

Global CSR Report 2021



Index

[➤ 1](#) Founder and CEO's Letter

[➤ 2](#) Company Profile

- [➤ 2.1 Our History](#)
- [➤ 2.2 Mission and Vision](#)
- [➤ 2.3 Code of Ethics and Values](#)
- [➤ 2.4 Governance Structure](#)
- [➤ 2.5 Our Presence in the World](#)
- [➤ 2.6 Our Growth](#)
- [➤ 2.7 Our Services](#)

[➤ 3](#) Corporate Social Responsibility

- [➤ 3.1 Our Stakeholders](#)
- [➤ 3.2 CSR Governance](#)
- [➤ 3.3 Our CSR Journey](#)
- [➤ 3.4 Our Contribution to the Sustainable Development Goals](#)

[➤ 4](#) Materiality Matrix

- [➤ 4.1 The Tool](#)
- [➤ 4.2 The Process](#)
- [➤ 4.3 The Result](#)

[➤ 5](#) Sustainable Work

- [➤ 5.1 Our Path to the Sustainable Work](#)
- [➤ 5.2 The Framework](#)
 - [➤ 5.2.1 The Responsibility of Individuals](#)
 - [➤ 5.2.2 The Responsibility of Companies](#)
 - [➤ 5.2.3 The Responsibility of Institutions](#)

[➤ 6](#) Gi Group SpA Italy: Benefit Corporation

- [➤ 6.1 Our Adoption Journey](#)
- [➤ 6.2 Our Common-Benefit Objectives](#)

Index

[7](#)

Our People

- [7.1 Our Employees](#)
 - [7.1.1 Talent Acquisition & Employer Branding](#)
 - [7.1.2 Internal Communication](#)
 - [7.1.3 Learning and Development](#)
 - [7.1.3.1 Learning and Development Analytics](#)
 - [7.1.4 HR Analytics](#)
 - [7.1.5 Local Initiatives](#)
- [7.2 Our Candidates and Workers](#)
 - [7.2.1 Local Initiatives](#)

[8](#)

Our Clients

- [8.1 Local Initiatives](#)

[9](#)

Society and Institutions

- [9.1 Public Affairs](#)
 - [9.1.1 Local Initiatives](#)
- [9.2 Community Support and Volunteering](#)

[10](#)

Environment

- [10.1 Local Initiatives](#)

[11](#)

Sustainability Plan and 2022 Goals

[12](#)

Appendix

- [12.1 Methodological Note](#)
- [12.2 Index of GRI Indicators Present in the Report and Relationship With SDGs](#)

1

Founder and CEO's Letter



Founder and CEO's Letter

Dear Stakeholders,
We have recently finished another important year for the Group. Not only did we achieve outstanding business results, but also, and more importantly, we contributed directly to creating better conditions for the future of the labour market. We were able to do this despite the many challenges we faced due to the pandemic.

The 2021 fiscal year ended with turnover of 3.2 billion euros, representing a further growth from the 2.5 billion euros earned in 2020. We achieved this thanks to the contributions of our **6,500 employees** and more than **22,000 client companies**.

Still, we want to grow further because this will also mean increasing the positive impact that our business, due to its very nature, allows us to have on both the labour market and the lives of thousands of people.

For us, people have always been at the centre of our values system. However, in the current changing social context, especially in some markets, people (as individuals) have become

our main client. They, along with candidates, represent a very important asset, for which we want to become an increasingly clear reference point not only in terms of jobs, but also as concerns guidance, training and personal/professional growth.

A large part of this goal focused on people lies precisely in making the concept of **Sustainable Work central to every aspect of our culture, governance and activities**. We wish to promote it not only among our colleagues, but also our clients, candidates, workers, institutions and even competitors. We do not wish to be the only agents of change: we want to be the leaders and promoters of change that actively involves all market players.

The launchpad for this progress will be **Gi Group Holding**, which came into existence at the beginning of 2022. It represents the common denominator of a group that is increasingly defined both by its business lines as well as its presence in the world. That said, the Group aspires to have a **single identity, a common soul** and the shared ability

to integrate into its Value Proposition the desire for sustainability expressed by our Stakeholders.

In this CSR report, you will find many examples of how we have concretely responded to these needs and how we are committed every day to the development of the labour market. We achieve the latter not only through dedicated initiatives but also with the choices and behaviours we exemplify in our daily processes and actions.

This is what our Mission guides us to do: **to change people's lives for the better and create a sustainable, more satisfying labour market for all**.

**At Gi Group Holding,
we are More Than Work.**

Stefano Colli Lanzi

2

Company Profile

- 2.1 Our History
- 2.2 Mission and Vision
- 2.3 Code of Ethics and Values
- 2.4 Governance Structure
- 2.5 Our Presence in the World
- 2.6 Our Growth
- 2.7 Our Services



2.1

Our History

Gi Group Holding¹ was founded in Milan in 1998 based on the intuition of Stefano Colli Lanzi, who was driven by the desire to make a contribution to the Italian and international job market to make it more effective and efficient and help it evolve towards the idea of the common good, promoting a **work culture capable of satisfying the interests of companies, people and society** by creating win-win solutions.

The perceived need was, and still is today, that of rejecting the stigmatised idea of a company as an organisation which “exploits” people, which considers labour a “cost” rather than a fundamental activity for the generation of value, and which involves people who are seen as driven to work by economic requirements, for survival, rather than capable of seeing work as an opportunity, as an occasion in which to rediscover a profound sense of contributing to the creation of a common good, even recognising and fuelling their own individual and professional value. The dream that drives the Gi Group, and its people, is that of “changing the world of work for the better”, generating value in the short, medium and long term through the capacity to identify and meet the increasingly complex needs of candidates and businesses alike.

The “dream” has been translated into a plan and concrete actions, which have resulted in the growth and evolution of the company over the past 23 years. Relying on the contribution and passion of more than **6500 people**, in 2021 Gi Group Holding operated in **30 countries**, with more than **650 branches**, serving in excess of **22,000 companies**, placing more than **100,000 candidates** in Italy alone, involving over **50,000 people in employability initiatives** and more than **40,000 young students in second-level and university training courses** in work orientation activities, with more than **8,000 beneficiaries of projects of active policies for work**, reaching a **turnover of EUR 3.2 billion**.

¹To refer to the Group for the period 2020-2021, the term “Gi Group Holding” will be used, despite the latter being born following the reporting period.

1998
Générale Industrielle was founded.

2004
Acquisition of **Worknet**, the employment agency of Fiat. The new entity is now the largest Italian owned agency with a turnover of 320 millions euros and 190 branches.

2005
The Group starts operations in the outplacement sector.

2007
Start of international expansion with acquisitions in **Germany** and **Poland**.

2008
Générale Industrielle and Worknet become one brand: **Gi Group**. International expansion continues with operations in **China, Hong Kong, France, Brazil, Spain** and **India**.

2014-2015
Further international expansion with operations in **Turkey, Portugal, The Netherlands** and **Slovakia**. Further development of partner program.

2013
Start of our international practices **OD&M** - HR Consulting and Training and **Wyser** - Search & Selection of mid level staff.

2009-2011
Further international expansion: **UK, Argentina and Eastern Europe**. Gi Group becomes a member of **World Employment Confederation** (formerly CIETT).

2016
Acquisition of **Tack and TMI**, global leaders in learning & development services. Opening in **Colombia**.

2018
Acquisition of **Grafton** and **Marks Sattin**, world leaders in the professional segment.

2019
Acquisition in Germany of **OnTime Solution GmbH** and **House of Jobs** specialized in International Mobility.

2020
Further acquisitions: **Grupo Norte** (Spain), **Kelly Services** (Brazil), **Workservice** (Poland), **Career Arc** (the outplacement arm, USA).

2021
Acquisitions of **Jobtome** in Switzerland and **Axxis** in France.

2.2

Mission and Vision



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

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

“We want to be recognized as the worldwide player responsible for creating a Sustainable, streamlined and joyful global market for candidates and companies, reflecting labour market needs.”

Our **Vision** describes our Dream, the ultimate goal that we want to achieve through the delivery of our services. We want to highlight how our efforts are aimed at the creation of a Work that is not only flexible but also Sustainable. During the 2020 -2021 Gi Group developed and adopted the concept of Sustainable Work, rethinking the role that people, companies and institutions play within the social and economic reality.

2.3

Code of Ethics and Values

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

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



CARE

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



PASSION

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



CONTINUOUS LEARNING AND INNOVATION

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



COLLABORATION

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



SUSTAINABILITY

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



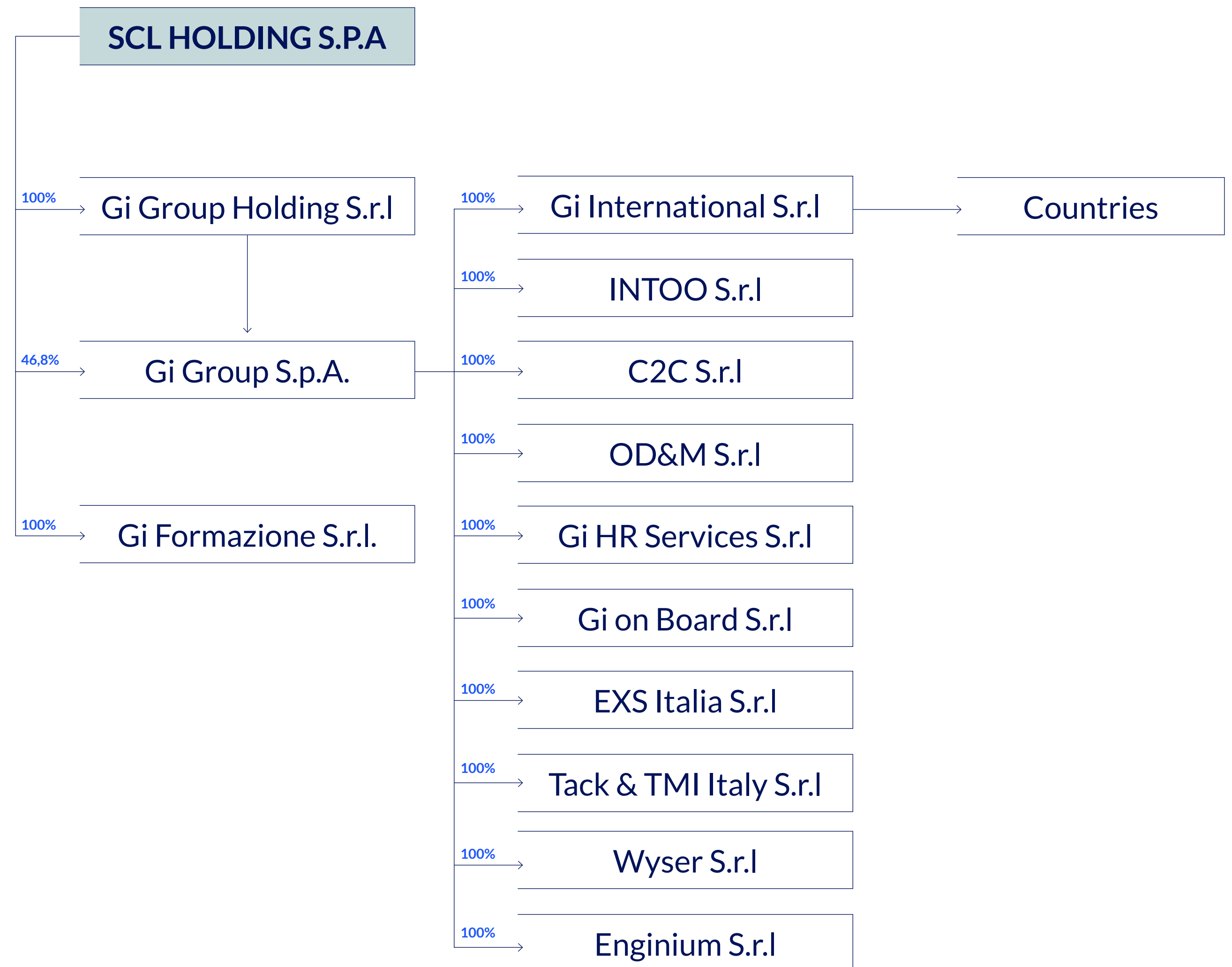
RESPONSIBILITY

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

2.4

Governance Structure

In 2021 Gi Group SpA directly owns 100% of the share capital of the Italian legal entities (with the exception of Gi Formazione srl) and GI International (which holds all legal entities through which the Group has a direct presence in the various countries).





GOVERNANCE OF GI GROUP SPA	MAIN RESPONSIBILITY	CORPORATE BODIES
BOARD OF DIRECTORS	<p>Executive body of the company with the duty of carrying out business activities and implementing the resolutions passed by the Shareholders' Meeting.</p> <p>It is responsible for approving organisational strategies, developing a management policy and ensuring the legal liability of the organisation with respect to the authorities.</p>	<p>Chairman/Chief Executive Officer BARONI FRANCESCO</p> <p>Chief Executive Officer DAGHERO ZOLTAN</p> <p>Director TOSO DAVIDE</p>
BOARD OF STATUTORY AUDITORS	<p>Control body of the company with the duty of supervising the activity of the directors and checking that the company's management and administration take place in observance of the law, the articles of association and the principles of proper administration and in particular in compliance with the organisational, administrative and accounting structure adopted by the company, and its concrete functioning.</p>	<p>Chair CARNEVALI FRANCESCO</p> <p>Statutory auditor COLOMBO CORRADO</p> <p>Statutory auditor GUSSO PIERGIORGIO</p> <p>Alternate auditor GIRELLI MARCO</p> <p>Alternate auditor FORMENTI SILVIO</p>
SUPERVISORY BOARD PURSUANT TO LEGISLATIVE DECREE 231/2001	<p>Internal control body, responsible for supervising the functioning and observance of the Organisational Model as well updating it.</p>	<p>Chair CARNEVALI FRANCESCO</p> <p>Member TRABUCCHI MARCELLO</p> <p>Member MARRA ANNA RITA</p>

The adoption of **certified Management Systems** in conformity with the regulations recognised at international level represents an operational tool used to strengthen our governance, pursue our Mission and reach corporate goals, with a view to continuous improvement, connected to risk-based thinking. The certifications obtained from an independent accredited third party show our ability to provide products and services that meet the needs of customers and the requirements of local regulations, in line with the interests of all of our stakeholders.

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
ITALY						
GI GROUP SPA	UNI EN ISO 9001:2015	N° 12236	Temporary work and staff leasing supply services. Human resources search and selection.	CERTIQUALITY	09/05/07	17/04/22
	SA8000:2014®	N° 683	Human Resources search & selection and temporary work supply services.	TUV ITALIA	12/04/17	12/04/23
	UNI EN ISO 14001:2015	N° 26468	Temporary work and staff leasing supply services. Human resources search and selection.	CERTIQUALITY	25/09/18	23/09/24
	UNI CEI EN ISO/IEC 27001:2017	N° 26899	Information security management within the ICT services provided to support the work administration, research and personnel selection processes for the Gi Group Spa Company.	CERTIQUALITY	30/05/19	29/05/22
GI FORMAZIONE SRL	UNI EN ISO 9001:2015	N° 9356	Design and provision of training and vocational guidance activities.	CERTIQUALITY	18/05/05	05/04/23
	UNI EN ISO 14001:2015	N° 26468	Design and provision of training and vocational guidance activities.	CERTIQUALITY	25/09/18	24/09/24
INTOO SRL	UNI EN ISO 9001:2015	N° 25509	Design and provision of support services for staff relocation, guidance services and business consultancy.	CERTIQUALITY	31/10/01	11/04/24
	UNI EN ISO 14001:2015	N° 26468	Design and provision of support services for staff relocation, guidance services and business consultancy.	CERTIQUALITY	25/09/18	23/09/24
GI HR SERVICES SRL	UNI EN ISO 9001:2015	N° 16311	Design, implementation and provision of personnel management and administration services with either outsourcing or SaaS (Software as a Service).	CERTIQUALITY	22/12/10	04/12/22
	UNI CEI EN ISO/IEC 27001:2017	N° 50240	Design, implementation and provision of personnel management and administration services with either outsourcing or SaaS (Software as a Service).	CERTIQUALITY	30/03/21	29/04/24
TACK&TMI SRL	UNI EN ISO 9001:2015	N° 17911	Design and provision of training services to develop managerial and organizing abilities and skills by classroom and experiential training certificate and coaching.	CERTIQUALITY	22/05/06	05/08/22

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
ITALY						
TACK&TMI SRL	UNI EN ISO 14001:2015	N° 26468	Design and provision of training services to develop managerial and organizing abilities and skills by classroom and experiential training certificate and coaching.	CERTIQUALITY	25/09/18	23/09/24
	UNI ISO 45001:2018	N° 27632	Design and provision of training services to develop managerial and organizing abilities and skills by classroom and experiential training certificate and coaching.	CERTIQUALITY	06/08/19	05/08/22
OD&M SRL	UNI EN ISO 9001:2015	N° 25462	Design and implementation of consulting services for HR enhancement and organizational and development models.	CERTIQUALITY	15/02/18	13/02/24
	UNI EN ISO 14001:2015	N° 26468	Design and implementation of consulting services for HR enhancement and organizational and development models.	CERTIQUALITY	25/09/18	23/09/24
GI ON BOARD SRL	UNI EN ISO 9001:2015	N° 73 100 6460	Design, sale and supervision of optimized outsourcing services for third party logistics, production and customer care.	TÜV PROFiCERT	02/09/19	01/09/22
ENGINIUM SRL	UNI EN ISO 9001:2015	N° 73 100 6459	Provision of specialized consultancy services in the information technology, technological and engineering innovation sectors. Design of complex electronic and mechanical equipment and systems. Design, development, implementation and support of software applications and systems. Design and development of new products, such as: displays, clusters, telematic devices, for the automotive, aerospace, railway sectors.	TÜV PROFiCERT	15/08/19	14/08/22

GERMANY						
GI GROUP DEUTSCHLAND GMBH	UNI ISO 45001:2018	100000397734	Management of temporary employment and personnel placement.	DNV	05/11/10	04/11/22
	UNI EN ISO 9001:2015	100000416888	Management of temporary and permanent staffing for craft, retail, industry, office and management.	DNV	05/11/10	04/11/22

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
CHINA						
ZHEJIANG GI HUMAN RESOURCE CO. LTD	GB/T19001-2016 idt ISO9001:2015	19818QA171R1M	Human resource outsourcing (In the form of service outsourcing), domestic labor dispatch (Only for head office).	Beijing Xinjiyuan Certification Co., Ltd	26/01/18	25/01/24
POLAND						
GI GROUP POLAND S.A.	UNI EN ISO 9001:2015	SWC_PW-16505-21	Rendering services within the scope of temporary employment, personal advising, HR and payroll outsourcing, job placement in the Republic of Poland.	PCC-CERT	01/12/2021	30/11/2023
GI GROUP SP. Z O.O.	UNI EN ISO 9001:2015	ISO 9001 – 00031545	Recruitment and hiring of temporary staff. Permanent recruitment. Presonal outsourcing.	Lloyd's Register	30/06/2021	29/06/2024
CZECH REPUBLIC						
GRATON RECRUITMENT S.R.O.	UNI EN ISO 9001:2015	25191/A/0001/ Uk/En	Personnel Consultancy Services, Recruitment and Personnel Solutions, Job Broker, Consulting for Human Resources Activities.	URS	02/02/2007	01/02/2022
SPAIN						
GI GROUP SPAIN ETT, SLU	UNI EN ISO 9001:2015	ES-0100/2006	Reclutamiento, selección y puesta a disposición de trabajadores.	AENOR	25/01/21	25/01/24
GI GROUP OUTSOURCING 2016, SLU	UNI EN ISO 9001:2015	ES-0649/2019	BackOffice Division, Logistics & Industry Division, Field Marketing &Sales Division and Auxiliary Services Division of GI BPO in Spain	AENOR	13/11/13	13/11/22
	ISO/IEC 27001:2014	ES-SI-0036/2017	Los sistemas de información que dan soporte a la gestión de procesos documentales y operativos asociados a la División de BackOffice con soporte multicanal de acuerdo al documento de aplicabilidad vigente a la fecha de emisión del certificado (SOA)	AENOR	15/01/21	31/08/23

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
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TURKEY

GI GROUP WYSER	UNI EN ISO 9001:2015	NS.KS.070/2021	Temporary Staff Recruitment Agency.	NETSERT	02/04/21	01/04/22
	UNI EN ISO 14001:2015	NS.CS.060/2021	Temporary Staff Recruitment Agency.	NETSERT	02/04/21	01/04/22
	UNI ISO 45001:2018	AQN-TR-50115	Temporary Staff Recruitment Agency.	NETSERT	02/04/21	01/04/22

UK

GIGROUP	UNI EN ISO 9001:2015	FS580144	Supply of temporary and permanent personnel to commerce and industry and site managed services.	BSI	21/10/11	04/02/25
	UNI EN ISO 14001:2015	EMS619537	Provision of Head Office support services to the Gi Group in the UK.	BSI	05/01/15	04/01/24
	UNI ISO 45001:2018	OHS640083	Provision of Head Office support service activities delivered at Chesterfield (Units B&C) to the Gi Group in the UK. (Previously certified to BS OSHAS 18001:2007 since 28/01/16.).	BSI	09/12/19	27/01/25



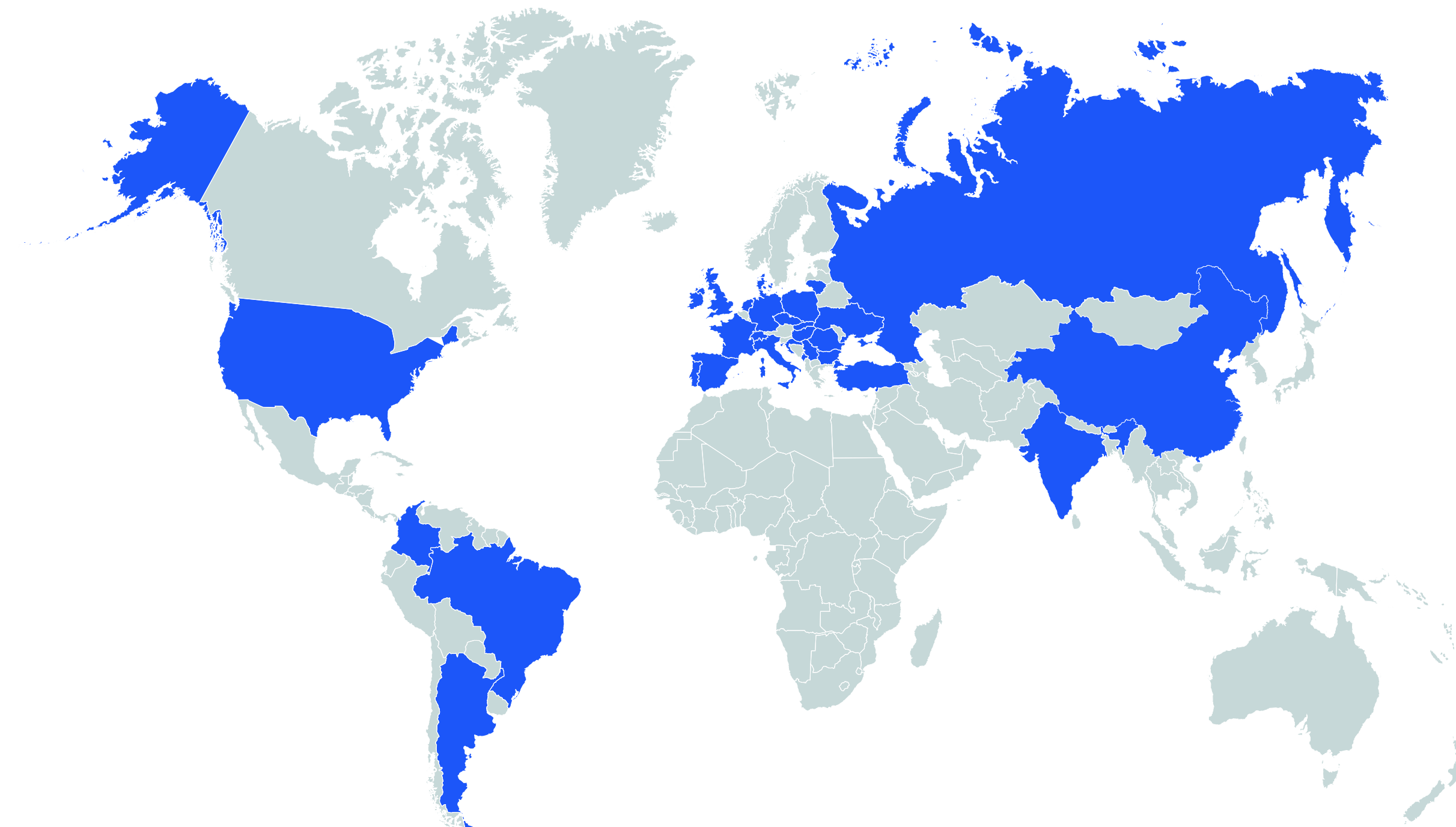
2.5

Our Presence in the World

During 2020-2021, despite the pandemic, the Group **continued to grow at an intense pace**, both through expansions in countries where we have a direct presence and through new acquisitions

LE NUOVE ACQUISIZIONI

- **SPAIN** - Grupo Norte S.L (2020)
- **BRASIL** - Kelly Services Brasil Investimentos e Participacoes Ltda e Kelly Services Brasil Investimentos e Participacoes II Ltda (2020)
- **USA** - INTOO LLC (2020)
- **GERMANY** - gruppo Work Service KG GmbH (2020)
- **POLAND** - Work Service S.A. (2020)
- **SWITZERLAND** - Jobtome SA (2021)
- **FRANCE** - Axxis Francia (2021)



DIRECT PRESENCE

ARGENTINA
BRAZIL
BULGARIA
CHINA
COLOMBIA
CROATIA
CZECH REPUBLIC
DENMARK

FRANCE
GERMANY
HONG KONG
HUNGARY
INDIA
IRELAND
ITALY
LITHUANIA

MONTENEGRO
POLAND
PORTUGAL
ROMANIA
RUSSIA
SERBIA
SLOVAKIA
SPAIN

SWITZERLAND
THE NETHERLANDS
TURKEY
UKRAINE
UNITED KINGDOM
USA

30
COUNTRIES
DIRECT PRESENCES

+650
BRANCHES AND
SITE MANAGEMENT
SERVICES (SMS)

+6500
EMPLOYEES

2.6 Our Growth

Between 2020 and 2021 we served more than **22.000 clients**, creating a turnover of **3,2 billions of euro**. We are among the first 20 staffing companies in the world, fifth in Europe. We are also a Global Corporate Member of WEC – World Employment Confederation - the intranational confederation of the staffing agencies.



16°
WORLDWIDE

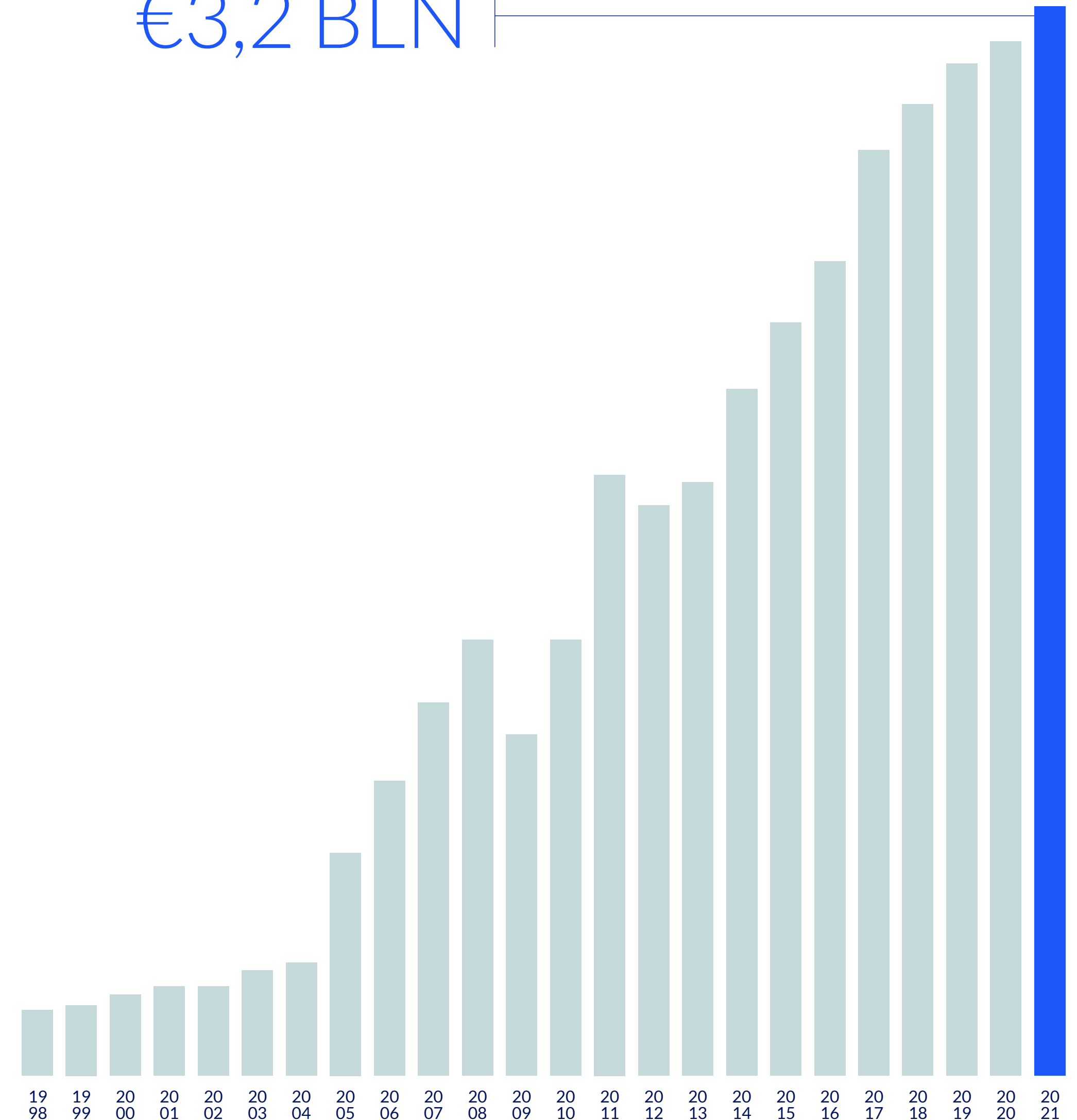


5°
IN EUROPE



3°
IN ITALY

€3,2 BLN



2.7

Our Services

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

We work in the following areas:

SEARCH AND SELECTION	LEARNING AND DEVELOPMENT	OUTSOURCING	OUTPLACEMENT
Middle and Executive	Managerial Training	Full Outsourcing	Outplacement
Professional			
Hirevo	Professional Training	Light Outsourcing	Active Policies
TEMP & PERM			





TEMPORARY STAFFING AND PERMANENT STAFFING

- **Temporary Staffing**

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

- **Permanent staffing**

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



PROFESSIONAL STAFFING

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



SEARCH AND SELECTION

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



TRAINING

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

EXECUTIVE SEARCH

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

OUTSOURCING

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



PERSONNEL ADMINISTRATION

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



HR CONSULTING

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



TECHNOLOGY CONSULTING

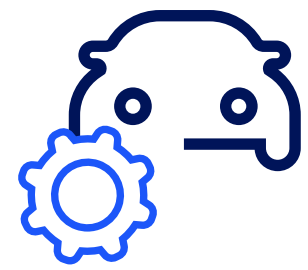
We support our partners in technological development by creating tailored solutions and helping to achieve the desired results faster, through engineering and IT consulting.



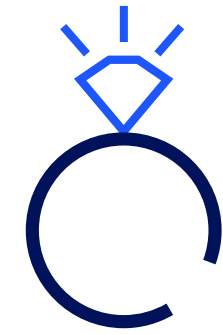
JOB AGGREGATOR

Jobtome operates at an international level in 33 countries, specialising in advertising activities supporting candidate sourcing initiatives on digital channels. Our clients are traffic brokers of online work offers and large companies that have high volume sourcing needs, often focused on 'blue collar' profiles.

Our Divisions



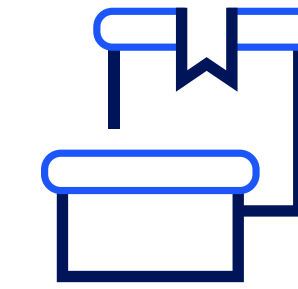
Automotive



Fashion
& Luxury



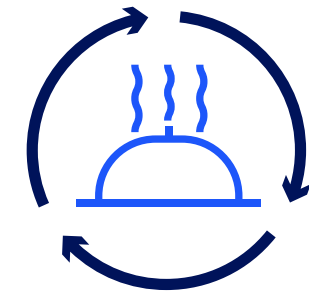
ICT (Qubit)



Logistics



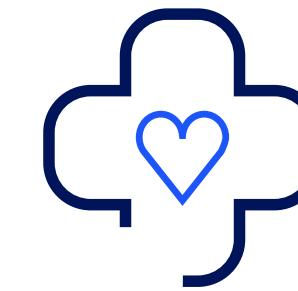
Banking & Insurance



FMCG



Industrial Machinery



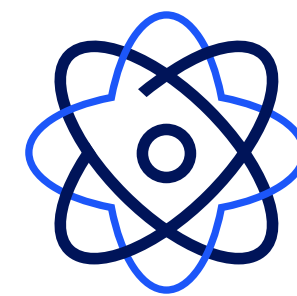
Medical



Contact Center



Horeca



Lifescience



Naval, Railways,
Aerospace & Defence



Public Administration



Technical



Retail

3

Corporate Social Responsibility

- 3.1 Our Stakeholders
- 3.2 CSR Governance
- 3.3 Our CSR Journey
- 3.4 Our Contribution to the Sustainable Development Goals



3.1

Our Stakeholders

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

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

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

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

OUR EMPLOYEES

More than 6500 employees who support the Group in achieving its goals and who represent the primary Stakeholder to which it is committed. The Gi Group Holding people are highly involved in CSR projects and share their professional know-how, commitment and motivation through their everyday efforts. We are proud to be able to affirm that our CSR strategy is shared by all of our staff members, who integrate our core values into their daily approach to work.

OUR CANDIDATES AND WORKERS

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

OUR CLIENTS

More than 22,000 companies that rely on the Gi Group Holding every day to manage their human capital by taking advantage of a broad range of services, able to satisfy all phases of relationships between the individual and the company.

THE COMMUNITY AND THE ENVIRONMENTS

The communities in which the Gi Group Holding operates, represented by their institutions and trade associations, social partners and NGOs, as well as the people who live and work there.

The environment, which the Group protects through initiatives to preserve and defend natural resources.

3.2

CSR Governance

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

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

CSR GOVERNANCE BODY	MAIN RESPONSIBILITIES	MEMBERS / FUNCTION REPRESENTATIVES
GLOBAL STEERING COMMITTEE	Approves the strategic goals and activities for the implementation and management of the Group's CSR programme.	The Group's top managers
CSR COMMITTEE	Defines the CSR strategy and initiatives, ensuring that they are aligned with the Group's strategy; is responsible for drafting the CSR Report; monitors CSR-related KPIs; evaluates the investments necessary to develop CSR projects.	<ul style="list-style-type: none">• Group CEO• Global HR Function• Global Compliance Function• Global Marketing Function• Global Public Affairs Function• Representatives of at least 3 Gi Group countries• Representatives of at least 2 Practices
COUNTRY MANAGERS	Responsible for communication flows within the applicable countries; guarantee the local implementation of the CSR strategy.	Country Manager of each country in which we are present.
CSR TEAM	Monitors the application of the Code of Ethics; supervises the flow of information and training plans; receives and manages any non-compliance reports.	<ul style="list-style-type: none">• Global Legal Function• Global Compliance Function• Global Public Affairs Function• Global HR Function• Regional Head• Workers' representative
VOLUNTEERS	Participate in volunteer activities and contribute to their planning and implementation.	Group employees

3.3

Our CSR Journey

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

2014
April
Publication and adoption of the Group's Code of Ethics.

2014
June
Establishment of the CSR Team with a view to monitoring the application of and respect for the Code of Ethics.

2014
September
Publication and adoption of the "Adoption of the Code of Ethics, Management of requests, reports and complaints" procedure.

2015
October
Creation of the CSR Committee, intended to create and implement the Group's CSR strategy.

2015
April
Publication of the Gi Group's first CSR Report, which since 2015 has been published annually, describing the data and initiatives relating to the previous year.

2015
January
Launch of the first common volunteering activity for 2015 - with a view to organising local projects intended to promote employability.

2016
October
First edition of a Group volunteer activity organised on a global scale. Goal of the initiative: promoting employability in communities, involving all countries.

2017
April
Adoption by the Parent Company, Gi Group S.p.A. Italy, of a Social Accountability Management system structured according to the SA8000:2014® standard - the most widespread and recognised at international level - and receipt of the relative certification.

2018
September
Certification of the environmental management system for the Milan headquarters property on the basis of the requirements of UNI EN ISO 14001:2015.

2021
Gi Group SpA adopt the Benefit Corporation Status.

2020
Process of revising the Group Materiality Matrix - Development of the Sustainable Work framework by the Parent Company.

2019
December
Stefano Colli-Lanzi's endorsement of the "CEOs Call to Action" promoted by CSR Europe.

2019
July
Renewal of the Code of Ethics and the Group's Values.

3.4

Our Contribution to the Sustainable Development Goals

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

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





GOAL 4

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

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

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

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



GOAL 5

Achieve gender equality and empower all women and girls.

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

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

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

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



GOAL 8

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

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

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

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

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



GOAL 10 Reduce inequality within and among countries.

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

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

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

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



GOAL 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development

Our response to SDG 17 aims to contribute towards achieving this goal:

- By becoming a part of supra-national associations focused on constant improvement in the labour market and taking part in work sessions with leading companies in this sector;
- Developing projects designed to achieve the objectives both through local partners (client companies, institutions, schools) and foreign partners, thus also setting up collaborations involving other countries.

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

- Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation;
- Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships Data, monitoring and accountability.

4

Materiality Matrix

- 4.1 The Tool
- 4.2 The Process
- 4.3 The Result

4.1 The Tool

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

Defining it makes it possible to:

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



4.2

The Process

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

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

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

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

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

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

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



**2020 CSR
GOAL ACHIEVED**
REVISION OF THE GROUP'S
MATERIALITY MATRIX



The process was divided into two parts:

DETERMINATION OF MATERIAL TOPICS

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

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

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

- Innovation of operating models and role management in response to changed environments
- Decent and inclusive working conditions
- Improving gender equality
- Digitalisation of work
- Matching labour needs with evolving business needs
- Developing the skills of the multigenerational workforce to meet the needs of the labour market
- Ethical governance and business continuity
- Integration of csr with strategic plans
- Protection of the most vulnerable categories of workers including social security
- Online recruitment and the evolutions of hr
- Health & safety
- Promotion of human rights
- Data protection and cybersecurity

WEIGHTING OF TOPICS BY STAKEHOLDERS

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

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

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

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

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

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

4.3

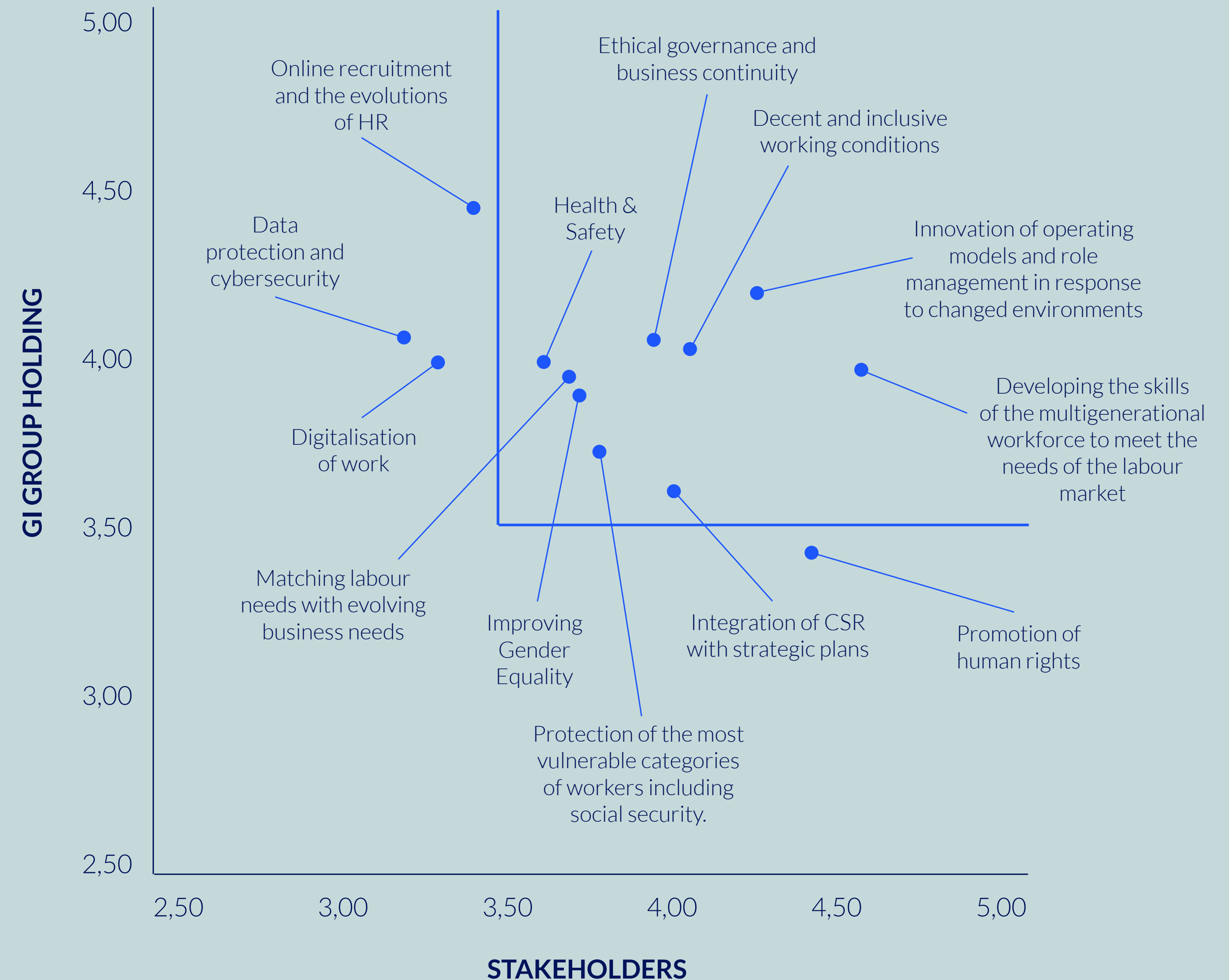
The Result

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

The materiality threshold, beyond which the topic is considered material, was set at 3.5 points for the Stakeholder assessment as well as for the company assessment. With this threshold, **9 of the 13 topics identified by the documentary analysis turned out to be material for Gi Group Holding.**

A general description of these topics and their scope is provided in the following table, in which they are listed in order of relevance.

Each country and each practice has the right to include the topics most aligned with its context in its improvement plans for 2022. The shared objective for the entire Group is to maintain a constant focus on topics emerging as most material, from the perspective of the development of more clearly CSR activities and initiatives, as well as from the perspective of integration at business level.



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

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

5

Sustainable Work

- 5.1 Our Path to the Sustainable Work
- 5.2 The Framework
 - 5.2.1 The Responsibility of Individuals
 - 5.2.2 The Responsibility of Companies
 - 5.2.3 The Responsibility of Institutions



5.1

Our Path to the Sustainable Work

In its actions, the Group is guided by the profound conviction that it is **through today's actions that we shape the future**, adopting the concept of **sustainable development** expressed by Brundtland in its WCED (World Commission on Environment and Development) Report entitled "Our Common Future" (1987). This conviction drove the company, during its twentieth year, to rethink its history and analyse the context and its transformations to prepare to face the future, leading to the decision to rewrite the company Values to include sustainability.

We are indeed aware that the path towards sustainability is a journey of continuous growth and evolution, which has been undertaken but which no one can feel they have completed, and we know well that there is much left to do. During this journey, Gi Group Holding, aware of its significant role in the world of work for companies, people and society, felt the need to establish a Foundation with the aim of supporting the development of the world of work, understood as education surrounding the personal and social value of work, through free and cultural initiatives, not necessarily connected to the business and not subject to business cost-effectiveness considerations, capable of reinforcing, both within the company and externally, the sense of work, favouring reflections on it, keeping the corporate purpose alive and continuously stimulating a cultural and practical discussion

to identify solutions to improve the world of work. With its Foundation, the Parent Company maintains an intimate and profound exchange, allowing itself to be "contaminated", "interrogated" and "stimulated" with respect to work topics and financing its activities. Support for the access of young people to the world of work, reduction in skill mismatches, youth unemployment, NEET rates, promotion of "virtuous" flexibility capable of meeting the needs of companies while also guaranteeing security to people, the future of work: these have always been the concerns at the heart of the Foundation's activities. During the Group's twentieth birthday, the Foundation released a publication called "Next 20: the future of work" published by the Gi Group Foundation and Harvard Business Review Italy, in which top academics at national and international level in various fields of study presented their

reflections with respect to the challenges of the world of work over the next 20 years¹. By involving academic, institutional and corporate personalities, the Gi Group Foundation has set in motion a **project on Sustainable Work** that aims to promote discussion of the issue, identifying possible actions that might become **replicable models** to promote Sustainable Work and stimulate understanding and debate on this theme for **People, Companies** and **Society**. By setting up its own **Scientific Committee**, by instituting an **Observatory**, the Foundation has managed to establish a way of thinking, a starting point which has kicked off a discussion that will lead to the construction of tangible, replicable and measurable models that will guide the project towards the development of the concept of Sustainable Work. This process of building a **framework** which guides the impact we want to have in our context was **developed over the last two years within the Parent Company** and from this point of origin it is radiating with increasing clarity to keep the entire Group aligned.

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

“Gi Group Holding felt the need to establish a Foundation with the aim of supporting the development of the world of work.”



5.2

The Framework

“Sustainable Work”: foundation of the relaunch in a world experiencing profound and rapid change.



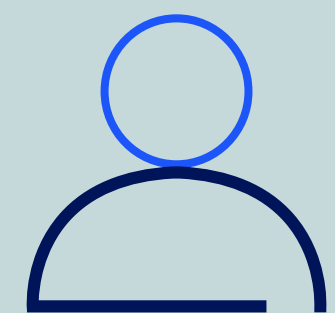
We are living through times of profound and rapid change in which **technological breakthroughs, changed global demographics, resource scarcity, the movement of economic power to developing countries, new attitudes and individual preferences as well as new labour rules and regulations** require people,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

Convinced that, though it may be difficult, each moment of crisis can also represent an opportunity to evolve and grow, and aware that no one can predict with certainty how the situation will evolve in the medium term, we can however imagine that the current economic situation cannot be interpreted as an emergency after which we will return to a pre-crisis state of “normality”. To prevent our country’s social and economic fabric from disintegrating, it will be necessary to act quickly, involving and fostering the cooperation between people, organisations, intermediate bodies, social partners, the world of school and institutions to give life to

production systems, economic policy systems and social organisations that are profoundly transformed, innovative and flexible to achieve **sustainable development**,

“capable of meeting current needs without compromising the possibility of future generations to meet their own.”

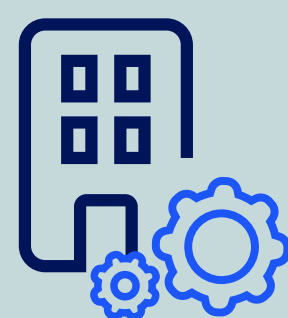
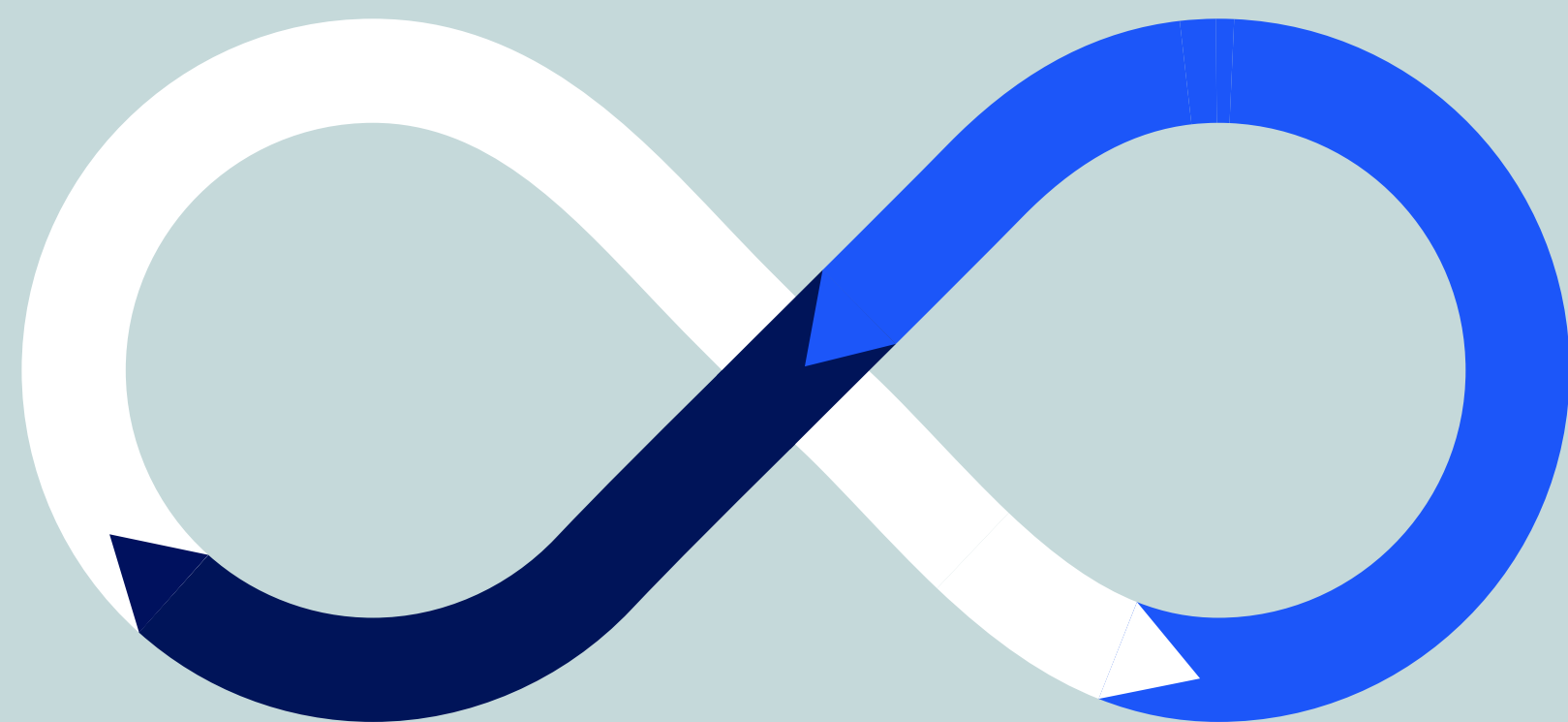
OUR COMMON FUTURE,
BRUNDTLAND, 1987



Individuals



Institutions



Companies

Within this context, in continuous and rapid change, **work** must **be considered central** and must be made **sustainable** for people, organisations and society, with the awareness that digitalisation and frequent transitions are influencing, and will continue to increasingly profoundly influence, the very concept of work. As highlighted by Eurofound in 2015,

“working sustainably means, first and foremost, creating the conditions for people to be able to develop their professional skills and remain active during their entire life with a view to constant employability, eliminating factors that discourage or hinder access to and remaining and growing in the world of work.”

As we want to contribute through our services, globally and as protagonists, to the evolution of the labour market and education on the personal and social value of work, we have deemed it **urgent to begin to dialogue with businesses, social partners and institutions to better define the concept of “sustainable work”** for people, organisations and society within developed economic contexts in which we are present, identifying the conditions that can favour its implementation.

5.2.1

The Responsibility of Individuals

1. Carry out a decent job, capturing the meaning and value of work and the need to which it responds, fuelling awareness of one's value as a person and one's professional skills, pursuing work satisfaction.

Each person contributes towards making their work and that of the company in which they work sustainable through the contribution **given** and the **behaviors** enacted in the generation of value for themselves, for customers and for colleagues, **carrying out** the **tasks entrusted** with competence, responsibility and a **tension** towards excellence.

To be sustainable, work must be dignified (SDG 8), so as to permit each person to freely pursue work satisfaction.

The sustainability of work is closely linked to the sense that everyone recognizes in the work performed, to the congruity between values, interests, skills and duties and to the ability to build their own personal identity through it (sense dimension).

The employment relationship, understood as a regular contract that recognises remuneration suited to the job, the contribution

made and the quality of work carried out (**legal and economic dimension**), also contributes to making all people aware of their value and their professional skills.

Sense of work and awareness of one's own value are two **primary** elements that create the conditions to be able to pursue **work satisfaction**, which is also determined by:

- perception of security (in terms of medium/long-term employability), occupational health and safety and ease and speed of work transitions (**safety dimension**);
- continuous development of technical, personal and social skills, **that** strengthen the professional identity and open up the possibility of growth (**skill dimension**);
- creation of participatory, collaborative trusting relationships characterised by open and transparent communication (**relational dimension**);
- presence of an inclusive work environment in which the capacities and the contribution of everyone are recognised, activated and valued (**enhancement dimension**);
- degree of autonomy and responsibility that may be exercised in the management of one's own work in terms of work methods, schedule, space and intensity (**flexibility dimension**).



2. Protecting individual psycho and physical well-being, also through a correct professional and extra professional life balance.

While on one hand it is the company's **task** to ensure a safe and healthy work environment, characterised by **working** processes, instruments, equipment and machinery **capable** of **combining safety** and productivity, on the other hand **each** worker can make **it** more sustainable, **by adopting behaviors that are respectful of the rules given at a corporate and social level and learning to better manage one's work task in terms of individual organization, load and emotional stress.**

In addition to attention to health and safety issues, people's **psycho** and physical well-being is **supported** by working in a **welcoming, inclusive and collaborative environment that pay attention to the right work-life balance,** fosters autonomy and responsibility and makes available **welfare and well-being** services.

3. Investing in the development of useful skills to fuel one's professional profile and employability to keep pace with a labor market in continuous transformation.

Each person must actively contribute to making their work sustainable, taking interest in and proactively **engaging** to strengthening their skills.

As part of one's work, the ability to **"learn to learn"** needs to be developed, by providing adequate and continuous space for **professional training and development,** through instructional and updating paths useful to increase the capacity to generate value and to develop one's career, as well as to remain in step with the evolution of labour demand (care for personal employability).

4. Building professional relationships able to generate trust, recognition, team spirit and enhancement of talent.

Each person must **operate feeling "free" to be and express their own unique characteristics** in a manner respectful of others and with a continuous **tension** towards **building relationships based on trust,** information sharing, collaboration and the desire to actively contribute to the company's success. Developing a sense of active citizenship may facilitate this process.

Active citizenship leads people to actively participate in social life, seeing others as support and a resource to tackle and resolve together problems that regard the group, and to personally commit to carrying out activities that make it possible to achieve **common** goals, becoming the protagonists of **ameliorative changes.**



5.2.2

The Responsibility of Companies

1. Boosting resilience and the capacity to respond nimbly to market changes.

Within a highly uncertain and changing context, the role of companies in contributing to work sustainability is instantiated in the **ability** to improve resilience.

This involves the ability to manage resources in a balanced way in order to grow without losing agility.

A significant contribution for creating the right operational structure may come from the use of protected flexibility solutions which, while guaranteeing the necessary adaptability of companies to market fluctuations, favour as much as possible **the permanence** of people “at work” including through temporary experiences characterised by equal treatment with permanent **workers hired for an indefinite period**, and **tools** that facilitate and support work access and continuity, **even** during transition phases.

2. Privileging innovation and the creation of value as a guide for managing change in the medium/long term, by identifying new ways to combine efficiency, productivity and profit distribution.

The **innovation of processes, products and business models** as an indispensable factor to ensure medium/long-term **business competitiveness** is an essential element for work sustainability. Therefore, it is necessary to pursue, sustain and incentivise innovation understood especially as the capacity to respond to new market and individual needs with valuable solutions, with the extensive use of digital technologies, change management methodologies, new ways of organising work and new **more “participatory and inclusive” leadership styles** to **encourage** a greater assumption of responsibility and involvement in company **developments** by everyone. In this sense, process **digitalisation process** must be seen not only in terms of automation and productivity but also as a **way** to enable new forms of collaboration and accessibility to company know-how.

3. Ensuring human rights and decent and inclusive work in order to enhance the value even of the most “fragile” people.

The company performs its activities while protecting **human rights** and guaranteeing **dignified working conditions** to the people directly (employees) and indirectly (suppliers and partners) involved.

Promoting sustainable work also means being aware of and taking responsible for “vulnerable” people, by understanding and enhancing their capabilities and sensibilities, **that** become productive, motivational and value-based resources, **implementing** inclusion policies with an impact at cultural and organisational level.



4. Investing in training and in the development of people, making them more engaged and productive.

In the currently volatile, uncertain, complex and ambiguous context, skill obsolescence is a constantly present **risk**. Work sustainability requires companies to **pay great attention to the development of human capital** by identifying and financing the training paths needed to develop the technical and transversal skills “required” to maintain both the company’s competitiveness and worker employability. Professional and managerial training as well as the qualification and re-qualification of **people** has become a key element for the survival and evolution of every organisation, and should be pursued and supported with specific processes and tools that **capable of motivating and facilitating** continuous learning not only at personal, but also organisational level. In this **context**, it is important to **certify professional skills**. The **enhancement of human capital** also requires the development of organisational solutions capable of ensuring regular **contracts, remuneration and contributions, psycho and physical health** and personal **well-being** as well as a **non-discriminatory, inclusive, fair** and **merit-based** work **environment**, which **provides solutions** to favour a satisfactory balance between **professional** and **private life**.

5. Creating a work environment capable of valuing women, young people and people with significant seniority, ensuring fairness, meritocracy and work solutions consistent with their specific needs.

Fully enhancing the talent and contribution of **women, young people** and **people with significant seniority** is an absolute **priority** for work sustainability, which requires **the elimination of barriers** for their entry and development in the company, the **adoption** of an **approach** which combines **fairness, meritocracy** and **responses consistent with different needs, openness** to **new ways of working** and **leadership styles**.

6. Reducing waste and focusing on environmental and social impacts, acting with a view to promoting and supporting the competitiveness of local territory.

The company’s commitment to supporting the needs of civil society and developing supply chains in which **corporate social responsibility policies** are enacted, as well as developing a circular economy, **reducing the waste of economic, natural and energy resources** and **reducing pollution and waste** contribute to work sustainability through the development of the competitiveness and resilience of the **territories** in which it operates. This approach underpins the company’s commitment to **create lasting, shared value with all stakeholders** (respect and transparency towards employees, customers, suppliers and distributors, environment and community), **by measuring** business decisions, analysing all of their economic and non-economic impacts and communicating the sustainability impacts of decisions for each stakeholder.

5.2.3

The Responsibility of Institutions

1. Supporting company development through effective business policies capable of creating job opportunities.

To make work sustainable, **it's first of all necessary to create job opportunities**. Institutions are called upon to **enhance** the contribution provided by companies in the generation of value for the country and **job opportunities for people, carrying out interventions to solve structural and infrastructural problems** (e.g., roads, internet connections), **define industrial policies** aimed at “**sustainable**” local development, favour **job market competitiveness** and incentivise investments in innovation, while **paying attention to environmental impacts**. It is also necessary to **innovate work-related processes and procedures** by **simplifying** steps and documentation production requirements, creating common and shared standards.

2. Effectively combatting undeclared work and contribution and tax evasion.

It is necessary first and foremost to **formalise work that until this point has been “invisible”** (e.g., agriculture, tourism, restaurants, logistics, domestic work, care work, personal services), **reducing the contribution and tax requirements** borne by employers and favouring recourse to contractual mechanisms that make it possible to regularise workers. Therefore, really effective **controls and sanctions** should be strengthened, in order to **eliminate all forms of exploitation and irregular work**.



3. Developing active employment policies and supporting a faster and more effective meeting between supply and demand through public/private collaborations in the implementation of employment services, with a particular attention to on women, young people, people with significant seniority and fragile workers.

Market uncertainty and volatility have repercussions in the world of work, **making it necessary to intervene by the institutions** to reduce as much as possible the pressure on passive safety nets and support the reskilling of professionals who are no longer **suitable for** the new job market. It therefore becomes indispensable **to develop active employment policies** and deploy **training services targeted at existing employment opportunities**, favouring requalification to transfer professionals from sectors and businesses in decline to those in evolution, as well as **differentiated professional orientation services**, with a specific focus on young people and adults, categories of individuals with mental and physical disabilities and personalised intensive support services for those who are having difficulty finding new employment.

As a result, it is necessary to:

- rebalance public expenditure between passive and active labour policies in favour of the latter;
- seek to **provide for the involvement of the beneficiaries of social** safety net in public works or in training activities “aligned with market demand” which favour their re-entry into the world of work;
- enhance the skills and expertise of private employment agencies to **promote** a better connection between labour supply and demand and promote greater cooperation between job centres and private operators.

4. Promoting “sustainable” flexibility which meets the needs of companies and people, protecting and accompanying them in attaining work-life balance and during career transitions.

It is becoming increasingly urgent to create a job market in which the **meeting between supply and demand is more dynamic**. This dynamism can be fostered by **greater transparency with respect to market data** (by geographical area, gender, age, **type of contract**, level of education, income level; according to uniform and shared standards that are continuously updated and accessible) and by greater **simplicity of access** and use of **contractual forms** that **allow** a speedy and **flexible** adaptation of the workforce or working hours based on production volumes and the features of market demand, while at the same time **ensuring** people **full protection of their rights and benefits** and effectively **supporting** people in **career transitions** (from school to work or from job to job).

In particular, looking at temporary work through an Agency, which offers more possibilities for working continuity to workers, it appears to be urgent to remove the limitations introduced by **latest** regulatory updates.

To guarantee “sustainable” flexibility for people and companies alike, institutions are also called upon to intervene to **favour increased work-life balance**, investing in infrastructure, cost-controlled service solutions, economic/fiscal interventions and organisational incentives aiming to support flexible schedules and caring activities as well as actions intended to incentivise a fairer redistribution of caring **burdens** within households.

5. Reducing skill mismatches by promoting quality personal and professional training to activate, fuel and update people’s capabilities and skills.

Skill mismatches drain energy and resources from the world of work (millions of jobs remain open every year due to a lack of suitable candidates) and should be **tackled in a structural and systematic way**.

To make work sustainable, institutions will need to:

- drive a revision of **school** programmes and strengthen opportunities for connection and contamination between school and the **labor market** (apprenticeships, internships, traineeships);
- invest with determination in the training and continuous updating of the skills of people of all ages, to align them with market requirements and evolutions, allocating public resources to fund only the highest quality courses based on the rate of effectiveness of the training provided (rate of consistency between training provided and actual employment opportunities), thus fueling people’s employability and making it possible to move professionals between different sectors;
- invest in solutions that make it possible to effectively activate people’s capabilities;
- promote the definition of nationally and internationally recognised skill certification systems.²

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

6

Gi Group SpA Italy: Benefit Corporation

➤ 6.1 Our Adoption Journey

➤ 6.2 Our Common-Benefit Objectives



6.1

Our Adoption Journey

As a result of our approach to the labour market, detailed in our mission and developed by formulating a Sustainable Work Framework, on 22 July 2021, Gi Group Spa, the operating parent company of our ecosystem, has officially embraced the legal status of a Benefit Company.

By the term “**Benefit Company**” we are here referring to a legally recognised status that a for-profit company can embrace (in Italy and in accordance with other national legislations), for the purpose of publicly stating

one’s commitment to the pursuit of shared long-term value creation, in addition to the profit goals.

The commitment statement is pursued by formally modifying one’s by-laws, by including the common benefit purposes that one intends to pursue with one’s activity, alongside one’s standard business objectives.

The common benefit purposes included within the corporate purpose are not mere statements of intent, they are instead concrete commitments that the Gi Group takes on relative to its stakeholders.

In fact, we are committed to draft an Impact Report, document with annual perimeter that has the scope to give evidence of the progresses made regarding the attainment of the common benefit purposes defined in the statute and the impacts generated from the company regarding various areas (Governance, Workers, Environment, Other Stakeholders).

To oversee governance and operations coherence in relation to the correct pursuit of the stated common benefit, the role of the Impact Manager has been assigned to a collegiate organism made up of company directors, the heads of the HR, Marketing and Compliance - CSR functions, plus a member identified by the Gi Group Foundation, so as to underline the important and constant contamination among the Group hubs. This choice enables us and our trading partners to handle the risks and opportunities associated with ESG factors (Environment – Social – Governance) more effectively and organically, engaging management and all the company’s employees to achieve higher standards in terms of purpose, responsibility and transparency.

Specifically:

- **PURPOSE**

As a Benefit company, we are committed to having a positive impact on society and the biosphere, besides generating a profit (according to the Triple Bottom Line model: People, Planet, Profit). Sustainability - that for the Gi Group we reiterate is understood as focusing on Sustainable Labour - is an integral part of our business model and a guideline for creating favourable conditions for social and environmental prosperity, now and in the future.

- **RESPONSIBILITY**

As a Benefit Company, we are committed to assessing the impact of the company on society and the environment, in order to create long-term sustainable value for all stakeholders - promoting these responsibilities within the Sustainable Labour framework, so that the responsibility of each stakeholder has a positive impact on that of the other interested parties.

- **TRANSPARENCY**

As a Benefit Company, we undertake to communicate and report on an annual basis according to independent standards acknowledged on an international level all results achieved, the progress and future commitments - both towards the shareholders and the general public - relative to the achievement of the common benefit goals that we have established in the Company by-laws.

By taking on this legal status we have decided to pursue an extremely coherent path, previously demonstrated in 2017 by securing the SA8000 certification.



6.2

Our Common-Benefit Objectives

THE PEOPLE: CANDIDATES, WORKERS AND EMPLOYEES

- Promotion/tabling of initiatives/support activities in accessing the job market, creating and updating skills in line with the market, in order to maximize occupational levels;
- Promotion/tabling of initiatives/support activities for personal/professional growth and the management of job transitions in order to maintain a position in the job market;
- Promotion/tabling of initiatives/support activities for a correct lifework balance.

THE COMMUNITY

- Development of initiatives/tools that promote the meeting of offer and demand in the job market;
- Development of initiatives/tools that favour the evolution of the job market in a more inclusive, non-discriminatory and safe way and where fairness and meritocracy are guaranteed;
- Promotion of studies and research, tabling of initiatives, even of a cultural nature, either

directly or through networking in order to implement replicable economic models on the job market, including the dissemination of a “sustainable labour” culture;

- Collaboration with not-for-profit organisations, associations and other institutions engaged in the promotion of projects and services consistent with our benefit purposes.

THE INSTITUTIONS

- Formulation/promotion of proposals that help the evolution of occupational legislation, combining market flexibility requirements with people’s need to be continuously employed;
- With a view to promoting subsidiarity, the promotion of public-private collaboration aimed at finding work opportunities for the disadvantaged.

ENVIRONMENT AND TERRITORY

- Paying attention to the social and environmental impact, by reducing waste and enhancing assets and local infrastructure.



7

Our People

- 7.1 Our Employees
 - 7.1.1 Talent Acquisition & Employer Branding
 - 7.1.2 Internal Communication
 - 7.1.3 Learning and Development
 - 7.1.3.1 Learning and Development Analytics
 - 7.1.4 HR Analytics
 - 7.1.5 Local Initiatives
- 7.2 Our Candidates and Workers
 - 7.2.1 Local Initiatives



7.1

Our Employees



**2020 CSR
GOAL ACHIEVED**
TRAINING, ENGAGEMENT AND
WELLBEING OF INTERNALE EMPLOYEES

At the beginning of 2020, before we were all overwhelmed by the global crisis, we launched a global campaign to bring our Mission and Values to life with specific examples. We were lucky, because this has helped us, month by month, to remind everyone why we are together in this enterprise of wanting to change the world of work for the better and how we can do it, even in the midst of an unexpected crisis. It was **because of our Values that we kept all employees together** every day, **united although at a distance**. And starting from this goal we reorganised our work programme and dedicated ourselves first of all to the care of each individual. Every country experienced the pandemic in a different way and at different times, needing to respond to the specific measures defined by national governments, and with different impacts on their various businesses and activities. However, there was still a central point of reference, which made it possible to increase our sense of belonging, even during the crisis.

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

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

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

We are dedicated to disseminating and making available all the content needed to manage remote work and **support customers, candidates and workers**. Online training is not a new concept for the Group, but in 2020 the content increased exponentially, as did knowledge sharing and the sharing of best practices.

In addition to this, we maintained the global initiatives operational plan like the reinforcement of local HR teams, the mapping for the launch of development and career paths worldwide and the definition of new functionalities of the personnel management system.

The year 2021 has seen many changes but has also consolidated what we have learnt during the first year of the pandemic.

In allowing the company to keep developing, by offering greater opportunities for professional growth for all of the Group's employees we have:

- Redesigned the research and employee selection paths;
- Improved internal mobility opportunities;
- Launched Employer Branding campaigns based on our "Changelives" motto;
- Strengthened internal communication and our training initiatives both "virtually" and on site and expanded our digital training and "mentoring" programs.



7.1.1

Talent Acquisition & Employer Branding

In line with the Group's strategy, the HR function finalised the design of the **Employee Value Proposition** and has reinforced the communication disseminating our rallying cry **"Change Lives"** through our relevant channels online and offline.

#ChangeLives



**2020 CSR
GOAL ACHIEVED**
DEFINITION OF THE GROUP'S
EMPLOYEE VALUE PROPOSITION

OUR EVP IS BASED ON THREE PILLARS:

A SHARED PASSION

Whatever our background and wherever we are based in the world, we all share the same purpose. We put people first - and that starts with the people around us. We listen and we collaborate because when we work together, we really can change the world of work for the better.

LEARN TO THRIVE

We always want to do better, both as a business and as individuals. Thanks to our global, multidisciplinary setup, you are spoiled for choice when it comes to opportunities to learn and grow. You will be trusted to navigate your own career journey, but we will do whatever it takes to help you grow.

GO FORWARD, TOGETHER

We are proud of our history of who we are and where we have come from, but we are not finished growing yet. We think innovatively and act autonomously, trusted to take educated risks and encouraged to learn from our mistakes. It means that whatever your role, location or brand, at Gi Group Holding you matter, seen for what you contribute and empowered to achieve even more.

Our engagement strategy developed on these fundamental themes allowed us to reinforce communication initiatives as well as the sharing of information and **knowledge sharing** with internal and external stakeholders.

This path highlighted also another key point of our EVP, defined **"Give and Get"** which means strong personal and professional enhancement that our employees will benefit from, thanks to the impact that our work produces on the lives of the people that we met. In addition to traditional talent acquisition methods and techniques, we designed specific employer branding initiatives aimed

at positioning the Group and its individual brands with the target audience, in order to be recognised as an “Employer of choice”.

OUR EMPLOYER BRANDING STRATEGY IS CARRIED OUT ACCORDING TO TWO STRATEGIC ASSETS:

SHARE OUR UNIQUE IDENTITY AND STORY

An inspiring, engaging and effective employer branding strategy is grounded on how we communicate our Mission, EVP, Values and Attitude to our target audience. Tone of voice, core messages, rallying cry, meaningful contents, campaigns, testimonials and ambassadors are our assets to attract and engage the best talent, fostering our reputation too.

PROVIDE CANDIDATES AND EMPLOYEES WITH AN UNFORGETTABLE EXPERIENCE

Every touch point with people speaks about us. From the application experience (“find a job and get your feedback”) to the employee advocacy (Ambassador program). Consistency between what we say and what we do is crucial. An unforgettable experience makes the difference in the success of our employer branding strategy.



7.1.2 Internal Communication

In 2020, also due to the impact that Covid-19 had on work dynamics, the main focus of internal communication was on **people engagement, knowledge sharing** and the creation and implementation of platforms and formats aimed at achieving a **global perspective**, through a series of initiatives and projects. Also in 2021 our people's engagement remained one of our internal communication's main objective, together with the need of activating all our leverages for the **sharing of knowledge and best practices**.

76%

Organisation
well-being
index

73%

People
well-being
index

76%

of employees
"spread energy"

86%

Trust

79%

Engagement

INTERNAL COMMUNICATIONS FROM THE CEO (2020)

In 2019 we introduced the first live interactive webcast, "**Live with Stefano-Colli Lanzi**", and in 2020 the event was repeated 7 times between the months of March and November. In 2021, internal communications by the CEO became stabler moments, transforming the urgency dictated by the pandemic into a periodic appointment that brought important content and motivation to all employees.

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

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

GINET SOCIAL APP (2020 – 2021)

With the aim of promoting the strengthening of the culture of collaboration and **knowledge sharing** globally, and in order to create a smart and interactive platform to increase

engagement and interaction, the **GiNET Social** app was officially launched in 2020.

Globally there were:

- Around **30,000 visits** to GiNET Social;
- **8,679 posts**;
- More than **26,000 likes**;
- About **5,900 comments**.

ENERGY MATRIX & ENERGY PULSE (2020 – 2021)

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

Furthermore, a Net Promoter Score was included in the survey, with the result of **3.3**, a positive value as it is higher than the threshold of 0. Two editions of the **Energy Pulse**, short and more frequent internal surveys, were also launched in 2020 in order to collect feedback on an ongoing and recurring basis.



The July 2020 edition had **846 respondents**; the November 2020 edition had **2,540 respondents**. During 2021, 2 editions of the Energy Pulse have been launched, to which more than **2300 employees** participated; the results of the survey have been positive for all the covered areas. Specifically, the Net Promoter Score for 2021 was **12.8**, increasing significantly from the previous year.

GLOBAL INTERNAL COMMUNICATION CAMPAIGNS (2020 -2021)

In 2020, in order to strengthen awareness of the six new Group’s Values, we dedicated the months of July and December to each of them, developing the sharing of correlated topics, in parallel with engagement initiatives on internal communication platforms. Thematic campaigns were also developed in addition to communications related to strategic projects, such as:

- **International Woman’s Day:** based on the concept of Sustainable Work, the campaign focuses on a number of women employed at a global level in 2020
- **Internal Job Opportunities;**
- **Global Wellbeing Weeks;**
- **International Day for the Elimination of Violence against Women;**
- **International Earth Day:** we collaborated with Treedom, a company that enables the purchase and planting of trees in developing countries, beneficial for the environment and local communities. The first Gi Group Forest has been created
- **International Day for Safety and Health at Work:** the campaign focused on the

measures and initiatives undertaken by countries to prevent the risk of Covid-19 at the workplace and to support employees during the pandemic.

- **World Day Against Child Labour:** an awareness campaign on the effects of Covid-19 on child labour.

EMPLOYEE VALUE PROPOSITION INITIATIVES (2021)

During the second half of 2021 we launched the first survey to measure the level of internal knowledge of the Employee Value Proposition. At the same time, we also launched a call to action to identify the brand ambassadors at world level, responsible for communicating and bolstering the Changelives concept. At present we have 400 colleagues who are proud to promote our value proposal both internally and externally.

GLOBAL BUSINESS MEETING (2021)

At the start of the year we launched the first virtual global event which all of the group’s employees could access: by means of an online platform we shared the informational content on the strategy, objectives and main results achieved by Group. Videos, presentations, live sessions were accessible on demand for one week.



2020 CSR GOAL ACHIEVED
PROMOTION OF THE NEW GROUP’S VALUES

2021 CSR GOAL ACHIEVED
COMMUNICATION CAMPAIGNS FOR INTERNATIONAL DAYS

2021 CSR GOAL ACHIEVED
FIRST VIRTUAL GLOBAL BUSINESS MEETING FOR ALL EMPLOYEES

7.1.3

Learning and Development

The biennium 2020 – 2021 was a year of tremendous opportunity for the training and development of our people, despite the difficulties associated with the pandemic. Intense investments were made, human and financial, in **training initiatives** both globally and locally to support our employees such a difficult moment.

In particular, the initiatives concerned both **transversal and professional skills**, together with support initiatives linked to the management of the pandemic crisis and the **reinforcement of corporate Values**. The resume of the everyday activities, thanks to the reduction of the restrictions, has been balanced with the need of dedicating time and space to personal growth initiatives, both locally and globally. The forward-looking investment - already planned before the pandemic and confirmed for 2021 - in **digital training** has made it possible not only to confirm the implementation of the projects already planned for the biennium 2020 – 2021 , but to **increase the training opportunities** offered to our employees as never before through a number of projects.



The details of the main projects are presented below:

MENTAL ENERGY PROGRAMME (2020)

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

ROAD (2020)

In 2020, the cultural change project associated with the introduction of ROAD continued, albeit with understandable delays. ROAD (**Reward, Objective Setting, Appreciation, Development**) is Gi Group Holding's new approach to enhancing and developing the performance of its employees, in order to spread a culture of performance oriented towards personal development and based on the appreciation and recognition of the results achieved. The process is managed in a specific area in the HR Pro management system, allowing for the management and sharing of goals and feedback between manager and staff. The change project is supported by training materials aimed at supporting the learning of the new tool through tutorial videos and the learning of effective skills and behaviours for the management of key moments along the way.

WELCOME ON BOARD (2020-2021)

In 2020 – 2021 the use of the **“Welcome On Board” in digital format** was consolidated and further strengthened in order to welcome new colleagues and provide them, from their first day in the company, with the key information needed for gaining familiarity with the organization.

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

VIRTUAL GLOBAL INDUCTION (2020-2021)

The pandemic situation has given us the opportunity to completely redesign the Global Induction event, usually held in-person, to be delivered remotely.

The event, dedicated to new-hired employees in Global positions, was delivered remotely via Zoom and divided into different stages over 4 weeks, involving **36 people from different countries**.

In **2021** the event has doubled the participants of the previous year event involving **70 people from different Countries**.

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

ONBOARDING AND MENTORING PROCESS (2021)

In 2021 we further strengthened our onboarding process by adopting a specific platform, at present on the Global headquarter employee perimeter and on some of the main countries. Besides the **“Welcome On Board”** training package, issued in digital format to welcome new colleagues, the tool enables all the information required to find one's footing within the organisation to be integrated into a single information flow towards the employee, starting from the data they signed the binding agreement - therefore just before they joined the company - right up to the first day at work and the first weeks after hiring.

We have also further expanded the **“mentoring”** activities, especially between different countries, in order to support an effective inclusion in the role of figures that are particularly relevant from an organisational standpoint (new country managers, heads of business departments,...).

DIGITAL TRAINING CATALOGUES (2020-2021)

In 2020, work continued on the three-year **“Build the Future”** project dedicated to over 1,300 colleagues in the Temp&Perm Practice worldwide, in particular with the launch of around 20 new professional training materials, delivered via eLearning. The themes of the **“Temp&Perm Digital Learning Library”** range

from the development of key skills in the Sales area (e.g. Networking, Customer Need Analysis, Negotiation, etc.) to the deepening of dedicated processes and tools.

In 2021 we further consolidated our production work on these training contents by embarking on the localisation of the same in the main countries. More specifically we launched approximately **15 new eLearning courses providing professional skills** related to Sales (i.e., Market Mapping), Delivery (among others: Need Analysis, Best Worker Experience, Managing Feedback with candidates, ...), and issues linked to Soft Skills (Effective Communication, People Management, Time Management, ...).

In 2020, the **Wyser Digital Learning Library** was also launched, with eLearning content focused on 3 areas (Business Model, Sales, Service), for a total of **11 new professional courses** dedicated to the practice

In 2021 we also launched the **“Professional Digital Learning Library”**, for colleagues in the **“Professional”** practice, providing a close look at processes and guidelines focusing on both the Sales area (i.e., Key Account Management) and the Delivery area (i.e., Job Advertising guidelines, Reference Check, ...).

The eLearning modules are characterised by interactivity and the use of engaging methodologies such as **“gamification”**, using alternative scenarios of real work situations to explain effective behaviours.



INTERNAL WEBINARS FOR KNOWLEDGE SHARING (2020-2021)

In 2020 -2021, Global webinar series were launched for the first time, with in-house speakers and open to all interested parties, with self-registration. The seminars range from Sales topics (7 Steps for Successful Sales; Hunting, Farming, etc.) to professionalism themes for function (Temp&Perm; Search&Selection), to topics of general interest. In 2021 the educational initiative **“Smart Selling”** has been organized, reserved for Sales roles and focused on connection techniques and methodologies, communication and client’s trust building, through social and digital channels

ENGLISH LEARNING PLATFORM (2021)

In 2021, with the help of an external supplier, we launched an English language self-teach platform. This platform, online 24/7 for all employees in all countries, allows one to verify one’s knowledge of the English language and, depending one’s level, to access training content in various formats (articles, videos, interactive exercises) to train and improve one’s language skills. The contents are selected and recommended based on an artificial intelligence algorithm that analyses the preferences stated by the user and on this basis identifies the most suitable training program to satisfy these preferences. Approximately **30% of employees** take up the offer.

TRAIN THE TRAINER PROGRAM (2021)

In 2021, following the success of the 2020 pilot edition, we have initiated a training program tailored for colleagues who support internal employee training activities and those who hold key roles in the sharing of specific technical and professional skill sets.

The **“Train the Trainer – Enhancing Knowledge Transfer Skills”** - program has been co-designed and provided by TackTMI, the Group’s training company and its goal is to enhance the company’s internal knowledge assets, enabling on the one hand to support the motivation of the “experts” and on the other to spread relevant working procedures, contents and information for colleague enhancement. The initiative has seen the participation of approximately **80 colleagues** from **13 different countries**.

7.1.3.1

Learning and Development Analytics

As regards training activities in 2020-2021, the data show an **extremely significant increase in hours of training provided** due to a series of factors, including:

- Creation and conversion of courses from in-person to **digital mode**, thus expanding the number of eligible participants;
- Implementation of **local and global webinars** to facilitate and strengthen internal knowledge sharing;
- Provision of digital **funded training** at local level, oriented towards supporting the workforce throughout the pandemic.

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

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

The training programmes are consistent with the Group strategy and with the business priorities of each country and, in continuity

with 2019, may be grouped into 4 macro-areas:

- **Technical and specialist skills** (linked to role or processes);
- **Transversal skills**;
- **Training upon entry / on work tools**;
- **Compliance / regulatory training** (e.g., Occupational safety, regulations in force in the individual labour markets, etc.).

During the two-year period, the use of the **Docebo e-learning platform** for the provision of distance courses has intensified further and, because of the pandemic, there is a substantial equality between the volumes of online courses and those delivered in the classroom. Regarding specific courses related to CSR topics, the training courses on Code of Ethics and CSR have been made available to all Group employees worldwide. Furthermore, the “**Working in a Multicultural Company**” course, offered in collaboration with our partners at Tack TMI, which discusses topics regarding diversity, inclusion and transcultural communication in the company, was taken by more than 100 individuals.

TOTAL TRAINING
HOURS
2020

138.658

+64% compared to 2019
+81% compared to 2018

AVERAGE TRAINING
HOURS
2020

25,9

+61% compared to 2019
+75% compared to 2018

TOTAL TRAINING
HOURS
2021

158.031

+14% compared to 2020
+87% compared to 2019

AVERAGE TRAINING
HOURS
2021

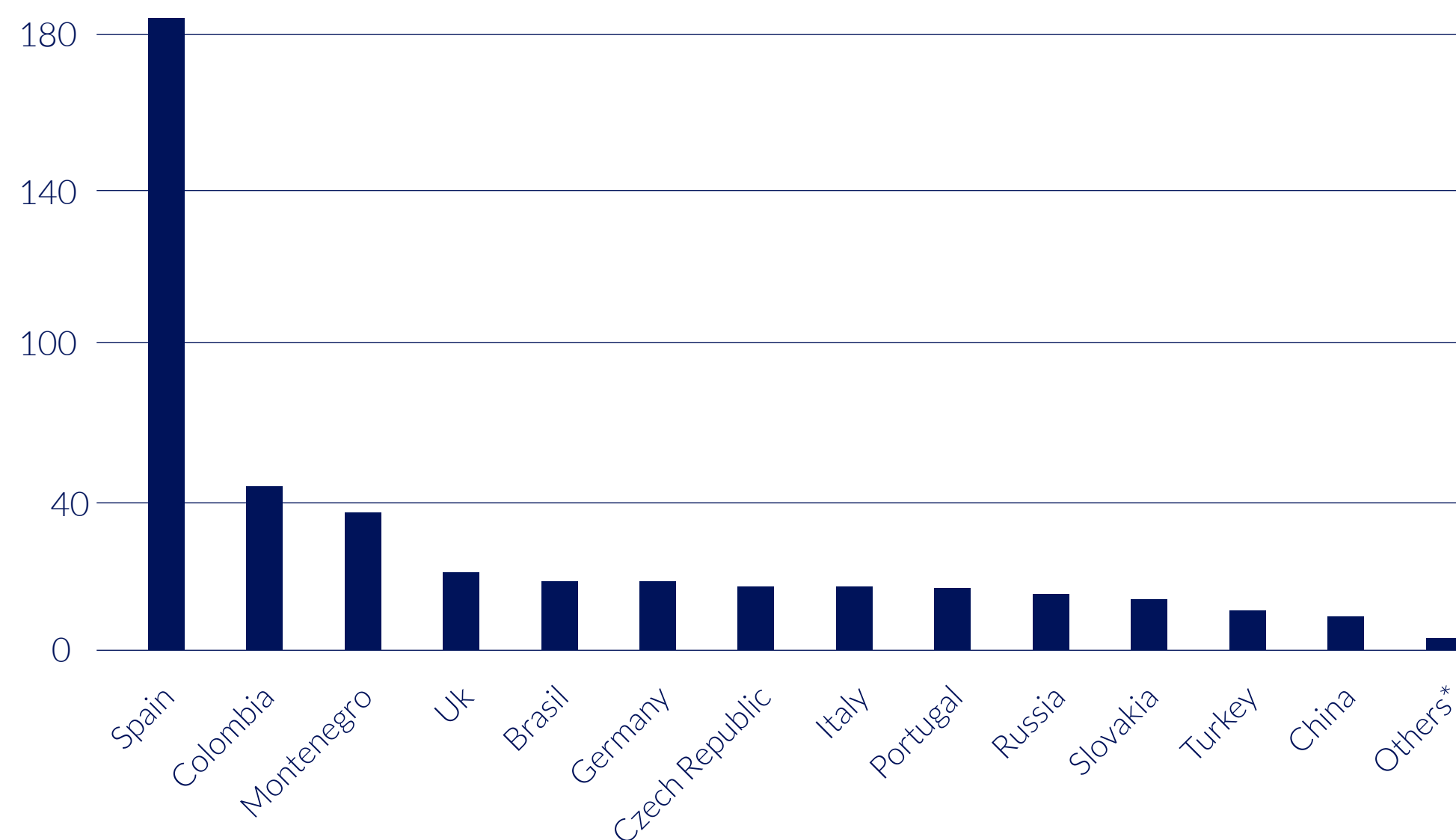
23,6

-9% compared to 2020
+47% compared to 2019

Below are the hours of average training per employee in the different countries of the Group during the two years. We would like to highlight the significant investment of Spain through the activation of an HR

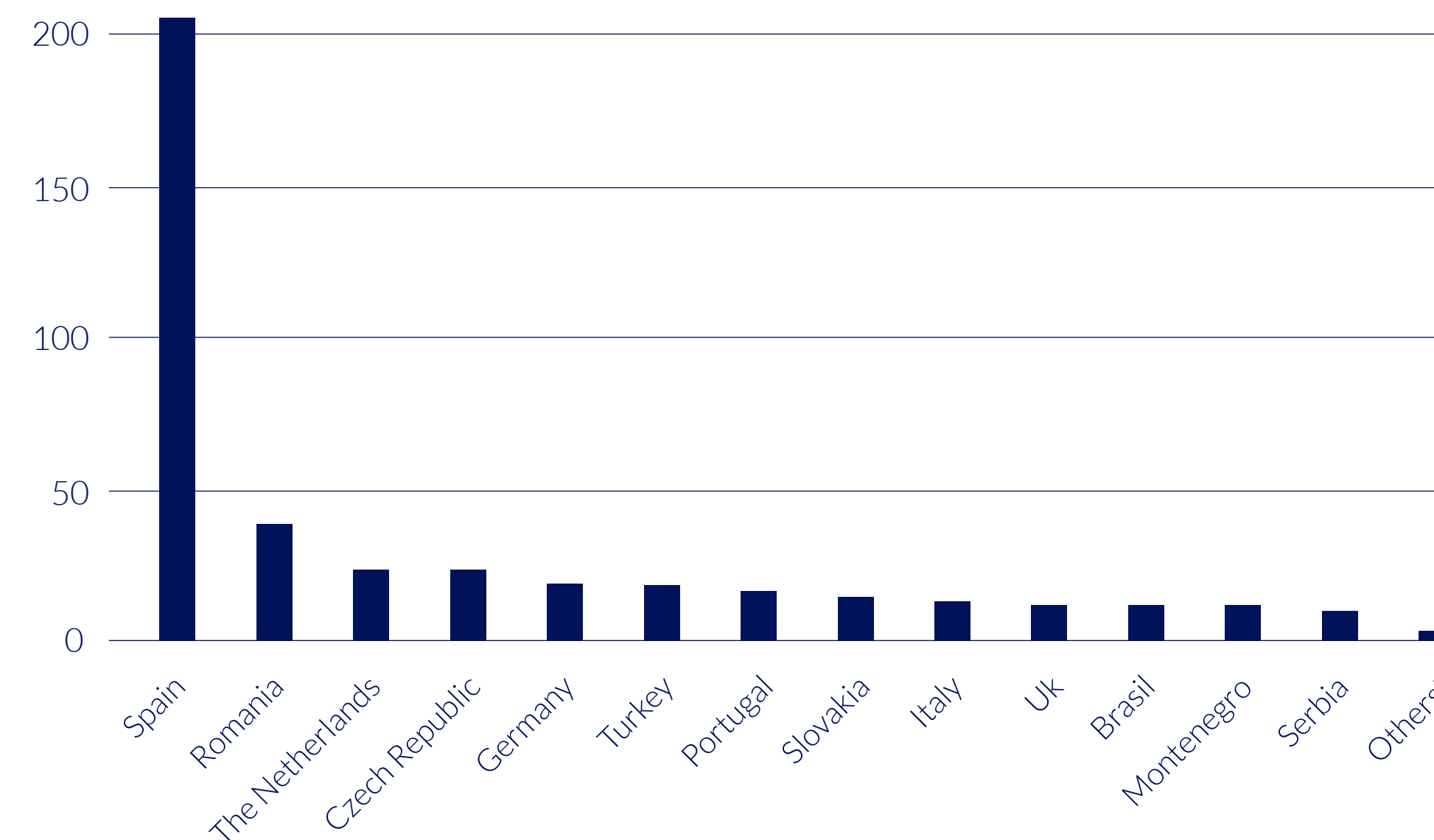
Master for recruiters in collaboration with a local university. The Master, lasting 1500 hours, was attended by 38 Spanish colleagues for a total of 57,000 hours of training provided.

AVERAGE HOURS PER EMPLOYEE (2020)



* Others: Argentina, Croatia, Lithuania, Switzerland, Turkey, Serbia, Hungary, The Netherlands, Ukraine, Romania, Bulgaria, Poland, India, USA e France.

AVERAGE HOURS PER EMPLOYEE (2021)



* Others: Argentina, Colombia, Bulgaria, China, Croatia, France, Lithuania, Poland, Russia, Switzerland, Ukraine, Hungary, India, USA.

7.1.4

HR

Analytics

In the biennium 2020 - 2021, despite the pandemic, the Group continued its growth at an intense pace, both through expansions in countries where we have a direct presence and through new acquisitions. With the acquisition of **Career Arc**, for the first time in the history of the group, American colleagues joined the company, an opportunity for everyone to expand our community and our multiculturalism.

The countries with the highest number of employees are **Italy, Brazil, the United Kingdom and Poland**.

Following the Group's consolidation strategy we have sustain a very intense growth of our internal staff, increasing, in this biennium, the number of our colleagues by more that **1400 units**, partially thanks to the numerous acquisition, among which, in 2021, in **France and in Switzerland**, with our new business line **Jobtome**.

Among the new hired colleagues **688** have been employed with Internship/Apprentice-trainee contracts, once again demonstrating the Group's willingness to invest in training young people. The average age in the company is 35 years and the average seniority in the company is 4 years. **72% of the population are women**, of which **8,8% hold managerial positions**.

6764

**TOTALE EMPLOYEES
2021**

+27% compared to 2020

+29% compared to 2019

72%

WOMEN

129%

**TURNOVER
COM RATE¹**

35

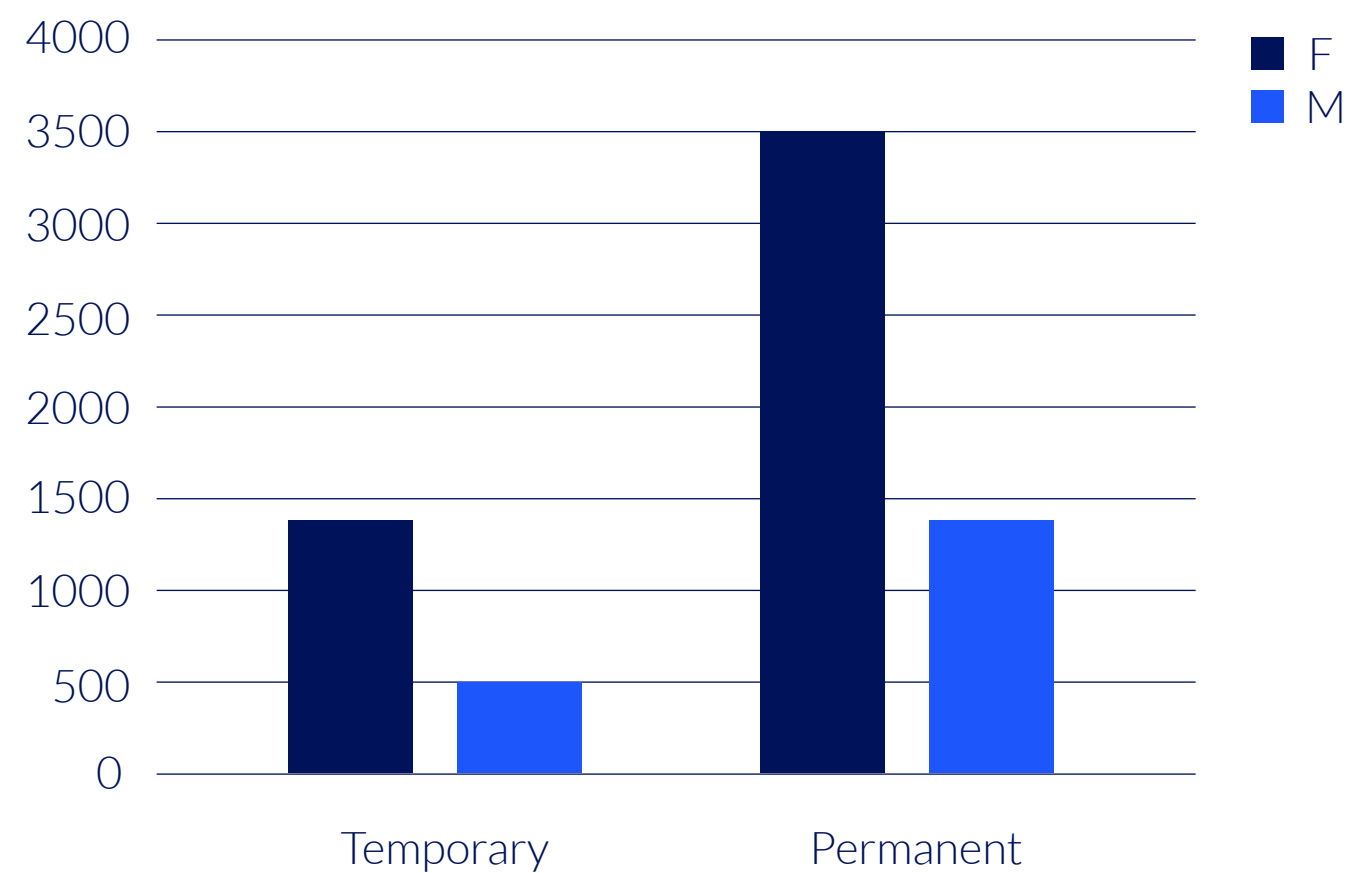
AVERAGE AGE

4

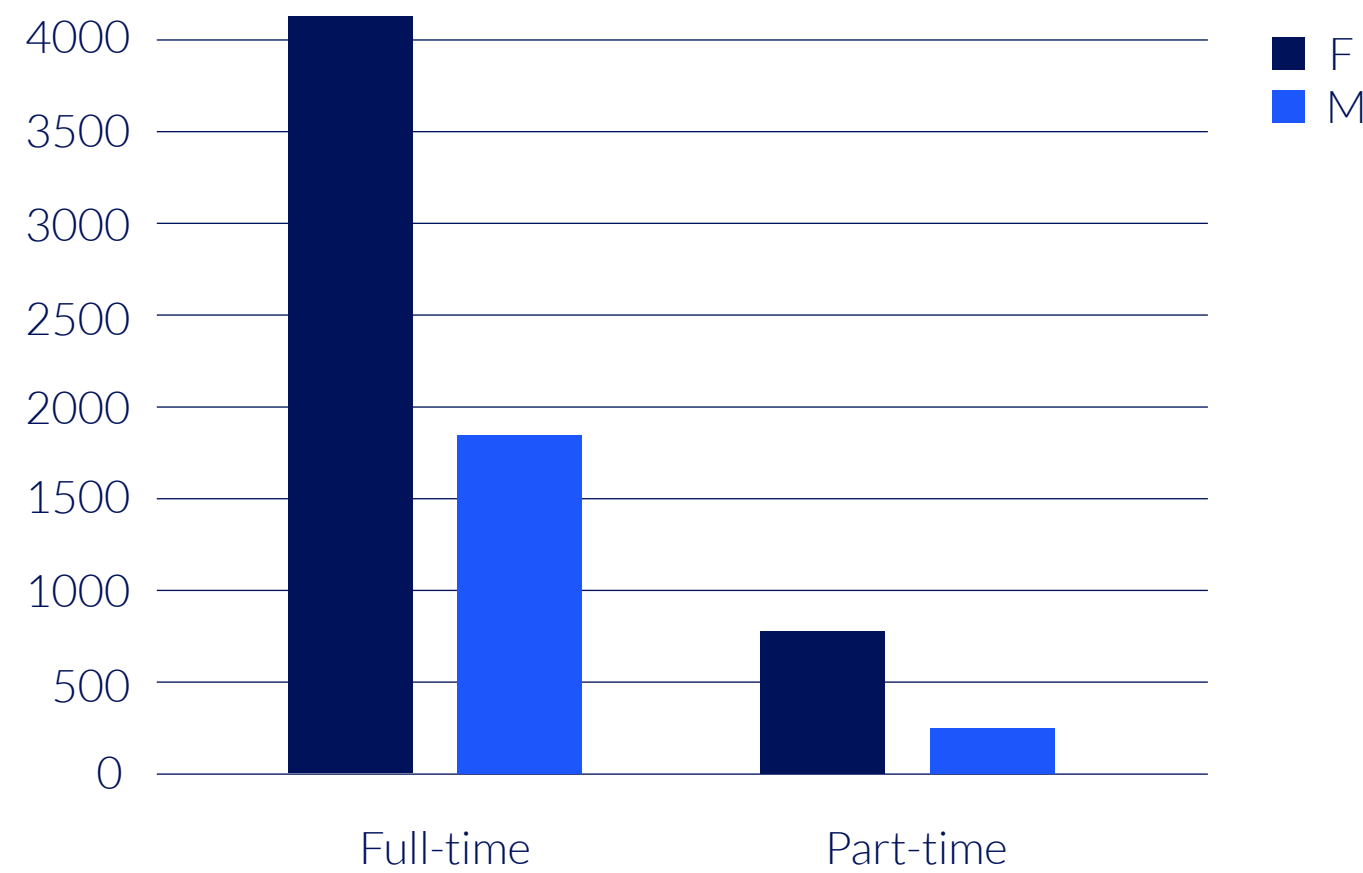
**AVERAGE SENIORITY
IN THE COMPANY**

¹ Turnover Com Rate or Balance Turnover Rate measures the difference between number of employees joining and leaving the company. This ratio indicates the company success of replacement efforts in a certain period. [Employees who join the company/Employees who left the company] x 100.

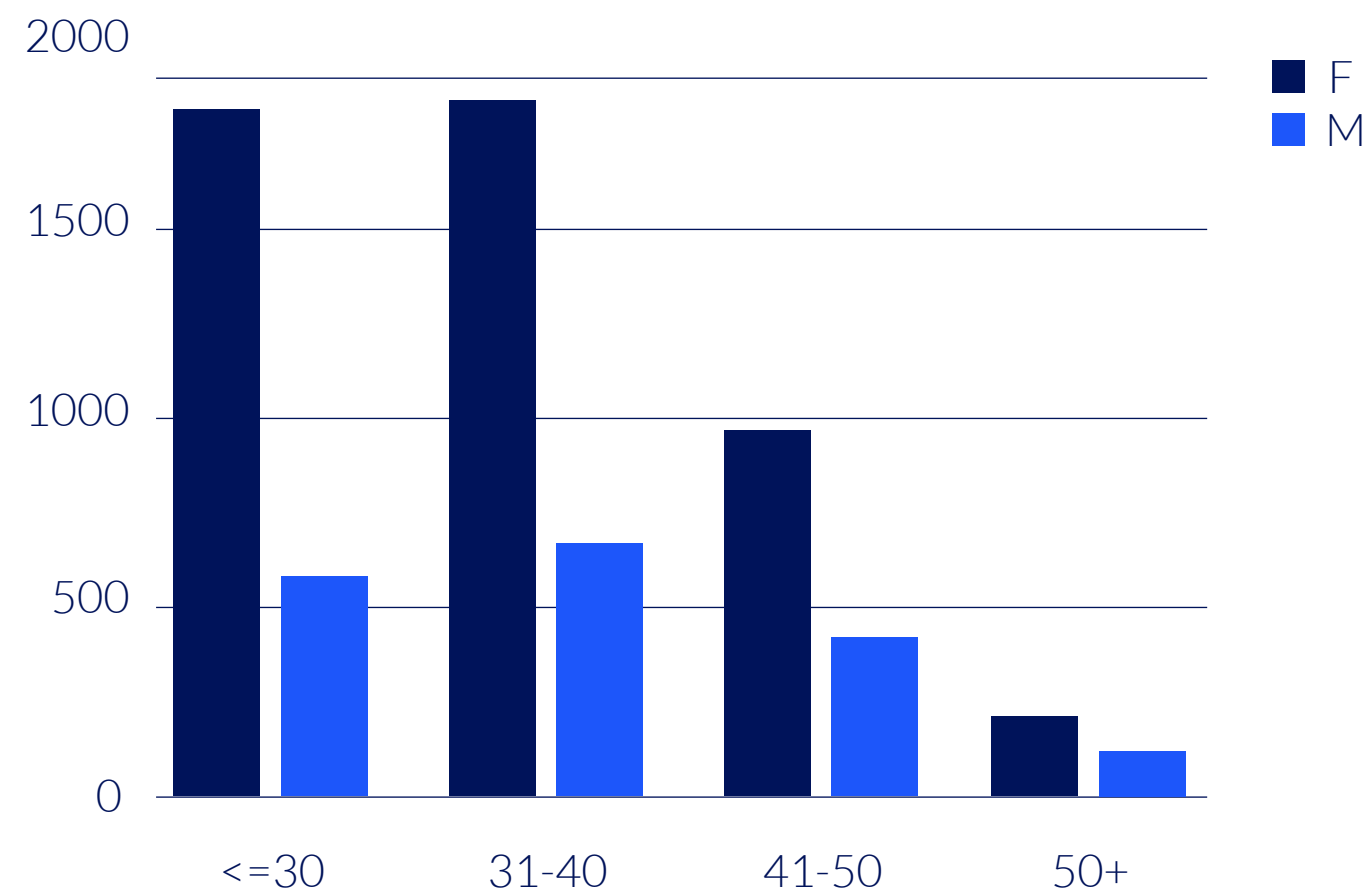
TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT (TEMPORARY/PERMANENT) BY GENDER (2021):



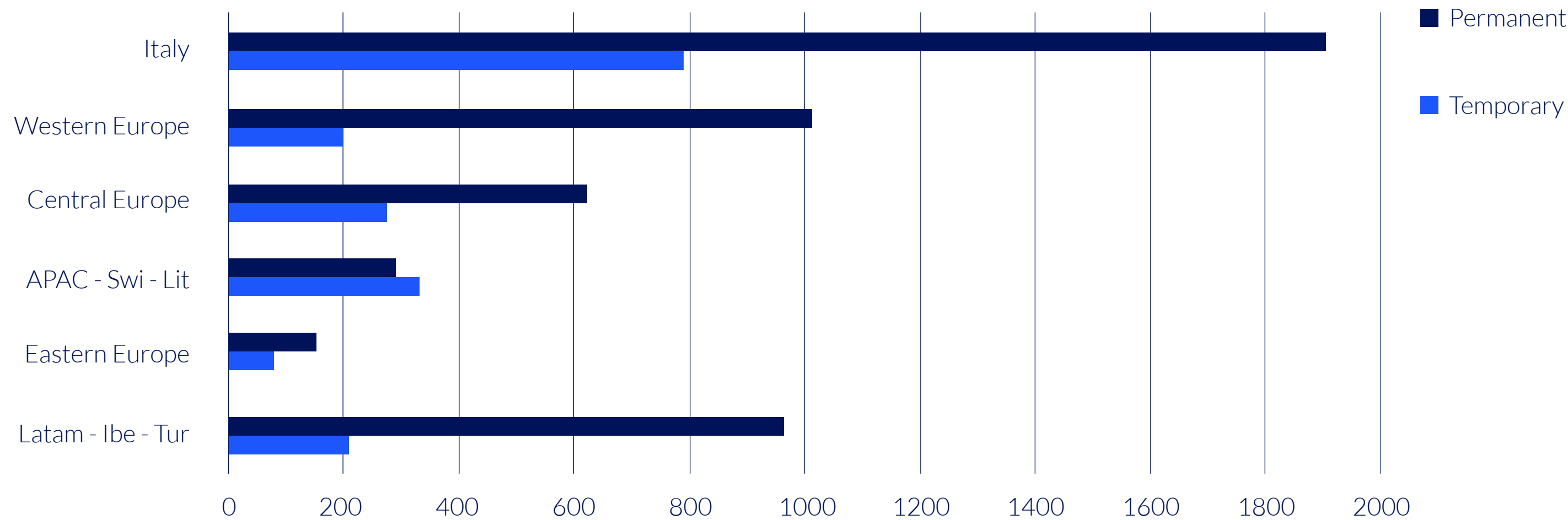
TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE (PART-TIME/FULL-TIME) BY GENDER (2021):



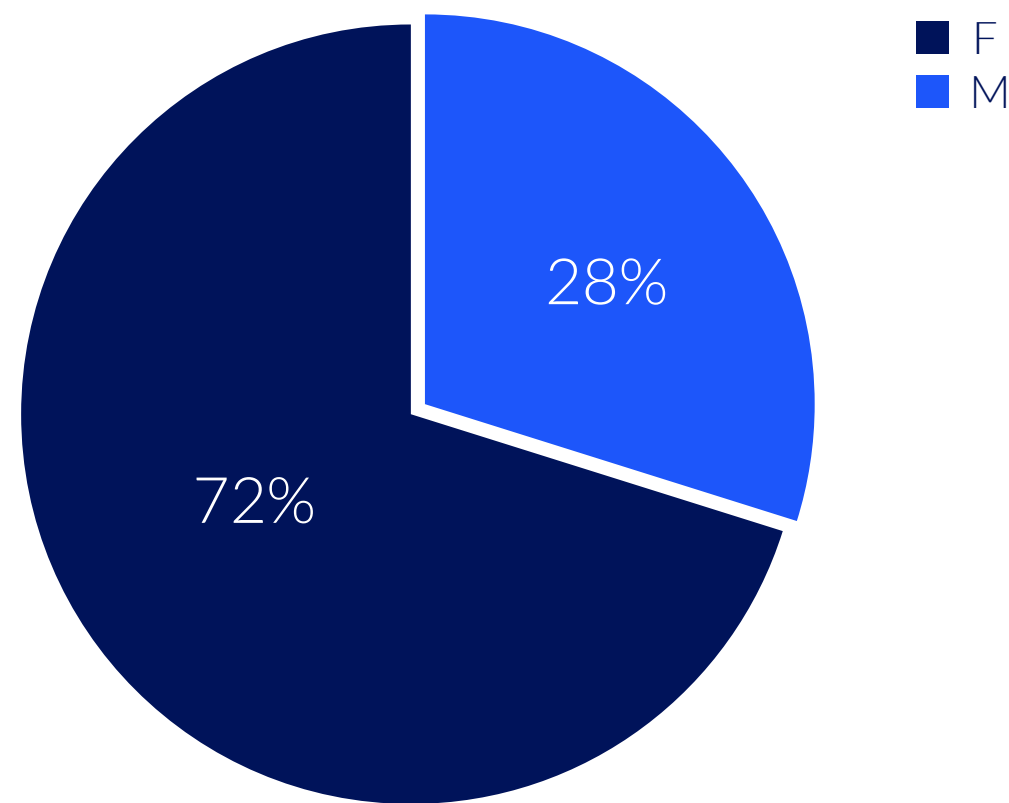
WORKFORCE DISTRIBUTION BY AGE AND GENDER (2021):



TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT (TEMPORARY/PERMANENT) BY REGION (2021):



WORKFORCE DISTRIBUTION BY AGE AND GENDER (2021):



7.1.5

Local Initiatives

ITALY

THE IMPACT OF THE PANDEMIC ON HR STRATEGIES

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

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

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

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

The initial re-opening of the central offices began in May 2020, supported by an online training course for all personnel, dedicated to the application of Covid containment measures. Despite the significant investments made in the management of all of the complexities deriving from the Covid emergency,

again in 2020 a number of Teams were reinforced, from the qualitative and quantitative perspective: indeed, we welcomed more than **450 new resources** into our organisation, broken down between direct hires and interns, in view of the desired development planned for 2021.

In 2021, the workforce, as expected in the previous year, was considerably strengthened with the inclusion in the company of more than **650 new employees**.

Between July and September 2021, a project was set in motion to involve the employees in collecting feedback of their work experience linked to the pandemic and on expectations linked to their physical return to the offices, with the ultimate goal of taking into account their suggestions in designing a new streamlined remote work organisational model.

The survey was answered by **80% of the Gi Group's employees** and brought to light a strong awareness of corporate values, especially those related to Collaboration, Responsibility and Passion, further proof of the importance assigned to the initiative and the general desire to actively contribute to the corporate vision.

At the start of 2021, a series of measures were also undertaken to support the well-being of employees and to increase spending power:

- **Meal tickets:** confirmation of the retention of the meal ticket scheme even when working remotely and an increase of the

daily amount for all permanent and fixed term employees, including interns.

- **Corporate welfare:** expansion of those eligible to the entire company population, implementing.
- **Health insurance:** activation of a QUAS integration policy for all employees on a framework contract, with the aim of increasing coverage of incurred health expenses.

INTERNAL COMMUNICATION, TRAINING AND DEVELOPMENT

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

ADISTANZAMAINSIEME (2020)

The employee engagement project was launched during the lockdown as a wide-ranging biweekly schedule of activities to be carried out together remotely, to reduce distances between people and with the company. Some of the activities offered, which were open to all Group employees, included: the launch of a contest for the **creation of collaborative videos between**

colleagues; the use of the company app to share photos and thoughts during celebrations; the organisation of webinars on parenthood; the opening of a workgroup on the company intranet to exchange advice on recreational activities and games that could be played at home with children.

A CACCIA DI SCINTILLE (2020)

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

#DIGITALWELLBEINGPILLS (2020)

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

CONTAGI D'ARTE (2020 – 2021)

The cycle of culturally focused webinars, initially dedicated to employees and later opened up to family members and

customers as well, aimed to create moments of cultural enrichment and well-being, through **art snapshots offered during the desolate lockdown scenario.** During 2021 this moment opened up also on other themes like photography, cooking and news, creating new opportunities for dialogues and commonality between colleagues.

LIBRIAMOGI (2020 -2021)

The establishment of a dedicated workgroup specifically intended for **reading fans** created a virtual place for the exchange of opinions, suggestions and reflections, creating new close relationships between colleagues. In just a few weeks, the group surpassed **400 members.**

VP HR OFFICE (2021)

We have **created a visual identity and a strong value proposition for our HR office** and have communicated all the company's strategic projects in a fresher and more engaging way, setting out an editorial plan for the entire year 2021, including tools that can help one's career path within the company to issues related to remote working and welfare.

THEMED STRATEGIC SECTIONS ON THE INTRANET (2021)

On the company's internet, the cornerstone of internal communication, we have created content sections to enable all employees to consult issues of strategic importance for the company such as Sustainable Labour and all projects linked to said issues.

ENGAGEMENT ACTIVITIES (2021)

A number of activities designed to promote employee engagement have been created by exploiting social dynamics and contests marking theme days, anniversaries or achievement of sales objectives (Valentine's Day, Father's and Mother's Day, Gi Arcade, anniversaries) to **set up opportunities for teams and offices** to meet and socialise despite the restrictions.



B*RIGHT, THE GROUP'S CORPORATE UNIVERSITY (2020 -2021)

Beyond the significant number of hours of training provided and projects initiated in 2020-2021, the focus remains on the



different approach that b*right has developed, reaching and involving all employees actively and across various levels.

● B*RIGHT ON AIR

Set up in order to encourage sharing and lifelong learning during lockdown, b*right On Air has subsequently become a permanent program within the Corporate University with a view to **enhancing knowledge sharing and skill growth within the Group**.

Thanks to this format every employee can offer to prepare a lecture on an issue that is of collective interest and create their own webinar with the support of the Training department and, at the same time, anyone can take part as an auditor in their colleague's webinar.

All the recordings are then collected in a special library so they can be enjoyed any time later. During the 2020-2021 two year period more than **50 webinars have been made with over 2000 people taking part**, with an involvement of approximately **84% of the company's employees** and an approval rating of 4.8 out of 5.

● B*RIGHT UPSKILL

The reduction in travel costs and times, and the removal of many misgivings about remote training, have opened the way to the possibility for even more widespread and distributed

training: thus b*right UpSkill was founded, the line of **virtual classroom courses on soft skills open to all Group employees**. Every employee can consult the training offerings and enrol in the courses on a voluntary basis, provided they comply with an internal Policy governing participation methods and access criteria. The courses, covering 4 theme areas (Energy Management, Leading People, Communication Skills, Building Solutions) are designed and created with a group of qualified partners and are restricted to a maximum of **15 participants per class**, in order to allow the **best possible interaction between the lecturer and the participants**, while also Group colleagues get to know each other and form more established relations. Set up as a pilot project in **2020 with 20 courses and 204 participants**, the internal offer has been expanded in **2021 to 44 courses and approximately 500 participants**, amounting to a total of **3,356 hours of training** and an overall approval rating of 4.9 out of 5. Since 2021 at the end of the course the issue of an **Open Badge** has been introduced. This is a digital skill certificate recognised at international level that can also be exported onto one's LinkedIn profile.

● B*RIGHT RECHARGE

The pandemic has drawn everyone's attention to the concepts of health and well-being, and in the wake of these consideration in 2021 the Corporate University has decided to set up b*right Recharge, a range of initiatives open to all employees to increase awareness and the need to **promote a culture of well-being and self-caring**. During the month of June a pilot project was set up involving **YoGI Routines**, a series of weekly online sessions with a Yoga teacher who provided suggestions, exercises and techniques to release both the muscular tension accumulated while working at a desk and emotional tension linked to stress. The extremely positive feedback has encouraged the continuation of this program, and during the month of September we launched the **EnerGI Week**: for one week, every day a different wellness professional - ranging between psychologists, personal trainers, nutritionists and mindfulness

experts - has offered colleagues advice and practical tools for a healthier life style and to help recover one's energy levels for the remaining part of the year.

Overall, more than **1000 employees** have taken advantage of the initiative, with an approval rating of 4.8 out of 5.

● Specific projects: from e-learning to b*learning

The year 2020 saw a strong focus on elearning training with the creation of new free enrolment courses, both on technical/operational issues and soft skills such as the series of **courses on Corporate Core Competence**. Given the exponential growth of these kind of training, 2021 we have begun a project to redesign the platform: a new layout and a new organisation of training content has led to an improvement of the user experience maximizing ease of access, enjoyment and availability.

● Specific projects: Gamification

The year 2021 has been a year dedicate to experiments in new formats, as alternatives or complementary to traditional training methods. With this in mind we have launched the **LinkedIn Recruiter Challenge** project, a challenge divided into 3 stages which saw 200 colleagues face off against each other to improve their own Personal Branding on LinkedIn. Successfully negotiating each stage involved an individual study element combined with the performance of an action designed to improve one's reputation. The measurement of an indicator before and after the challenge and successfully passing a final assessment enabled the objective monitoring of colleague's skill set improvement.

● Specific projects: Onboarding program

In 2020, as a result of the impossibility of meeting in person, we set up the **"Welcome to GiGroup"**, an e-learning program for new employees with content, video-interviews by management and other useful information so they could get a better understanding of the company.

Subsequently, in 2021, we also launched the **Welcome Program**, a virtual classroom onboarding program that over the course of a week enables new colleagues on the one hand to acquire a greater understanding of the Group and on the other to acquire technical training specific to their own position with a pool of trainers selected among the best specialists from each department. Furthermore, in order to reduce physical distance, once again in 2021 we started sending new employees a Welcome Kit that contains a set of office supplies, a link to a Welcome Letter from the Head of HR with a forceful reference to our corporate values and our focus on people, and a QR code providing access to the e-learning platform so they could immediately start their own self-training.

- **Specific projects: Training courses linked to Corporate Social Responsibility**

In 2020 the training focus in terms of CSR and Social Accountability hinged on three issues:

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

- **Specific projects: Specialist-technical training**

Within the b*skilled department, focused on the development of technical know-how, in 2020, the training project on the new Spinner operating system for the delivery segment deserves a special mention. It saw the involvement of **747 core participants** (i.e., belonging to the delivery, search and selection function) and **479 non-core participants**, for a total of **14,200 hours of training**. All of the training dedicated to the use of Spinner was shifted in record time from in-person training to remote training, covering the entire company population concerned and also remaining available on Docebo in a briefer version for

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

What’s more, in 2021 all Italian employees were provided with the opportunity to access an online self-assessment, self-formation and English language improvement platform, the latter being a strategic asset in a company with an Italian core but an international outreach like Gi Group Holding.



BRASIL

DIVERSITY COMMITTEE (2020 – 2021)

The Committee was created with the main objective of bringing together employees with the most diverse characteristics, in order to propose ideas in favour of an inclusive culture and a psychologically safe environment. Committee is responsible for promoting several actions for the company, such as the creation of policies, campaigns and webinars about people with disabilities, discussions about gender, ethnic topics and the LGBTQIA+ community.

ENCONTRO DE GIGANTES - CHALLENGES OF WORKING FROM HOME (2020)

Traditional gathering in online mode, where the main theme was **Home Office Challenges**.

During this event, internal figures shared some suggestions about the new working paradigm, caused by the Covid-19 pandemic.

WELLNESS AND DIVERSITY PILLS (2020)

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

LEADER DEVELOPMENT PROGRAM (2020 – 2021)

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

Program managed by HR in partnership with Tack TMI that focuses on the development of the whole leadership through formal training and interdisciplinary projects according to the interests of Gi Group Brasil.

CORPORATE UNIVERSITY (2021)

Despite the current trainings to support the development of our employees, Brazil is creating a **Corporate University** to have further topics available to our employees.

Training area is creating a corporate university, in order to cover all business units according to the needs of each BU.

WELLBEING AT GI (2021)

Yoga, meditation and stretching classes, webinars to raise awareness on issues related to diversity and inclusion and **biweekly meetings about series and movies**.

INDIVIDUAL DEVELOPMENT PLAN (2021)

We created IDP form to map soft and hard skills, plan made individually between employee and manager, aiming at career development and continuous development.

DIVERSITY CENSUS (2021)

Mapping our population to create KPI's that allow us to evaluate the development of the diverse public, as well as the turnover, promoting differentiated actions.

CHINA

THE GIARDINO (2020)

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

HELP TO COLLEAGUES IN OTHER COUNTRIES (2020)

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

INSURANCE FOR EMPLOYEES (2020)

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

TRAINING PROGRAM AND KNOWLEDGE SHARING (2021)

Training programs, hosted by external customer and HR, have been provided to our employees together with knowledge sharing activities where internal personnel shared their professional skills to our new hiring employees.

COLOMBIA

VIRTUAL WELLBEING INITIATIVES (2021)

Monthly virtual meetings with specialized professionals focus on different topics as Healthy food, Reducing stress.

HUNGARY

EXTRA DAY OFF RECOGNITION (2021)

We provided **extra day offs to whom provided good performances** or **celebrated a work anniversary with the Group**. This initiative was design both to motivate employees and to enhance their mental health.

INDIA

HR REACH-OUT (2020)

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

TOWNHALLS (2020)

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

Ten townhalls were organised in which **159 employees** participated.

SOCIALISING QUARANTINE STYLE (2020)

Developed to maintain the bond between colleagues and especially to support all the people that spent this particular moment without their family or close friends around.

These virtual meetings saw people socialising in a lot of different ways, from sharing secret local recipes to dressing up formally to preparing creative mocktails. Twenty employees participated in this activity.

WORKSHOP TO SUPPORT EMPLOYEES WITH SMARTWORKING MANAGEMENT (2020)

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

POLAND

PINK OCTOBER (2020 -2021)

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

INITIATIVES FOR THE PROFESSIONAL DEVELOPMENT OF THE INTERNAL WORKFORCE (2021)

A wide offer of development possibilities has been provided to Polish employees in the form of different training sessions both online and in classroom. The topics covered by the **courses span**

from technical (Excel, new systems) **to operational** (candidate and client management) to legal (focus on labour law for T&P employees).

Also a **Grafton Academy** has been developed in order to allow internal experts to share their knowledge with new employees, helping them in understanding daily operations and the Labour Market in its entirety.

ROMANIA

INTERNAL MONTHLY WEBINARS (2021)

During 2021 several monthly webinars has been organized for all the internal employees regarding different topics: from how to manage our psychophysical well-being to emotional intelligence, from resilience to communication techniques.

SERBIA AND MONTENEGRO

“STRESS MANAGEMENT” ONLINE TRAINING (2020)

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

PSYCHOLOGICAL SUPPORT (2020)

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

SPAIN

GI GROUP MENTAL ENERGY COUNSELING (2020)

Program to support people with their psychological well-being. This initiative was recognised by the Spanish network of the UN Global Compact, who included this initiative in the **#IniciativasConPrincipios**, a campaign that aims to share and recognise the different campaigns and actions developed by organisations during the COVID-19 crisis. Gi Group Spain is a member of the Global Compact, a network of 15000+ companies alligned with 10 principles about human rights, labour, environment and anticorruption. As an active member of the Global Compact Gi Group Spain periodically publish a report on its impact on the aforementioned principles.

[!\[\]\(a551b0630a928855fed2157a11076906_img.jpg\) see the document](#)

WEBINAR ON RISK PREVENTION AT WORK (2020)

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

TURKEY

EMPLOYEE ASSISTANCE PROGRAM (2020)

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

MINDFULNESS TRAINING (2020)

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

UK

GI RADIO (2020)

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

MENTAL ENERGY CAFÉ (2020)

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

WELL-BEING WORKSHOPS, HIIT AND YOGA CLASSES (2020 -2021)

Ran workshops for three consecutive weeks for employees, covering how to exercise from home, stretch at the desk, mindfulness and deep breathing etc. Moreover, classes of HIIT and Yoga were created in order to relax and work out together during the Covid-19 pandemic, for a total of **43 hours**. In 2021 this kind of workshop based on the psycho-physical wellbeing of the employees has been carried out on a monthly basis.

USA

CHAIN OF RECOGNITION PROGRAM (2020 -2021)

Initiative to engage employees on the Group’s values. Each recognised employee then nominates the next employee in a ‘chain’ to showcase our success and collaboration.

TRAINING AND SELF-GROWTH OPPORTUNITIES (2020 - 2021)

Numerous E-learning courses has been provided to our internal employees on different topics such as diversity, wellness, self-care, professional development. Also, each employee has been reviewed on its top 5 strengths in order to create a customized training for him/her.

7.2

Our Candidates and Workers



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

The evolution of new systems to manage the relationship with our candidate and workers (ATS, WFM as well as mobile App), paired with the candidate on-boarding portals allows us to **provide a specialized and sustainable offer of services to the different types of profiles interested in new career opportunities.**

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

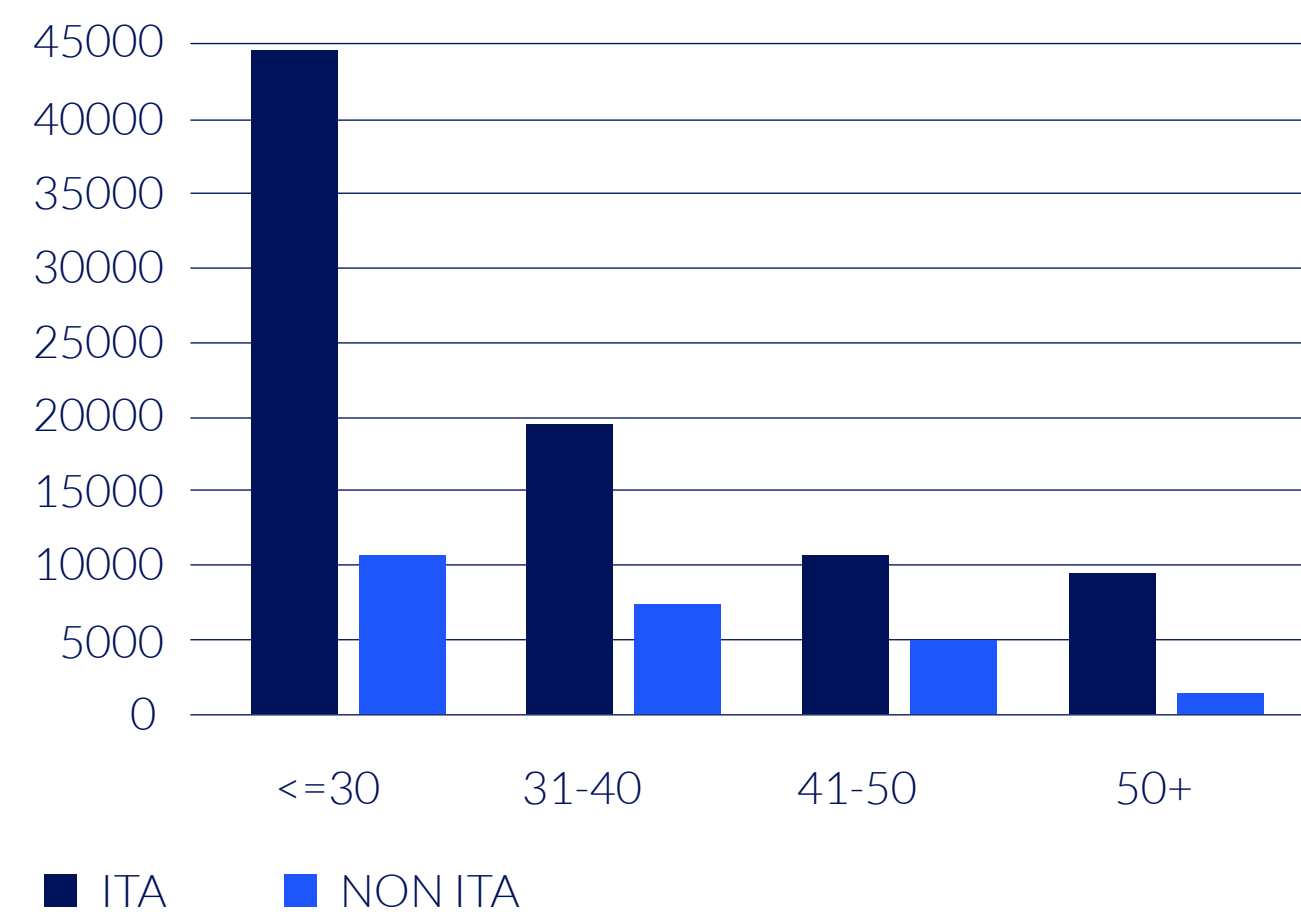
Aside from guaranteeing continuity in our activities, we carried out **specific initiatives to support workers, candidates and companies**

to handle the difficulties caused by the pandemic. On one hand, 2020/21 were very special years in terms of the relationship with our candidates. Indeed, our consultants spent the majority of their time making sure our candidates were safe and sound, constantly keeping in touch for the duration of the lockdown, informing them about health and safety best practices, updating them about the potential resumption of their jobs and trying to find alternatives in case their jobs were cancelled by our clients. It really stressed how important this relationship is for Gi Group and underlined our organization's culture.

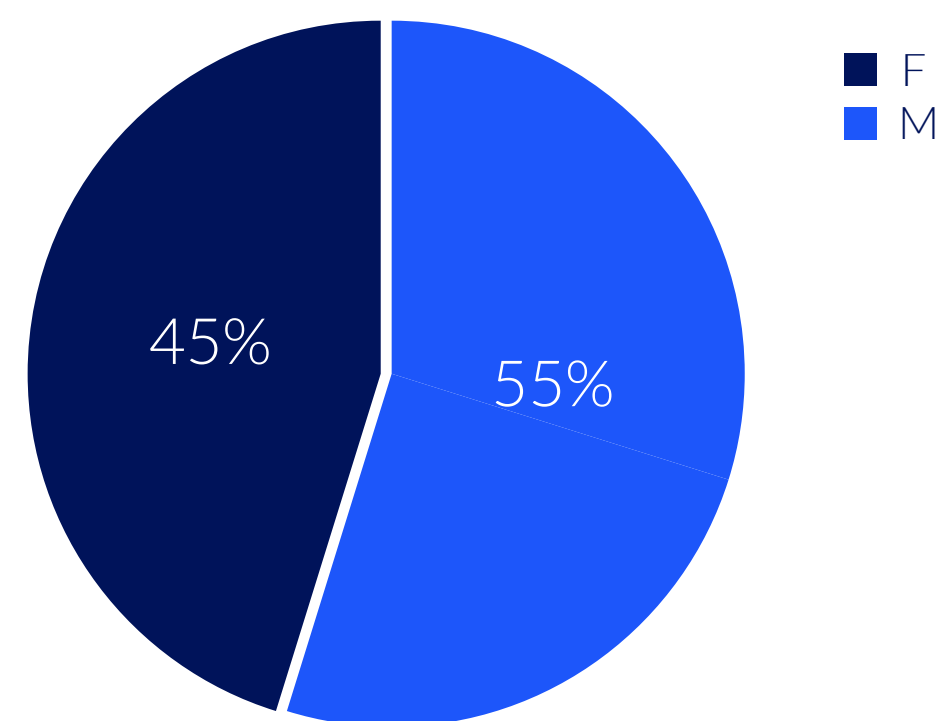
On the other hand, 2020/21 were 2 years of experimentation in several countries, in several "labs", to test **new ways**, more digital and remote than ever, to **find the right candidates as fast as possible, combining performance and innovation for our clients** who were developing their business despite the Covid crisis. Covid was an unanticipated event no one wanted, but it also proved to be an opportunity to explore new ways of interacting with our candidate and workers to **continue to positively #changelives.**

29,44
AVERAGE WORKING
HOURS 2021

WORKERS DISTRIBUTION BY GENDER AND NATIONALITY (ITALY):



WORKERS GENDER DISTRIBUTION (ITALY):



7.2.1

Local Initiatives

In line with the path undertaken at Group level to create favourable conditions for the development of **Sustainable Work**, during the course of the two year period the initiatives for the benefit of candidates, carried out at national level, have been thought out and developed pursuing this objective with consistency and concreteness.

ITALIA

This path, as a Group, has been promoted and described on a special page - [🔗 lavorosostenibile.gigroup.it](https://lavorosostenibile.gigroup.it) - that sums up objectives, projects, events and publications related to Sustainable Labour.

In order to continue to be a reference point for candidates and to support them during a period in which the job market has been extremely volatile and uncertain, we have developed campaigns, events and activities to help them find their bearings and reinforce their work opportunities. All our communications, through the many channels we have set in motion - including social media - have constantly attempted to reach an increasing number of users, with a view to **providing constant education and support**. What's more, the pandemic has led us to accelerate the process of **administrative digitalisation**, which we've embarked upon for some time now, within the context of **active occupational policies**.

Thanks to this effort and due to the restrictions that have limited the possibility of holding attended events, the initiatives undertaken during the course of 2021 have been mainly held online, with a strong involvement of digital touchpoints.

#GIGROUPWITHYOU (2020)

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

Some of the most significant initiatives included:

- **#gigroupwithyou@school**: to continue to provide support to students discovering the world of work, even from home
- **Gi on track**: digital tour in which the young talents in the VR46 Riders Academy talk about which skills they employ in life and at work to achieve their goals.

#TACKTMIWITHYOU (2020)

TackTMI Italy decided to launch this initiative to support people and organisations in the development of new habits and new management strategies based on the new challenges posed by the Covid-19 emergency. In keeping with the Gi Group Holding's mission and social commitment, TackTMI Italy has established a **"Time Bank"** thanks to the solidarity of the coaches and counsellors from its Coaching Academy.

The goal of the “Time Bank” is twofold:

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

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

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

GI GROUP TRAINING HUB (2021)

Investing in the development of people’s skills, supporting them to remain professionally active, thus contributing to the sustainable development of the labour market: with this objective in mind in 2021 the Group inaugurated the **Gi Group Training Hub, a space especially for training and orientation**. With its premises in the Quarto Oggiaro district, the Gi Group Training Hub provides candidates with an offer of training on different levels, accessible either physically or through digital channels. Three macro-areas are the distinctive features of the Gi Group Training Hub model:

- Orientation: orientation paths for students geared towards understanding candidate employability even through consultancy and coaching during transition and mobility phases;
- Training: professional academy and training, instruction and high-end technical training, ITS, licenses and certifications;
- Continuous Learning: coaching, managerial and lifelong professional training.

The 5,000 sq. m. of the Gi Training Hub will host computer classrooms, augmented reality and simulators; a mechatronics lab, electronic mechanics; laser and mechanical cutting machinery, prototyping; leather product productions; kitchens and refrigeration systems; warehouses, storage and end-of-line; an external area for licenses and qualifications; an auditorium, a gym and an on-site restaurant.

#DESTINATIONWORKCITY (2021)

In 2021 the usual appointment with **Destination Work (CSR initiative historically aimed at increasing employability)** has explored new formats creating a virtual city where one can access webinars, follow-up meetings and orientation sessions to find answers to questions on the job market and to find the best way of setting out one’s professional path.

During the week of the Destination Work City **orientation videos on the job market** have been made available (how to write a CV, what are active occupational policies, how to write a presentation letter, etc.) in addition to thematic webinars aimed at exploring the opportunities available in certain areas and sectors. As part of the initiative the availability of Group colleagues that have been prepared to dedicate their time by offering customised orientation sessions have been collected. The platform that hosted the event has recorded over **1,000 enrolments**, offering candidates the possibility of following 17 webinars over the course of the week. Participants could choose from over **180 one-to-one orientation sessions at their disposal**.

ACADEMY 100% (2021)

Academy 100% Employability is the Gi Group project designed not just to provide free training, it also guarantees participants the chance to joint a company by **offering them a permanent work contract**. Within the Sustainable Labour path, the initiative stands as a first tangible working project, set up with the aim of providing a more robust and settled future,

as well as new opportunities to those who are living in tricky and uncertain historical times, and are increasingly penalised by a job market affected by the skill mismatch.

WOMEN4 (2021)

Women4 is among the initiatives that ground the Group’s commitment to make Labour Sustainable. This specific project was set up with the aim of creating and maintaining **dignified and safe job opportunities** and developing paths with partner companies in favour of **today’s and tomorrow’s working women**.

Based on the Istat data of December 2020 out of **101 thousand new unemployed, 99,000**, that is to say 98% of those who lost their job as a result of the pandemic, **are women**. What’s more, 70% of employed women is concentrated in just 7 of the 21 sectors surveyed and some of these are among those that were affected by the emergency (Eurostat).

This is the context which spawned Women4, a project that meets the needs of a continuously developing job market and the many stereotypes it is affected by, because there are no male or female jobs, just opportunities for the taking. The project was set up by focusing on the Logistics sector with the aim of **expanding the Mechanics and ICT sectors over the course of 2022**.

#GIWORKOUT (2020 – 2021)

#giworkout is a project in collaboration with our sports partners, with a view to orienting candidates concerning the key skills needed in the world of work, by drawing **parallels with the world of sport**. We have continued to carry our mission forward, with mainly remote activities, by creating targeted webcasts and a special contest for candidates that saw the winners take part in the Sponsor March of 16 December 2021 in Assago.

ICARO PROJECT – GOLINELLI FOUNDATION (2021)

The ICARO project is an educational project designed to **bridge the gap between academic education and the job market**, providing opportunities for a select group of companies to offer a practical and training opportunity to a team of selected university students from a range of different departments, with the support of a multi-disciplinary mentor team.

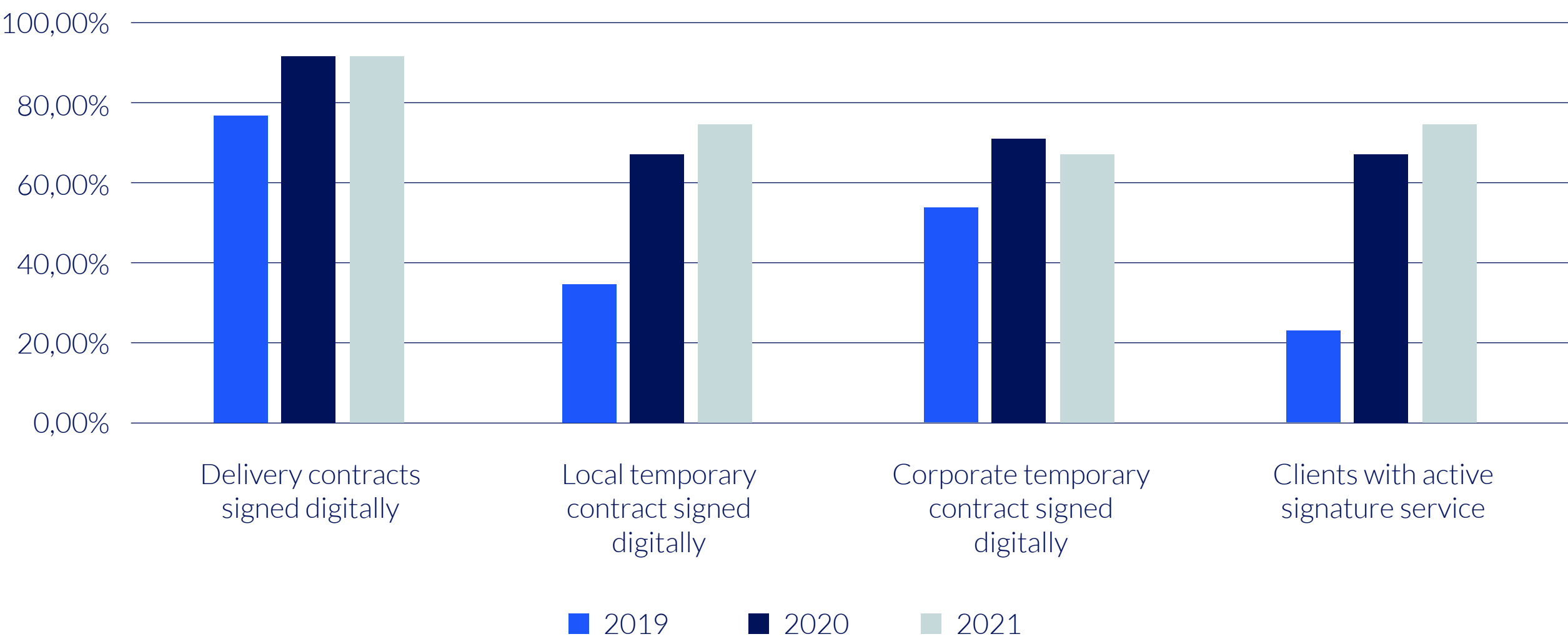
INTOO WEB LAB (2021)

During the course of 2021 INTOO developed a series of webinars for candidates (12 appointments accessed by a total of 407 participants) that shared information and useful advice on how to tackle the job market during the Covid pandemic through constant updates on the trends highlighted by the INTOO Observatory and a focus on specific tools such as online work interviews or networking during social distancing.

PODCAST “COMINCIO LUNEDÌ – ALLENAMENTI PER LA LEADERSHIP SOSTENIBILE” (2021)

The podcast, aimed at the Executive target, was presented as a useful tool to accompany the **development and retention of a sustainable leadership style**. Through interviews with 8 guests, featuring Managers and experts, a training model was shared which, through a **3 level training program** - mind, body and managerial capacity - can help the C-Levels to handle the constant evolution and changes to the market in a sustainable way.

DIGITALISATION PROCESS



PROCESS DIGITALIZATION (2020 – 2021)

During the biennium, especially due to Covid-19, Gi Group saw a significant increase in the use of its digital processes with regard to its business activities. The MyGiGroup application, used by candidates, workers and companies to enter into contact with each other and manage employment relationships, saw a significant increase in use:

- the **number of delivery contracts signed digitally increased from 76.81%** at the beginning of 2020 to **92.47% at the end of 2021**;
- that of temporary employment at local level rose even more, from **34.05%** in January 2020 to **73,44% at the end of 2021**;

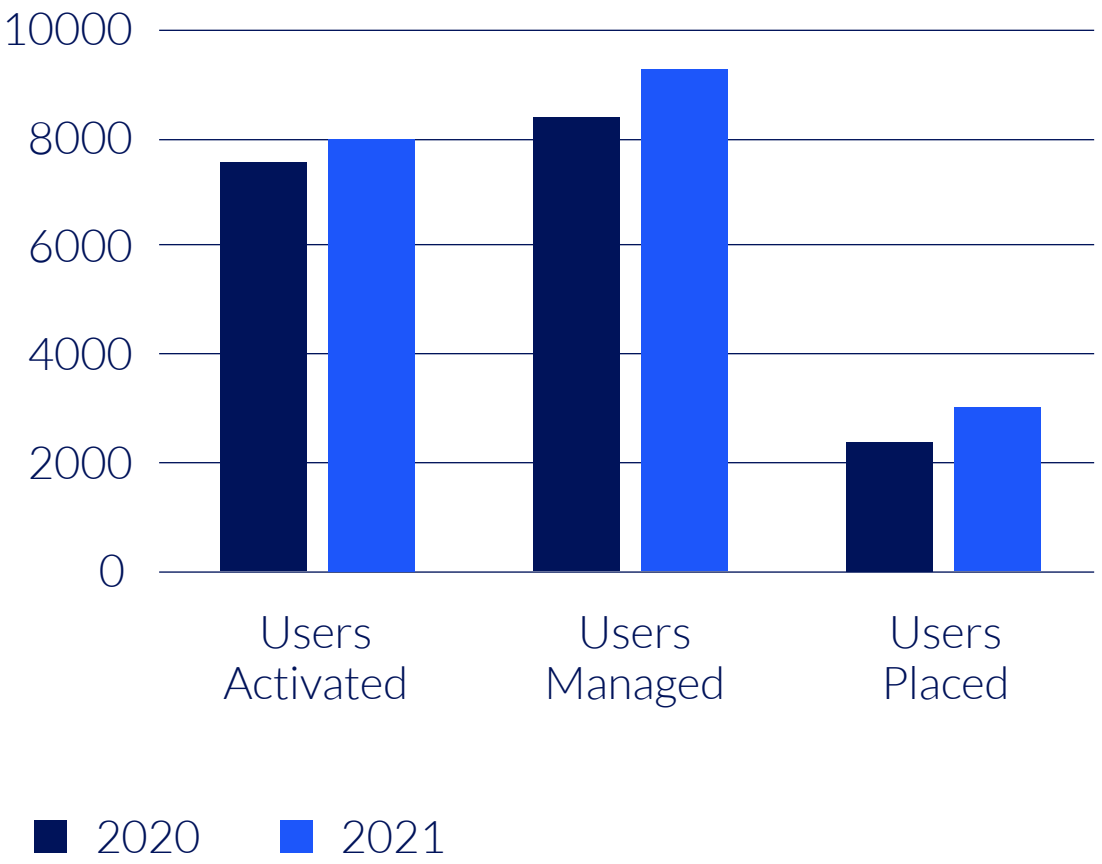
- lastly, temporary employment contracts at corporate level entered into via the application grew from **53.75% to 65,98 % during the two years**. The number of customers using the **Signature Service** through the digital platform increased from roughly 24% of total customers in 2019 to **76% in 2021**. Process digitalization was particularly appreciated by our candidates and workers, because it enables them to sign documents faster and avoid going to a branch to enter into contracts. The portal also helps the Gi Group in the Compliance department, as all documentation relating to customer/worker relationships is gathered in easily accessible digital archives.

ACTIVE LABOUR POLICIES (2020 - 2021)

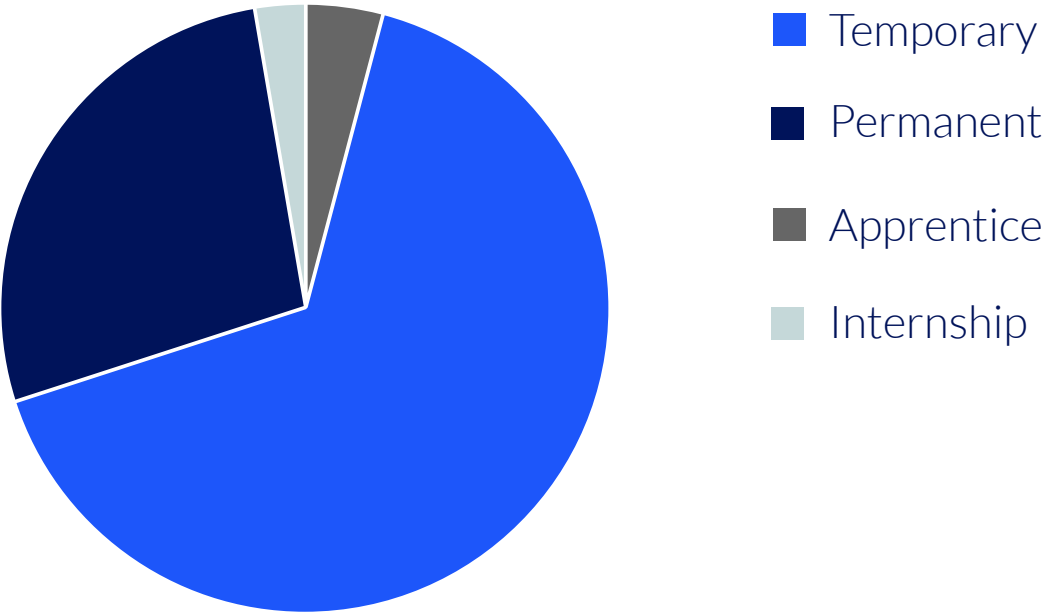
As part of social/employment inclusion processes intended for users in precarious and more vulnerable conditions, the projects/activities involving Gi Group concerned various types of parties: people with disabilities; immigrants (asylum seekers or people with a residence permit for humanitarian reasons); detainees. Depending on the projects and requirements of the tender procedure/notice, the development of network activities is planned in order to **boost the skills and professional expertise of the various Operators** (for example training entities, temporary recruitment agencies, third sector organisations), **also with a view to enhancing the public-private role** (the indispensable interaction with the social/welfare structures responsible for vulnerable individuals; also see the intervention co-design practice); as well as to capitalise on

and share the experience gained in the field; for professional enrichment for both the consulting resources directly employed and for the applicable organisations.
The first position paper issued by the Gi Group Foundation was dedicated to active policies: **“Active labour policies: winning proposals - Creating the conditions to guarantee sustainable occupation over time”**.
With a view to understanding how Active Labour Policies can represent an “accepted” and “efficiently adopted” solution by people, organisations and companies, dealing with the operational, legislative and cultural implications, the publication offered food for thought relative to **the contribution to added value that Employment Agencies can provide in this field, even** through greater cooperation with employment centres.

ACTIVE LABOUR POLICES 2020 - 2021



USERS ENROLLED 2021



FUNDED TRAINING (2020 - 2021)

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

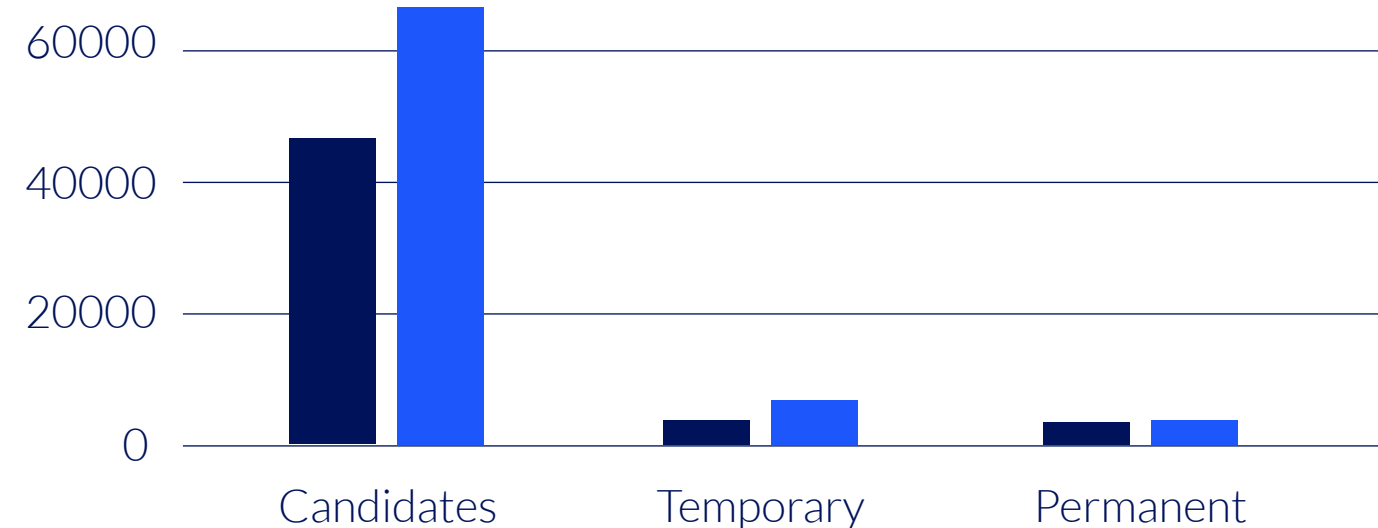
On the other hand, e-learning increased significantly, which made it possible to reach an exceptional number of participants, particularly as regards courses dedicated to safety.

Overall in **2020 we provided more than 185,000 hours of training, to 58,000 students divided into 6850 courses.**

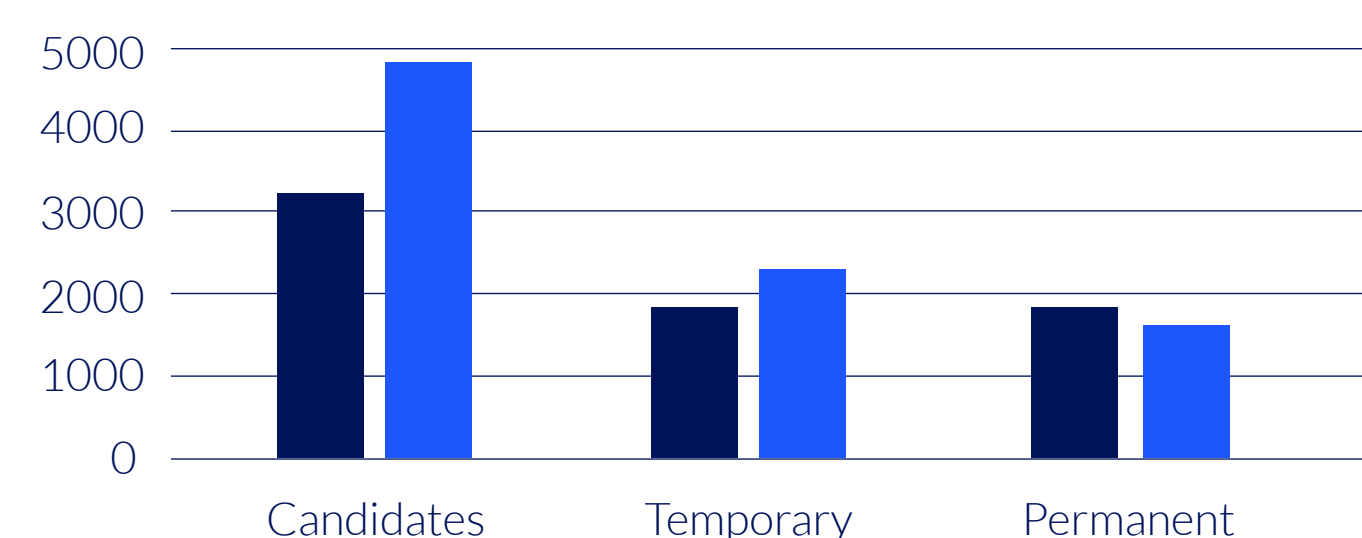
In **2021**, there was a considerable increase in all three areas: **233,000 training hours were provided (+26%), 76,000 trainees (+30%) and 8684 courses (+27%).**



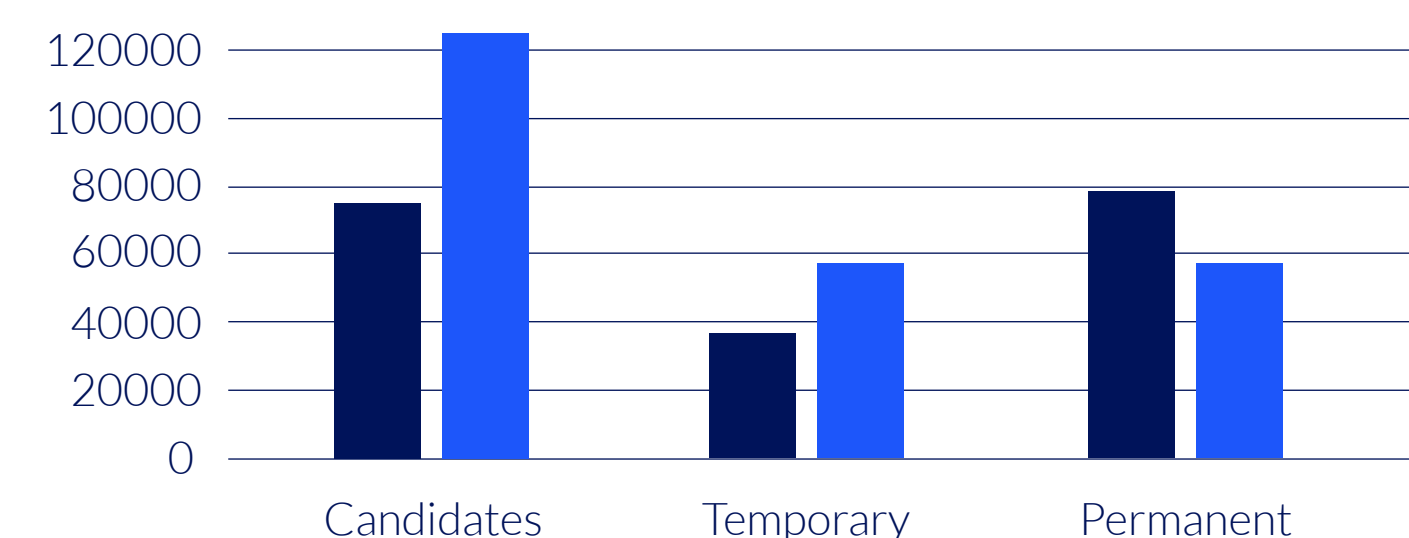
PARTICIPANTS



COURSES



TRAINING HOURS



■ 2020 ■ 2021



CHINA

GICOBO (2020)

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

CAREER CORNER (2021)

Provide employment guidance to college graduates so that they can choose jobs smoothly and do a good job in the transformation from students to social people.

SPECIAL TRAINING MEETING ABOUT PROFESSIONAL AND BUSINESS NEEDS (2021)

Learn and improve their professional knowledge and further broaden the understanding of professional fields.

INDIA

SESSIONS ON POSH (PREVENTION OF SEXUAL HARRASMENT) (2021)

External and internal session on prevential of sexual harrassment and creating awraeness about rights and followed process. 1. Tarining for workers at client location was conducted. 2. Internal orientation session was conducted. 3. Content posted on Dicebo. 4. Posh policy and committee both are in place.

POLAND

TRAINING AND ORIENTATION INITIATIVES (2021)

During 2021 we have organized various events aimed at providing traineeship for students, cooperating with universities. Our internal experts have given advices and tips on how to navigate the current labour market. A specific focus has been given on **supporting the employment of disabled people**.

PORTUGAL

QIBIT CANDIDATE TESTIMONIALS (2020)

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

TRANSFERRING PROFESSIONALS (2020)

Gi Group Portugal launched an **initiative to help people who lost their jobs due to the crisis to find new opportunities more easily**. We joined forces with our customers who were forced to lay off employees in the face of the pandemic crisis.

We created a landing page where job seekers can find a set of tools to more easily identify our offers and more easily contact Gi Group and we invited our customers to share it among employees who had to be laid off.

SERBIA AND MONTENEGRO

COFFEE WITH THE RECRUITER (2020)

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

HOW TO PREPARE FOR A JOB INTERVIEW (2020)

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

JOB SPEED-DATING (2020)

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

YOUTH EMPLOYABILITY IMPROVEMENT PROGRAM (2021)

With UNICEF and other partners we are delivering this program with the aim of helping employability of young people in the NEET category. We have created training programs on our LMS platform for the interns, reached out to them, as well as to the companies which can then provide paid internship for them. The project has reached out, thanks to **500 partners, 2000 intern.**

“ASSERTIVE COMMUNICATION” TRAINING PROGRAM (2021)

For the community of students of Belgrade we delivered a training program on the topic of assertive communication within their program “**One step closer to work**”.

JOB FAIR 21 (2021)

Taking part in the anual job fair organized by the students of Electrical Engineering, we delivered a workshop on a topic of **Social Engineering**, helping students to improve their presentation and networking skills, as well as the prepration for the job interview.

SPAIN

#TODOSUMA PROJECT (2020)

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

#GIGROUPWITHYOU CAMPAIGN(2020)

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

TURKEY

DISABILITY DIVISION IN TEMP&PERM (2021)

In Turkey we have developed within the Temp&Perm practice, core business of the group, a specific division dedicated to people with disabilities. We understand the importance of providing a specific service to disadvantaged categories of people to help them enter into the labor market.

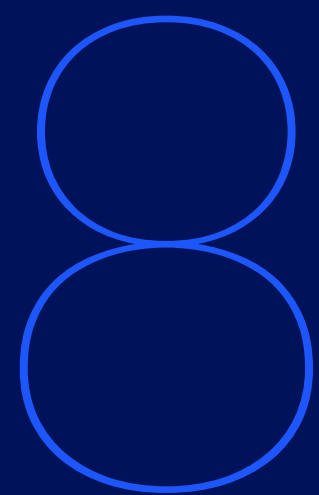
UNIVERSITY STUDENTS CAREER ONLINE MEET UPS (2021)

We have met with students from different universities in 7 different webinars. The aim of the project was to support young people who are preparing for business life with different competencies for the job finding process.

USA

CORSI ONLINE DI UPSKILLING (2020)

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



Our Clients

➔ 8.1 Local Initiatives



Our Clients

During the biennium, we were able to **adapt to the changes imposed by the pandemic without abandoning our stakeholders.**

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

In general, in 2020, while the first practice that was impacted by the pandemic was Temporary and Permanent Staffing, since external resources were often not extended or no longer requested by customers, in the rebound phase precisely the strength of this service - its flexibility - drove large enterprises to rely on it even more than before, leading the final data to a **surprising break-even point at 31.12 2020**, although the mid-year outlook was -20% compared to the same period of 2019 and on a like-for-like basis in terms of the companies taken into consideration. Amongst the other global practices, those which most strongly felt the decline were without a doubt **Search and Selection, Professional and Training**, while **Outsourcing**, also due to several similarities with **Temporary Staffing** (in the less complex sense of the service provided), saw a **smaller decline compared to 2019**. Towards year end, precisely to take advantage of an increase in demand concerning the Outplacement service, this practice was added, with a view to **expanding opportunities for interaction with the multinational customers** who could need to close ranks in the wake of the health emergency, reducing the number of direct employees.

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

In 2021, however, the Covid problem was primarily transformed into an opportunity within the context of Temporary and Permanent Staffing for two main reasons. The first: the increasing need among major multinationals to take advantage of external support to guarantee core company productions and services, to avoid the risk of a new lockdown down the line due to a possible resurgence of the virus and its variants. The second: the repercussions on the market have created problems for smaller agencies and this has meant that business portions in jeopardy have allowed a greater expansion of the market share.

It is worthwhile underlining how the crucial corporate objective of insisting on Sustainable Labour has increased in step with its commercial activities. It has effectively highlighted a strong level of governance on issues considered essential,

increasingly accompanied by the paramount values that inspire the Gi Group, focused on tangible operative solutions connected to delivery actions and the management of urgent situations. Many of the solutions chosen to safeguard minorities and to dispel misconceptions related to gender, religious or sexual differences, have turned out to be an exception driver of appreciation by customers and a powerful attractive factor for candidates who have appreciated and experienced the fair approach implemented by the Gi Group first-hand. On these issues, the fact of having implemented a **vigorous and constant training activity dedicated to the company's internal population and a solid dissemination of principles to help safeguard the environment** have completed the range of activities that are deemed essential to promote the company's approach that have come to light during its more than two decades of activity.



8.1

Local Initiatives

ITALY

Gi Group Holding has always organised and continuously participated in conferences and webinars to share company and institutional know-how, in order to make its own contribution and support job market development. The years 2020 and 2021 were no exception in this sense, despite the obvious prevalence of technological tools to replace in-person events.

During this period there were many initiatives organised by the group for the benefit of companies, which had a common denominator the aim of contributing supporting a working culture that aimed to establish and apply the initiatives that could promote **Sustainable Work**.

STAR MATRIX AND EVENTS DEDICATED TO SPECIALISED MARKETS (2020 – 2021)

Series of webinars dedicated to going into detail on the evolutionary trends of the roles of specific sectors and the associated skills, while

contextualising everything within the current market scenario characterised by large-scale sociocultural, technological, organisational and regulatory transformations.

- **Star Matrix Life Science, The future of professions in the life science sector (2020);**
- **Star Matrix Fashion & Luxury Leather goods, Shoes and Tanny (2020);**
- **Gi Group and the leather industry: valuable solutions and incentives for companies (2020);**
- **Webinar dedicated to companies with a focus on training and enhancing resources in the leather goods market (2020);**
- **The future of professions within the FMCG sector (2021);**
- **Evolving trends and future of profession within the logistic sector (2021);**
- **Manufacturing 4.0: the evolution of the sector and its professions (2021).**

EVENTS TARGETED AT THE POST-PANDEMIC RELAUNCH (2020 – 2021)

- **#Restart (2020)**
Project dedicated to the relaunch of companies post-lockdown: tools, services and initiatives offered to companies to support them during the delicate recovery phase.
- **E-commerce and last mile: HR, organisational challenges and skills within the new market scenario (2020)**
Webinar dedicated to companies relating to market opportunities and professional skills emerging from the new market scenario born from the needs deriving from the lockdown.
- **Listening space (2020)**
This service was created with a view to supporting companies in order to sustain and guarantee in particular the balance and motivation of their people. The support of ODM takes shape in a qualified, private space for meeting and discussion, managed

by a team of professionals, occupational psychologists and psychotherapists, intended primarily for HR and managerial positions, who can benefit from active listening, support and practical advice, in order to then become facilitators within their own company. The listening space is also addressed to all other company positions that may benefit from it, in agreement with their company, according to shared procedures. The meetings last around 45 minutes and take place on a weekly/biweekly basis for a total of roughly 4/5 sessions per person, evaluating each specific case and taking into consideration individual requirements.

- **Webinar on the post-pandemic relaunch (INTOO) (2020)**
Series of webinars concerning the restart of work activities in a post-Covid-19 world, analysing the various aspects of company life: from the role of HR to the more general role of managers. Nearly 700 individuals participated in these events on the whole, with the engagement of 6 external speakers.

- **Tools for the restart: let's make it clear (Gi HR Services) (2021)**

A webinar focused on reliefs, funds, expansion contract, to support businesses to better understand the benefits to be enjoyed in the post-pandemic recovery.

EVENTS WITH SPORTS PARTNERS (2020 – 2021)

- **Leadership between sports and business: comparisons (2020 – 2021)**

Webinar on business leadership and on its parallels with the world of sports.

- **Coaching in action: training the manager and the athlete (2020)**

Event focusing on management learning and on business, sports and professional coaching, at Casa Milan.

EVENTS ON THE EVOLUTION OF NATIONAL LEGISLATION (2020 – 2021)

- **The “August” decree, the new skills fund and the 2021 budget manoeuvre were the main new aspects for companies (2020)**

Webinar dedicated to the main new elements for client companies regarding rules on employment relationships and employment incentives.

- **Apprenticeships at school: who believes in them? (2020)**

Webinar with a view to highlighting the opportunities and critical issues of the first-level Apprenticeship contract emerging during the study carried out involving the

different players in Apprenticeships in order to integrate their different visions with each other. Focus on the pros and cons of the instrument with social and institutional players.

- **“The “furlough” decree, the main innovations for companies (2021)**

Special webinars on the main innovations for companies related to the support mechanisms introduced for companies.

- **Metalworking industry: renewal of National Collective Bargaining Agreement (2021)**

A support for companies in the metalworking sector to easily identify the main innovations to the upgraded National Collective Bargaining Agreement and how they affect their activities from the outset.

EXECUTIVE RECRUITING PILLS (2020)

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

More than 1,600 participants took part in these initiatives, with the involvement of over 81 external personalities as speakers and contributors of specific skills.





GI GROUP TRAINING HUB (2021)

The sustainability of labour requires companies to pay great attention to the development of human capital by **assigning a key role to training for the survival and development of every organisation.**

A training program capable of providing tangible answers to the company's requirements is the only way forward in order to have a **substantial bearing on people's employability** and on phenomena such as skill mismatch and skill shortage.

In order to support this approach within companies and contribute to the sustainable development of the job market, Gi Group Holding inaugurated on December 3, 2021, in presence of local institutions, the GI Group Training Hub, a physical and digital space that aims to be a meeting point for all those who see training as the most appropriate response to the skills needs by companies and people. The inauguration has been the occasion to emphasize the importance of creating synergy between all the players that operate in the world of training and employment, renewing the call for discussion and dialogue between enterprises, social partners and institutions. Within its spaces the Gi Group Training Hub, in addition to the Group company's that are engaged in training, will also host high level partners who are working every day to **build training paths with a view to improving occupation.**



THE GIVE PROJECT (2021)

The goal of the **GIVE** (Governance for Inclusive Vocational Excellence) project is to plan and develop the European Centre of Excellence Platform that focuses on the innovation in the IFP (Education and Professional Training) sector, to promote a **greater social inclusion of individuals that belong to disadvantaged groups.** Starting from the set of methods and tools that excel at European and international level, the project, which lasts 4 years, will make strong contribution to the achievement of the objective by implementing and promoting:

- business governance models for the development and management of IFP centres;
- educational approaches and tools that specifically target social inclusion (in terms of training, international mobility, occupation) of people that risk exclusion;
- models to plan and implement effective activities for the training-work transition.

As the main Italian player in the company service sector and promoter of the meeting between offer and demand on the job market:

- **we will share our know-how with our partners** on the most sought-after skills on the market in order to establish the most effective training offer that actually satisfies real needs
- **we will involve our clients** in order to make it easier for candidates to access the

job market once they have completed the training program;

- **we will offer our candidates our support** in the crucial stage of job placement and during the first months of employment;
- we will offer our support to companies in welcoming the placed candidates at the end of the training program;
- relying on our knowledge of the job market and our presence in many countries, **we will act as a guide** for the other partner companies in the project.

SURVEY "SUSTAINABILITY AND PEOPLE: WHAT ARE ITALIAN COMPANIES DOING" (2021)

ODM Consulting has carried out the survey "Sustainability and People: what are Italian companies doing" which saw the involvement of 200 companies. The survey focused on how a sustainable approach is being applied to people by companies, their priorities in making their organisations sustainable and the connection between sustainability and a few aspects concerning human resource management. The results of the survey were presented during a webinar held in May.

BRAZIL

EVENT ON THE REPRESENTATION OF BLACK PEOPLE IN THE LABOUR MARKET (2020)

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

CLIENT-CENTRIC COMMITTEE (2021)

Locally, a committee was created with representatives from various business units, in order to put customers at the center and respond more quickly to market needs.

GIRLS WEBINAR (2021)

Webinars to work on education and awareness of our public to generate attention to the importance of the theme.

CZECH REPUBLIC

ON-LINE DISCUSSION ABOUT THE COVID-19 PANDEMIC (2020)

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

INDIA

COMPLIANCE NEWSLETTERS (2021)

Monthly compliance Newsletter published for clients and on LinkedIn, which helps one to stay updated with the latest regulatory changes, notifications and amendments.

STAFFING AND TALENT PRACTICES TO ENSURE SUSTAINABLE WORK WEBINAR (2021)

Launch of webinar series to contribute to the evolution of the labor market and to emphasize the personal and social value of work. It is a concept designed to focus on social impact of work.

PORTUGAL

CLIENT TESTIMONIALS (LOGIFARMA AND AGRO MERCHANTS) (2020)

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

SERBIA AND MONTENEGRO

STRESS MANAGEMENT IN THE COVID-19 PANDEMIC (2020)

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

LEADERSHIP SPRINT (2020)

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

ONLINE HR ROUND TABLE (2020)

At the beginning of Covid period in Serbia, online discussions were organised on the topic. Motivation and productivity, radically changed conditions and instant remote management were the main topics of the event. The main purpose was to share practices and create

communities to combat a difficult situation. Seventy clients participated in this roundtable.

SPAIN

HR HYBRID FORUM (2020)

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

MASTERCLASS: “EL BLOCKCHAIN Y SU IMPACTO EN LA GESTIÓN DE LOS RECURSOS HUMANOS” (2021)

Wyser Spain organized in 2021 a Masterclass lesson to HR Professionals with an expert as a guest speaker about the impact of Blockchain technology on the management of human resources.

WEBINAR “PLAN DE IGUALIDAD” (2021)

After having developed within Gi Group Spain a “Plan de Igualdad” we have collaborated with the Human Resources Directors Association in Spain, to impart a webinar to help them formalize their Equality Plan. The webinar was divided in 4 sessions and has been attended by more than 100 HR Managers.

UK

HR ROUNDTABLE WITH CLIENTS (2020)

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

LAUNCHED NEW EDI (EQUITY, DIVERSITY, INCLUSION) INITIATIVE CAMPAIGN (2020)

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

DIVERSITY ROUNDTABLE WITH CLIENTS (2020)

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



9

Society and Institutions

➤ 9.1 Public Affairs

➤ 9.1.1 Local Initiatives

➤ 9.2 Community Support and Volunteering

9.1

Public Affairs

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

From the end of 2010, the Group has been associated to the **World Employment Confederation**, the international confederation of employment agencies, with **Global Corporate Member** status and to its European arm, **WEC - Europe**. Established in Paris in 1967, WEC (formerly CIETT) works globally to protect the recognition among policy advisors and policy makers of the positive contribution that private temporary recruitment agencies make to the better functioning of the labour market, promoting the need for a well regulated legal framework, sharing best practices, studies and research projects. At a global level, WEC is constantly discussing with the **ILO (International Labour Office)**, the UN body dedicated to the promotion of working conditions in the world, the OECD and the WORLD BANK in order to promote adequate national legislation allowing private

temporary recruitment agencies to operate and for the triangular relationship of the staffing industry to be regulated in a proper manner. The **2021 WEC's Activity Report** and the **2021 WEC's Social Impact Report** document the main activities carried out in 2021 and the social impact generated by Temporary Recruitment Agencies. With regard to youth training aimed at preparing them for entering the labour market, since 2015, Gi Group Holding has been a **partner in the European Alliance for Apprenticeships**, the network of businesses and training bodies formed by the European Commission to promote apprenticeships in schools and businesses and to young people and families.

9.1.1

Local Initiatives



ITALY

As far as the Italian market is concerned, **Assolavoro**, the reference Italian sector association, a member of WEC-Europe, consolidated its role as an institutional interlocutor in 2021, taking part in numerous parliamentary hearings which, following the resurgence of the pandemic, made it possible to modify pro-tempore the impact of the considerations set forth in the Dignity Decree, saving jobs. It also negotiated 5 agreements with the sector trade unions, to allow for access to emergency social safety nets by temporary workers.

As regards the Group's commitment to the younger generations, activities to implement the **European "Youth Guarantee" plan** continued all over Italy and, thanks to the Scientific Committee of the Gi Group Foundation, a paper focused on analysis and operative advices for the implementation of the National Plan of Active Labour Policies "**GOL**" (**Garanzia di Occupabilità dei Lavoratori**) has been produced.



**2021 CSR
GOAL ACHIEVED**
ENHANCEMENT OF THE RELATIONSHIPS
WITH ONGS AND FOUNDATIONS

At a regional level in 2021 the Gi Group Holding endorsed the **Lombard protocol for sustainable development**, an agreement entered into with all Lombard players interested in a more sustainable economy and lifestyle. The endorsement of this protocol includes Gi Group Holding within a local network of players working towards a common goal: **the implementation of the 2030 Agenda for Sustainable Development**.

Furthermore, in 2021 we adhere to **Sodalitas Foundation**, with which we began collaborating at the end of 2019 with Stefano Colli-Lanzi's endorsement of the CEO Call to Action, a CSR initiative promoted by the Foundation in Italy. By entering the national and international Sodalitas network, Gi Group Holding strives to collaborate in sharing initiatives and practices for community growth and sustainable development, especially in the field of the labour market.

CHINA

TALKS WITH GOVERNMENT BUREAUS AND ASSOCIATION (2021)

Meetings and talks with **Social Security Bureau** and **Disability Organizations** in order to give advices on the policies and employment.

COLOMBIA

PACTO POR EL TRABAJO DECENTE (2021)

National Associaton for Temporary Labor (ACOSET), signed a national agreement with the government (Ministry of Labor) to promote “**Decent work**” in our industry. An important recognition to all the companies that are part of ACOSET (Gi Group Temporales).

INDIA

ALLIANCE FOR INDIA (2020)

Gi Group, Randstad, The Adecco Group and Manpower Group, the Indian operations of four leading global HR services companies, have formed an alliance to “**Help India Get Back to Work Safely**”. By combining their knowledge and strengths in the framework of a non-commercial alliance, the four companies jointly tackle the key challenges facing the labour market following the COVID-19 pandemic. The goal of this collaboration is to minimise the negative impact of COVID-19 on the economy. For companies, what

matters now is getting their employees back to work quickly and, above all, safely. The alliance’s actions are focused on sharing best practices about health and safety protocols, to be established or updated for the “**physical distancing economy**”. The best practice protocols were collected from companies create a compilation of instructions and measures – a country-specific COVID19 guide: **Help India Get Back to Work Safely**. The guide includes practical advice and health and safety protocols, which can be used by organisations to support a safe return to workplaces throughout India.

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

- **a major takeaway from this pandemic is SAFETY, which became the key word: it is extremely important that people in India return to work safely;**
- **while safety is important, the psychological health of employees can’t be ignored: the mental well-being of employees should be considered equally important;**

- **technology and the ability to work from anywhere has opened up massive opportunities for each one of us;**
- **during this time, employees have got an opportunity to invest in themselves and adopt different practices too;**
- **corporates should adopt the right set of protocols and foster a safe working environment.**

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

9.2

Community Support and Volunteering

ITALY

DESTINATION WORK 2020 AND 2021

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

The 2020 edition, for the first time in virtual format, dealt with the pillars of employability and the active search for employment, including: effective CV creation by highlighting one's strengths, online interviews and differences compared to in-person interviews, personal branding (in collaboration with LinkedIn) and employment contracts. The 2020 webinar edition was carried out through a **4-hour live direct session** with Gi Group personnel who **virtually met with around 350 people**.

In 2021, the initiative maintained the virtual channel, but revolutionized its format, integrating itself into a wider orientation platform. Colleagues were able to make their time available in the form of slots (180 overall)

dedicated to completely free and personalised career development and orientation interviews for the participants.

GI GROUP SUPPORTS AREU FOR THE CORONAVIRUS EMERGENCY (2020)

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

REFUGEE PROJECT (2020)

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

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

HELP ME SEE YOU (2020)

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

HOMO FABER (2020 - 2021)

Homo Faber is a **non-profit social cooperative that works in the Casa Circondariale Bassone Prison in Como** as a Training Institution and Printing Centre. It aims to provide detainees

with an opportunity for personal recovery and an occasion for training and professional development for individuals working in the printing centre. The training courses provide participants with an array of skills: basic and advanced courses in various graphic design programmes, basic principles of creativity, details about the role of the advertising graphic designer and the management of advertising campaigns.

The skills acquired enabled detainees to try their hand at several project works and work activities within and outside the world of prison, as well as in the area of basic programming. In December 2020, a building was acquired, thanks to donations received by the cooperative, for the development in 2021 of the **Casa Semi Liberi project**, a physical location ready to welcome those in difficulty and who want to re-enter society: from people recently released from prison to those experiencing periods of difficulty. In 2021 work was begun on refurbishing the building and starting in 2022 the cooperative will start to welcome people in need of support.

In 2021 Homo Faber took part in the **Capriole (Cartwheel) project**, promoted by the comedian Paolo Cevoli. The project was set up with the dual purpose of giving people who have experienced failure but have had the strength to start out again after having touched rock bottom a voice and supporting organisations that spend their life looking after people who live in a condition of need. Furthermore, over the course of 2021, the cooperative reached an agreement to be able to provide the group's employees 285 PCs at a symbolic price in order to promote remote learning, especially among its employee's children.

BITEB (2020 - 2021)

The **Technological and Biomedical IT Bank** recovers IT and biomedical materials no longer in use from companies and hospitals to redistribute them exclusively to non-profit organisations in Italy and abroad. To attenuate the technological gap between developing and more industrialised countries, BITEB works through the biomedical and IT divide to ensure that technological waste from industrialised nations, resulting from the need to align with cutting-edge technological standards, is employed where technological shortcomings hinder the economic, cultural and social growth of people and organisations. BITEB has been **inserted in an Enel's issue describing 100 stories of Italian companies** that follow a program of **circular economy**. In 2020, 50 personal computers were donated to penitentiaries, to enable detainees to have videocalls with family members, while

500 were sent to schools so students could participate in online classes. Compared to previous years, only activities on the biomedical side of the initiative were blocked due to the logistical issues generated by the pandemic, as the majority of the material donated is normally sent to developing countries. The commitment of Gi Group and all organisations collaborating with BITEB is reflected across multiple levels: the social level first and foremost, but also environmental, because it gives life to decommissioned equipment. During 2021 BITEB intensified the distribution of computers through the onlus; among many initiatives developed we want to highlight the donation of two PCs to the association Cuore Attivo Monte Rosa, that is helping the population of Nepal in constructing a new school.

COMETA (2020 – 2021)

Cometa is a family organisation committed to welcoming and educating children and young people and supporting their families. An old farmstead on the outskirts of Como becomes a place for sharing daily life and finding an alternative type of education for children and young people with expressive, recreational and sports activities. One hundred children are currently involved in daytime care. It is within this context that the **Oliver Twist School** was founded: an innovative education and professional training entity that offers four-year programmes to students between 14 and 18 years of age, with three different courses of study: textiles/fashion, wood/furniture and restaurants.

The school exemplifies the principle of **Learning through experience**, and to date has educated around 400 young people. The school features **“workshops”: places for experimentation, where young people learn a trade** by participating in the entire production process, from conceptualisation to the creation of objects, with the support of their instructors. The donation deriving from the annual edition of Destination Work 2019 was contributed at the start of the year to a Cometa Formazione project. **The “A possible future, together”** project is for young people at risk of dropping out of school, to offer them a professional training and work placement opportunity. Because, since February 2020, the Oliver Twist School also had to adapt its working methods to the circumstances imposed by Covid-19, our donation was used in particular to finance the activities of tutors assigned to two young people who, with the difficulty caused by remote learning, would have risked not completing their studies. Moreover, Gi Group collaborate with Cometa within the **GIVE Project, sponsored by Erasmus+**.

BRAZIL

SOLIDARITY CAMPAIGN (2020)

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

CZECH REPUBLIC

SUPPORT FOR HEALTHCARE PROFESSIONALS (2020)

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

CHARITY FOR ORPHANS (2020)

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

CHINA

DONATION FOR POVERTY ALLEVIATION (2020)

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

NORTH WEST CHINA CHILDREN CARING (2021)

In the North-West of China, which is a relatively poor part of the Country, we are planning to enhance better learning environment and improve self-awareness of children living in the area.

HUNGARY

SOS GYERMEKFALVAK (2020)

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

INDIA

HUMANS OF GI (2020)

Initiative to create opportunities for volunteering and recognise volunteering activities. For example, during Christmas an initiative was carried out in collaboration with

“**Make a Wish Foundation**”. Humans of Gi sponsored gifts for underprivileged children suffering from critical ailments. The initiative brought a smile to 13 of these children. The initiative saw **14 volunteer activities with a total amount of \$590 donated**.

COLLABORATION WITH THE MAKE A WISH FOUNDATION (2021)

We collaborated with the **Make a Wish Foundation** to fulfill wishes of critically ill children across all India.

POLAND

PARTICIPATION IN THE POLAND BUSINESS RUN (2020)

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

FUNDACJA GI GROUP (2020 -2021)

The Fundacja Gi Group is a public utility body that aims to support, help and activate people in difficult life situations, the unemployed and disabled people, and to help people find their first job. In 2021, Fundacja supplied fixed computer workstations that enabled disabled students to study remotely and provided laptops for students from orphanages. A total of 30 workstations were purchased and distributed. For the same orphanage, a total of **7105 PLN** (1500 euro) were collected for the purchase of essential goods.

SERBIA

CHARITY INITIATIVES (2020)

Mali Veliki Ijud: New year presents for children fighting cancer; **Budi human**: Donation to institutions; **Svratište za decu**: Quarterly collection of clothes and hygiene products for children living in shelters.

DONATIONS TO TAMARA GRUJIĆ FONDATION (2021)

This year newyear present for our clients was a donation to a fondation that builds and refurbishes homes for people in need. Along with the donation, we invited all our clients to join the campaign and donate to the fondation as well.

SPAIN

COLLABORATION WITH NGOS FOR THE INTEGRATION OF “VULNERABLE” CATEGORIES (2021)

We collaborate with different NGOs responsible of helping people belonging to vulnerable categories. For example, with **ATADES** we were able to develop tools to interview candidates with hearing disabilities; with **ONCE** we were able to reach people with disabilities publishing job offers in their employment page.

TURKEY

NEW YEAR GIFT TREE FOR DISADVANTAGED CHILDREN (2021)

We collected children's wishes from a school in Eastern Turkey and then we decorated our New Year Gift Tree by hanging those desires. Our employees took a wish from the tree leaving then the gifts under the tree before sending them to the children.

UK

CREATE, DONATE, NOMINATE (2020)

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

HO TUCK SHOP MONEY (2020)

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

USA

VIRTUAL VOLUNTEERING PROGRAM (2020 – 2021)

We volunteered with **Medgar Evers College** helping underprivileged students prepare for the workforce. Giving back to society while also engaging our employees. In 2021 we kept working with organizations that support disadvantaged workers providing tools to develop their professional career and providing coaching sessions.



10

Environment

➔ 10.1 Local Initiatives



10

Environment

The biennium 2020 -2021 was certainly unorthodox as regards the performance of the Group's operating activities. The development of the concept of smartworking and the nearly complete block on movements linked to business activities led to the generation of results, including at environmental level, that are not comparable with those of previous years.

Various KPIs used to track the Group's environmental performance became irrelevant during this period, considering the extraordinary conditions from which they emerged, and therefore they will not be highlighted in this Report. On the other hand, the impact of the pandemic did not stop the pursuit of initiatives to reduce waste and consumption amongst the various group companies. Also in order to maintain continuous personal awareness of colleagues

on environmental impact matters, a global campaign named **"My sustainable choice"** was launched.

The initiative was dedicated **to find out which sustainable choices changed our approach toward the environment and our work.** The employees were invited to post images or videos regarding their sustainable choice with the aim of sharing advices and life choices connected to sustainability.

10.1

Local Initiatives

ITALY

PLASTIC FREE PROJECT (2020 – 2021)

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

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

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

TEMP&PERM PROCESS DIGITALISATION (2020 – 2021)

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

BRAZIL

DOCUSIGN TECHNOLOGY (2020)

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

FRANCE

WORLD CLEAN-UP DAY (2020)

Several Gi branches participated, together with local organisations, in **World Clean Up day** where Gi Employees, candidates and workers met for a day to clean city parks, public streets, woods and beaches. The aim was **to collect, sort by category and then dispose of all sorts of garbage**. Thirty people were involved with **100 kg of garbage** collected and disposed.

GERMANY

INTRODUCTION OF HYBRID AND FULL ELECTRIC CARS (2020)

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

DIGITALIZATION OF EVERYDAY PROCESSES (2021)

Electronic payslips, electronic signature, e-mobility and electronic personnel files allowed us to move towards a paperless approach.

INDIA

REDUCTION IN PAPER CONSUMPTION (2020)

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

E-WASTE CERTIFICATE (2021)

To protect the environment, we follow an **e-waste process** and have received external certification on the topic from the **Green Aura Recycling** organization.

DRY & WET GARBAGE SAGGREGATION (2021)

Ensuring effective and hygienical garbage saggregation to support the environment causes.

PORTUGAL

ELECTRIC ENERGY CONSUMPTION CONTROL (2020)

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

SERBIA

COLLECTING PLASTIC BOTTLE LIDS FOR CEPZAHENDIKEP ASSOCIATION (2020)

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

SLOVAKIA

SEPARATION INITITIVE (2021)

Promotion among our employees on how to recycle in the right way the waste produced in the office. Specifically on how to get rid of electronic waste often misdisposed.

SPAIN

COLLABORATION WITH AUARA TO SAVE WATER (2021)

Auara is a **water distributor company** that invest all their benefits in allow poor developed areas in the word the access to water. Thanks to our collaboration in **2021** Auara have collected **31,328 liters of water in developing countries**, saved **924 hours** in fetching water and allowed 14 people obtaining direct access to water.

UK

GUIDANCE ON CONSUMPTION REDUCTION (2020)

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

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



11

Sustainability Plan and 2022 Goals



11

Sustainability Plan and 2022 Goals

The integration between the **main themes** highlighted by the **Materiality Matrix** and the pillars of the **Sustainable Work** framework defines the perimeter within which, gradually, we will build our **Sustainability Plan**.

- The Materiality Matrix represents the **attention** that we devote to our stakeholders, who have **collaborated** with us to highlight the most important issues on which they want to see us engaged, in terms of **continuous improvement**;
- The Sustainable Work framework represents the integration of our **Vision**, strongly focused on the concept of **sustainability**, with our **Mission**, to define our idea of a sustainable labour market in which involve all stakeholders.

The areas that are identified in the matrix represent the objectives, structurally connected to each other, that we want to develop:

- together and for **People** (our people, our workers, candidates and the communities with whom we operate);
- internally, as a **Company**, HR ecosystem, and in relation to other organizations with which we work every day;
- together with **Institutions** and for the benefit of society and the labour market.



For this reason, at a global level, 2022 wants to be characterized by a variety of actions aimed at positioning Gi Group Holding as Champion of Sustainable Work, throughout three pillars:

Strengthen corporate governance and culture

- Issue / update / implementation of Global Policies directly linked to our Code of Ethics, regarding ESG topics;
- Implementation of our Employer Branding Strategy;
- Development of training offer, career development and internal mobility tools.

Spread the culture of Sustainable Work

- Development of cultural initiatives dedicated to internal and external stakeholders, also with the implementation of pilot projects and services with a higher social impact;
- Intensification of networking activities with institutional actors and no profit sector.

Strengthen of the value proposition with a higher social impact

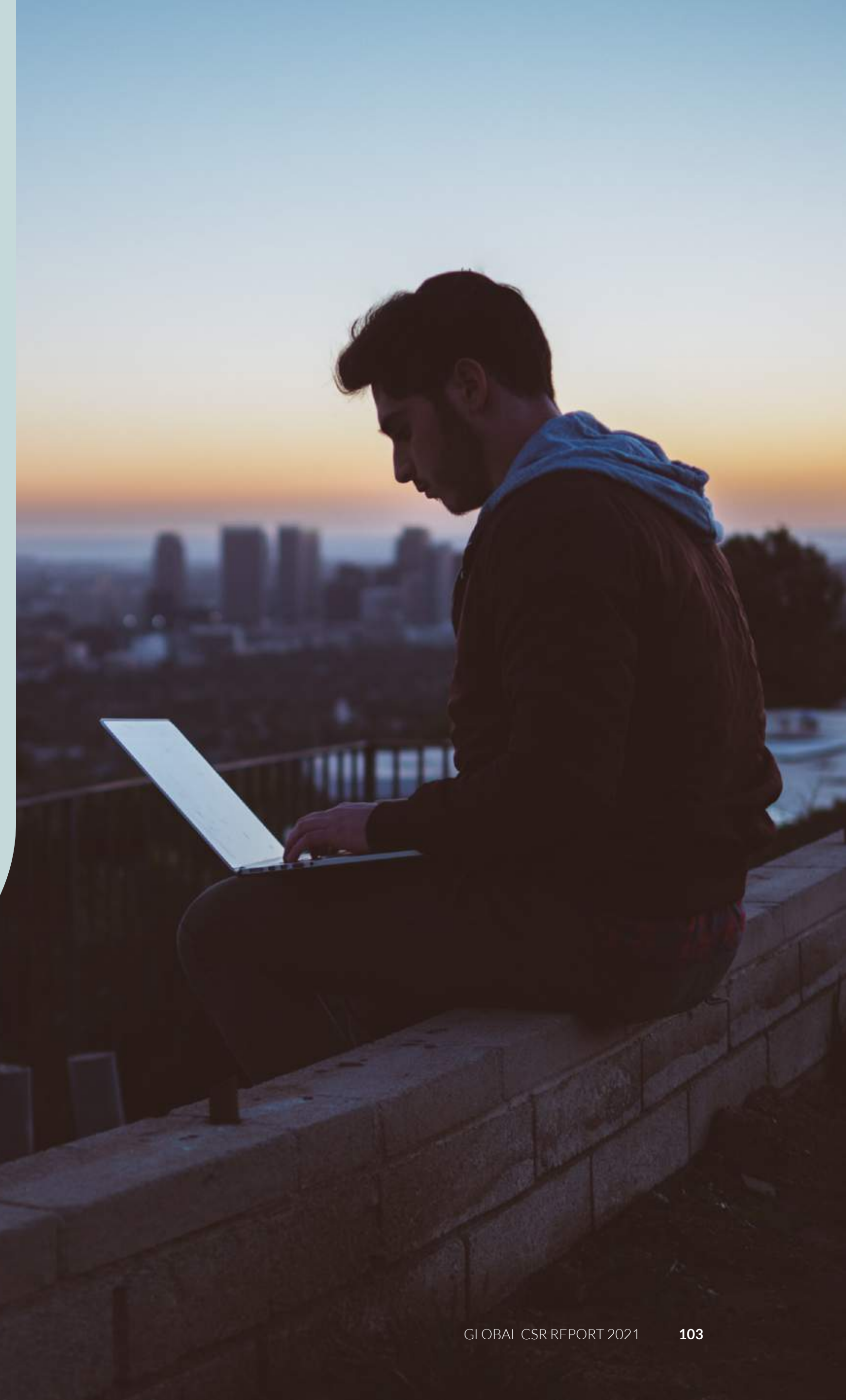
- Development of vocational guidance solutions and training provision;
- Strengthen services and tools that support work inclusion for all people, enhancing access to economic empowerment especially for the most fragile categories.

	PEOPLE	COMPANIES	SOCIETY AND INSTITUTIONS
Developing the skills of the multigenerational workforce to meet the needs of the labour market	Support the culture of training to foster the professionalism and employability of people in the labour market.	Invest in training and enhancement of people, in order to make them engaged and productive, offering them Career Guidance.	Develop, together with Institutions, actions to reduce skill-mismatch, promoting quality personal and professional training.
Decent and inclusive working conditions	Create employment that allows job satisfaction, protecting the individual psycho-physical well-being thanks to the balance between professional and extra-professional life, also developing a sense of belonging.	Through our work, guarantee human rights and access to decent and inclusive jobs in which health, safety, equity and meritocracy are guaranteed, for everyone.	In terms of a sustainable labour market, foster cooperation between the public and private sectors to support disadvantaged groups in the labour market such as women, young people, people with significant seniority and fragile workers.
Innovation of operating models and role management in response to changed environments	Foster the creation of professional relationships capable of generating trust, recognition, team spirit and appreciation of talent.	Give priority to innovation by identifying new ways to combine efficiency and productivity, respecting the needs of all stakeholders.	Collaborate with institutions to support long-term growth by increasing market efficiency through better matching of supply and demand.
Ethical governance and business continuity	Create engagement and share business objectives with the entire company population, so that everyone can make a consistent contribution.	Integrate environmental and social impact into the company's governance with the aim of increasing resilience and responsiveness to market changes.	Promote sustainable flexibility in order to make the meeting between supply and demand more dynamic, effectively supporting people in work transitions.

12

Appendix

- ② 12.1 Methodological Note
- ② 12.2 Index of GRI Indicators Present in the Report and Relationship With SDGs



12.1

Methodological Note

This year, Gi Group Holding has decided to begin a process of renewing its social reporting, transitioning from non-standardised reporting (like in the 2019 report) towards reporting aligned with international standards. The reference guidelines selected for the 2020 – 2021 CSR Report are those of the **GRI Standards**.

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

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

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

Considering the peculiar biennium that recently ended, strongly influenced by the Covid-19 pandemic, we decided to draft a **bi-annual report** in order to give evidence of our activities in these two difficult years. This document describes the initiatives and impacts that Gi Group Holding has generated during the **2020 and 2021 calendar years (from 1 January 2020 to 31 December 2021)**.

For information relating to this report, please contact the Gi Group Holding Global CSR Function at the email address **CSR_Global@gigroup.com**

12.2

Index of GRI Indicators Present in the Report and Relationship With SDGs

MAIN GRI STANDARD	TOPIC	SPECIFIC GRI STANDARD	DISCLOSURE	Nº PAGE	OMISSION
GRI 101	Foundation (2016)				
GRI102	Organizational profile	102-1	Name of the organization	7	
		102-2	Activities, brands, products and services	18	
		102-3	Location of headquarters	16	
		102-4	Location of operations	16	
		102-5	Ownership and legal form	11	
		102-6	Markets served	16 - 18	
		102-7	Scale of the organization	16 - 17	
		102-8	Information on employees and other workers	62	
		102-10	Significant changes to the organization and its supply chain	16	
		102-12	External initiative	89	
		102-13	Membership of association	89	
	Strategy	102-14	Statement from senior decision-maker	5	
	Ethics and Integrity	102-16	Values, principles, standards, and norms of behavior	10	
	Governance	102-18	Governance structure	11	
	Stakeholder engagement	102-40	List of stakeholder groups	23	
		102-42	Identifying and selecting stakeholders	31	
		102-43	Approach to stakeholder engagement	31	
		102-44	Key topics and concerns raised	33	
	Reporting practices	102-46	Defining report content and topic Boundaries	33	
		102-47	List of material topics	33	
		102-48	Restatements of information	No restatement	
		102-49	Changes in reporting	104	
		102-50	Reporting period	104	
		102-51	Date of most recent report	104	
		102-52	Reporting cycle	104	
		102-53	Contact point for questions regarding the report	104	
		102-54	Claims of reporting in accordance with the GRI Standards	104	
		102-55	GRI content index	105	

SDGS	STAKEHOLDER	PAESI	INIZIATIVE	N° DI PAGINA
GOAL 4 Quality education	OUR EMPLOYEE	Italy	B*right on air e Upskill	66
			English Learning Platform	59
			Train the Trainer Program	59
		Brasil	Leader Development Program	68
			Corporate University	68
		China	Training program and knowledge sharing	68
		India	Workshop to support employees with smartworking management	69
		Poland	Initiatives for the professional development	69
		Serbia and Montenegro	Online training "Stress management"	69
		Turkey	Mindfulness training	69
	OUR CANDIDATE AND WORKERS	Italy	#tacktmithyou	73
			Intoo Web Lab	75
			PAL	76
			Formazione Forma-Temp	77
			Academy 100%	74
			#Destinationworkcity	74
			Gi Group Training Hub	74
			#gigroupwithyou	73
		Spain		73
			Project #todosuma	79
		Serbia and Montenegro	How to prepare for a job interview	79
			Youth Employability Improvement Program	79
		USA	Upskilling online courses	79
	OUR CLIENTS	Italy	Pillole di Executive recruiting	84
			Coaching in action; Allenare il Manager e l'atleta	84
	COMMUNITY	Italy	Destination Work 2020	92
			Homo Faber	92
			Cometa	93
			Aslam	92
			Progetto Rifugiati	92
		USA	Virtual Volunteering Program	95

SDGS	STAKEHOLDER	PAESI	INIZIATIVE	N° DI PAGINA
GOAL 5 Gender Equality	OUR EMPLOYEE	Brasil	Wellness and diversity Pills	68
			Diversity Committee	68
		Poland	Pink October	69
	OUR CANDIDATES AND WORKERS	Italy	Women4	74
		India	Session on PQSH	78
	OUR CLIENTS	Brasil	Girls Webinar	86
		UK	Launched new EDI (Equity, Diversity, Inclusion) initiative campaign wide	87
			Diversity round table with clients	87
GOAL 8 Decent work and economic growth	OUR EMPLOYEES	Italy	#adistanzainsieme	64
			Remote toolkit (delivery and sales)	67
		Brasil	Wellbeing at Gi	68
		China	The Giardino	68
			Insurance for employees	68
		Colombia	Virtual wellbeing initiatives	68
		India	Townhalls	69
		Spain	Gi Group Mental Energy Counseling	69
		Turkey	Employee assistance program	69
		UK	Gi Radio	70
			Mental Energy Café	70
	OUR CANDIDATE AND WORKERS	Italy	Gi Group Training Hub	74
			Academy 100%	74
		Portugal	Transferring Professionals	78
	OUR CLIENTS	Italy	Star Matrix	83
			#restart	83
			eCommerce e Ultimo Miglio: HR, Sfide organizzative e Competenze nel nuovo scenario di mercato	83
			Spazio Ascoltami (ODM)	83
			Gi Group Training Hub	85
		Portugal	Clients Testimony (Logifarma and Agro Merchants)	86
		Serbia and Montenegro	On-line HR roundtable	86
		Spain	HR hybrid forum	86
		UK	HR round table with clients	87

SDGS	STAKEHOLDER	PAESI	INIZIATIVE	N° DI PAGINA
GOAL 8 Decent work and economic growth	COMMUNITY	Italy	BITeB	93
		Colombia	Pacto por el trabajo decente	91
		India	Alliance for India	91
GOAL 10 Reduced Inequalities	OUR EMPLOYEES	Brasil	Wellness and diversity Pills	68
			Diversity Census	68
			Diversity committee	68
	OUR CANDIDATE AND WORKERS	Turkey	Disability Division in Temp&Perm	79
	OUR CLIENTS	Brasil	Event on black person representation in the labour market	86
		Spain	Webinar "Plan de Igualdad"	86
		UK	Launched new EDI (Equity, Diversity, Inclusion) initiative campaign wide	87
			Diversity round table with clients	87
	COMMUNITY	Italy	Homo Faber	92
			Cometa	93
			Aslam	92
			Progetto rifugiati	92
			Help me see you	92
		Brasil	Solidarity Campaign	93
		China	Donation for poverty alleviation	94
		Poland	Participation to the Poland Business Run 2020	94
		USA	Virtual Volunteering Program	95

SDGS	STAKEHOLDER	PAESI	INIZIATIVE	N° DI PAGINA
GOAL 12 Responsible consumption and production	ENVIRONMENT	Italy	Progetto Plastic Free	98
		Brasil	Docusign technology	98
		France	World Cleanup Day	98
		Germany	Process digitalization	98
		India	Reduction in paper consumption	98
			E-Waste Certificate	98
		Portugal	Electric energy consumption control	99
		Serbia	Collecting plastic bottle lids for Cepzahendikep Association	99
		Spain	Collaboration with Auara to save water	99
		UK	Guidance on consumption reduction	99
GOAL 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development	OUR CLIENTS	Italy	The GIVE Project	85
	COMMUNITY	China	Talks with government bureaus and association	91
		Colombia	Pacto por el trabajo decente	91
		India	Alliance for India	91
		Spain	Collaboration with NGOs for the integration of vulnerable categories	95

