

# CSR REPORT 2014



**Group**  
YOUR JOB, OUR WORK

**CSR  
REPORT  
2014**



## DEAR STAKEHOLDER,

in the past few years Gi Group went through a challenging process aimed at creating a multinational Group leading **over 2,400 direct Employees in more than 600 branches with 12,000 client companies in more than 40 countries (direct presence and partnership)**. Focusing on work, taking care of its importance for people, companies and the communities in which we operate is our Mission, which we express in this manner: **contributing, as a key player and on a global basis to the evolution of the labour market and education on the personal and social value of work.**

Another important step forward in our evolution as a multinational Group is the roll out and implementation of the **Corporate Social Responsibility (CSR) project**, with which we embraced formal and measurable commitments aimed at meeting the needs of our Stakeholders.

Gi Group's first International CSR Report tells the entire story of the development of our Social Responsibility project: the creation of an international Code of Ethics, the definition of our Stakeholders, the launch of initiatives in the main countries in which the Group is operating directly, the CSR governance bodies, the choice of some key indicators measuring the initiatives and our proposals and commitments for the future.

The launch of the Social Responsibility project and the conclusion of the first CSR Report are already supporting the evolution of the Group's organisational structure, internal and external communication channels and technology.

At the same time this project is making Gi Group's Employees and collaborators more aware of the importance of our Mission and how, every single day, with our activities, this Mission becomes a mean to create value for the Community and all Stakeholders.

The publication of the first Gi Group International CSR Report is therefore an important moment, showing how much we have grown; it is a special opportunity to be aware of our achievements and, at the same time, it is a starting point for new challenges that we will face with the same spirit and enthusiasm we have had from the beginning.

It is my pleasure to share this document with you.

**Stefano Colli-Lanzi**  
CEO Gi Group





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# WHO WE ARE

The Group, in the world, offers services in the following fields: Temporary and Permanent Staffing, Search and Selection, HR Consulting and Training, Outplacement, as well as in a variety of complementary activities (Outsourcing, HR Administration, Field Marketing, Executive Search). Thanks to the commitment of 2,400 direct Employees and more than 600 branches, in 2014 the Group offered services to 12,000 companies, with a total turnover of Euro 1 billion 350 million. The Group operates in more than 40 countries (with direct presence and partnership) in Europe, the Americas, Asia and Africa.

**GI GROUP IS THE LEADING  
ITALIAN MULTINATIONAL  
EMPLOYMENT COMPANY,  
AS WELL AS ONE OF  
THE MAIN PLAYERS AT  
GLOBAL LEVEL INVOLVED  
IN SERVICES DEDICATED  
TO THE DEVELOPMENT  
OF THE LABOUR MARKET.**





# HISTORY OF THE GROUP

**1998**

Générale Industrielle is founded.

**2005**

The Group starts operating in the outplacement sector (DBM Italia).

**2008**

Générale Industrielle and WorkNet merge in one brand: Gi Group, the largest staffing company in Italy working in staffing, search and selection, training, outplacement, insourcing and outsourcing, HR consulting and payroll.

The expansion plan continues in: China and Hong Kong, France, Brazil, Spain and India.

**2004**

Acquisition of Worknet, the staffing agency of the Fiat Group.

This new company becomes the leading staffing company with Euro 320 million in turnover and 190 branches.

**2007**

The Group begins its internationalization process by acquiring companies in Germany and Poland.

**2010**

Gi Group joins CIETT – the International Confederation of Private Employment Agencies, as a Global Corporate Member.

**2011**

Gi Group acquires an important company in the UK and starts working in Eastern Europe.

On 1st December 2011, DBM Italia changed its brand and became INTOO.

**2012**

In 2012 Asset Management, specialized in management training and HR development systems, become part of Gi Group.

The internalisation process continued with penetration of Asia (China, Russia and India) and America (Brazil).

**2013**

Gi Group's HR Consulting practice becomes an international business and is merged under one brand, OD&M Consulting.

The re-branding of middle search and selection practice starts. In 2013, the business was merged under one brand, Wyser.

**2014**

Thanks to partnership agreements, Gi Group widens its presence to 40 countries in Europe, Asia, Africa and America.

# GI GROUP IN THE WORLD

|                                  |  |
|----------------------------------|--|
| TEMPORARY AND PERMANENT STAFFING | GI GROUP   |
| SEARCH AND SELECTION             | WYSER, ELIXIR, E4U   |
| HR CONSULTING AND TRAINING       | OD&M CONSULTING  |
| OUTPLACEMENT                     | INTOO  |
| OTHER SERVICES                   | EXECUTIVE SEARCH,<br>HR ADMINISTRATION,<br>FIELD MARKETING,<br>OUTSOURCING |

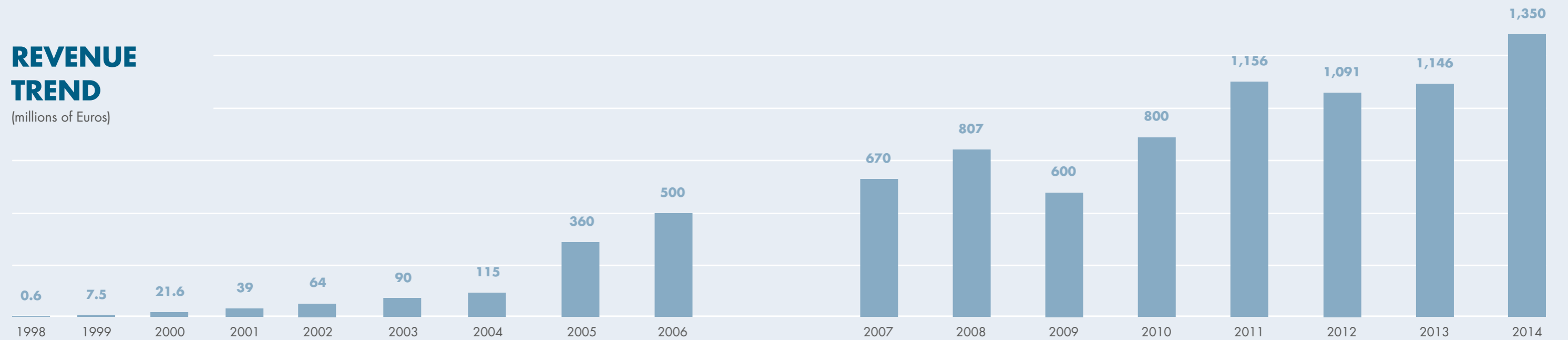
## DIRECT PRESENCE

- Italy
- United Kingdom
- Germany
- France
- Spain
- Poland
- Romania
- Czech Republic
- Bulgaria
- Lithuania
- Russia
- Slovakia
- Serbia
- Croatia
- Portugal
- Netherlands
- Montenegro
- Turkey
- Brazil
- Argentina
- India
- China
- Hong Kong



## REVENUE TREND

(millions of Euros)





## BELOW THE BRANDS THROUGH WHICH GI GROUP PROVIDES ITS SERVICES.

### TEMPORARY AND PERMANENT STAFFING

Temporary and permanent staffing is the core business of the Group, delivered at a global level via the Gi Group brand. With its **temporary and permanent staffing services**, Gi Group can offer both HR search services with high added-value, where **the know-how and expertise** of the local branches are important, and **large staffing projects nationwide and internationally**, for which Gi Group has established specialised divisions.

[www.gigroup.com](http://www.gigroup.com)



### SEARCH AND SELECTION

Search and selection activities are delivered globally via Wyser, a company specialised in search and selection of middle and senior management positions.

Wyser's value proposition is based upon five strategic keystones:

- a methodological approach to recruitment that identifies its Clients' needs, followed by the design and implementation of ad hoc solutions;
- specialisation by professional families, which creates a deep, constantly evolving know-how in Sales & Marketing, Technical & Engineering and Accounting;
- a structured, project-based methodology through which wide-ranging partnerships are built with national and international Clients;
- a candidate management policy strongly oriented towards the development and growth of people and long-lasting partnerships with the Candidates;
- international presence.

[www.wyser-search.com](http://www.wyser-search.com)



### HR CONSULTING AND TRAINING

With OD&M Consulting Gi Group offers **HR consulting services for people management and development**.

Services include:

- reward & performance;
- people development;
- trust & engagement;
- organisation design;
- HR function development;
- research & innovation.

[www.odmconsulting.com](http://www.odmconsulting.com)



### OUTPLACEMENT

Intoo is Gi Group's company specialized in supporting companies in **managing restructuring and downsizing projects, offering outplacement services**. Outplacement, aimed at HR professional growth, is the foundation for offering career transitions meeting people's needs and expectations. The development of individual skills and widening the view on the labour market are the basis of a philosophy according to which people are resources whose growth needs to be promoted.

Gi Group offers outplacement services in Italy via INTOO the leader in this market. INTOO is part of Career Star Group, a global network of outplacement services operating in more than 70 countries with more than 770 offices and 1,800 consultants.

[www.intoo.com](http://www.intoo.com)  
[www.careerstargroup.com](http://www.careerstargroup.com)



**INTERNATIONAL  
PROFESSIONAL  
ASSOCIATIONS  
OF WHICH  
GI GROUP IS  
A MEMBER**



**CIETT**

**Gi Group is Global Corporate Member of CIETT.**

Founded in 1967, Ciett promotes the essential role employment agencies have for organisation and public and private bodies.

The association represents 137,000 companies (203,500 branches) and more than 11.5 million temporary Workers calculated on a daily average (full time equivalents) and around 36 million temporary Workers annually (head counts) in Europe.



**EUROCIETT**

**Eurociett** is the European Confederation of Employment Agencies: it is the authoritative voice representing the common interests of European employment agencies.

Eurociett includes 30 national private employment agency federations in Europe and 7 of the largest multinational employment agencies worldwide.



**GLOBAL APPRENTICE NETWORK**

**GAN** is a dynamic network of companies, entrepreneurial organisations and associations cooperating at an international level and sharing ideas on best practices to promote youth employability and the development of their skills via work-based training programmes.

**Gi Group is an Ambassador for Apprenticeship for Italy.**

GAN members follow three simple principles:

- increasing commitment and visibility of staff in the companies that are training apprentices and training contracts, as part of HR development strategies;
- sharing excellent practices for training apprentices, internships, tutoring, and on-the-job training;

- promoting a network of companies working at both a global and a local level to support effective programmes and partnerships to share international commitment and cooperation.



# CSR AND CODE OF ETHICS





# GI GROUP CORPORATE MISSION AND FUNDAMENTAL VALUES

## GI GROUP'S MISSION IS

**"THROUGH OUR SERVICES, WE WANT TO CONTRIBUTE, AS A KEY PLAYER AND ON A GLOBAL BASIS, TO THE EVOLUTION OF THE LABOUR MARKET AND EDUCATION ON THE PERSONAL AND SOCIAL VALUE OF WORK."**

The company's Mission was the starting point for defining the 6 core values of the Group, adopted by all companies internationally, which guide the conduct of all people collaborating in Gi Group's development.

Those values are :

- work;
- responsibility;
- care;
- economics efficiency;
- continuous learning and innovation;
- team spirit.



## WORK

Gi Group conceives work as a means for people to fulfil themselves, realise their desires and to participate in the creation of a greater 'wellbeing' that can endure into the future: this is why the work done by Gi Group is oriented towards the creation of work opportunities that allow people to experience a future that corresponds to their needs and expectations and abides by the principles of equality, impartiality, the protection of personal dignity and safety and against all forms of discrimination and illegality which allow companies to choose, develop and manage the best Candidates according to their needs.

*"Through our work, we endeavour to contribute to the efforts that all men and all populations make to build an initial happiness."*



## RESPONSIBILITY

Gi Group is well aware of the public and social role of its Mission: as a multinational labour company it is influential in establishing new and better rules for the development of the market and local communities, importing and exporting global best practices.

It is also aware of the fact that the 'wellbeing' it intends to promote through its daily activities falls within the individual responsibility of the company's staff. The companies in the Group and all its Employees and collaborators are therefore called on to take responsibility for supporting:

- universally recognised human rights, and actively safeguarding them;
- the laws of the countries where the Group operates, resisting all forms of abuse and corruption;
- the legislation that regulates workplace health and safety, spreading its culture and adopting the most effective preventative measures;
- the environment, by sustaining the very latest initiatives, technologies and practices aimed at its protection.





## CARE

Gi Group encourage its Employees and representatives to pursue their work Mission by performing their tasks with the utmost care and attention; the work must be done well, for themselves and for those for whom it is intended. In this context, the principle on which the activities of Gi Group are based is represented by the dual priorities of:

- **the Clients:** including both Companies and Candidates: to satisfy their specific needs with ad hoc tools and services, by offering effective, targeted and long-lasting solutions that create value;
- **the people:** to strengthen the recognition of their value and the awareness of the great importance that work has for them, welcoming and taking care of them with the conviction that the Company can play an educational role in their lives.

The ability of a company to successfully maintain its balance and performance in the market is an essential factor to keep the company as a going concern.



## ECONOMIC EFFICIENCY

Gi Group believes that a company's ability to maintain its conditions of balance and performance in the market is an indispensable factor for healthy business, for satisfying the needs and achieving the objectives of the Stakeholders. It must combine business continuity with excellent service and it is not to be understood as the ultimate aim of the activity but as a means of promoting the organisation, its Employees and the economic and social fabric in which the Company operates. It should be pursued with absolute respect for the laws and in accordance with the principle of free, regulated and fair competition.



## CONTINUOUS LEARNING AND INNOVATION

Gi Group is convinced that continuous learning and the encouragement of innovation represent necessary conditions for doing a better job and sustaining business continuity, by creating new solutions that adapt to the changes in the economic and social conditions – for the benefit of all Stakeholders.

In fact, Gi Group staff feel that they are at the service of their environment and not vice versa, and, for this reason, they put themselves at the disposal of Workers, Candidates, Companies and Institutions, sharing their expertise through professionalism in their daily work. Gi Group undertakes to develop the capabilities and skills of its management and Employees to allow the energy and creativity of each individual to be expressed fully so that he can realise his potential.



## TEAM SPIRIT

Gi Group believes that people are a fundamental resource for an organization based upon inter-personal relations, and that team work and deep involvement in the company's Mission are essential to achieving it. Perceiving the company's values and Mission as being in line with one's own vision of work means, for the individual, switching from a passive to a proactive role: everyone at Gi Group is expected to establish a positive relationship with their colleagues and bosses, to exchange views on work conditions and make proposals for improving the company's products and processes that create value for all parties. In fact, the exchange of views must characterise not only relationships between colleagues, but also relationships with all other Stakeholders, to promote an atmosphere in which the dignity, honour and reputation of each individual can be maintained.

# THE STAKEHOLDERS

**GI GROUP DEVELOPED ITS PROGRAMME OF GROWTH AND CONSTRUCTION OF A MULTINATIONAL ORGANISATION KEEPING IN MIND THAT DEVELOPMENT MUST ALWAYS GO HAND-IN-HAND WITH CORPORATE RESPONSIBILITY, SUSTAINABILITY AND CONSIDERING AS ONE OF ITS PRIORITIES THE ABILITY TO MEET THE NEEDS OF ALL STAKEHOLDERS.**

Stakeholders are those categories of individuals, groups or Institutions whose engagement is needed to achieve Gi Group's Mission, or in any event those parties with a stake in the company.

The Stakeholders to whom Gi Group focuses its attention are:

## EMPLOYEES

Business and organisations function best when they make their Employees' commitment, potential, creativity and capability central to their operation. The 21st century business must have strategies and policies in place to develop an agile work environment which evolves over time to meet the changing needs of its people.

## CANDIDATES

As the leading multinational employment agency, Gi Group offers its services to thousands of Candidates every day. Accepting with responsibility the trust of Candidates means offering solutions that are coherent and adequate to the expectations of each person. Developing excellence and quality-oriented processes, being professional, acting with drive and enthusiasm means meeting a need and, thus, creating value.

## WORKERS

Each year Gi Group **finds a job for more than 67,000 people** with its services. Creating and offering new opportunities, taking care of the quality of the professional activities of its Workers means improving their quality of life.

## CLIENTS

Gi Group offers its services **to more than 12,000 companies** every year, submitting its expertise as a primary interlocutor in the management of a fundamental asset for every organisation: the selection, management and development of their people. The efforts made to offer increasingly qualified services and contribute to the healthy and competitive development of its Clients arises from the deep esteem for the enterprise as an essential tool for the development of society.

## THE COMMUNITY AND THE ENVIRONMENT

Socially responsible companies invest in their communities. These actions are not limited to a donation, but include all initiatives aimed at giving a contribution in terms of time, skills, money and know-how. Taking care of the natural environment means doing your job and at the same time respecting the following areas: climate change, management, respect and efficiency of resources, biodiversity and preservation of our natural assets.

During 2014 the company focused on the development of a matrix taking into consideration every Stakeholder and highlighting their main expectations – with the goal of making its contribution to meet them.

Gi Group therefore decided to be pragmatic, specifying and detailing which initiatives are adequate responses to the expectations that surfaced and gathering, from each initiative, indicators showing the effectiveness of the company's activities or the areas of improvement on which it has to focus.

## THE GENERAL PRINCIPLES OF CONDUCT WITH STAKEHOLDERS

The 7 general conduct principles aimed at giving a clear indication on how Gi Group wants to interact with its own Stakeholders and increase the individual responsibility and ethics of each person working for the Group.

The general conduct principles of Gi Group are:

- legality;
- fairness;
- confidentiality;
- honesty;
- transparency;
- sustainability;
- safety.



### LEGALITY

Gi Group works with the Public Authorities and Institutions and all other Stakeholders in respect of the laws in force in the countries where it operates – adopting behavioural criteria based on the principles of transparency and fairness, undertaking to sustain:

- the free association of Workers and the right to collective bargaining;
- the elimination of all forms of forced and compulsory labour, and the effective abolition of child labour;
- the elimination of all forms of discrimination in employment and the professions;
- the respect of all laws that regulate the labour market in relation to disciplinary procedures, working hours and pay, workplace health and safety;
- the fight against corruption in all its forms, including extortion and bribery. In particular, all company representatives are strictly prohibited from conducting unauthorised dealings with Public Administrative Authorities, including the exchange of money, favours or gifts, putting pressure on them, issuing false declarations or any other fraudulent behaviour that violates the law, even if exercised in the false belief that they are pursuing the Company's interests and objectives.



### FAIRNESS

Gi Group bases its activities on the principle of fairness, in order to maintain a constant balance between the particular and general interests of the individual and the Company, Client and Supplier.

The principle of fairness underpins, in particular, the behaviour of everyone who works at or on behalf of Gi Group:

- in its dealings with Employees, Candidates and Workers, in which the selection, recruitment, training, remuneration and management of human resources is to be based exclusively on merit and competence, without any kind of discrimination based, for example, on gender, religion, national or ethnic origin, cultural or social background, disability or illness, sexual orientation, age, marital status or political opinion;
- in its dealings with People, towards whom no prejudice or unfair treatment is permitted and working conditions that favour the development of the individual's personality and professionalism are promoted;
- in its relationships with Clients, in order to be able to provide services of an increasingly high quality, taking account of their particular requirements;
- in its dealings with Suppliers, in which Gi Group does not intend to deny anyone that meets its criteria the possibility of winning contracts, opposing any practices that induce Suppliers to enter a contract that is unfavourable for them.





## CONFIDENTIALITY

Gi Group safeguards the privacy of all Stakeholders and the secrecy of the information and personal data in its possession: all the personal data collecting, filing and processing operations may only be performed by operators expressly authorised to process them under the direct authority of the owner or controller and they are obliged not to use any information for any purposes other than those associated with the company's business.

Considering the sensitive nature of the information and documents handled (including CVs, payslips, sales and work contracts, corporate environment investigations, head hunting activities, outplacement processes, etc.), everyone who works at or on behalf of Gi Group undertakes to respect the strictest privacy procedures that protect the Worker, the Client and the other Stakeholders concerned.

**Gi Group considers that honesty is an essential pre-requisite to being a credible player and to form trust-based relations with all Stakeholders.**



## HONESTY

Gi Group affirms that honesty is an indispensable condition for obtaining credibility and establishing with all Stakeholders relationships based on trust that help to improve the operation, image and reputation of the sector. Honest and efficient business management must characterise the work of the company representatives on all levels, inside and outside the company:

- in accordance with a concept of the market founded on the respect of people, free initiative and regulated competition, for the mutual benefit of the whole of society;
- always acting in respect for the Company's physical property, but also its commercial and intellectual property.



## TRANSPARENCY

Gi Group bases its actions, communications and provision and collection of information on the principle of transparency, emphasising the value of winning the trust of our internal and external Stakeholders. Transparency represents a principle of conduct, in particular:

- with respect to company management and contractual relationships with Clients, Suppliers, Candidates and Workers, which must be fair, clear and traceable;
- with respect to the costs of the services offered, which must be clearly expressed and which, for services associated with the selection and recruitment of Workers, must never be passed to Candidates or Workers;
- with respect to the communication of information about the Company to the outside world, which must also be truthful, simple, comprehensible, prompt and accessible to everyone.



## SUSTAINABILITY

Gi Group develops its activities in respect of all environmental protection laws and standards, with the awareness that all Companies, irrespective of their core business, are called on to implement good consumer practices that guarantee a balance between the use of natural resources and their regeneration.

In its analysis of the environmental impact of its business, the Group takes into account and monitors the consumption of energy, fuel for the company fleet and consumable materials and encourages its Employees and suppliers to work in accordance with this principle.



## SAFETY

Gi Group undertakes to fulfil all its legal obligations on Hygiene, Health and Safety, starting from a careful risk assessment so as to ensure effective work safety, in particular for Employees and temporary Workers. Workers are required not only to take the utmost care to respect the rules and scrupulously follow the specific work procedures related to their jobs but also to undertake the commitment to positively influence their colleagues in relation to safe conduct, acting as promoters of the workplace safety culture. For Gi Group this means ensuring good working conditions, both by protecting the worker's psychophysical wellbeing and in respect of his dignity, taking action to prevent offensive, discriminatory or slanderous interpersonal attitudes and strictly prohibiting conduct that constitutes physical or emotional aggression, harassment, mobbing or bullying.

# THE CODE OF ETHICS

## GI GROUP'S CODE OF ETHICS COMPRISES THE FOLLOWING SECTIONS:

- **AN INTRODUCTION WITH SOURCES, OBJECTIVES AND THE FIELD OF APPLICATION OF THE CODE OF ETHICS;**
- **CORPORATE MISSION AND CORE VALUES OF THE GROUP;**
- **GENERAL CONDUCT PRINCIPLES IN THE COMPANY'S RELATIONS WITH STAKEHOLDERS;**
- **IMPLEMENTATION AND CONTROL WHICH INCLUDE THE DEFINITION OF THE COUNTERPARTS TO WHICH THE CODE OF ETHICS IS ADDRESSED AND THE PROCESSES OF DISTRIBUTION, KNOWLEDGE, APPLICATION AND CONTROL.**

The hinge around which the whole CSR system revolves is the Code of Ethics, which is directly linked to Gi Group's Mission and also aligned with the most important and wide-spread documents issued by International Institutions and employment organisations.

The Code of Ethics was inspired from the following sources:

- the Group's Mission;
- the guidelines defined by the United Nations in the Universal Declaration of Human Rights;
- the Declaration of the International Labour Organization on the fundamental principles and rights of work;
- the ten Global Compact principles regarding Human Rights, Work, Environment and the war against corruption;
- the Code of Conduct of CIETT; of which Gi Group is a Global Corporate Member.

The Code of Ethics includes Values and Principles the Group decided to adopt in its business and relationships with its Stakeholders and represents an integral part of the Gi Group's Corporate Governance guidelines.

The document, issued by the Parent Company in April 2014, is considered as valid for all the Network Companies and was formally approved by the latter in 2014. During the year it was publicised internationally inside and outside the organisation with suitable communication and training.

Specifically, for the company's employee Stakeholders – starting with the directors and managers down to all the associates – the Code of Ethics represent a binding example that must be adhered to when decisions are taken during daily work and in the interpersonal relations within the company and with society and the market. In no case the conviction that we are pursuing the interests and the goals of the company shall allow violation of the rules of the Code of Ethics, which prevail over any internal regulation, procedure or contract which may conflict with said Code.

The Code of Ethics represent a binding example that must be adhered to when decisions are taken during daily work.

Its guidelines and principles shape any second-tier code, further regulation or policy, expressed by the individual Group Companies as a response to the requirements dictated by the activities in the countries, to define all aspects of the business and corporate relations.

The Group's Code of Ethics, which, as we have already said, represents the sum of values upon which the Group companies build their actions, was communicated on the corporate Intranet in April 2014. The document was published with a letter from the Group CEO to all Employees.

In the months following the publication of the document, the CSR Team was appointed. The team's main tasks are: supervising the application of the Code of Ethics and the information and training of all Stakeholders in the company and to propose any update of the Code of Ethics in view of changes in legislation or inside the company.

The CSR team drafted its own regulation during the first meeting in July 2014.

## THE COMPLETION OF THE ADOPTING AND SHARING PROCESS OF THE CODE OF ETHICS IN ALL GROUP COMPANIES AND ALL COUNTRIES IN WHICH THE GROUP OPERATES, REQUIRED THE FOLLOWING:

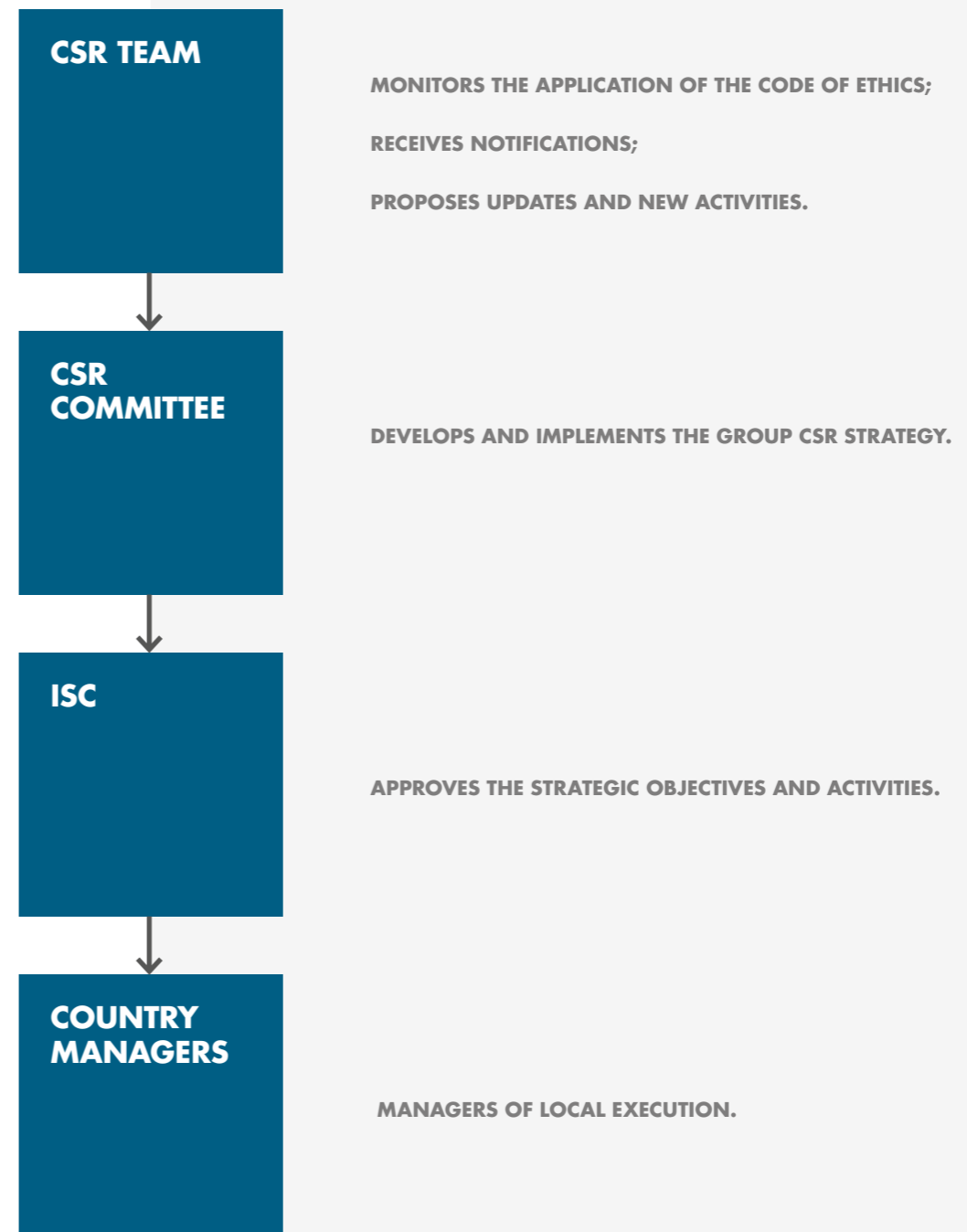
- publication the Code of Ethics on website and corporate media so that they can be shared with third parties and staff of all Italian and foreign companies;
- adoption and publication of the Corporate Procedure for the Code of Ethics Adoption and Management of Requests, Warnings and Claims;
- training of all staff that, in Italian and foreign companies, is completed using the corporate e-learning platform;
- compilation of a survey for the foreign companies of the Group, to map the presence in each company of policies, initiatives and data monitoring tools related to the Principles in the Code of Ethics;
- harmonization between the Group's Code of Ethics and any other second-tier codes adopted by companies to deal with local regulations (e.g. Organizational Models as per Leg. Decree 231/01 for Italy or the Bribery Act for UK).

# CSR GOVERNANCE BODIES

PRESENTED BELOW ARE THE INTERNAL BODIES INVOLVED IN THE GOVERNANCE OF GI GROUP'S CORPORATE SOCIAL RESPONSIBILITY SYSTEM:

| BODY                             | RESPONSIBILITIES  |
|----------------------------------|---|
| International Steering Committee | Approves the strategic objectives and the activities related to the Group's CSR implementation and management.  |
| CSR Committee                    | Develops and implements the CSR strategy, monitors the trend of the processes and takes corrective actions when necessary; ensures the spread of information to the whole organisation.   |
| Country Managers                 | They are responsible for the flow of communications throughout their country and are guarantors of the implementation of the processes of local CSR activities.   |
| CSR Team                         | Supervises application of the Code of Ethics, monitors information and training, receives and deals with notifications and the complaints regarding the application of the Code of Ethics, proposes updates to the CSR to comply with legislative or organisational evolutions. |
| Volunteers                       | Participate in voluntary work and contribute to its formulation and organisation.   |

## COHERENCE BETWEEN TRAINING AND DECISION-MAKING PROCESSES AMONG DIFFERENT LEVELS MAY BE SUMMED UP WITH THE FOLLOWING SOLUTION:





# THE SOCIAL RESPONSIBILITY PATH



# SOCIAL RESPONSIBILITY INITIATIVE DEVELOPMENT IN COUNTRIES IN WHICH GI GROUP OPERATES

**IN 2014 GI GROUP MAPPED ALL CSR ACTIVITIES AND INITIATIVES DEVELOPED LOCALLY IN ITS COUNTRIES, WITH THE AIM OF HARMONISING THE COMPANY'S INITIATIVES AND CREATING ONE GROUP CORPORATE SOCIAL RESPONSIBILITY PROJECT, IN LINE WITH ITS VALUES AND MISSION. THE FOLLOWING IS AN OVERVIEW OF CSR PROJECTS DEVELOPED AT AN INTERNATIONAL LEVEL.**

In terms of certifications, Germany, Spain, India and Poland were awarded the ISO 9001 certification in the Quality sector. In addition to this, Gi Group Spain joined the Global Compact of the United Nations in May 2011 and Germany was awarded the OHSAS 18001 certification on safety at work.

China and Poland received local recognition for their business ethics, safety measures and respect for the environment:

- Gi Group China was awarded

(in 2012, 2013 and 2014) the "Service Trusting Brand Company". The award was given by the Ningbo municipality after a joint evaluation by several local bodies (Labour Bureau, Court, Public Prosecutor's Office, National Tax Bureau, National Industry and Commercial Bureau) referring to the ethical development of the business;

- Gi Group Poland was classified as "Reliable Company" by the Economic Information Bureau

KRD. The "Reliable Company" certification is an annual certification issued by the "Rzetelna Firma" Private Body, which collaborates with the debtor's court, the public body monitoring centrally, together with the tax office, the credibility of public and private companies all over Poland. Being one of the Reliable Companies means that, in a specific year and also in previous ones, the company made prompt and precise payments to internal and external Workers and suppliers.

In summary, Gi Group Poland received the Golden Certificate because it is credible and precise in its relationships with Workers, Institutions, National Health Bodies, Social Bodies and Suppliers.

Many countries developed concrete activities for the prevention of corruption-related crimes:

- Gi Group China developed a Staff Manual with specific indications in terms of crime prevention in the corruption area;
- Gi Group India defined an Anti-corruption Policy to prevent this type of crime;
- Gi Group Poland defined internal policies related to the following areas: Professional secrets, Confidentiality, Equal opportunity and Personal data protection;
- In Germany, all the information and procedures ensuring compliance with the law are included in the Organizational Handbook.

All countries in which Gi Group operates have adopted internal

policies aimed at ensuring compliance with the impartiality principle in relation to the selection, training, remuneration, and management processes of their internal human resources (personnel). The same attention is given to health and safety on the workplace.

Considering the sensitive nature of the information and documents handled when delivering services, (including CVs, payslips, sales and work contracts), everyone who works in, or on behalf of, Gi Group undertakes to respect the strictest privacy procedures that protect the worker, the client and the other Stakeholders concerned.

Many countries adopted specific policies or documents in this field, such as:

- "Non-competition agreement" adopted by Gi Group China;
- All documents and contracts developed by Gi Group Bulgaria are recorded and monitored by the "State Data Protection Act";
- The Data security Policy and Data handling and archiving procedures in Germany.

CSR projects developed in Italy and UK, countries that launched significantly complex projects, will be analysed more in depth in the following paragraphs.



# EMPLOYEE DEVELOPMENT PROCESS

**ALL CORPORATE PROCESSES AIMED AT DEVELOPING SKILLS AND PROFESSIONAL GROWTH OF PEOPLE WORKING IN GI GROUP ARE CONSIDERED AS STRATEGIC ASSETS FOR THE GROUP.**

## ANALYSIS AND ROLE CLASSIFICATION SYSTEM

Before analysing the individual processes in depth, we will consider the **Analysis and Role Classification System** adopted by the Group. The international organizational complexity of Gi Group led to the introduction of a role analysis and classification system that:

- generates more clarity in the organisation by defining the roles in the company and mapping each of them with the main professional functions;
- permits grouping roles in homogeneous organisational levels, to develop people management and development policies that are coherent, structured and governed by a clear, defined and shared strategy.

The **Gi Group Professional System (GPS)** project was thus rolled out with the aim of analysing and classifying all roles representing the point of reference for all staff management and development policies and enhancement of professional skills.

The introduction of the GPS allows the company to:

- create a way to analyse and understand the organization and the roles within it;
- develop people management and development policies matched to the different professional functions, such as:
  - map and manage potential career paths (both horizontally and vertically);
  - ensure the implementation of homogeneous training programmes for the roles with the same organizational complexity;
  - define reward policies based on principles of internal equity in line with its market positioning.

- make communication of HR corporate policies between the manager and co-worker easier.

The GPS is a flexible tool and will be constantly updated by the Group HR Management in collaboration with Country Managers and local HR managers, in line with internal organizational evolution.

## HR DEVELOPMENT POLICIES

**HR development policies** are and will always be defined in line with the framework based upon the Gi Group Professional System (GPS).

Professional development processes are divided into three types.

### PROFESSIONAL DEVELOPMENT INSIDE THE ROLE

This category includes all activities aimed at supporting co-workers and increase their experience and enhance their professional skills, with the final aim of constantly improving performance in their role.

### HORIZONTAL CAREER PATHS

Professional development within the organisation may be achieved by changing the role of a person. Even though this does not lead to an increase in responsibility and complexity, the professional functions are different and therefore require skills that had not been consolidated before.

Horizontal career paths, allowing people to widen the view of the or-

ganisation and increase their experience, are specifically developed by changing the role of the person within the same level of professional complexity (according to the Group Professional System).

### VERTICAL CAREER PATHS

Vertical growth within the organisation is aimed at developing people that reached excellent and constant performance levels and can continue developing their professional skills by working in roles with a higher responsibility and organisational complexity.

## TRAINING

ANOTHER IMPORTANT PEOPLE DEVELOPMENT TOOL IS TRAINING, SINCE IT REPRESENTS A MOMENT OF SKILL DEVELOPMENT AIMED AT GIVING PEOPLE A MORE COMPREHENSIVE VIEW OF THEIR PRESENT ROLE OR PREPARING THEM TO CHANGE JOBS (HORIZONTAL OR VERTICAL CAREER PATHS). IT IS ALSO ONE OF THE TOOLS LINKED TO THE PERFORMANCE EVALUATION PROCESS, TO REDUCE THE GAPS AND PROMOTE SKILL DEVELOPMENT.

Five types of training are used in Gi Group:

### INDUCTION TRAINING

- offered to all newly hired, with the aim of presenting the main organisational units of the Group and transfer the necessary professional functions needed to work in their role;
- the training is delivered with a mix of on-the-job training (mentoring with manager and senior colleagues), class training and e-learning;
- some examples: Induction for the newly hired, mentoring and remote learning (e-learning) on the contents of specific roles in the Business Model, etc.

### PROFESSIONAL TRAINING:

- training programmes – usually delivered in a classroom environment – aimed at transferring and consolidating technical and professional skills to fulfil one's role fully;

- some examples: negotiation techniques for the sales force, selection methods for recruiters, Project Management for positions involved in managing projects, analysing and mapping the market for Key Accounts and Area managers, legal training, etc.

### MANAGEMENT TRAINING

- collective or individual training programmes – in a classroom or with experiential methodology – aimed at enhancing soft skills of people in managerial roles (team management, heads of corporate functions or processes);
- some examples: team management and development, leadership models, tools for managers (feedback, delegation, managing meetings, etc.), personal and professional growth, etc.

### TECHNICAL/PROFESSIONAL TRAINING

- training on new products and services and how they are delivered, on procedures,

courses on operating skills linked to the person's role which are not included in core accountabilities (e.g. foreign languages, office software used in the company, etc.);

- this type of training is delivered with a mix of on-the-job training (mentoring with the manager and senior colleagues), classroom training and e-learning.

### COMPULSORY TRAINING

- training required by law (e.g., on health and safety in the workplace).



## PERFORMANCE EVALUATION

**Performance Evaluation** is an essential part of management in HR growth. It is one of the essential processes that guarantees HR development which is fair and in line with the contribution of each individual in the organisation.

Performance Assessment is:

- a moment of individual accountability, because the professional goals expected by the manager and the organisation are discussed with the employee;
- it is an opportunity to acknowledge the contribution of each person to the organisation;
- it is also a moment to discuss and share ideas between manager and co-worker;
- it is a process that gives important indications on HR Development policies.

The Performance Evaluation system, in practice, allows the company to engage and motivate its Employees by stressing their strengths and im-

provement areas.

By introducing one, homogeneous Performance Evaluation process in Gi Group, the company was able to develop a system promoting improvement in individual performance – thus boosting business growth – which also paves the way for concrete professional development activities.

To reach this milestone, what emerged during the evaluation phase (improvement areas) has to be matched with the contents of the training programmes organised at a local or global level.

## REWARD POLICIES

Within the process that defined Group HR Development, Reward Policies based upon principles of internal equality and coherence with the salaries of the relevant market (external equality), were also analysed. Such policies are based on a Total Reward model taking into consideration the following elements:

- fixed salary: The basic parameters according to which the Group wage system is developed were defined (the

value of the role – linked to GPS and the introduction of the salary grades – and the value of performance) at a global level;

- bonus system: Gi Group offers a compensation mix with a bonus system for some roles/professional families, with the view of having a common direction for the attainment of corporate goals;
- welfare services: Packages of

services offered, to date, in different manners according to the countries, in compliance with current local regulations;

- International career paths: Aimed at managing the international careers of people and defining an expatriate management policy.

**THE PRESENCE OF A COMMON ROLE CLASSIFICATION SYSTEM, PROFESSIONAL DEVELOPMENT PROGRAMMES, TRAINING ACTIVITIES, PERFORMANCE MANAGEMENT AND REWARD POLICIES ARE THEREFORE THE MAIN PROCESSES THROUGH WHICH THE GROUP INVESTS IN THE DEVELOPMENT OF ONE OF ITS STAKEHOLDERS, ITS EMPLOYEES.**

# FOCUS ITALY

In Italy, starting from the Stakeholders the Group identified at an international level, the Group implemented and measured activities that meet the needs of each of them.

## EMPLOYEES

**“PEOPLE WORKING IN OUR OFFICES TRY TO PARTICIPATE DAILY IN THE STRUGGLE THAT MEN AND WOMEN AND ALL POPULATIONS GO THROUGH IN THE PURSUIT OF THEIR HAPPINESS.**

**WE OFTEN COMPARE THE COMPLEXITY AND SOLIDITY OF OUR WORK TO THE CONSTRUCTION OF A CATHEDRAL, WHICH LASTS FOR A LONG STRETCH OF TIME. WE AIM AT FUNDAMENTAL PRINCIPLES OF MANKIND LIKE RESPECT, BRILLIANCE, CLARITY AND THE ABILITY TO ORGANIZE OURSELVES, TOGETHER WITH OUR METHOD OF WORKING AND A STRONG OPERATIONAL AS WELL AS MORAL DISCIPLINE.”**

**GPS – Gi Group Professional System:** it's a mapping and classification system for all the roles in the Group defining the main job descriptions for each role and sorting them according to corresponding ranges of complexity.

Gi Group offers a tool to its direct Employees that brings clarity into the organization and makes HR policies transparent, at the same time helping the company to share a common language throughout the Group.

This tool is important to create a real HR management and development system which is coherent and integrated and which may help to ensure a clear and ethical career development of each employee, increasing the awareness of their roles and helping constantly improve the results of the Group.

**Orientation Day:** each new employee is welcomed and trained by Gi Group during a specific day during which Gi Group's organization and structure, as well as values, principles and Mission are presented, so that the fundamentals

**“Each new employee is welcomed and trained so that the fundamentals are promptly shared.”**

of the Group's work and identity are promptly shared with the newly hired.

**DOCEBO Platform:** a tool available to all direct Employees and associates to ensure a convenient, prompt delivery of information and training both on compulsory topics such as privacy regulations, corporate administrative responsibility, health and safety in the work environment and on constant regulatory updates which each employee must know in order to fulfil their tasks effectively.

**Professional training:** every year Gi Group invests in increasing competencies of their Employees via training plans that are specifically designed to offer constant improvement in skills required in their roles. Courses focus on specific skills required by the employee's position or management skills. Each year a

training catalogue is defined and shared with each Head of Department, in order to ensure a match between the needs of each person and corporate strategies.

**Annual performance review:** the awareness of the main responsibilities of each role and the opportunity to share with the manager a performance review are two essential milestones in the professional skill development process of each employee. The performance review for Group Employees uses the same processes, tools and time lines throughout the Group and guarantees an integrated system aimed at the professional development of each employee.

## CANDIDATES

**“THOUSANDS OF PEOPLE GET IN TOUCH WITH GI GROUP EVERY SINGLE DAY, TRUSTING THE COMPANY AND ENTRUSTING THEIR FUTURE TO IT, RECOGNISING THAT WE HAVE THE NECESSARY COMPETENCIES AND PROFESSIONAL KNOW-HOW TO ADEQUATELY MEET THEIR EXPECTATIONS AND NEEDS.**

**OUR COMMITMENT, EVERY SINGLE DAY, IS TO ACCEPT THIS TRUST IN A RESPONSIBLE MANNER, PROPOSING COHERENT, ADEQUATE SOLUTIONS TO HELP PEOPLE FIND A JOB OR RE-ENTER THE LABOUR MARKET.”**

**Gi Day:** an event for young students out of high school and university looking for their first job. During the Gi Day, the young participants have the opportunity to meet large companies in the territory and participate to advising and training sessions. The first Gi Day was organised in Milan in 2011; since then the event welcomed around 1,800 young participants in 19 venues in the main Italian cities, with 150 Clients involved. The 2013 edition was dedicated to Apprenticeship, with sessions that analysed in greater depth the application of this type of contract, relevant regulations and advantages of this tool for young people and companies.

**A Scuola d’Azienda:** it is an activity for the students that are about to finish high school in which participants, after a preparatory advising course, have the opportunity to get to know the daily activities, operations and needs of specific companies in the territory, by talking directly with people representing those companies. The initiative, launched in 2011 and then repeated subsequent years, involved 60

classes at 27 different schools, giving the opportunity to more than 1000 young students to visit 40 client companies.

**First Service:** Since 2011, Gi Group committed itself to helping young students just out of university or high school who are starting to explore the labour market and decided to support them not only with ad-hoc initiatives, but also by launching a dedicated service.

The First Service is a real competence centre with staff specialized in this specific target, able to advise students on the best professional opportunities available in the market and introduce them into the labour market with the most secure flexible contracts, designed for the first job of their career.

**The Welcome Book:** it is a tool aimed at giving support to Candidates throughout all the different stages of their relation with Gi Group: from selection for one of our corporate Clients to a permanent job offer, up to the moment in which the candidate becomes one of our Employees or until we need to manage a

recruitment process with one of our corporate Clients. It is an additional document that certainly does not replace the personal, dedicated relations branch staff provide in each phase of the work relation with Gi Group, but which can represent, for the user, a precious and constant point of reference.



## WORKERS

**“WORKING IN GI GROUP HAS A DIRECT IMPACT ON THE LIFE OF WORKERS AND ON THEIR OPPORTUNITIES TO BUILD AN ADEQUATE FUTURE IN ACCORDANCE WITH THEIR EXPECTATIONS OR NEEDS.**

**TOGETHER WITH OUR CLIENTS, WE WANT TO BE ABLE TO INTERPRET, UNDERSTAND AND RESPOND TO THE NEEDS OF OUR WORKERS.”**

**Ricolloca:** it is the Business Unit that gives access to the system of Active Employment Policies to those that have the adequate requirements. Gi Group is a certified body for the provision of work-related services in several regions in Italy, with a growing number of branches authorized to provide welcome, advising, skill development, support services and professional experiences on the job, recruitment, outplacement (including projects sponsored by the Government), with the final aim of finding jobs for Candidates. The good experience and know-how of the dedicated staff makes them able to take into account the different work needs of people during their whole working life, offering personalized career paths and opportunities to help young people land their first job when they enter the labour market and deal with any potential difficulties related to work (long-term unemployment, collective dismissals and redundancy pay).

**Promoting constant career opportunities:** Gi Group supports temporary Workers in the delicate period of time in which their work Mission is

about to come to an end; before the contract expires. Each branch checks whether the worker may have new career opportunities by analysing their needs, skills and competencies, checking together the situation in the local labour market and pro-actively sending a presentation form of ex-workers to their Clients.

**Government-sponsored training:** in compliance with art. 12 of Leg. Decree 276/2003, Gi Group pays Forma.Temp a contribution of 4% of the wages paid to temporary Workers and reinvests the amounts allocated in promotion and professional retraining programmes for Candidates and temporary Workers, in order to provide constant career opportunities.

Training activities are free and highly specialised, to meet the needs of the market and corporate Clients that communicate specific training needs.

**3,499 courses were delivered to more than 20,000 participants during 2014, totalling 132,595 hours of training.**

## CLIENTS

**“EVERY DAY, THOUSANDS OF COMPANIES GET IN TOUCH WITH GI GROUP, FROM ROME TO LONDON, AND FROM RIO DE JANEIRO TO HONG KONG.**

**WE KNOW WE ARE PRIVILEGED INTERLOCUTORS; WE LISTEN WITH CURIOSITY, TRYING TO EMPATHIZE, SHARING DIFFICULTIES AND OPPORTUNITIES, PUTTING TOGETHER OUR EFFORTS WITH THE BELIEF THAT WE CAN REALLY GIVE OUR CONTRIBUTION, TOGETHER, TO THE EVOLUTION OF THE LABOUR MARKET.”**

**StartApp:** the apprenticeship contract, which includes both a working and a training period, is the best type of contract to create a constant relation between Workers and Clients. The company's work process allows Gi Group to constantly manage and share with Workers the administrative and contract aspects, professional development (creation and monitoring of the training plan) and the final results (constant feedbacks with Clients). Moreover, Gi Group, thanks to the know-how within the Group, takes care of paperwork for the company, giving Clients the opportunity to focus only on professional growth of their talents, via ad-hoc services, from training plan design to administrative management, from tutorship to training of corporate tutors for apprenticeship, as per Min. Decree 22/2000.

**Internship promotion:** Gi Group promotes internships and, as such, it signs an internship agreement with the receiving company, it gives support to the development of the training project, and appoints a tutor who ensures that the internship is monitored, in order to

maximize the results for the company and the worker.

**CustomerArea:** it is a private, online area for Clients, offering direct, secure access to data updated in real time on current contracts and Workers, their attendance and invoices, in addition to a panel with interesting statistical data. It is a tool Clients can manage independently, aimed at providing a transparent and even more efficient service.

**Moms@Work** is an INTOO service, in collaboration with Eu-Tropia, offered to companies to act on diversity in a structured, organized manner, focusing especially on working parents. The approach includes initiatives for integrated management of maternity leaves and professional reinstatement of working mothers, in addition to consultancy and training on organizational flexibility and work-life balance.

**Family Project:** it is a service offered by Gi Group that solves all issues linked to the management of house chores, children and elderly people. Gi Group puts its experience at the service of private people in

search and selections of caregivers, baby sitters, housemaids, caretakers, housekeepers, cooks and all staff needed to manage a family.

## COMMUNITY AND ENVIRONMENT

### “GI GROUP AIMS AT MEETING INDIVIDUAL AND ALSO COLLECTIVE EXPECTATIONS.

WE ARE PART OF THE SOCIETY JOURNEY AND WE WANT TO PRO-ACTIVELY AND ETHICALLY MEET THE NEEDS OF OUR COMMUNITY IN THREE MAIN AREAS: THE LABOUR MARKET, THE ENVIRONMENT AND THE WEAKEST SOCIAL GROUPS.”

**Gi Group Academy:** it is the foundation, promoted by Gi Group, created to develop the culture of work, i.e. the education of personal and social value of work – in the countries in which the company operates.

The foundation is considered as a point of aggregation, discussion and analysis for the main topics concerning the relation between work, people, companies and society. It is open to all operators in the market.

Its several initiatives, that help create the public image, the cultural issues and the institutional function of the Group, benefits from several collaborations with Universities, research centres, media, Institutions and labour market experts. Gi Group Academy aims at developing and promoting an effective work culture, thus contributing to improve the markets in which it operates.

Its main activities stem from the Study and Research Centre (notably, the Permanent Observatory on the Labour Market) and the Corporate University and they also include all activities linked to communication of the company with the public.

**Events and conferences:** conferences, workshops, presentations of researches, round tables, corporate case studies, exhibits involving representatives of the authorities,

professionals, managers, university professors and labour market opinion leaders are organized all over Italy, especially in Gi Group's Work Centre (Palazzo del Lavoro).

**Sponsorship:** Gi Group has been for many years the institutional sponsor of CMC (Milan Cultural Centre), which collaborates with public Institutions and private entities and has more than 3000 members. Gi Groups constantly supports its multidisciplinary activities, with the organization of dozens of events per year on topics like philosophy, art, culture and literature, science, economy and medicine.

**Eco Drive:** it is an application allowing people to measure and improve their driving style, thus reducing CO2 emissions and saving fuel. Gi Group decided to equip cars in its corporate fleet with the Eco:Drive system to check, manage and improve fuel consumption performance. Being ecologically sustainable is not only an ethical goal, but also a specific asset for national and international business activities developed by Gi Group with responsibility also in our travel policies. The company keeps on working on the use of tools and technologies that can help reduce trips, emissions and the excessive use of paper documents.

**Paper save:** it is an initiative promoted by Gi Group aimed at reducing

the environmental impact of the company's activities by reducing the use of paper thanks to a complete refurbishment, started in 2012, of multifunction printers – more efficient and automatically programmed for printing on both sides of a page – allowing the company not only to save paper, but also ink cartridges, energy and waste.

“Being ecologically sustainable is not only an ethical goal, but also a specific asset for national and international business activities.”





## THE 231 ORGANIZATIONAL MODEL

Italian Companies **Gi Group S.p.A.**, **Intoo S.r.l.**, **Asset Management S.r.l.** and **Gi Formazione S.r.l.** adopted an Organization and Management Model in compliance with Legislative Decree of 8th June 2001, no. 231, which introduced into the Italian legislation an administrative liability regime (which refers to criminal responsibility) against Bodies committing crimes in their own interests or to their own advantage, by people representing, administering or managing such Bodies or people managed or supervised by the aforementioned parties.

In light of recent developments in CRS and the introduction of the

Group's Code of Ethics, the CRS Code of Ethics – valid at a global level – was harmonised with the Code of Ethics in the 231 organisational models; the 231 Codes were therefore called Codes of Conduct and represent the guidelines that companies decided to spread to all the relevant Stakeholders for the adoption of conduct preventing crimes as pursuant to Legislative Decree 231/2001.

As for Administration Accountability, in the general realm of activities of its Corporate Governance system, Gi Group S.p.A., Intoo S.r.l., Asset Management S.r.l. and Gi Formazione S.r.l. updated their

Organisational and Management Model in 2013 pursuant to Legislative Decree 231/2001 after the introduction of new crimes (induced bribery – private bribery).

The update was the result of a risk assessment carried out both with interviews on corporate functions operating in areas subject to this risk and by analysing sensitive statements of assets and liabilities and income statements. The risk assessment was completed with a document mapping risk areas.

During 2014, the Companies started training all personnel and implemented all the most suitable control

measures to minimize the risk related to these new forms of crime.



# PARTICIPATIONS IN TRADE ASSOCIATIONS, CERTIFICATIONS AND AUDITS

**THE PARTICIPATION IN NATIONAL TRADE ASSOCIATIONS AND THE ADOPTION OF MANAGEMENT SYSTEM IN COMPLIANCE WITH INTERNATIONAL REGULATIONS ARE, FOR GI GROUP, EFFECTIVE TOOLS TO PURSUE ITS MISSION AND ACHIEVE THE CORPORATE GOALS IN THE PERSPECTIVE OF CONTINUOUS IMPROVEMENT.**



## **ISO 9001 CERTIFICATION**

The quality certification is the evaluation and proof, by an independent, qualified third party (Quality System Certification Body) that an organization is compliant with requirements as per regulation UNI EN ISO 9001:2008, and showed it has the ability to provide products and services in compliance with the requirements of Clients and relevant laws and regulations.

In line with the aims of the Quality Certification, Gi Group complies with its quality management system designed to constantly improve performance, taking into account the needs of all Stakeholders, with a strong focus on client satisfaction and win-win relations with suppliers.



## **SMETA (SEDEX MEMBERS ETHICAL TRADE AUDIT)**

SMETA is an audit carried out by an Accredited Certification Body which certifies compliance with internationally recognized standards such as Smeta 4 Pillars for: Health and Safety, Environment, Working conditions and Business Integrity. Such audits are mutually recognized and last for three years. Gi Group received the Letter of Conformity from SGS Spa on 06/07/2012.



## ASSOLAVORO

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Assolavoro is the National Trade Association for Employment Agencies, founded on 18th October 2006 from the merger of the three pre-existing representatives.

The association includes Employment Agencies accounting for around 90% of the total turnover for temporary staffing with more than 2,500 branches in Italy.

The Association was founded to guarantee Employment Agencies higher standards of protection and representation as well as integrated support and information.

It is seen as a Social Partner and always gives its contribution in the meetings organised by the Government and the Parliament, contributing to both the implementation of new regulations and fact-finding labour market surveys.

Assolavoro is a member of Confindustria, the main Industry Association in Italy, and represents the Italian expression of Eurociett, the European Confederation of Employment Agencies.

Stefano Colli-Lanzi is Vice-President of Assolavoro.

## ASSOLOMBARDA

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It is one of the oldest industrial organisations in Italy. The first associations of industrialists and entrepreneurs in the same area were founded in 1890 and then joined forces to form Assolombarda.

The organisation now represents and protects the interests of around 5,000 companies of all sizes: small, medium and large, national and international, producing goods and services in all kinds of sectors. It includes around 280,000 Employees locally and hundreds of thousands in the remainder of Italy. Assolombarda plays an essential role as a representative and lobbyist; the association protects the interests of its member companies in relationships with external interlocutors in Institutions, training, environment, the territory, culture, the economy, labour market and civil society. The association also offers specialised consulting services in all sectors of interest to its member companies.





## CONFCOMMERCIO

CONFCOMMERCIO-Imprese per l'Italia, the General Italian Confederation of Companies, Professions and Free-lancing, is the largest representative in Italy with more than 700,000 member companies.

The representation system of Confcommercio is developed at a territorial level, with organisations in each province and regional unions, and at a sector level, with national trade organisations.

The Young Entrepreneurs Group and the Women Third-Sector Group are present at all territorial levels of the confederation system. The former includes "Under 40" members, the latter the associated women entrepreneurs.

The Confederation, via the bodies defined in its Statute, expresses the general guidelines of its representation policy and, via its national structure, it identifies the actions, coordinates implementation tools and defines development strategies for the represented sectors.



## EBITEMP

Ebitemp: national bilateral body for temporary work was founded to develop collaborative trade union relations, promote the development of temporary work and ensure that Workers have innovative protection tools.

The choice of trade unions and entrepreneurial associations to create Ebitemp, the bilateral body for temporary work, was made on 28th May 1998, with the signature of the first collective contract in that sector.

In 2002, upon the first contract renewal, the first activities for protection of Workers were launched. The goal of this "mini-welfare" programme is to provide higher security for those working in a system of flexible contracts: it is important to create conditions that also allow those Workers to make long-term projects in their lives.

## FORMATEMP

Fund for Temporary Worker Training – it is a bilateral body founded as a free non-profit association representing Employment Agencies (ASSOLAVORO), trade unions of temporary Workers and Trade Union Confederations (CGIL, CISL and UIL).

The Fund was authorized to operate with the Legislative Decree of the Ministry of Labour which supervises and controls the Fund itself.

The creation of Forma.Temp the bilateral management system of professional training, allowed companies to use financial resources aimed at providing further professional growth for temporary Workers within labour market policies.

All training courses funded by Forma.Temp are free of charge and therefore participants do not have to pay anything.



## AISO

AISO (Italian Association of Outplacement Companies) is the association that gathers the main companies operating in Italy in the Outplacement sector, thus supporting people in career changes. Founded in 1988, AISO aims at spreading and representing the Outplacement culture in Italy.





# FOCUS UK

In this section is presented the path Gi Group UK followed in terms of process development and Corporate Social Responsibility.

## MARKET

### KEY COMMITMENTS

- aim to build relationships with Clients and suppliers whose CSR values reflect those of the Gi Group;
- develop and deliver products which enhance the service offering to all Stakeholders;
- commit to providing regular updates on Gi Group's CSR activities to all Stakeholders.

### INITIATIVES AND RESULTS

#### Communication

- development of the CSR section on the company's website;
- introduction of CSR-specific marketing material;
- communication of updates via social media;
- issue of CSR newsletter (June and December).

#### Client and Supplier Relationships and New Products

Gi Group launched CSR-based activities in partnership with its key Clients. This resulted in the involvement of Clients in the company's community-related activity as well as increasing employment opportunities from disadvantaged groups, such as the disabled, ex-offenders and the homeless.

The **Employability programme** also provides opportunities for young people to obtain a qualification and secure a permanent position with a client once they completed an initial temporary period. In 2014, 2486 persons secured a permanent position via this route. The company's commitment to the "Stronger Together" initiative increased our focus on working with Clients to identify and reduce the possibility of the occurrence of forced labour, labour trafficking and other forms of third party labour exploitation.

The **general supplier questionnaire**

survey issued to the company's key suppliers has enabled Gi Group to begin building a profile of its current supplier base and will eventually lead to the development of a key supplier selection process in 2015. The amount of detail already submitted by suppliers has varied with Lyreco setting the benchmark for the remainder to follow.

The development of the **Agility** candidate/client management system has improved the effectiveness of overall service delivery.

## EMPLOYEES, CANDIDATES AND WORKERS

### KEY COMMITMENTS

- develop a working environment which promotes the health and well-being of both temporary and permanent Employees of Gi Group;
- provide Employees with the support and tools to enable them to perform their duties to a high standard and to develop their careers;
- engage with our Employees by providing a platform for effective communication.

### INITIATIVES AND RESULTS

#### Communication

- sharing the CSR strategy with the network;
- development of the CSR section of the UK Intranet;
- volunteer and charity of choice survey;
- communication of events, activities and exam results via social media and internal newsflashes;
- issue of first internal charity newsletter;
- survey issued via the company Intranet;
- end of year volunteer survey.

#### Employability Programme

The award-winning Employability Programme secures direct funding thanks to an internal apprenticeship programme delivery team. At the end of 2014, 594 temporary Candidates were working towards completing an apprenticeship. We have also extended our internal recruitment programmes to include those on apprenticeships and work experience initiatives. Towards the end of the year Gi Group began to work with several key Clients to specifically recruit temporary Workers from disadvantaged groups.

#### Internal Training and Performance Review

The company's internal operations and management development programmes continue to provide Employees with the support and tools that enable them to perform their duties to a high standard. The SMS management programme was the most successful programme, from which the first students will graduate in January 2015. Qualifications that the company's Employees have obtained include:

|   | 2014 | GI GROUP UK TOTAL |
|---|------|-------------------|
| REC Certificate in Recruitment Practice     | 17   | 65                |
| Level 3 Food Safety for Manufacturing       | 18   | 43                |
| City & Guilds Award in Education & Training | 23   | 23                |
| Driver CPC                                  | 8    | 35                |

#### Health and Wellbeing

The safety of temporary Workers is of paramount importance. Prior to each assignment every client is required to complete a check-list to confirm that the working environment is safe. The accuracy of each completed check-list is evaluated by the Health and Safety Department. In 2014 the number of check-lists

completed accurately at the first submission increased by 14%. Accident management has also improved across the business with the resolution of accidents improving by 11%.

During 2014 Gi Group introduced the "Out of Hours Team" to the business. They are responsible for working with Clients outside normal working hours and at weekends. This gives Employees a break from being on-call as well as an opportunity to improve their work/life balance. Throughout 2014 Gi Group evaluated the benefits of introducing an on-line employee assistance programme in 2015. The programme encourages healthy living and provides additional employee support and may prove to be a successful addition to the overall benefits package.

# COMMUNITY

## KEY COMMITMENTS

- continue to support education and training in order to promote employability for all aspects of the communities in which Gi Group operates;
- encourage Employees who wish to volunteer their time (to make a positive difference in the communities);
- facilitate charitable events that enable both the company's and the individual's charity of choice to flourish.

## INITIATIVES AND RESULTS

### Community activity

Give and Gain Day – An annual event organised by BITC which allows companies to engage in a project that puts something back into their local communities. In 2013 the UK supported 600 projects.

80 members of Gi Group staff from across the country took part in four projects. This doubled the number who took part in 2013:

- Shiregreen Scout Group, Sheffield – renovating the Scout hut;
- Stonebridge City Farm, Nottingham – carrying out general maintenance across the site;
- Thornhill Primary School, Southampton – delivering healthy eating workshops;
- Cardinal Wiseman School, Coventry – tidying garden and pond areas.

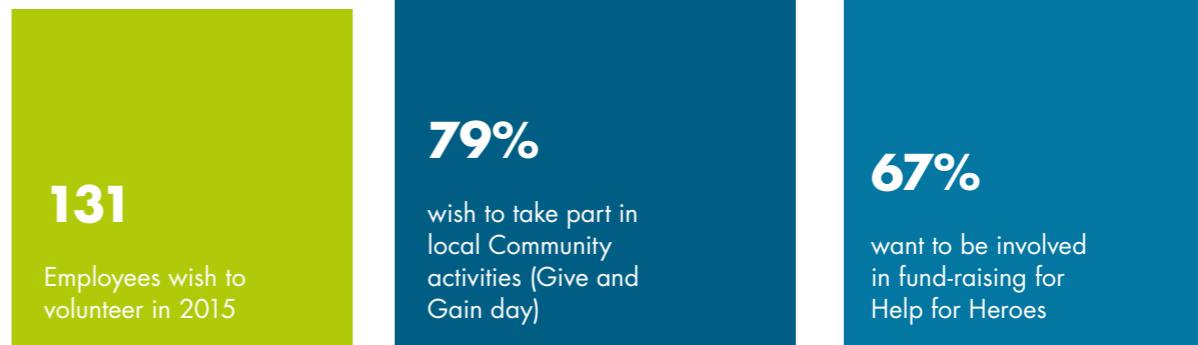
### Working with Schools

**BITC Business Class** is a government-endorsed programme which provides a systematic framework for a business to support young people facing social disadvantage by forming a three-year partnership with schools that those young people attend.

Gi Group has committed to two three-year partnerships with secondary schools. The activities completed to date include student mentoring, support on leadership and governance and delivering employability workshops. In addition, the company is supporting schools by delivering one day employability workshops and developing relationships with schools outside of the business class model.

**Young Enterprise** is the UK's leading enterprise education charity. Their key aim is to build a connected network of young business people, business volunteers and business educators.

## VOLUNTEERING 2015



The company's activity to date includes delivering one day **Learn2Earn** workshops which help pupils focus on the reality of life after school. Gi Group has also taken on the role of business trainers for pupils who take part in Young Enterprise's flagship "Company Programme" which involves supporting "real life" companies that the pupils launch.

### Help for Heroes

Help for Heroes is a national charity whose aim is to improve the quality of life for those who have suffered life-changing injuries or illness whilst serving in the armed forces. Gi Group's Employees voted unanimously for Help for Heroes during the charity of choice survey in Q1 of 2014. The 18 month commitment the company has made to Help for Heroes enables it to take part in fund-raising activity and, in addition, use Gi Group's expertise to provide practical support including training, mentoring and re-em-

ployment opportunities.

Activities completed to date includes: Snowdon and Three Peaks Challenges, skydiving and a silent Christmas auction. By the end of 2014 the company had raised £13,430. The first charity newsletter was distributed to all Employees in December.

### Volunteering Statistics 2014

- total employee hours spent volunteering: 1,400 hours;
- total number of Employees participating in volunteering activities: 371 (some volunteers may have taken part in more than one event);
- total staff costs for participating in volunteering activity: £16,607 (average pay rate/hour x total volunteering hours).



## ENVIRONMENT

### KEY COMMITMENTS

- undergo a benchmarking process to establish our effect on the environment;
- implement the “Small Ways to Make Big Difference” programme which will focus on:
  - waste reduction and recycling of products;
  - minimising energy consumption;
  - developing a green travel policy;
  - maximising the use of technology to reduce the use of paper across our business;
  - creating partnerships with like-minded organisations;
  - encourage temporary and permanent Employees to become more environmentally aware.

### INITIATIVES AND RESULTS

#### Ecodesk

Ecodesk is the world’s largest open data sustainability platform. It is a live, transparent and user-generated platform. For the first time the company is able to record key details such as its carbon emissions, energy, water use and waste production. During 2014 Gi Group issued a general sustainability questionnaire to its key suppliers and in addition requested that they create their own Ecodesk profile. Both of these initiatives will enable Gi Group to understand supplier sustainability, make informed buying decisions, drive cost optimisation and improve supplier relationships.

#### Recycling survey

Prior to 2014 Gi Group did not record any data in relation to the company’s recycling performance across the business. The first step was to complete a recycling survey. The results identified that SMS<sup>1</sup> performs better than the branch network as they work in line with their Clients’ recycling policies.

One of the key targets for 2015 is for every location in the UK to become involved in the recycling of toners, paper and general waste as a standard practice.

#### Fuel emission

Throughout the year Gi Group tracked the amount of miles that company car users have travelled. This has resulted in identifying the top 5% of drivers; the company aims to reduce the miles that they drive in 2015 and therefore their fuel emissions by 5%.

#### ISO 14001:2004

This international standard specifies requirements for an environmental system that enables an organisation to develop and implement environmental policies and objectives. Gi Group became accredited to this standard in December 2014.

## ACTIVITIES PRIOR TO 2014

Gi Group’s Employability Programme won a Business In The Community (BITC) national award in the Workplace Talent and Skills Category in July 2013. BITC is the UK’s largest business-led CSR charity. Gi Group became the first generalist recruitment agency to win a responsible business award.

Gi Group places the improved employability of job seekers and Community relations at the forefront of its operations.

## BITC: BUSINESS IN THE COMMUNITY

BITC is the UK’s largest business-run charity which is dedicated to CSR. It is one of the Prince of Wales charities, a group of not-for-profit organisations of which he is President. They work with business to drive change in many areas, examples of which are:

### BUSINESS IN THE COMMUNITY

- stimulating local economies by job creation which is essential to vibrant communities;
- reducing the impact of unemployment on young people and adults who are excluded from society;
- implementing sustainable business models;
- forging long-term partnerships with schools;
- cutting dependency on diminishing natural resources.

1) SMS Site Managed Services: The solution for Companies that need flexibility, by operating with a Branch directly inside the Client’s production site.

## TRADE ASSOCIATION MEMBERSHIPS



### RECRUITMENT & EMPLOYMENT CONFEDERATION – REC

**Status: corporate member, driving sector member, Accredited Induction Scheme member, Institute of Recruitment Professionals member, Chair of the Industrial Sector**

The Recruitment and Employment Confederation is the representative body for the UK's private recruitment and staffing industry. It currently has over 3,600 corporate members as well as 5,500 members of the Institute of Recruitment Professionals.

Gi Group has been member since it was formed in 2000 following the merger of the Federation of Recruitment Services and the Institute of Employment Consultants.

Gi Group is one of only 26 members in the UK of the Accredited Induction Scheme, which enables it to deliver the REC's Certificate in Recruitment Practice qualification internally. When a student passes the examination they receive an initial one-year's membership of the Institution of Recruitment Professionals.



### GANGMASTERS LICENSING AUTHORITY GLA

**Status: licence holder**

The Gangmasters Licensing Authority is a non-departmental government body of DEFRA which was established to protect Workers from exploitation in agriculture, horticulture, shellfish gathering, and food processing and packing. It is illegal for an agency to operate in these sectors without a licence. It is also an offence for an organisation operating in these sectors to use an unlicensed supplier.



### THE SUPPLIER ETHICAL DATA EXCHANGE – SEDEX

**Status: grade B membership**

The Supplier Ethical Data Exchange is a membership organisation for businesses that are committed to the continuous improvement of the ethical performance of their supply chains. They are a not-for-profit organisation who are based in London but are open for membership to any company in the world.

Their membership list includes organisations such as BBC Worldwide, Marks & Spencer, Royal Mail, Adidas, the London Organising Committee of the Olympic Games and the Walt Disney Company. It is a distinct advantage for an agency to hold a grade B membership if they are looking to supply staff directly to a Sedex member or to a company within their supply chain.



### ASSOCIATION OF RECRUITMENT CONSULTANCIES – ARC

**Status: general membership**

The Association of Recruitment Consultancies is a trade association that was launched in 2009 with the backing of the leading labour law specialist, Lawspeed.

The predominant reason for joining the Association (September 2010) was to obtain additional advice on the implementation of the Agency Workers Regulations.



### CHARTERED MANAGEMENT INSTITUTE

The Chartered Management Institute has 450 corporate and 87,000 individual members. It is the only professional body in the UK dedicated to promoting the highest standards of management and leadership.

Their Chartered status is the government stamp of approval, unique in their sector, and a guarantee of the integrity and quality of their advice and portfolio of services.

CMI work in partnership with employers across private, public and not-for-profit sectors, and have achieved thought-leadership status through their research with academic Institutions and lobbying of policy makers.

All of Gi Group's managers have the opportunity to subscribe to Management Direct, which is an on-line learning and development tool. If they choose to do so they can also become an affiliate member of the CMI.



### FREIGHT TRANSPORT ASSOCIATION – FTA

**Status: general membership**

The Freight Transport Association is one of the UK's largest trade associations and represents the transport industry's interests at local, national and European level.

Gi Group has been a member since 2005.

In November 2010 Gi Group became the first agency in the UK to be audited and approved by the FTA following a rigorous review of our compliance systems. Gi Group is also involved in shaping the FTA's proposed agency accreditation project.

All of the operational staff involved in the supply of drivers take the Certificate of Professional Competence in Driving Recruitment course and examination. Once completed, each member of staff can class themselves as being 'FTA accredited' which carries great prestige within the logistics industry.



### ASSOCIATION OF LABOUR PROVIDERS – ALP

**Status: general membership**

The Association of Labour Providers is a trade association for organisations that provide Workers within the regulated sectors of the food, agricultural and other Gangmasters Licensing Authority (GLA). They focus on providing members with quality information, positively influencing policy and industry regulations as well as training standards and promoting good practice.

## ACCREDITATIONS

### ISO 9001:2008

**Status: : general accreditation to the Standard**

ISO 9001 represents the framework dedicated to quality, currently being used by over 1 million organisations in 178 countries worldwide. It sets the standard not only for quality management systems but management systems in general. It helps companies to succeed through improved client satisfaction, staff motivation and continual improvement as well as providing members with the framework for achieving the expected level of compliance with industry regulations and as such is instantly recognised by current and potential Clients. The company's certification is held with the BSI Group.



### ISO 14001:2004

This International Standard specifies requirements for an environmental management system to enable an organisation to develop and implement a policy and objectives which take into account legal and other requirements to which the organisation subscribes, as well as information about significant environmental aspects. It applies to those environmental aspects that the organisation identifies as those which it can control and those which it can influence. It does not itself state specific environmental performance criteria. Gi Group was accredited to this Standard in December 2014.



### SAFE CONTRACTOR

**Status: accredited contractor**

The Safe Contractor health and safety assessment scheme is the fastest growing scheme of its kind in the UK. With 150 major Clients and 18,000 contractor members it is dedicated to promoting higher standards of competence and compliance through the provision of relevant industry-specific and tailored health and safety assessments for all professions and sectors. Their client base includes many major brand names, such as Kellogg's, Nestle UK, Marks & Spencer, Tesco and HSBC who will naturally expect any current or potential supplier to hold accredited contractor status, which Gi Group achieved for the first time in 2008.



### CHARTERED INSTITUTE OF ENVIRONMENTAL HEALTH – CIEH

**Status: registered training centre**

The Chartered Institute of Environmental Health is a registered charity and the professional voice for environmental health. It sets standards, accredits courses and qualifications for the education of members and other environmental health practitioners. It also provides over 50 certification training programmes which include food safety, health and safety and environmental awareness through a network of 10,000 registered trainers and 6,000 registered training centres across the UK. Gi Group currently has two trainers that can deliver approved CIEH courses to both our own and our Clients' Employees. Gi Group also has in excess of 30 Employees who deliver its food hygiene awareness training course to an average of 3,000 flexible Employees each year.





## BUSINESS IN THE COMMUNITY

### Status: Winner of the Workplace Talent and Skills Category 2013

Gi Group was named overall winner in the Workplace Talent and Skills Award category at Business in the Community's annual Responsible Business Awards Gala Dinner in London in July 2013. It is the first recruitment business to ever gain the accolade.

The award recognises the company's investment in programmes designed to improve employability which have ranged from schemes encouraging the aspirations of school children and providing careers guidance in colleges to pre-employment training and the provision of formal qualifications. This has resulted in over 1,000 qualifications being delivered to people with little previous formal education and the placement, by Gi Group, of previously unemployed people in more than 2,500 permanent jobs. Gi Group was re-accredited with an important award as part of the Responsible Business Awards for 2014.

## RECRUITMENT AND EMPLOYMENT CONFEDERATION E IRP (INSTITUTE OF RECRUITMENT PROFESSIONALS)

### Status: Winner of Best CSR Practitioner Award 2014

Gi Group was named as the first winner of the IRP's Best CSR Practitioner in December 2014. The award acknowledged the company-wide commitment to improving the prospects and lives of those communities in which it operates and help disadvantaged Candidates into employment.

## AWARDS

### BITC PUBLIC CR INDEX

The CR Index is a voluntary business-led benchmark of responsible business practice. It was developed as a management tool to support companies:

- in improving their social and environmental performance;
- in providing a systematic approach to managing, measuring and reporting the various impacts that companies have on society and the environment.

Participating companies will receive an overall company score, sector average score and index average scores for individual surveys and questions.



## INITIATIVES

### STRONGER TOGETHER

Stronger Together is a multi-Stakeholder collaboration between supermarkets, the Association of Labour Providers, the Gangmasters Licensing Authority, and Migrant Help, industry trade associations, non-governmental organisations (NGOs), individual employers, labour providers and trade union representatives. Stronger Together has been developed within the UK food processing and packaging, horticultural and agricultural industries, but the good practice and tools may be used in any sector where labour exploitation occurs.

The objective of Stronger Together is to reduce the occurrence of forced labour, labour trafficking and other forms of hidden third party labour exploitation.

However, the Stronger Together objective of reducing hidden third party labour exploitation will only be achieved if employers and labour providers implement good practice and they in turn engage their workforce as part of the solution.

Implementing the Stronger Together good practice not only demonstrates good Corporate Social Responsibility by employers and labour providers but also makes good business sense.







# CSR INDICATORS

**WITH THE PUBLICATION  
OF ITS FIRST CSR  
REPORT, GI GROUP  
WILL PRESENT TO ALL  
ITS STAKEHOLDERS THE  
PLAN FOR THE CREATION  
OF ITS OWN CSR  
INTERNATIONAL SYSTEM.**



In this chapter the main indicators showing what the company has achieved are outlined. Such indicators will be used as a benchmark for future improvement plans.

The selected initiatives are linked to five areas:

**WORKFORCE  
AND DIVERSITY**

**TRAINING**

**EVOLUTION OF  
THE LABOUR  
MARKET**

**ENVIRONMENT**

**VOLUNTARY  
WORK**





## WORKFORCE AND DIVERSITY

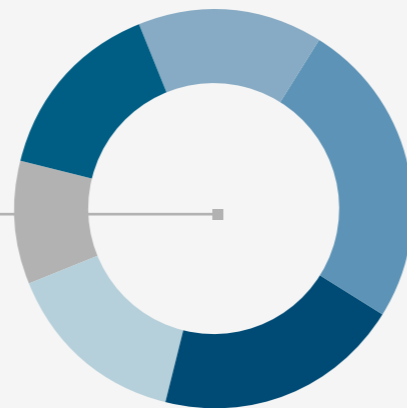
The comparative analysis of the average age in the company and the level of seniority in Gi Group show a very high level of loyalty of our staff stemming from the efforts of the company to invest in the growth of our people and nurturing their talents in the medium and long-term.

| COUNTRY                       | WORKFORCE    | % WORKFORCE | AVG AGE   | AVG SENIORITY |
|-------------------------------|--------------|-------------|-----------|---------------|
| Argentina                     | 10           | 0.4%        | 31        | 2             |
| Brazil                        | 153          | 6.1%        | 35        | 2             |
| Bulgaria                      | 40           | 1.6%        | 35        | 5             |
| China                         | 144          | 5.8%        | 29        | 3             |
| Croatia                       | 2            | 0.1%        | 39        | 4             |
| Czech Republic                | 9            | 0.4%        | 35        | 1             |
| France                        | 10           | 0.4%        | 33        | 3             |
| Germany                       | 141          | 5.6%        | 37        | 4             |
| Hong kong                     | 2            | 0.1%        | 29        | 2             |
| India                         | 219          | 8.8%        | 30        | 3             |
| Italy                         | 1,240        | 49.6%       | 36        | 6             |
| Italy (HQ)                    | 21           | 0.8%        | 44        | 5             |
| Lithuania                     | 7            | 0.3%        | 28        | 2             |
| Montenegro                    | 6            | 0.2%        | 29        | 4             |
| Poland                        | 69           | 2.8%        | 31        | 3             |
| Romania                       | 52           | 2.1%        | 34        | 2             |
| Russia                        | 23           | 0.9%        | 31        | 1             |
| Serbia                        | 23           | 0.9%        | 36        | 5             |
| Spain                         | 30           | 1.2%        | 37        | 4             |
| UK                            | 300          | 12.0%       | 37        | 5             |
| <b>Combined total and avg</b> | <b>2,501</b> | <b>100%</b> | <b>35</b> | <b>5</b>      |

The efforts of the company to invest in the growth of our people and nurturing their talents are shown by the average results of seniority and age.



### SENIORITY AGGREGATE



**35**  
YEARS  
average age  
on the total of  
our Employees

**5**  
YEARS  
average seniority  
on the total of  
our Employees

| COUNTRY               | % MEN      | % WOMEN    | MEN        | WOMEN        | TOTAL        |
|-----------------------|------------|------------|------------|--------------|--------------|
| Argentina             | 50%        | 50%        | 5          | 5            | 10           |
| Brazil                | 28%        | 72%        | 43         | 110          | 153          |
| Bulgaria              | 10%        | 90%        | 4          | 36           | 40           |
| China                 | 31%        | 69%        | 45         | 99           | 144          |
| Croatia               | 50%        | 50%        | 1          | 1            | 2            |
| Czech Republic        | 11%        | 89%        | 1          | 8            | 9            |
| France                | 40%        | 60%        | 4          | 6            | 10           |
| Germany               | 34%        | 66%        | 48         | 93           | 141          |
| Hong kong             | 50%        | 50%        | 1          | 1            | 2            |
| India                 | 52%        | 48%        | 114        | 105          | 219          |
| Italy                 | 20%        | 80%        | 244        | 996          | 1,240        |
| Italy (HQ)            | 67%        | 33%        | 14         | 7            | 21           |
| Lithuania             | 29%        | 71%        | 2          | 5            | 7            |
| Montenegro            | 33%        | 67%        | 2          | 4            | 6            |
| Poland                | 19%        | 81%        | 13         | 56           | 69           |
| Romania               | 35%        | 65%        | 18         | 34           | 52           |
| Russia                | 26%        | 74%        | 6          | 17           | 23           |
| Serbia                | 22%        | 78%        | 5          | 18           | 23           |
| Spain                 | 17%        | 83%        | 5          | 25           | 30           |
| UK                    | 32%        | 68%        | 95         | 205          | 300          |
| <b>Combined total</b> | -          | -          | <b>670</b> | <b>1,831</b> | <b>2,501</b> |
| <b>Avg</b>            | <b>27%</b> | <b>73%</b> | -          | -            | -            |

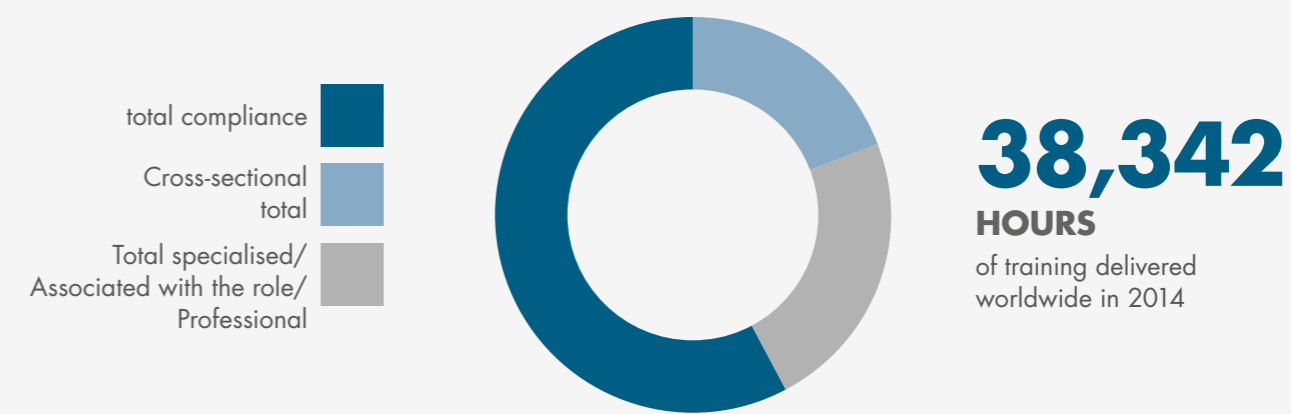
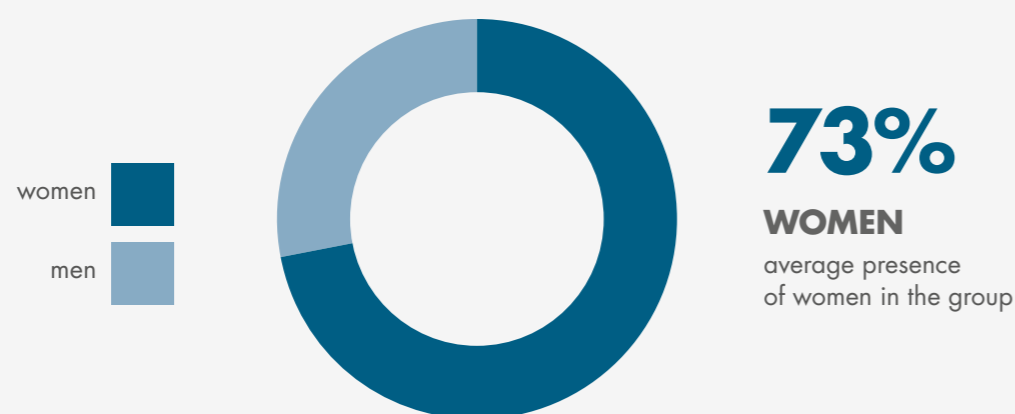
Women are clearly the majority in almost all countries.

## TRAINING

The analysis of employee training shows a balanced investment between training on soft skills and professional training (linked to the specific technical skills of every person's role). A significant part of investments was devoted to compliance training (including training on health and safety in the workplace, CSR and on local and sector regulations).

### NO. HOURS DELIVERED 2014 WORLDWIDE

|   |                 |
|---|-----------------|
| Communication techniques  | 2,0             |
| Languages   | 1,010.0         |
| MS Office package   | 270.0           |
| Managerial  | 5,005.0         |
| Other (soft skills)   | 1,066.5         |
| <b>Cross-sectional total</b>                                    | <b>7,353.5</b>  |
| Selection techniques  | 1,620.0         |
| Sale techniques   | 1,926.0         |
| Use of company software   | 3,401.0         |
| Accounting  | 653.0           |
| Other professional  | 1,297.0         |
| <b>Total specialised/Associated with the role/ Professional</b> | <b>8,897.0</b>  |
| Safety within the workplace                                     | 10,758.0        |
| CSR   | 4,107.5         |
| Anti-corruption (Italian Leg. Decree no. 231,...)               | 1,564.0         |
| Other (local compliance training courses)                       | 5,662.0         |
| <b>Total compliance</b>   | <b>22,091.5</b> |
| <b>No. hours delivered 2014 (worldwide)</b>                     | <b>38,342.0</b> |



**NO. PARTICIPANTS 2014  
WORLDWIDE**

|   |              |
|---|--------------|
| Communication techniques  | 24           |
| Languages   | 34           |
| MS Office package   | 34           |
| Managerial  | 32           |
| Other (soft skills)   | 94           |
| <b>Cross-sectional total</b>  | <b>218</b>   |
|   |              |
| Selection techniques  | 190          |
| Sale techniques   | 213          |
| Use of company software   | 325          |
| Accounting  | 5            |
| Other professional  | 324          |
| <b>Total specialised/Associated with the role/<br/>Professional</b> | <b>1,057</b> |
|   |              |
| Safety within the workplace   | 367          |
| CSR   | 263          |
| Other compliance  | 224          |
| <b>Total compliance</b>   | <b>854</b>   |
|   |              |
| <b>No. participants 2014 (worldwide)</b>                            | <b>2,129</b> |

**COURSES, PARTICIPANTS AND TRAINING  
HOURS PROVIDED – 2014**

|                            | NO. OF<br>COURSES | NO. OF<br>PARTICI-<br>PANTS | NO. OF<br>HOURS |
|----------------------------|-------------------|-----------------------------|-----------------|
| Fixed term temps           | 3,434             | 20,051                      | 130,311         |
| Open end contract<br>terms | 65                | 142                         | 2,284           |
| <b>Total</b>               | <b>3,499</b>      | <b>20,193</b>               | <b>132,595</b>  |

On average, every employee  
attended

**2.2**  
DAYS  
OF TRAINING  
**16.2**  
HOURS  
OF TRAINING

The attention to training for  
Gi Group may be also seen  
by the amount of time  
of training (Italian figure)  
for temporary staff.

**20,193**  
PARTICIPANTS  
**3,499**  
COURSES,  
**132,595**  
TRAINING HOURS  
PROVIDED



## EVOLUTION OF THE LABOUR MARKET

Part of the Mission is “to contribute, as a key player and on a global basis, to the evolution of the labour market”. This goal is pursued with the daily work of people and through projects and internal structures created with this aim in mind.

The activities of the **Gi Group Academy Foundation** and two projects (in Italy) are especially worth mentioning. The first project was aimed at the students attending the last year of high school and the second at disadvantaged people to make it easier for them to be part of the labour market – **Oliver Twist School** (focused on the hotel sector) that gives qualifications to disadvantaged people.

Part of the Mission is “to contribute, as a key player and on a global basis, to the evolution of the labour market”. This goal is pursued with the daily work of Gi Group people and through projects and internal structures created with this aim in mind.

|  |              |
|--|--------------|
| Gi Group Academy researches 2014   | 3            |
| Gi Group Academy books 2014  | 2            |
| Labour orientation events 2014   | 34           |
| Conferences on the labour market 2014 (with more than 3,500 participants)  | 66           |
| Courses in schools   | 76           |
| <b>Students trained</b>  | <b>1,289</b> |
| Courses to support disadvantaged people in finding a job and being an active member of the labour market (short professional course in the hotel sector – Oliver Twist school) | 9            |
| <b>Participants</b>  | <b>126</b>   |
| <b>Hours of training</b>   | <b>3,201</b> |

**1,289**  
STUDENTS TRAINED

**126**  
PARTICIPANTS

**3,201**  
TRAINING HOURS PROVIDED

## YOUR FIRST EURES JOB

The Group has contributed, during the year 2014, to the evolution of the labour market by participating to an important European project.

Gi Group has in fact been accepted in the tender for "Your first EURES job" promoted by the European Commission to help young Europeans find work in other EU countries.

After 18 months of representing this highly valuable and successful targeted job mobility scheme for young people, we arrived at the end date of our project, which was 27th of September 2014.

Gi Group has been able to inspire many young people to elevate their skills by taking a job abroad with the YfEj targeted mobility scheme, here are some figures on the project.

### COUNTRY OF DESTINATION

| COUNTRY        | NO. OF PEOPLE |
|----------------|---------------|
| UK             | 154           |
| Germany        | 45            |
| Spain          | 27            |
| Malta          | 26            |
| Bulgaria       | 21            |
| Portugal       | 15            |
| Austria        | 14            |
| Finland        | 11            |
| Sweden         | 8             |
| Greece         | 7             |
| Slovakia       | 7             |
| Hungary        | 5             |
| Latvia         | 4             |
| United Kingdom | 3             |
| Denmark        | 3             |
| Czech Republic | 2             |
| Ireland        | 2             |
| France         | 1             |
| Estonia        | 1             |
| Poland         | 1             |
| Luxembourg     | 1             |
| <b>Total</b>   | <b>358</b>    |

Gi Group has also provided information and consulting services to young people and companies.

Information and welcoming: **5-6,000 young people** and **1,200 businesses**.

Services for the supply of and demand for labour: Consulting services for at least **1,470 young people** & **600 companies**.

### COUNTRY OF RESIDENCE

| COUNTRY        | NO. OF PEOPLE |
|----------------|---------------|
| Romania        | 87            |
| Sweden         | 67            |
| Bulgaria       | 55            |
| Italy          | 37            |
| Spain          | 30            |
| Finland        | 24            |
| Poland         | 12            |
| Denmark        | 11            |
| Hungary        | 8             |
| Slovenia       | 6             |
| France         | 5             |
| Czech Republic | 4             |
| Greece         | 3             |
| Germany        | 2             |
| Lithuania      | 1             |
| UK             | 1             |
| Estonia        | 1             |
| Portugal       | 1             |
| Belgium        | 1             |
| Ireland        | 1             |
| Luxembourg     | 1             |
| <b>Total</b>   | <b>358</b>    |

Information and welcoming:

**5/6,000**  
YOUNG PEOPLE  
**1,200**  
COMPANIES

Consulting services:

**1,470**  
YOUNG PEOPLE  
**600**  
COMPANIES

Placements:

**358**  
YOUNG PEOPLE  
**110**  
COMPANIES

## ENVIRONMENT

|   | 2013            | 2014            |
|---|-----------------|-----------------|
| Traditional energy consumption (tons of CO <sub>2</sub> ) | 1,694.16        | 530.93          |
| Renewable energy consumption (tons of CO <sub>2</sub> )   | 0               | 1,435.15        |
| CO <sub>2</sub> saving in 2014 (in tons)                  | -               | 1,435.15        |
| <b>Total</b>  | <b>1,694.16</b> | <b>1,966.08</b> |

Gi Group has started on a path to minimize the impact of its activities toward the environment and launched some projects aimed at analysing its conduct, so as to understand where it can improve.

The main effort has been focused on:

- waste reduction and recycling of products;
- minimising energy consumption;

- developing green travel and car policies;
- maximising the use of technology to reduce the use of paper across our business;
- creating partnerships with like-minded organisations;
- encourage temporary and permanent Employees to become more environmentally aware.

### GREEN BUILDINGS PROJECT (ITALY)

During 2014 the group completed the switch to renewable energy in all our Italian buildings. This led to a significant saving in terms of CO<sub>2</sub> emissions measured in kilograms.

### NEW CAR POLICY AND CO<sub>2</sub> SAVING IN ITALY

Another project aimed at reducing the CO<sub>2</sub> emission levels is linked to the use of our corporate fleet.

Thanks to the new Italian Car Policy, which is restricted to cars with a smaller engine size, the group reduced fuel consumption by 4% during 2014.

# 18.37

KM PER LITRE IN 2013

# 19.14

KM PER LITRE IN 2014

# +4%

AVERAGE DISTANCE TRAVELLED WITH ONE LITRE OF GASOLINE

## VOLUNTARY WORK

Gi Group Employees worked for 8,570 hours as volunteers in 2014.

## UK

In 2014 80 members of Gi Group UK staff from across the country took part in four Community projects, three of which were organised by BITC and one by ourselves. This doubled the number of people who took part in 2013.

- **Shiregreen Scout Group**, Sheffield – renovating the Scout hut;
- **Stonebridge City Farm**, Nottingham – carrying out general maintenance on the site;
- **Thornhill Primary School**, Southampton – delivering healthy eating workshops;
- **Cardinal Wiseman School**, Coventry – tidying garden and pond areas.



## ITALY

### HOMO FABER

**Homo Faber** is a non-profit social cooperative operating in the "Bassone" prison in Como as a training centre and Press Office, to support detainees.



It was founded in 2007 with Gi Group's support and it immediately started operating in the "Bassone" area in order to give detainees the opportunity to rebuild their lives and have professional development and training, also offering economic awards like indemnity for those who attended courses, collaborations for tutorships and remuneration for detainees working in the Press Office.

These activities help fulfil the potential of people, giving them dignity during their time in prison and helping their reintegration in society in the future.

Gi Group supports Homo Faber's activities by including the Press Office among its suppliers and also by contributing to the design of training courses for inmates. The contribution of the company is also given via the direct engagement of managers sharing their know-how to guarantee that the Cooperative is well managed.

### BITEB – IT, TECHNOLOGY AND BIOMEDIAL DESK

**BITeB's** Mission is making the non-profit sector grow through technology. From its foundation in 2003, thousands of computers and functioning hospital equipment replaced by new equipment with later technology, were collected and used for social projects instead of being discarded as waste.



BITeB helped 1,300 non-profit organisations with more than 13,000 computers and printers.

This result was achieved by our volunteers also working day by day towards this goal, supported by a small team devoting their skills for a solidarity cause.

### CENTRO CULTURALE DI MILANO

Some volunteers from Gi Group worked at the **Centro Culturale di Milano**, which collaborates with public Institutions and private entities and has more than 3,000 members. Gi Group constantly supports its multi-disciplinary activities, with the organization of dozens of events per year on topics like philosophy, art, culture and literature, science, economy and medicine.



### COMETA

**COMETA** is a group of families working to protect and educate children and young people while supporting their families. This is a place where everyone is taught about the reality around them and educated to enjoy the meaning and beauty of life. Every day after school, around one hundred children and young people in the Como area are welcomed to Cometa by a team of educators and teachers: study support, artistic, recreational and sports activities are the opportunities to grow together, day by day. It is an educational challenge embraced by all.



### TELETHON

The **Telethon Foundation** is one of the main Italian charities. Since 1990 the foundation, launched by a Community of patients, has been working with the aim of keeping the promise to treat rare genetic diseases by funding state-of-the-art biomedical research. The contribution of civil society is essential to support our activities: volunteers in the territory, partner companies and donors that help research progress towards a cure day after day. Gi Group Employees have volunteered many hours to support Telethon's cause.



The CSR programme started in a consistent, integrated manner throughout all countries in 2014. Some important goals were achieved – thanks to the support of the two best structured countries in terms of social activities (Italy and the UK) and the will of all the other countries to create processes and activities that can make possible the integration of business processes with a socially responsible approach.





# GOALS

**SOCIAL RESPONSIBILITY INITIATIVES ARE AN ESSENTIAL PART OF GI GROUP'S MISSION AND THE DAILY TASK OF PEOPLE WORKING IN THE ORGANIZATION.**



Social Responsibility initiatives are an essential part of Gi Group's Mission and the daily task of people working in the organization.

The will to produce an authentic added-value that really meets needs shows Gi Group's commitment toward social causes and strengthens it.

2014 may be considered as the year in which the integrated Corporate Social Responsibility process inside the Group was created. The social side of the Group's activities was therefore described and structured with more awareness and an improved structure.

The organization went from local initiatives to a more structured project and, for the first time at a social level, it was developed at an international level.

The CSR project developments described in this Report may be compared to the birth of a tree.

Once the seed is sown, the plant starts to grow, then the first bud appears which, one day, will become the trunk with branches.

The trunk of Group's CSR project is its Code of Ethics, in which the sap flows – Values and Codes of Conduct. Each branch represents one of the company's Stakeholders, for which expectations were identified and towards whom the initiatives, the first leaves of the plant, were implemented, to meet their needs.

2015 for Gi Group is the year in which CSR initiatives will be further developed, building on the previous year's results and improving quality and the integration and quantity of the developed projects.

The plant must be fed so that it can bloom and become a tree; the results the company achieved to date are impressive and represent a starting point.

## IMPROVEMENT ACTION PLANS

### THE IMPROVEMENT GOALS CONCERNING THE FIVE AREAS ANALYSED IN THE PREVIOUS CHAPTER ARE THE FOLLOWING:



## WORKFORCE AND DIVERSITY

The consolidation of HR management and development initiatives, which are coordinated internationally by the HR International Office and also managed by local HR offices and management teams of each country, are aimed at increasingly spreading the Gi Group's organisational culture, improving awareness on role-related goals and enhancing skills required for each function.

This care for people may contribute to the increase in company loyalty.

Another process with the same aim is the creation of a more structured and comprehensive internal communication plan.

Care of diversity by hiring predominantly female staff will still be there, since it is an important value within the policies for employee Stakeholders.

The consolidation of HR management and development initiatives, are aimed at increasingly spreading the Gi Group's organisational culture, improving awareness on role-related goals and enhancing skills required for each function.

## TRAINING

Professional training is a strategic asset for the development of the skills and professional expertise of Gi Group's Employees.

In 2015 an international training catalogue will be launched, which will be an investment for the management team of individual countries.

The main programmes may be summarised as follows:

- induction process, in the Italian Headquarters, for the newly hired with strategic positions in their countries, in the Practice and international departments. The spread of organisational information will lead to a greater alignment with the Group's Values and Culture;
- management training for Country Managers, within a three-year training project aimed at increasing management and software skills in line with the Group's strategy;
- Key Account Management training for Business and Sales Managers, aimed at training the skills required to make Business Models of the Group's Practices increasingly effective and efficient;
- International Solutions training (on offering services) and on Systems used in-house.

Each country will also develop local training programmes, so that all Employees in the Group have the opportunity to constantly grow in their career.

Special care will be given to Compulsory Training (e.g. on health and safety in the workplace) and the Compliance area (starting from the CSR training).

## EVOLUTION OF THE LABOUR MARKET

Gi Group's contribution to the evolution of the labour market at an international level is an integral part of the Group's Mission and the concept of "added-value" which is the final and most honourable aim of the daily work done by Gi Group's Employees.

Advising on initiatives for the labour market will be increased together with studies analysing it in a more structured manner, helping it evolve.

This boost will be given by the individual companies and business units inside the organisation and by the Gi Group Academy Foundation via:

- enquiries and surveys aimed at understanding local labour market trends in more depth;
- events and initiatives with the aim of supporting young people to enter the labour market and helping them build a career;
- benchmarking activities aimed at comparing international best practices regarding active labour market policies;
- events, activities and publications aimed at communicating the main novelties concerning the labour market to companies and Workers.

In 2015 projects aimed at minimising the impact of the Group's activities on the environment will continue.

## ENVIRONMENT

In 2014 Gi Group decided to power the Italian Headquarters and all branches in Italy with electricity produced only via renewable sources ("green" energy).

In 2015 projects aimed at minimising the impact of the Group's activities on the environment will continue.

Investments making corporate processes more environmentally friendly, awareness of all staff towards best practices supporting the environment, the consolidation of processes started in 2014 and the possibility to map energy consumptions and the use of all types of materials and substances with an environmental impact with greater accuracy (e.g. ink cartridges, paper, Co2) will promote a growing contribution for the protection of the environment.

## VOLUNTARY WORK

The most important improvement in volunteering initiatives anticipated in 2015 is the launch of international activities aimed at supporting employability.

Promoting employability means giving a person looking for a job (or someone that wants to change it) skills and tools to be more effective in dealing with recruitment processes, thus increasing the possibilities to be hired.

Gi Group's staff is highly skilled in recruitment and out-placement sectors; the Group's Employees use their skills in their professional activities every single day.

The Group therefore decided that these skills may also be used to help the Community and one or more groups of people in a disadvantaged condition in the labour market who need support: this will be the priority among all volunteering activities in 2015.

Using our professional skills for the Community has another value: it increases awareness that our daily work has strong connections with a primary asset for each person – the possibility of finding a rewarding job in line with the person's talents – and, therefore, it has a deep, social meaning.

Promoting employability means giving a person looking for a job skills and tools to be more effective in dealing with recruitment processes, thus increasing the possibilities to be hired.

Some examples of volunteering activities aimed at supporting employability follow:

- the organisation of meetings aimed at teaching how to write a CV or a presentation letter;
- how to successfully tackle a recruitment interview;
- what channels are needed to use to actively look for a job;
- how social networks may be used as personal branding tools and ways to find specific work positions.

People to whom these activities are offered may be all those groups that have more problems entering the labour market (or re-entering it), such as young people, disadvantaged groups and disabled people.

These Group activities, although a priority, will not replace other local volunteering activities with different topics and for different groups of people.



**IN CONCLUSION,**

**THIS CSR REPORT IS A SUMMARY OF THE STRUCTURED CSR PROJECT IMPLEMENTATION PROCESS WITHIN GI GROUP, VIA SEVERAL ACTIVITIES THAT WERE COMPLETED AND SIGNIFICANT RESULTS ACHIEVED.**

**GI GROUP'S MISSION INCLUDES SOCIAL RESPONSIBILITY: THE COMPANY IS AWARE OF THE FACT THAT IT IS OPERATING, THROUGH THE WORK OF EACH EMPLOYEE, WITH A SOCIAL GOAL, AND NOT ONLY AN ECONOMIC ONE.**

**THE SEED BECAME A STRONG TREE WITH THE FIRST BRANCHES, LEAVES AND FRUITS IN JUST ONE YEAR.**

**YEARS OF GREAT HARVEST ARE AWAITING US.**

## CONTACTS

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