project joins those which, in the last 2 years, were carried out in Turin, Asti and Pontedera for a total of roughly 60 refugees with placement aimed at SMEs activated by the Gi Group branches.

## **HELP ME SEE YOU**

Through its network of branches, Gi Group supported the awareness-raising project promoted by A.P.R.I. ONLUS (non-profit association supporting individuals with retinopathy and visual impairment), intended to make the population understand that it is difficult for people with visual disabilities to maintain the currently required social distancing, so it is sighted citizens who need to pay attention.

## **BRAZIL**

### **SOLIDARITY CAMPAIGN**

We organised a campaign to encourage donating money to NGOs that fight hunger and support mothers in the suburbs.

## **CZECH REPUBLIC**

### **SUPPORT FOR HEALTHCARE PROFESSIONALS**

Our employees expressed their solidarity with those who were on the front line during the pandemic emergency, by helping to pay for lunches for health workers in the hospital.

### **CHARITY FOR ORPHANS**

We wanted to put a smile on the faces of less fortunate children by organising a fundraiser for Christmas gifts for orphans.

## **CHINA**

### **DONATION FOR POVERTY ALLEVIATION**

Gi Group China made a donation together with Zhejiang Human Resources Consulting Association and other member organisations to support the anti-poverty project at Anxi She Nationality Township of Yunhe, Lishui, Zhejiang, China.

## **HUNGARY**

### **SOS GYERMEKFALVAK**

A Children's Support Foundation was supported by Grafton with HUF 1000 after each Grafton placement during the year from January 2020.

## **INDIA**

### **HUMANS OF GI**

Initiative to create opportunities for volunteering and recognise volunteering activities. For example, during Christmas an initiative was carried out in collaboration with "MAKE A WISH FOUNDATION". Humans of Gi sponsored gifts for underprivileged children suffering from critical ailments. The initiative brought a smile to 13 of these children.

The initiative saw 14 volunteer activities with a total amount of \$590 donated.

## **POLAND**

### **PARTICIPATION IN THE POLAND BUSINESS RUN 2020**

Run organised for disabled people in order to sponsor prostheses. Almost 1/3 of the company (45 people) attended the event. In the end, 11 people got brand new prostheses.

## **SERBIA**

### **CHARITY INITIATIVES**

Mali Veliki ljud: New year presents for children fighting cancer;

Budi human: Donation to institutions;

Svratište za decu: Quarterly collection of clothes and hygiene products for children living in shelters.

## **UK**

### **CREATE, DONATE, NOMINATE**

Initiative that enables people to show off their creations: paintings, songs, videos, etc. Then people have to make a donation to raise funds for The Trussell Trust, a British association that helps food banks across the country, and they have to nominate 5 people to do the same. £424 was collected and donated.

### **HO TUCK SHOP MONEY**

Donation to various organisations: The Trussell Trust, St Giles Hospice and Ashgate Hospice. The total amount donated was £300.

## **USA**

### **VIRTUAL VOLUNTEERING PROGRAM**

We volunteered with Medgar Evers College helping underprivileged students prepare for the workforce. Giving back to society while also engaging our employees.







8

# ENVIRONMENT



## 8.1 ENVIRONMENT

The year 2020 was certainly unorthodox as regards the performance of the Group's operating activities. The development of the concept of smartworking and the nearly complete block on movements linked to business activities led to the generation of results, including at environmental level, that are not comparable with those of previous years.

Various KPIs used to track the Group's environmental performance became irrelevant during this period, considering the extraordinary conditions from which they emerged, and therefore they will not be highlighted in this Report.

On the other hand, the impact of the pandemic did not stop the pursuit of initiatives to reduce waste and consumption amongst the various group companies.

Also in order to maintain continuous personal awareness of colleagues on environmental impact matters, a global campaign named "My sustainable choice" was launched.

### ITALY

#### PLASTIC FREE PROJECT

The Plastic Free Project aims to reduce and, in the future, eliminate plastic consumption in the Gi Group's central offices. The project, initially developed at the Turin office, was also expanded to the Rome, Bologna and Milan offices, and The project was implemented through the installation of:

- water dispensers, which can be used with a water bottle, that provide cool carbonated water, cool still water or hot water for making tea;
- hot beverage distributors that dispense paper cups and wooden stirrers;
- snack & drink distributors that dispense exclusively drinks and water in cans (also used for meetings).

Furthermore, every employee was given a Gi Group water bottle so as to completely eliminate the use of plastic bottles in the office.

#### TEMP&PERM PROCESS DIGITALISATION

The situation created as a result of the pandemic led to a significant rise in the use of digital portals regarding the Temp&Perm process. This new norm practice adopted for signing contracts between customers and temporary workers enabled the Gi Group to reduce its environmental impact in terms of paper consumption, which was eliminated thanks to the use of electronic contracts.

### BRAZIL

#### DOCUSIGN TECHNOLOGY

The DocuSign technology has been introduced in Brazil, providing the possibility to sign documents with a digital signature. Thanks to this, the branch has been able to reduce its consumption of paper throughout the year.

### FRANCE

#### WORLD CLEAN-UP DAY

Several Gi branches participated, together with local organisations, in World Clean Up day where Gi Employees, candidates and workers met for a day to clean city parks, public streets, woods and beaches. The aim was to collect, sort by category and then dispose of all sorts of garbage.

Thirty people were involved with 100 kg of garbage collected and disposed.

### GERMANY

#### INTRODUCTION OF HYBRID AND FULL ELECTRIC CARS

Employees have the opportunity to choose, as company and pool cars, hybrid or electric engines to reduce pollution in everyday activities.

### INDIA

#### REDUCTION IN PAPER CONSUMPTION

Gi Group India committed to reduce the consumption of paper in the everyday operations of the branch. In 2020 it reduced the consumption of paper from 30,000 sheets in 2019 to 18,000 in 2020.

### PORTUGAL

#### ELECTRIC ENERGY CONSUMPTION CONTROL

In the Portuguese office a timer connected to the power line has been installed in order to reduce electricity consumption of the office when no one is working there.

### SERBIA

#### COLLECTING PLASTIC BOTTLE LIDS FOR CEPZAHENDIKEP ASSOCIATION

Our branch in Serbia collected plastic bottle lids for Cepzahendikep, an association that sells all kinds of lids to companies that recycle plastic, in order to help disabled people buy new orthopaedic aids.

### UK

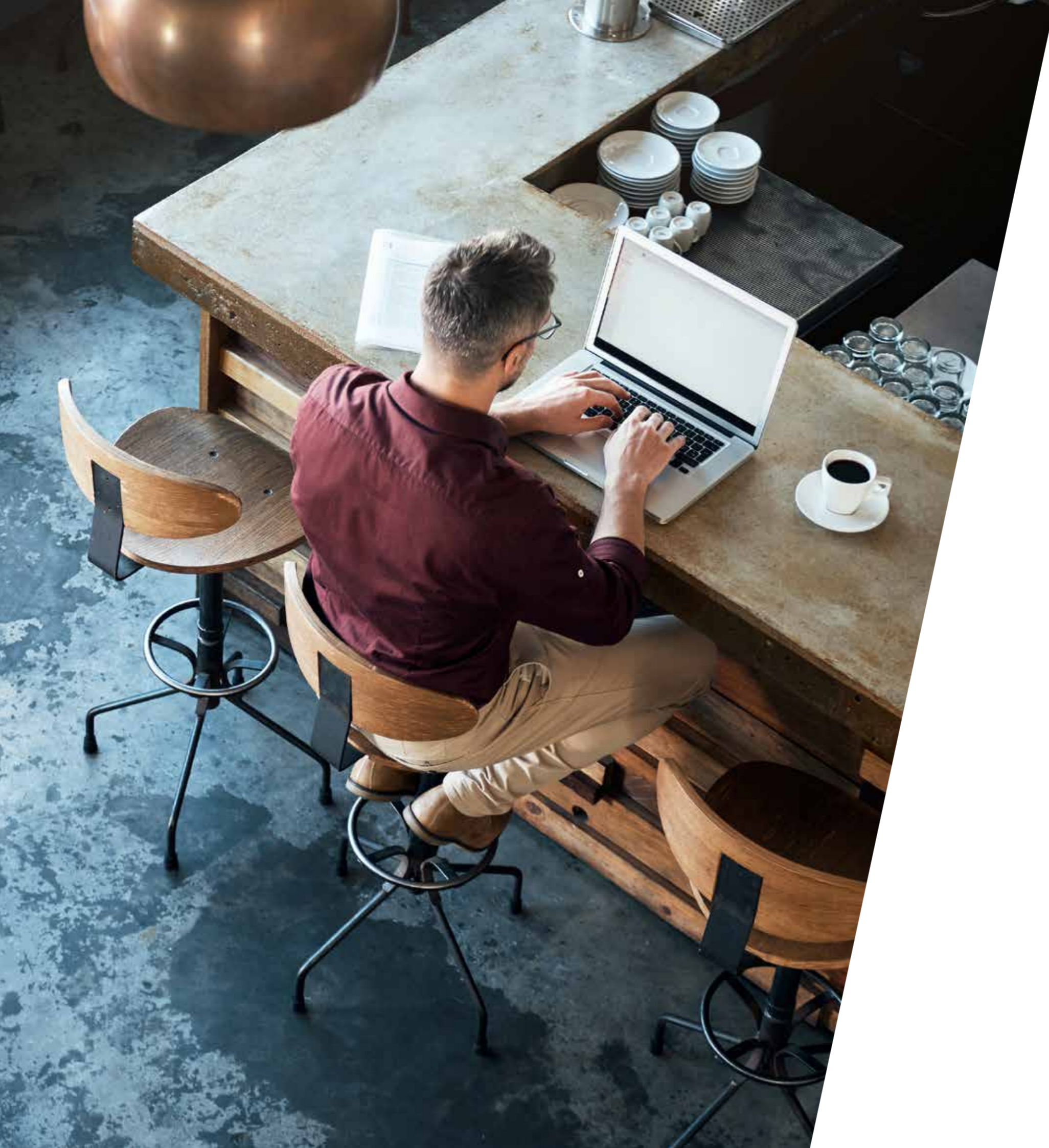
#### GUIDANCE ON CONSUMPTION REDUCTION

Throughout 2020 our UK branch provided various guidelines to reduce the consumption of different resources:

- gas usage: reduced by 5% against the year prior;
- paper: paperless process introduced in the Head Office which reduced the total amount of paper consumption by 5%;
- carbon consumption: thanks to the guidelines provided, the total consumption of CO2 from the emission of cars has been reduced by 50% against the year prior.

«The impact of the pandemic did not stop the pursuit of initiatives to reduce waste and consumption amongst the various group companies»





9

**2021 GOALS**



## 9.1 2021 GOALS

In 2020, despite the global Pandemic, we have been able to achieve most of our goals for the year, thanks to our ability to adapt to the quick changes in our, and other, environments. For 2021-2022, the objective is to keep going in this direction, experiencing, gradually, a return to normal operations in a world, hopefully, more and more Covid-Free.

Here below are presented specific goals for 2021, sorted for category:

### MATERIALITY MATRIX

- Communication of results at global and national level, to both internal and external Stakeholders;
- development of initiatives directly linked to the material topics identified.

### SUSTAINABLE WORK

- Development of internal and external communication of the Sustainable Work Framework as the Gi Group's new "brand purpose";
- update of the Framework and the content connected to it, in line with job market evolutions.

### INTERNAL HUMAN RESOURCES

- First virtual Global Business Meeting, potentially open to all 5,000+ employees;
- internal career path development campaign, with the consolidation of the Career Journey tool and the revamping of Internal Job Opportunities;
- internal communication campaigns related to the themes of the Sustainable Work Framework;
- communication campaigns for further International Days;
- implementation of the "Best Practices Sharing" project;
- maintenance of internal stakeholder engagement through 3 editions of Energy Pulse;
- development of the Live With Stefano Colli-Lanzi webcast format, increasing interactivity.

### CANDIDATE AND WORKERS

- Creation of Global Candidate Experience Function, focusing on these 3 key pillars: culture, performance and innovation;
- development of initiatives targeted at eliminating gender stereotypes and guaranteeing increased placement after the completion of training paths.

### CUSTOMERS

- Increase in the percentage of customers active on the MyGiGroup platform.

### PUBLIC AFFAIRS

- Expansion of Networking with public institutions;
- reinforcement of relationships with third-party entities (foundations, entities) with a national and international scope.

### ENVIRONMENT

- Improving the monitoring of the Group's environmental performance, expanding it to as many countries as possible.

### SOCIAL REPORTING

- Revising the social reporting process and integrating impact indicators.







# 10

## APPENDIX



## 10.1 METHODOLOGICAL NOTE

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This year, Gi Group has decided to begin a process of renewing its social reporting, transitioning from non-standardised reporting (like in the 2019 report) towards reporting aligned with international standards. The reference guidelines selected for the 2020 CSR Report are those of the GRI Standards.

This report should therefore be considered a first step on the path of renewing the Group's sustainability report, which will see a structure increasingly aligned with international standards in the coming years.

Although the document has not been drafted in compliance with the "GRI Sustainability Reporting Standards" (2016) published by the Global Reporting Initiative (GRI), an index relating to those Standards will be included below, to highlight our commitment to aligning ourselves in the future with internationally recognised reporting standards.

The Gi Group's CSR Report is published on an annual basis, with reference to the initiatives, projects and impacts developed during the year.

This document describes the initiatives and impacts that Gi Group has generated during the 2020 calendar year (from 1 January to 31 December).

However, considering the report's publication date and the impact that the pandemic had on certain company operations, we decided to include some information that refers to the outcome of projects planned for 2020 and developed in 2021 as well.

For information relating to this report, please contact the Gi Group's Global CSR Function at the email address [CSR\\_Global@gigroup.com](mailto:CSR_Global@gigroup.com)





## 10.2 INDEX OF GRI INDICATORS PRESENT IN THE REPORT AND RELATIONSHIP WITH SDGS

Main GRI standard	Topic	Specific GRI standard	Disclosure	N° page	Omission	
GRI 101	Foundation (2016)					
GRI102	Organizational profile	102-1	Name of the organization	98		
		102-2	Activities, brands, products, and services	25		
		102-3	Location of headquarters	22		
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		102-42	Identifying and selecting stakeholders	36	
		102-43	Approach to stakeholder engagement	36	
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	Reporting practices	102-46	Defining report content and topic Boundaries	39	
		102-47	List of material topics	39	
		102-48	Restatements of information	No revision	
		102-49	Changes in reporting	92	
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		102-51	Date of most recent report	92	
		102-52	Reporting cycle	92	
		102-53	Contact point for questions regarding the report	98	
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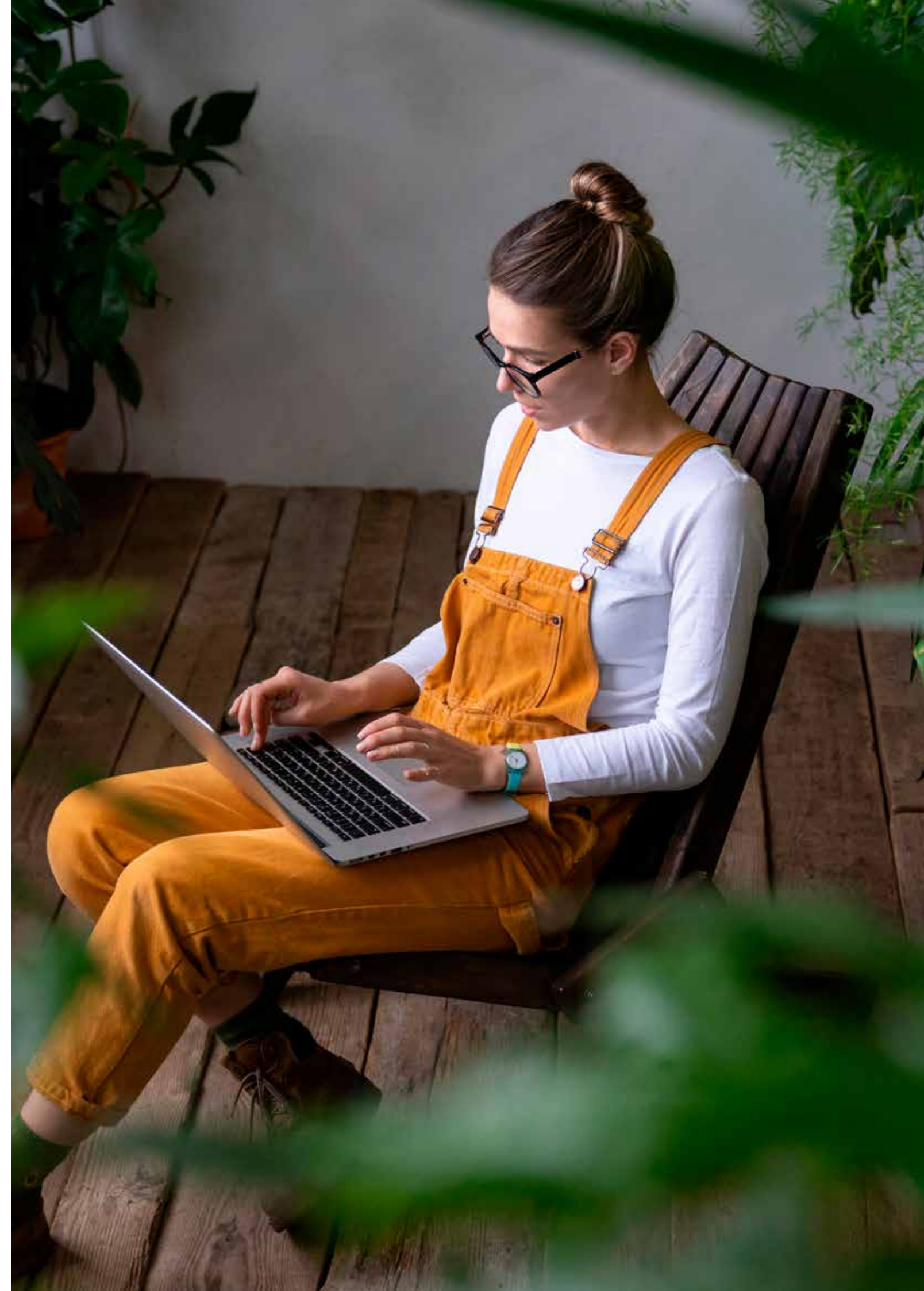


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		Serbia and Montenegro	"Stress management" online training	62
		Turkey	Mindfulness training	63
	Candidates and Workers	Italy	#tackmiwithyou	66
			PAL	66
			Forma.Temp Training	67
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		Spain	#gigroupwithyou	68
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		Serbia and Montenegro	How to prepare for a job interview	68
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			Coaching in action; Training the Manager and the athlete	73
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			Diversity roundtable with clients	74

SDGS	Stakeholder	Country	Initiative	Page
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		Greater China	The Giardino	62
			Insurance for employees	62
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		Spain	Gi Group Mental Energy Counseling	63
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		UK	Gi Radio	63
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			#restart	73
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			Listening Space (ODM)	73
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		Serbia and Montenegro	On-line HR roundtable	74
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SDGS	Stakeholder	Country	Initiative	Page	
Goal 10 – Reduced Inequalities	Our People	Brazil	Wellness and diversity snippets	62	
			Diversity committee	62	
	Clients		UK	Event on the representation of black people in the labour market	74
				Launched new EDI (Equity, Diversity, Inclusion) initiative campaign	74
	Community		Italy	Diversity round table with clients	74
				Homo Faber	79
		Cometa		79	
		Refugee project		80	
		Help me see you	80		
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	Poland	Participation in the Poland Business Run 2020	80		
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Goal 12 – Responsible consumption and production	Environment	Italy	Plastic Free Project	84	
		Brazil	DocuSign technology	85	
		France	World Cleanup Day	85	
		India	Reduction in paper consumption	85	
		Portugal	Electricity consumption control	85	
		Serbia	Collecting plastic bottle lids for Cepzahendikep Association	85	
		UK	Guidance on consumption reduction	85	







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