

2022

Sustainable Work Report



25th
anniversary

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1

Letter from Our Founder and CEO



Letter from Our Founder and CEO

Dear Stakeholders,

The last 25 years have been an incredible journey and we are proud of what we have done so far. We continue to chase our dream to create a sustainable, streamlined and enjoyable global market for candidates and companies.

I would first like to address all the people worldwide who have contributed and continue to contribute to our company every day. Together, we aim to seize the opportunity (and the responsibility) to **positively impact the evolution of society, through work.**

On occasions like these, it is also important to lay foundations for the future: Our Group, our Brands and the Fondazione Gi Group, inspired by the Sustainable Work Manifesto, want to continue being the Sustainable Work benchmark **for the labour market.**

Moreover, the **Fondazione Gi Group for Sustainable Work** represents a vehicle through which the company can monitor and study the evolution of the labour market and contribute to its development with best practices and pioneering projects. This confers on Fondazione Gi Group the role of facilitating the dissemination and implementation of the principles and values laid out in the Sustainable Work Manifesto.

In this CSR Report not only do we share all the initiatives and activities completed in the last 12 months, we also take the opportunity to explain how what we do has the power to generate incalculable personal and social value – **to change people's lives for the better.** The global initiative to support Ukrainian refugees has been one of the most important, involving directly both the company and employees with the strong support and efforts of the Polish Fundacja.

We know how difficult it is to navigate in these unprecedented times: inflation, speculation, momentary and underlying changes in market forces. Having the same mission and values for 25 years ensures we are always committed to the same purpose, together.

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

Stefano Colli Lanzi

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Company Profile

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2.1

Our History

Gi Group Holding was founded in Milan in 1998 based on Stefano Colli Lanzi's vision. He was driven by the desire to make a contribution to the Italian and international job market by making it more effective and efficient, guiding its evolution towards the idea of common good and promoting a **work culture capable of satisfying the interests of companies, people and society** by creating win-win solutions.

In 2022 the new role of Gi Group Holding signaled a new global identity, which reflects the Company's function as a **Global HR Ecosystem, contributing to the sustainable development of the labour market.**

The driving force was, and still is today, the rejection of the stigmatised idea that a company is an organisation which "uses" people and considers labour a "cost" rather than a fundamental component in the generation of value - A mindset which considers worker motivation in economic terms, as a matter of survival, rather than seeing work as an opportunity to contribute to common wellbeing, whilst recognising and fuelling the worker's sense of individual and professional value.

The dream that drives Gi Group Holding 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 ability to identify and meet the increasingly complex needs of candidates and businesses alike.

This "dream" has been translated into a plan and concrete actions which have shaped the company over the past 25 years and allowed it to grow. Relying on the contribution and commitment of more than **8000 people**, in 2023 Gi Group Holding operates in **34 countries**, with more than **650 branches**, **20,000+ companies**, over **318,000 active workers**, and a **turnover of EUR 3.6 billion euros**.

**In this chapter, all data and information are updated to April 2023.*

1998

Our starting point:
founding of Generale
Industrielle

2004

First step: acquisition
of WorkNet, Fiat's
employment agency in
Italy.

2005

Further acquisitions in Italy
bring new services:

- Outplacement
- Training
- HR consultancy
- Payroll outsourcing

2007

International expansion with acquisitions
in Germany and Poland.

2008

Générale Industrielle and Worknet merge
to become: **Gi Group**.

New offices opened in: China, Hong Kong,
France, Brazil, Spain and India.

2009-2011

Further international expansion: UK,
Argentina and Eastern Europe.

2013

Creation of the Global Practices: Mid-
Senior Search & Selection, Learning &
Development, Outplacement and BPO

2014-2015

Operations in Turkey, Portugal,
Netherlands and Slovakia **further extend**
our global presence.

2016

Acquisition of Tack and TMI, global
leaders in learning & development.
New offices opened in Colombia.

2020

Acquisitions in Spain, Brazil, Poland and
USA.

2019

Further acquisitions in Germany
strengthen our **International Mobility**
capabilities

2018

Acquisition of **Grafton** and **Marks Sattin**,
world leaders in **professional**
recruitment.

2021

We complete further
acquisitions: Jobtome in
Switzerland and Axxis in France.

2022

We launch the Corporate Brand
Gi Group Holding to represent
the **Company's** function as a
Global HR Ecosystem.

The acquisitions of CVO
Recruitment, Simplika and Eupro
Holding AG, increases our
offering in Estonia, Latvia,
Lithuania, Switzerland and
Liechtenstein.

2023

In the year of our **25th**
anniversary, we announce our
50th acquisition in Latin
America.

2.2

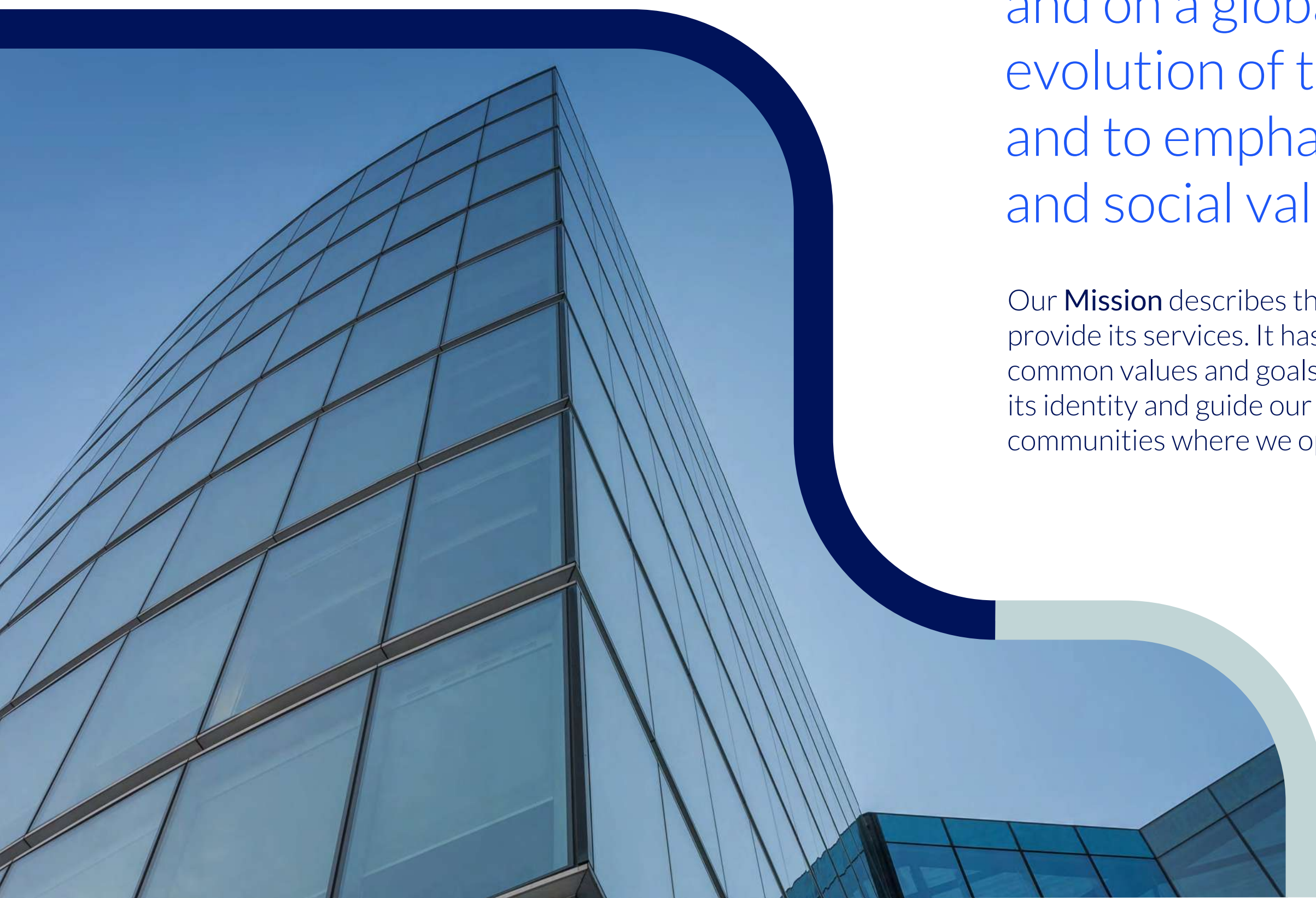
Mission and Vision

“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 emphasize the personal and social value of work.”

Our **Mission** describes the way Gi Group Holding aims to provide its services. It has always focused on establishing common values and goals that help the company consolidate its identity and guide our growing contribution to the communities where we operate.

“We want to be recognised as the worldwide player responsible for creating a sustainable and enjoyable Global Labour Market for Candidates and Companies, reflecting Market needs.”

Our **Vision** describes our dream; the ultimate goal of our services. We want to highlight how our efforts are aimed at the creation of work that is not only flexible but also sustainable. The concept of Sustainable Work is a framework which connects the role that people, companies and institutions play within the social and economic reality.



2.3

Code of Ethics, Global High Level Policies and Values

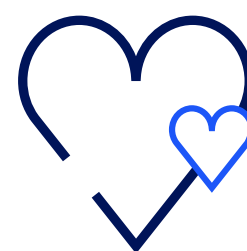
In 2022 the new role of **Gi Group Holding** embodied a new identity, as a Global HR Ecosystem with the aim of building a sustainable Labour Market. It represents a step forward in our internal culture in terms of sustainability and compliance. Furthermore, a new version of the Gi Group Holding **Code of Ethics** was published in October 2022, together with three new **Global High-Level Policies** (Anticorruption Policy; Equality, Diversity and Inclusion Policy, Whistleblowing Policy) applicable to all Group companies worldwide, representing a new pillar in the Group's sustainability strategy. They outline a set of values and principles that the Group has decided to adopt when performing all activities and in relationships with all of its Stakeholders, and it represents an integral part of the Group's corporate governance structure.

The actions of every Group Company are bound by the Code of Ethics, Global High-Level Policies and the championing of a set of values which bring 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 diversity, inclusion and respect for human rights; we support all legislation that provides greater protection to workers and take an active role in eradicating corruption and any form of abuse or illegal behaviour.

2.4

Governance Structure

From 2022, following the corporate reorganisation, Gi Group Holding directly or indirectly wholly owns all the companies of the Group.

Gi Group Holding Company Structure





GI GROUP HOLDING SPA GOVERNANCE BODIES	MAIN RESPONSIBILITIES	CORPORATE BODIES
BOARD OF DIRECTORS	Executive body of the Group with the duty of carrying out business activities and implementing the resolutions passed at the Shareholders' Meeting. It is responsible for approving organisational strategies, developing a management policy and ensuring the legal liability of the organisation with respect to the authorities.	Chairman/Chief Executive Officer COLLI-LANZI STEFANO Director UBOLDI MAURIZIO Director – external member BOMBELLI STEFANO Director DELL'EDERA NICOLA Director TOSO DAVIDE
BOARD OF STATUTORY AUDITORS	Controlling body of the Group with the duty of supervising the activity of the directors and checking that the Group's management and administration adhere to the law, the articles of association, the principles of proper administration, and in particular, to the organisational, administrative and accounting structure adopted by the Group.	Chair COLOMBO CORRADO Statutory auditor PASSALACQUA SILVIA Statutory auditor GIRELLI MARCO Alternate auditor CARNEVALI FRANCESCO Alternate auditor GUSSO PIERGIORGIO
SUPERVISORY BOARD	Internal control body, responsible for supervising the functioning and observance of the Organisational Model as well updating it	Chair CARNEVALI FRANCESCO Member TRABUCCHI MARCELLO Member MARRA ANNA RITA - from February 2023 BERNARDINI DAVIDE

The adoption of **certified Management Systems**, in conformity with international regulations, represents a risk-based thinking tool for continuous improvement, used to strengthen our governance, pursue our Mission and reach corporate goals. The certifications, obtained from an accredited independent 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 our stakeholders.

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
ITALY						
GI GROUP HOLDING SPA	UNI EN ISO 14001:2015	N° 26468	Coordination and support to the Group's business activities in Italy	CERTIQUALITY	25/09/18	23/09/24
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	16/04/25
	SA8000:2014®	N° 5010015917	Human Resources search & selection and temporary work supply services.	TUV ITALIA	12/04/17	12/04/26
	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	28/05/25
GI FORMAZIONE SRL	UNI EN ISO 9001:2015	N° 9356	Design and provision of training and vocational guidance activities.	CERTIQUALITY	18/05/05	04/04/26
	UNI EN ISO 14001:2015	N° 26468	Design and provision of training and vocational guidance activities.	CERTIQUALITY	25/09/18	23/09/24
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	10/04/24
	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	03/12/25
	UNI CEI EN ISO/IEC 27001:2017	N° 50240	Design, production and delivery of outsourced (or SaaS) services for HR management and administration	CERTIQUALITY	30/03/21	29/03/24
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	04/08/25

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	04/08/25
OD&M SRL	UNI EN ISO 9001:2015	N° 25462	Design and provision of training services to develop managerial and organizing abilities and skills by classroom and experiential training certificate and coaching.	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	01/09/25
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	14/08/25
	UNI EN ISO 14001:2015	N° 73 104 6459	Provision of specialized consultancy services in the information technology, technological and engineering innovation sectors. Design of complex electronic and mechanical equipment and systems.	TÜV PROFiCERT	01/11/21	31/10/24

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
ITALY						
			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			
CHINA						
ZHEJIANG GI HUMAN RESOURCES LIMITED COMPANY	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
ZHEJIANG GI HUMAN RESOURCES CO., LTD	GB/T24001-2016 idt ISO14001:2015	19822EI2211R0M	Human Resource Service Outsourcing Within the Scope of Qualification (with Service Outsourcing), National Temporary Staffing (Limit to HQ)	Beijing Xinjiyuan Certification Co., Ltd	19/09/22	18/09/25
	GB/T45001-2020 idt ISO45001:2018	19822SI1065R0M	Human Resource Service Outsourcing Within the Scope of Qualification (with Service Outsourcing), National Temporary Staffing (Limit to HQ)	Beijing Xinjiyuan Certification Co., Ltd	19/09/22	18/09/25
COLOMBIA						
T&S. TEMSERVICES S.A.S.	ISO 9001:2015	CO09/2784	Prestación de servicios de Gestión de Talento Humano	SGS	20/01/09	19/01/24
ESPECIALISTAS EN SERVICIOS INTEGRALES S.A.S.	ISO 9001:2015	CO09/2785	Prestación de servicios de tercerización en promoción y mercado, tercerización en comercialización y tercerización en aseo, cafetería, mensajería y servicios generales, tercerización en servicios logísticos y de producción.	SGS	20/01/09	19/01/24

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
CZECH REPUBLIC						
GRATON RECRUITMENT S.R.O.	ISO 9001:2015	25191/A/0001/Uk/En	Personnel Consultancy Services, Recruitment and Personnel Solutions, Job Broker, Consulting for Human Resources Activities	URS	02/02/17	01/02/25
FRANCE						
ONEPI - AXXIS INTERIM ET RECRUTEMENT	ISO 9001:2015	2001/16023.11	Recruitment And Provision Of Staff	AFAQ	31/12/20	19/12/23
	CEFRI/SPE-I-0401	067 I	Provision of temporary workers for the areas listed in the certificate	CEFRI	01/01/22	31/12/214
GERMANY						
GI GROUP DEUTSCHLAND GMBH	ISO 45001:2018	100000397734	Management of temporary employment and personnel placement	DNV	05/11/10	04/11/25
	ISO 9001:2015	100000416888	Management of temporary and permanent staffing for craft, retail, industry, office and management	DNV	05/11/10	04/11/25
SPAIN						
GI GROUP SPAIN ETT, SLU	ISO 9001:2015	ES-0100/2006	The recruiting and providing of temporary staff	AENOR	25/01/06	25/01/24
Gi GROUP OUTSOURCING 2016, SLU	ISO 9001:2015	ES-0649/2019	The provision of logistic, production and industry services; back-office services, field & marketing services; auxiliary services & facilities services	AENOR	13/11/19	13/11/25
	ISO/IEC 27001:2013	ES-SI-0036/2017	The information systems that support the management of documentary and operational processes associated to the BackOffice Division of GI BPO, with multichannel support, according to the current applicability document to the issued date of the certificate(SOA).	AENOR	31/08/17	31/08/23

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
TURKEY						
GI GROUP AND WYSER TURKEY SEÇME VE YERLEŞTİRME A.Ş	ISO 9001:2015	NS.KS.070/2021	Activities to provide temporary employee and intermediate to find work/employee	NETSERT	02/04/21	01/04/24
	ISO 14001:2015	NS.CS.060/2021	Activities to provide temporary employee and intermediate to find work/employee	NETSERT	02/04/21	01/04/24
UK						
GI GROUP HOLDINGS RECRUITMENT LTD	ISO 9001:2015	FS580144	Supply of temporary and permanent personnel to commerce and industry and site managed services. Design and provision of training and development services.	BSI	21/10/11	04/02/25
	ISO 14001:2015	EMS619537	Provision of Head Office support services to the Gi Group in the UK	BSI	05/01/15	04/02/24
	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

*Group certifications valid in 2022

In addition to this, during 2022 Gi Group Holding SpA implemented a Health and Safety Management System compliant with the UNI ISO 45001 standards and an Information Security Management System compliant with the UNI CEI EN ISO/IEC 27001 standards, with the aim of certifying them in early 2023. Similarly, some countries also **implemented additional certifications in the same period**.

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
ITALY						
GI GROUP HOLDING SPA	ISO 45001:2018	58566	Coordination and support to the Group's business activities in Italy.	CERTIQUALITY	29/03/23	18/03/26
	UNI CEI EN ISO/IEC 27001:2007	57774	ICT services delivery supporting business processes of Group companies.	CERTIQUALITY	20/02/23	19/02/26
SPAIN						
GI GROUP EMPRESA DE TRABAJO TEMPORAL S.L.	ISO 14001	GA-2023/0067	The recruiting and providing of temporary staffing and personal selection	AENOR	14/03/23	14/03/26
TURKEY						
GI GROUP AND WYSER TURKEY SEÇME VE YERLEŞTİRME A.Ş	ISO 45001:2018	U63108756	Activities to provide temporary employee and intermediate to find work/employee	NETSERT	03/04/23	02/04/24

**Group certifications updated to April 2023*



2.5

Our Presence in the World

During 2022, the Group **continued to grow at an intense pace**, both through expansion in countries where we have a direct presence and through new acquisitions, continuing in 2023, our 25th anniversary, with our 50th acquisition.

NEW ACQUISITIONS DURING 2022:

- **UK** — The Leadership Factory Limited
- **Colombia** — Grupo Focun
- **Brasil** — Mariaca Consultoria e Star Group Assessoria
- **Argentina** — Bruno Matarazzo y Asociados (BMyA)
- **UK** — Encore Personnel Services Limited
- **Switzerland** and **Liechtenstein** — Eupro Holding AG
- **Estonia, Latvia, Lithuania** — Simplika and CVO Recruitment

NEW ACQUISITION IN 2023:

- **Latin America** — The Bridge Social

34

COUNTRIES WITH
DIRECT PRESENCE

+8,000

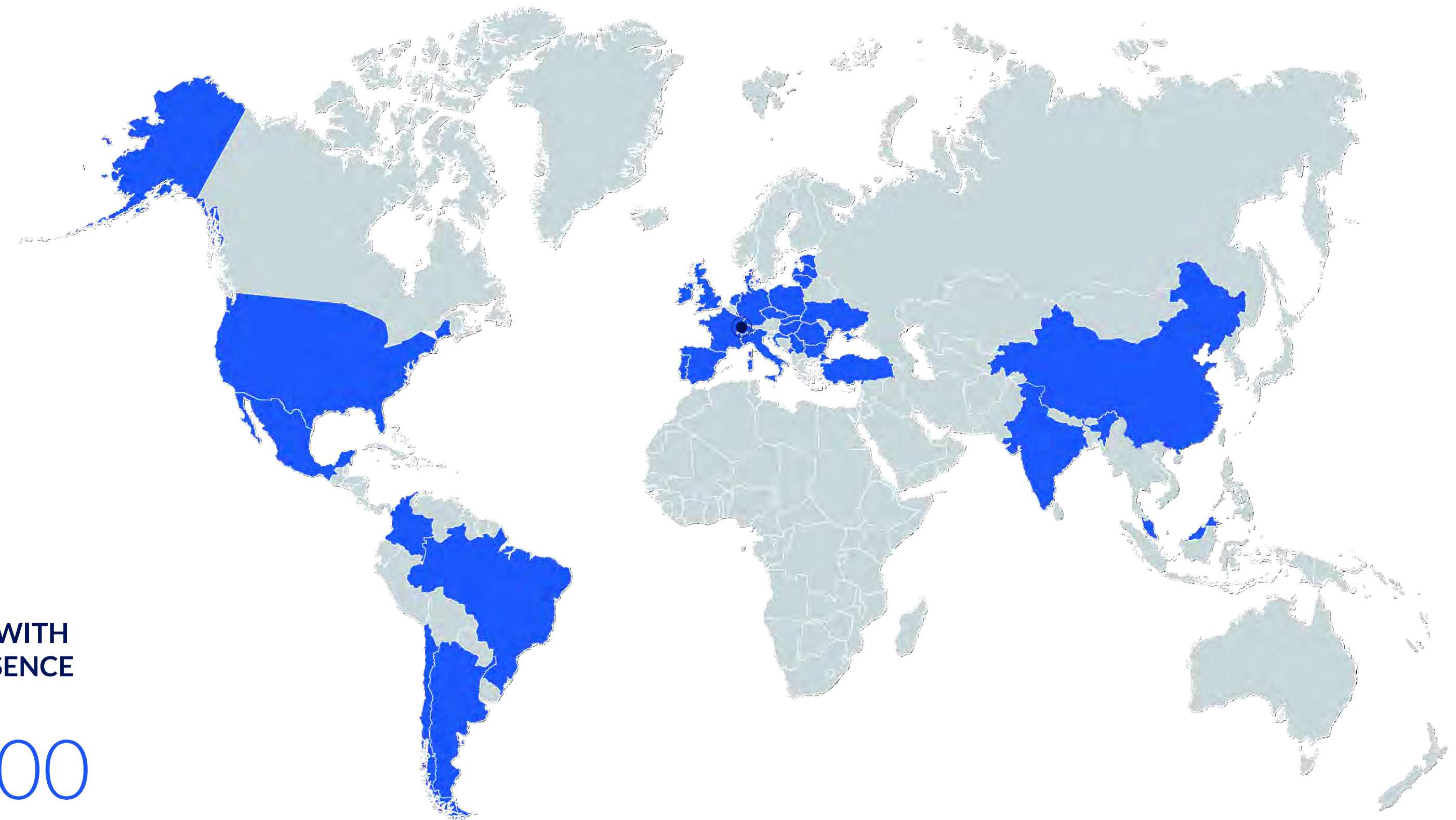
EMPLOYEES

+650

BRANCHES AND
OFFICES

+20,000

CLIENTS



DIRECT PRESENCE

— Argentina
— Brazil
— Bulgaria
— Chile
— Colombia
— Croatia
— Denmark
— Estonia
— Czech Republic

— France
— Germany
— Greater China
— Hungary
— India
— Ireland
— Italy (HQ)
— Latvia
— Liechtenstein

— Lithuania
— Malaysia
— Mexico
— Montenegro
— Poland
— Portugal
— Romania
— Serbia
— Slovakia

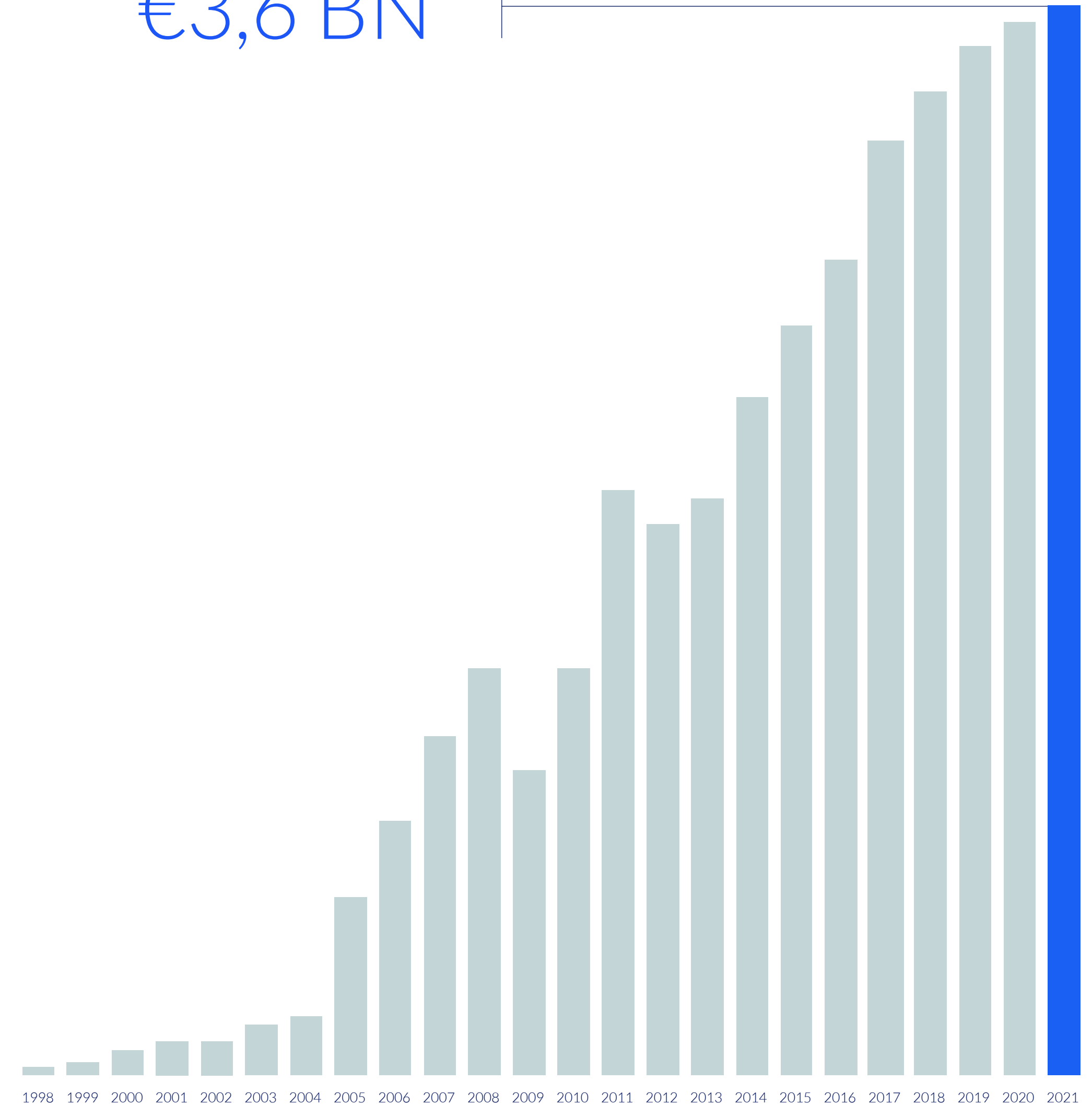
— Spain
— Switzerland
— The Netherlands
— Turkey
— Ukraine
— United Kingdom
— USA

2.6 Our Growth

The Group started its 25th anniversary year serving more than **20.000 clients** and with a turnover of **3.6 billion Euros**. We are among the top 15th staffing companies in the world and eighth in Europe, or if considering only privately held companies, number 2 in Europe and number 5 in the world. We have been ranked as one of the world's largest staffing firms by SIA (Staffing Industry Analysts), the global advisor on staffing and workforce solutions. We are also a **Global Corporate Member of WEC – World Employment Confederation** - the intranational confederation of staffing agencies.



€3,6 BN



2.7

Our HR Ecosystem

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

We work in the following areas:

SEARCH AND SELECTION	LEARNING AND DEVELOPMENT	OUTSOURCING	OUTPLACEMENT
WYSER Middle and Executive	TACK & TMI Managerial Training	GI BPO/C2C Full Outsourcing	INTOO Outplacement
GRAFTON Professional WC			
GI PRO Professional BC	Professional Training	Light Outsourcing	Active Policies

GI GROUP – TEMP & PERM





TEMPORARY AND PERMANENT STAFFING

Taking a holistic, people-centred approach, we make the staffing process simpler: from candidate sourcing to workforce management.

Temporary staffing: We provide the efficiency companies need. With our temporary staffing service, we help clients deal with new projects or prepare for peak season, ensuring flexibility and effectiveness, while monitoring costs and hitting targets.

Permanent staffing: The right candidate at the right time. We consult our clients on their hiring needs and manage all sourcing and selection processes to provide candidates that fit the company culture and the requirements of each role.



PROFESSIONAL STAFFING

For over 40 years we have been the trusted partner of companies who want to hire the best professionals quickly and efficiently.

Our core business offers professional staffing and recruitment solutions up to Junior Management roles, for both permanent and temporary positions. In parallel, Grafton Recruitment provides strategic advisory services, such as HR Consultancy.



MIDDLE AND SENIOR MANAGER SEARCH & SELECTION

We partner with forward-thinking Companies to identify and engage talented managers, through deep Market expertise, shared strategies and a tailored consultancy.

We offer custom-made solutions based on a thorough understanding of the business needs combined with our industry-specific knowledge. Our Search & Selection process includes added value services such as headhunting, aptitude and personality assessment, and candidate market mapping.



LEARNING AND DEVELOPMENT

With over 110 years of experience, we empower Companies and their people to work better and grow, leveraging deep empathetic relationships, a diverse collection of content, and brilliant learning experiences.

Using the latest in solutions design and technology, we leverage the best in learning consulting, individual assessments, training interventions (both in-person and virtually), asynchronous learning (digital and self-paced) and performance coaching.



BUSINESS PROCESS OUTSOURCING

We are your specialised advanced outsourcing partner who takes responsibility for results through flexibility, lasting relationships and a strong work ethic.

Our specialists study all requirements and inputs, before remapping the process, incorporating best-fit technologies and methodologies, which allow them to manage the process more efficiently, with greater flexibility for clients.



CAREER TRANSITION & EMPLOYABILITY

We help People adapt to change at work and organisations in their transformation process.

We offer hi-touch, people-centric coaching, mentoring, career development, change management and outplacement services.



PROGRAMMATIC JOB ADVERTISING PLATFORM

We specialise in advertising activities supporting candidate sourcing initiatives on digital channels. Our clients are traffic brokers of online job offers and large companies that have high volume sourcing needs, often focused on 'blue collar' profiles.



Our Specialised Divisions

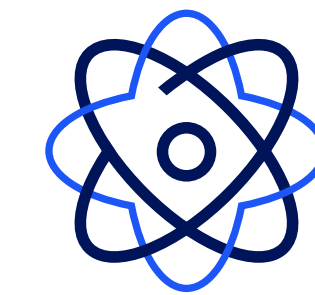
We use a **consultancy approach** across all our businesses to fully understand the dynamics of each sector and workplace.



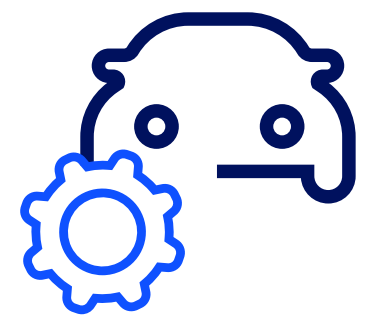
Banking
& Insurance



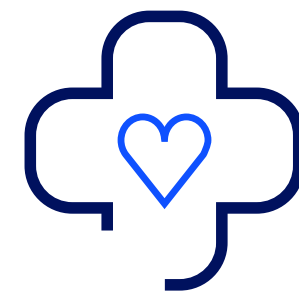
Consultancy



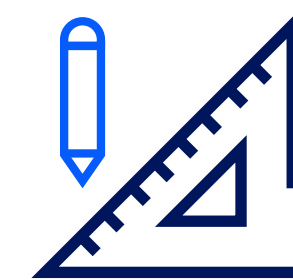
Logistics



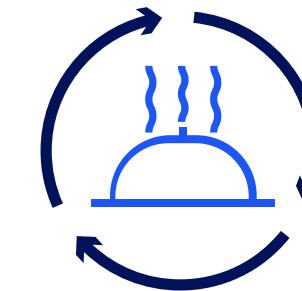
Automotive
& E-mobility



Medical



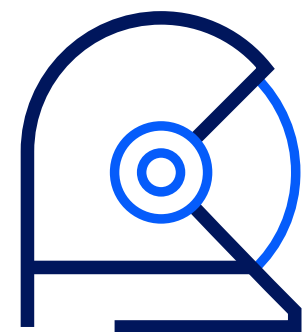
Engineering



Fast Moving
Consumer
Goods



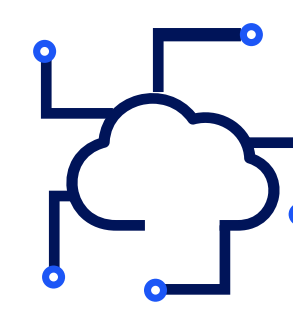
Supply
Chain



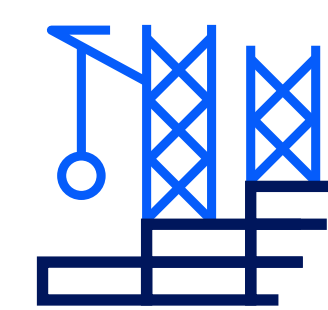
Emerging
Businesses



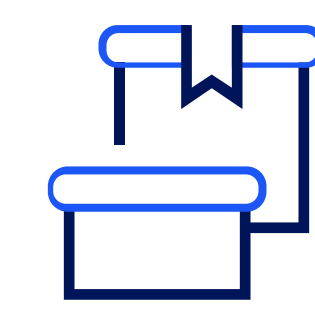
Contact
Centers



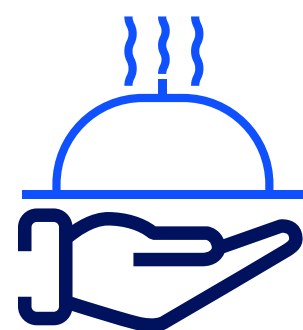
Information
Technology



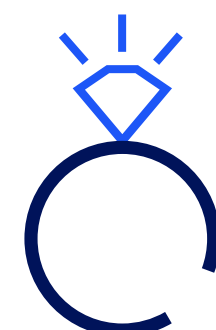
Building &
Construction



Life Sciences



Hospitality
& Leisure



Fashion
& Luxury



Retail



Energy



Manufacturing

3

Corporate Social Responsibility

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



3.1

Our Stakeholders

Gi Group Holding is increasingly committed to aligning its growth path as a multinational organisation with its **corporate responsibility** and **sustainability** goals. Both endeavours coexist with a priority of meeting the needs of all Stakeholders.

We periodically survey and analyse our Stakeholders' requirements and expectations by directly engaging them. We also support sectoral (industry) and research studies conducted both internally and by industry associations. We engage all individuals, groups or institutions that significantly impact the achievement of Gi Group Holding's Mission and which have a legitimate interest in the Group as our Stakeholders. Within the context of the labour market and based on our corporate Mission, the **Group's main Stakeholders** are the following:

OUR EMPLOYEES

More than 8,000 employees who support the Group in achieving its goals and who represent the primary Stakeholder to which the business is committed. Gi Group Holding people and personnel are highly involved in CSR projects and share their professional know-how, commitment, and motivation through their everyday efforts. We are proud to say that our CSR strategy and its vision are shared by all of our staff members, who integrate our core values into their approach to their daily work.

OUR CLIENTS

More than 20,000 companies that rely on 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.

OUR CANDIDATES AND WORKERS

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

THE COMMUNITY AND THE ENVIRONMENT

The communities in which 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 its publication of a new Code of Ethics and Global High-Level Policies, we have reorganised our CSR governance bodies specifically dedicated to defining and disseminating our CSR strategy. This guarantees the strategy’s integration both at the governance and business level, while supporting its implementation and guiding its development.

CSR GOVERNANCE BODY	MAIN RESPONSIBILITIES	MEMBERS / FUNCTION REPRESENTATIVES
GLOBAL STEERING COMMITTEE	Shares and implements guidelines for the Group’s international development, including the CSR strategy.	<ul style="list-style-type: none">• Group’s Top Managers of Global Practices and Global Functions• Group’s Country Managers
CSR COMMITTEE	Outlines the Group’s CSR strategy and Sustainability Plan; coordinates information, training and internal and external communications on the topic of Sustainable Work; designs Holding initiatives on Sustainable Work; supports the Steering Committee in the implementation of guidelines and initiatives; elaborates and communicates the Holding’s social reporting.	<ul style="list-style-type: none">• Group CEO• Global HR Function• Global Corporate Affairs & Compliance Function• Global Marketing Function• Fondazione Gi Group
CSR TEAM	Updates and validates the Code of Ethics; validates Gi Group Holding policies directly linked to the Code of Ethics (Global High-Level Policies); supervises the application and functioning of the Code of Ethics and the GHLPs; examines and handles reports of violations of the Code of Ethics, Global High-Level Policies and applicable laws; collects periodic reports from Country Managers on KPIs for the application of the Code of Ethics and the Global High-Level Policies.	<ul style="list-style-type: none">• Global Legal Function• Global Corporate Affairs & Compliance Function• Global HR Function

OTHER CSR BODIES	MAIN RESPONSIBILITIES	MEMBERS / FUNCTION REPRESENTATIVES
COUNTRY MANAGER	Responsible for communication flows within the applicable countries; guarantees local implementation of the CSR strategy.	Country Manager of each country where we are present
VOLUNTEERS	Participate in volunteer activities and contribute to their planning and implementation.	Group employees
CSR COMMUNITY	Recognises and legitimises Local activities and strategies while ensuring alignment with the Holding Strategy and Vision; promotes knowledge sharing; capitalises on existing competencies avoiding loss of corporate know-how; models best practices to make them scalable for integrating the Holding's value proposition.	Local CSR references

3.3

Our CSR Journey

Starting with our Mission, Values and Global High-Level Policies, we have set up a series of **initiatives over the years intended to develop our CSR strategy** and concretely enact our social commitments.

2014

April

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

2014

June

Establishment of a 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.

2016

October

First round of Group volunteer activities organised on a global scale. Goal of the initiative: promote employability in communities in all countries involved.

2015

October

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

2015

April

Publication of Gi Group's first CSR Report, now published annually since 2015. It describes company 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.

2017

April

Adoption by parent company Gi Group S.p.A. Italy of a Social Accountability Management system structured according to the SA8000:2014® standard (the most widespread norm recognised at an international level) and receipt of relevant certification.

2018

September

Certification of the Environmental Management System for the Milan headquarters property based on requirements in the norm UNI EN ISO 14001:2015.

2019

July

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

2019

December

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

2022

September

Fondazione Gi Group becomes a third sector (not-for-profit) entity.

2022

September

Gi Group Holding's publication of a new Code of Ethics and Global High-Level Policies.

2022

June

Publication of the first Impact Report for the Benefit Corporation.

2021

Gi Group SpA adopts Benefit Corporation Status.

2020

Process of revising the Group Materiality Matrix and development of the Sustainable Work Framework by the parent company.

3.4

Our Contribution to UN Sustainable Development Goals

In September 2015, the United Nations General Assembly approved the **2030 Agenda** for Sustainable Development, the core focus of which are **17 Sustainable Development Goals (SDG)**. The latter include 169 targets for dealing with the most urgent global social, economic and environmental challenges. The SDGs serve as a guide for companies aiming to integrate sustainability into their business and operational strategies in order to contribute to achieving sustainable development for society and the planet.

In accordance with the **Sodalitas Observatory on Corporate Social Sustainability (2022)** report, SDGs with a high social impact and, more generally, **Social Sustainability** will become increasingly important. Companies are being called upon to take a leading role in promoting actions to counteract multiple aspects of the current social crisis.

Gi Group Holding is fully aware of the relevance of the **social challenge** that awaits the company in the future. Thus, it declares its focus on a genuine commitment. Our orientation towards social sustainability stems from the nature of our business and its relevant **impacts on people's lives**. For us, this involves a double commitment: both **internal** (to our employees and collaborators) and **external** (to our clients and the communities to which we belong) through tangible actions and by spreading a culture of sustainability while promoting responsible behavior.

Sodalitas Observatory results confirm that, indeed, greater attention needs to be given to companies' current strategies towards social sustainability issues. The findings underscore the need for greater **social commitment** on the part of all actors – both public and private. First and foremost, this involves companies businesses, which today are the actors that can contribute more than any others to countering the current social crisis and to mapping a fairer and more sustainable society perspective.

A total of 10 out of 17 UN SDG goals are classified as social; namely, goals 1 - 2 - 3 - 4 - 5 - 8 - 10 - 11 - 16 - 17. Of these, six are indicated as **priorities** for delivering an effective sustainability strategy: the fight against poverty and hunger, the commitment to health and well-being, the provision of quality education, the possibility of decent work, and the reduction of inequalities.

In relation to each of these areas, it is believed that companies can make a significant contribution by committing themselves to

- **improving the quality of work and well-being of company employees;**
- **improving the quality of life in the communities** where the company operates;
- **promoting active training and professional integration policies for young people;**
- **reducing inequalities in the company**, starting with gender inequalities; and
- **contributing to the defence of human and social rights** through careful supply chain management.

After examining the relationship between these SDGs, in line with our corporate Mission and Gi Group Holding's business activities and their social impact, our CSR Committee identified the goals that Gi Group intends to contribute to on a priority basis through its services.



GOAL 1 No Poverty

Our response to SDG 1 aims to contribute to achieving this goal through the following activities:

- By promoting greater social inclusion for individuals belonging to disadvantaged groups in order to favour their access to suitable working solutions able to improve their quality of life; and
- By offering training solutions through affordable path programmes using funded training.



GOAL 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Our response to SDG 4 aims to contribute to achieving this goal through the following activities:

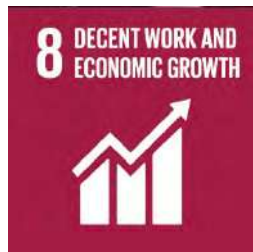
- Services that we make available to the community and the market, particularly through personnel training and development pathways and the funded training provided by our Learning & Development Practice;
 - By keeping continuous education as a cornerstone of our strategy aimed at internal employees: this 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;
 - By offering orientation activities for students and young people developing skills that facilitate employment.
- Through our business activities and our CSR initiatives, we aim to contribute specifically 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 to achieving this goal through the following specific activities:

- By developing equal opportunities for men and women in economic life; through an expansion of employment possibilities for women (even in typically male work environments) thanks to 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.
 - By supporting and training unemployed mothers with a view to reintegration into the world of work.
- With our business activities and our CSR initiatives, we aim to contribute to achieving 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 to achieving this goal through the following activities:

- Through our entire range of services, which ultimately aim to give value to work and focus on individuals;
- With our commitment to improving employability, in particular with initiatives targeted at young populations 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 that supports all standards offering increased protection to workers and by taking on an active role in combatting corruption and any form of abuse or unlawful conduct;
- By contributing to the creation of innovative job placement policies targeted at young people in order to reduce the percentage of NEETs (Not in Education, Employment or Training);

- By supporting initiatives to ensure the employment inclusion of disadvantaged individuals in the world of work. With our business activities and our CSR initiatives, we aim to contribute specifically 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 involved 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, 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 achieve this goal by

- Developing a culture of inclusion and guaranteeing discrimination-free approaches during all phases of the employment relationship: for both internal employees and for the candidates and workers that we meet;
 - Setting up an effective training offer and policies structured around objective, meritocratic elements to enable access to the world of work and support career development for all candidates and workers.
- With our business activities and our CSR initiatives, we aim to contribute to the following target:
- 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 activities in response to SDG 17 aim to achieve this goal through the following:

- Becoming part of supra-national associations focused on constant improvements in the labour market and taking part in work sessions with leading companies in this sector;
- Developing projects designed to achieve their objectives both through local (client companies, institutions, schools) and foreign partners, thus also setting up collaborative efforts involving other countries;
- Acting in a spirit of alliance/partnership and shared responsibility in order to increase the effectiveness of our initiatives.

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

- Enhance international support for implementing effective, targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals. This includes 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 for Partnership Data - including monitoring and accountability.



4

Materiality Matrix

- 4.1 The Tool
- 4.2 The Results

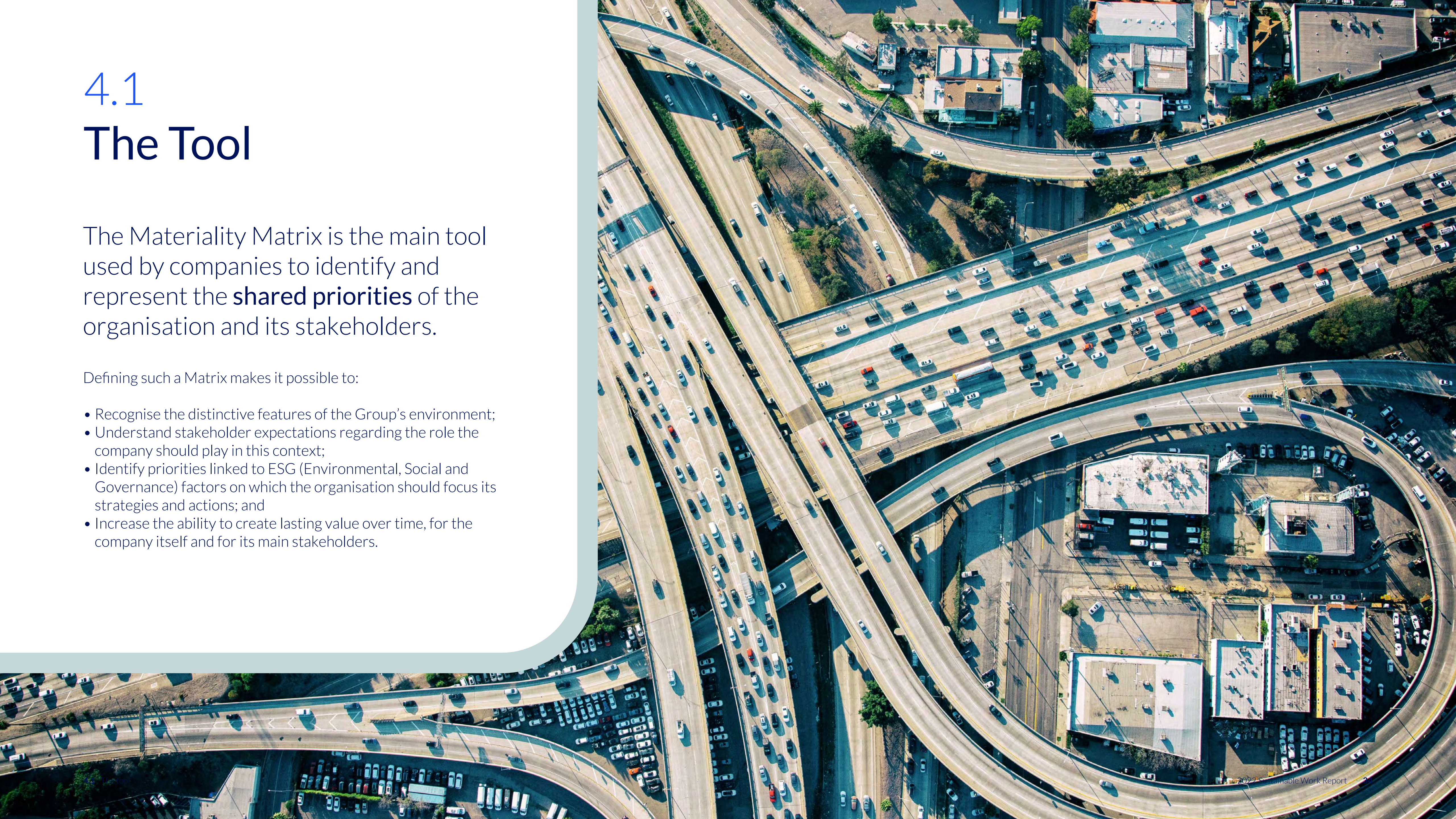


4.1 The Tool

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

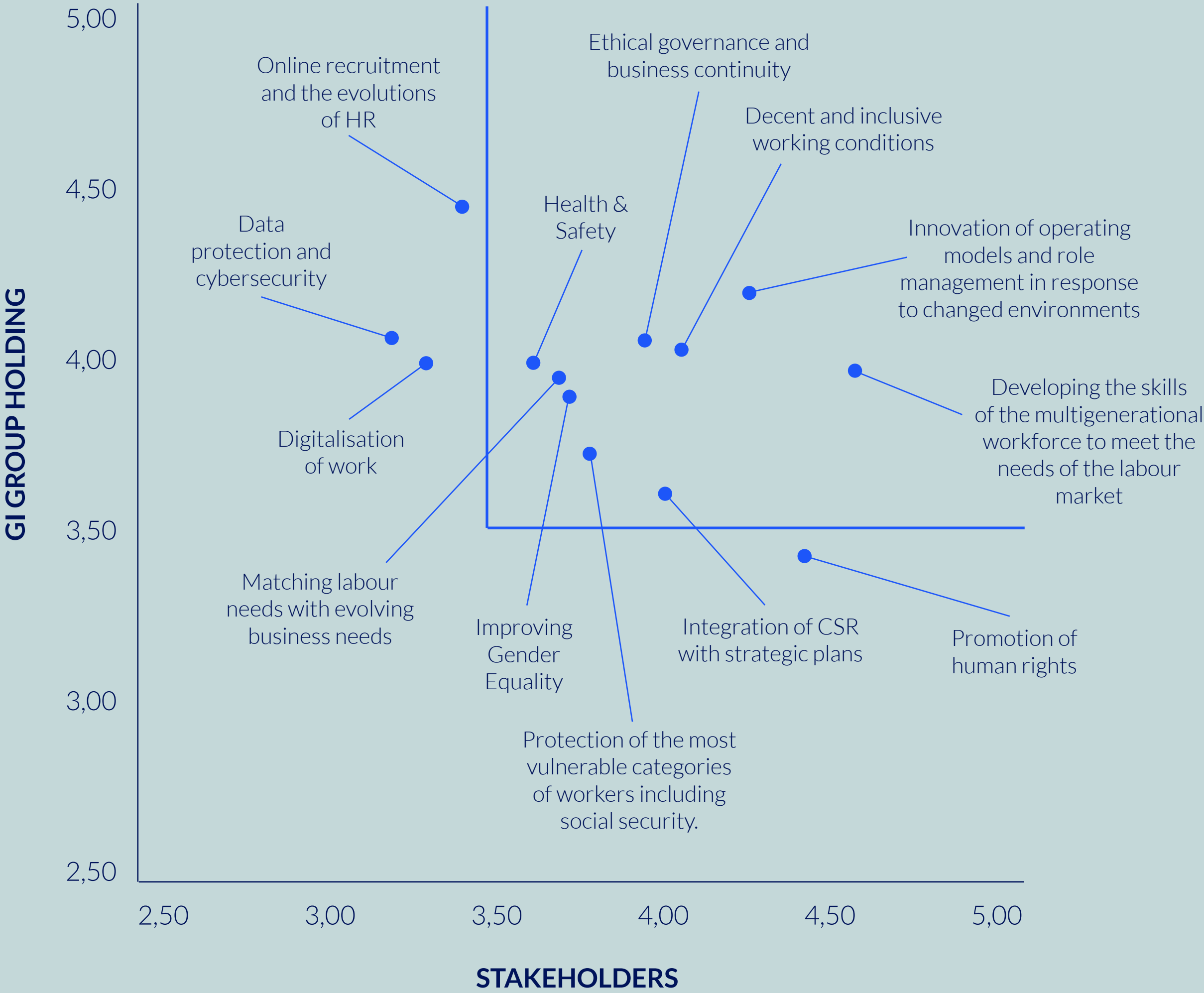
Defining such a Matrix makes it possible to:

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



Gi Group Holding's Materiality Matrix was implemented in 2020 in order to identify a list of topics that are most relevant within the business' specific context (the job market in our case). This came after the strong impact of the SARS-CoV-2 pandemic on said context and the environment in which we work. Gi Group Holding's 2021 CSR Report contains a detailed analysis of the **Materiality Matrix** assessment process and detailed results.

During 2022, the Group launched a series of global internal surveys and set up external research projects that further confirm results obtained last year.



4.2

The Results

The topics with the highest degree of materiality continue to be those which are also most frequently connected with the **Sustainable Work Framework** (even in 2022). This has been a distinctive trait for the Group ever since the parent company developed the initial Framework document.

MATERIAL TOPIC	DESCRIPTION	WHERE 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 Holding, Temporary Workers, Candidates, Customers	Caused by the Group and directly connected through business relationships
Innovation of operating models and role management in response to changed environments	Need for digital tools for all workers involved in smart or remote working and strengthening of internal communications, listening to worker needs and engaging employees to identify shared solutions	Gi Group Holding, Temporary Workers	Caused by the Group
Decent and inclusive working conditions	Inclusion policies, right to a salary that permits access to basic services, and the possibility to choose a dignified job that is done in an environment which protects workers' physical safety and mental integrity	Gi Group, Temporary Workers, Candidates, Customers	Caused by the Group and directly connected through business relationships
Ethical governance and business continuity	Stakeholder engagement and development of processes and mechanisms that can meet expectations and mitigate conflicts; this with a focus on company reputation and support for the supply chain in sectors hard-hit by the pandemic	Gi Group Holding Customers	Caused by the Group and directly connected through business relationships
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 as concerns sustainability	Gi Group, Customers	Caused by the Group and directly connected through business relationships
Protection of the most vulnerable categories of workers including social security support	Policies and programmes aimed at reducing and preventing poverty and the vulnerability of workers throughout their lifecycle. This applies especially to the most vulnerable categories (e.g., the elderly, disabled, migrants).	Gi Group, Temporary Workers, Candidates	Caused by the Group
Matching labour needs with evolving business needs	Increased employment flexibility to reduce costs and boost productivity, while also increasing use of non-standard contracts to better reconcile work and private life	Gi Group, Temporary Workers, Candidates, Customers	Caused by the Group and directly connected through business relationships
Health & Safety	Regulatory and legislative compliance on H&S to safeguard and protect company personnel with regard to their physical and mental well-being	Gi Group, Temporary Workers, Customers	Caused by the Group and directly connected through business relationships
Improving Gender Equality	Combatting the gender gap, which has grown due to the socio-economic crisis caused by the recent pandemic; the latter cast sharper light on the gap between men and women	Gi Group, Temporary Workers, Candidates, Customers	Caused by the Group and directly connected through business relationships

5

Sustainable Work

- 5.1 Our Path to Sustainable Work
- 5.2 Fondazione Gi Goup for Sustainable Work
 - 5.2.1 History
 - 5.2.2 Identity Reset Path
- 5.3 Sustainable Work For Gi Group Holding
 - 5.3.1 Sustainable Work Manifesto
- 5.4 Benefit Corporation – Gi Group Spa Italy



5.1

Our Path to Sustainable Work

Gi Group is guided by a deep conviction that it is **through today's actions that we shape the future**. That is why subscribe to, and adopted early on, the **sustainable development** concept described by Brundtland in its WCED (World Commission on Environment and Development) Report entitled Our Common Future (1987).

We are indeed aware that the path towards sustainability is a journey of continuous growth and evolution. This is a path that is travelled down but which no one really ever completes; we know very well that there is much left to do.

During this journey, Gi Group Holding, aware of its significant role in the labour market for companies, people and society, felt the need to establish a Foundation. Our work in training professional profiles demanded by the market, facilitating a better and faster match between labour supply and demand, directly creating both permanent and temporary employment relationships, and supporting companies in the fair and inclusive management of their people all served as impulses for the Holding to use a Foundation structure to share skills, knowledge and insights gained.

With Fondazione Gi Group, we maintain an intimate and profound exchange with stakeholders; allowing ourselves to be inspired, challenged and stimulated with respect to work topics and financing its activities.

5.2

Fondazione Gi Group For Sustainable Work



5.2.1 | History

At the founder's behest and with the aim of developing, enhancing and disseminating a model labour culture - understood as education on the personal and social value of work, the Fondazione Gi Group was established in 2010. From the outset, Fondazione Gi Group, through its study and research observatory, wanted to be both a reference and meeting point for key players in the Italian labour market. In particular, it has focused on three areas:

- I. **Dissemination of work culture:** in all its forms, through events and initiatives;
- II. **Studies:** analyses, research and publications on the labour market;
- III. **Labour law updates:** promoted through events and workshops on the main regulatory changes impacting the world of work.

After more than 10 years of activity dedicated mainly to study and debate, Gi Group Holding expressed **in 2022** its desire to initiate a moment of reflection with respect to the Fondazione Gi Group's role, its mission and its strategic objectives in order to understand better how to increase, speed up and maximise its impact: both internally and externally.

The Fondazione's identity redefinition path, carried out with valuable inputs from, and the involvement of, the Group's top management, therefore led it to

- Take on a **more operational role** than in the past - becoming the founding company's vehicle dedicated to studying, deepening, developing reflections and best practices, even in areas that the company was unable to cover. This expanded the scope of Fondazione actions and possible forward-looking developments;
- Represent a **cultural reference point**, both internally and externally - this involves activities aimed at facilitating the dissemination of principles, values and actions inspired by the Sustainable Work Manifesto - as also emphasized by the new pay-off 'for Sustainable Work'.

The Fondazione then redefined its statutes (by-laws) and, **on 21 September 2022**, it took on the status of a **Third Sector Entity (ETS)** pursuant to Legislative Decree No. 117 dating from 3 July 2017. This occurred after its registration in the Single National Register of the Third Sector (RUNTS).



5.2.2 | Identity Reset Path

In its path for reflection, the Fondazione Gi Group wished to focus on the **strong elements characterising** and constituting its work, i.e., those elements that represent sensitivity, heritage, and valuable experiences for the beneficiaries of the initiatives it undertakes and will undertake in the future.

- I. The Fondazione is the offspring of an **Italian and multinational entrepreneurial** company: a foundation nurtured and inspired by its entrepreneur-founder who intends to maintain an international vision, outlook and actions.
- II. The Fondazione is the expression of a **Group with a strong social impact mission** embedded in its core business.
- III. The active presence of the Fondazione through its **autonomous planning** can lead to the considerable extension of services to disadvantaged individuals and non-profit organisations, as well as the creation of new pro bono services that the market could support economically.

IV. The founding company has by nature (especially with regards to its activity as an employment agency) a **highly networked territorial** infrastructure that offers what we call consistent dimensional power (the ability to leverage network resources to the benefit of our employees, clients and candidates). The Fondazione is a sort of antennae system covering Italy and the countries in which it operates; able to gather and map suggestions, solicitations, phenomena, experiences that can represent an important part of its knowledge heritage to better refine its concrete interventions.

V. The Fondazione, with the passion, drive and encouragement of its entrepreneur-founder, firmly believes that the knowledge and enjoyment of **beauty** represents a significant opportunity for the promotion and growth of people. **Art** is one of the main (critical) tools for achieving this.

5.2.2 Identity Reset Path

MISSION

Fondazione Gi Group, through the realisation of concrete initiatives and projects (whose models are often replicable) wants to achieve the following:

1. **Study, deepen, increase knowledge** and develop thinking on the topic of Sustainable Work starting with the **identification of barriers to making such work possible** while focusing particularly on **young people**;
2. Help to promote and **enable inclusive and sustainable economic models** for fostering professional opportunities. This includes **exploring new avenues** and restoring people's dignity at work: helping people to remain active by lowering barriers to entry into the labour market;
3. **Spread the culture** of Sustainable Work, identifying places and ways to raise awareness, and **positively influence** the communities where we operate. This starts with the Company's people and moves on to the involvement of stakeholders.

VISION

Fondazione Gi Group **aims to** be a **meeting point** on the topic of **Sustainable Work** for key players (institutional, private and Third Sector). Moreover, through the **enhancement of, and emphasis on, the cultural, economic, geographic, and identity heritages** of the local territories in which the founding company operates, it intends to identify, together with all stakeholders, **solutions for actively** contributing to an **overall progress, starting from our national market in Italy** and in a generative (problem-solving) perspective, based on Sustainable Work values and models.

INTERVENTION TARGET

With the support of its in-house Research & Studies Department, Fondazione Gi Group **aims to create conditions to favour the entry into the world of work by individuals left on the margins of the market** (belonging to areas that are difficult to intercept and manage by businesses) **with priority given to young people and women** living in critical situations.

OPERATIONAL ARCHITECTURE: THE 3 OPERATIONAL GUIDELINES

The operational model was built on three areas of intervention as explained in the Fondazione's Mission:

I. Study & Research Area - **STUDY**

Fondazione Gi Group, as in previous years, wants to maintain a strong presence as relates to topics of study, analysis and research on the labour market. In particular, it wants to **study and gain in-depth knowledge of factors hindering market development and of national labour regulatory systems**, while also looking at matters on an **international level**. This is part of positioning the founding Company as a thought leader.

II. Project Area - **DO**

The aim is to make possible a concrete response to the needs of individuals excluded from the market. This involves creating new services and solutions (which can also potentially be replicated by the Group), thus restoring people's dignity in employment by helping them to remain active and by lowering barriers to labour market entry. The Fondazione works to facilitate, empower and activate partnerships; aware that this increases possibilities for success.

III. Culture & Events Area - **DISSEMINATE**

The Fondazione's main task is to strengthen the Sustainable Work culture: internally, by monitoring the consistency of the Manifesto's founding values and reinforcing them through, for example, implementation of activities and projects; and, externally, by consolidating and creating new spaces for debate and dialogue with stakeholders, starting with institutions.

RESOURCES

In order to realise its activities, Fondazione Gi Group will make available economic resources as well as material resources deriving from the multiple competences present in the founding company: transferring skills, experiences, and knowledge brings value both for non-profit organisations and associations as well as for our colleagues in the Company who offer their skills for causes not necessarily related to business. This creates an important cultural enrichment for all parties involved.

5.3

Sustainable Work For Gi Group Holding

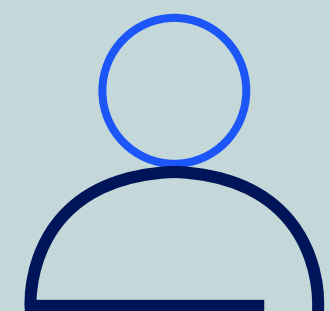
To trace or map the concept of Sustainable Work, it was necessary to start from an analysis of the current context.

We are living through times of profound, rapid change in which technological breakthroughs, evolving global demographics, resource scarcity, the shift of economic power to developing countries, new generational attitudes and individual preferences, as well as new labour rules and regulations require people, companies and institutions to rethink and revise their roles within our social and economic reality.

There is a strong need to nurture cooperation between individuals, organisations, intermediary bodies, social partners, the world of education and other institutions in order to create profoundly transformed, innovative and flexible production systems along with economic policy systems and social organisations:

"Achieving sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

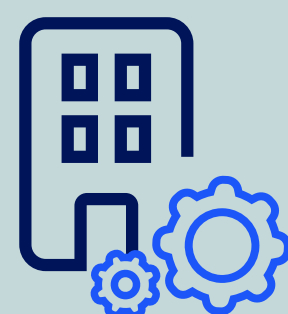
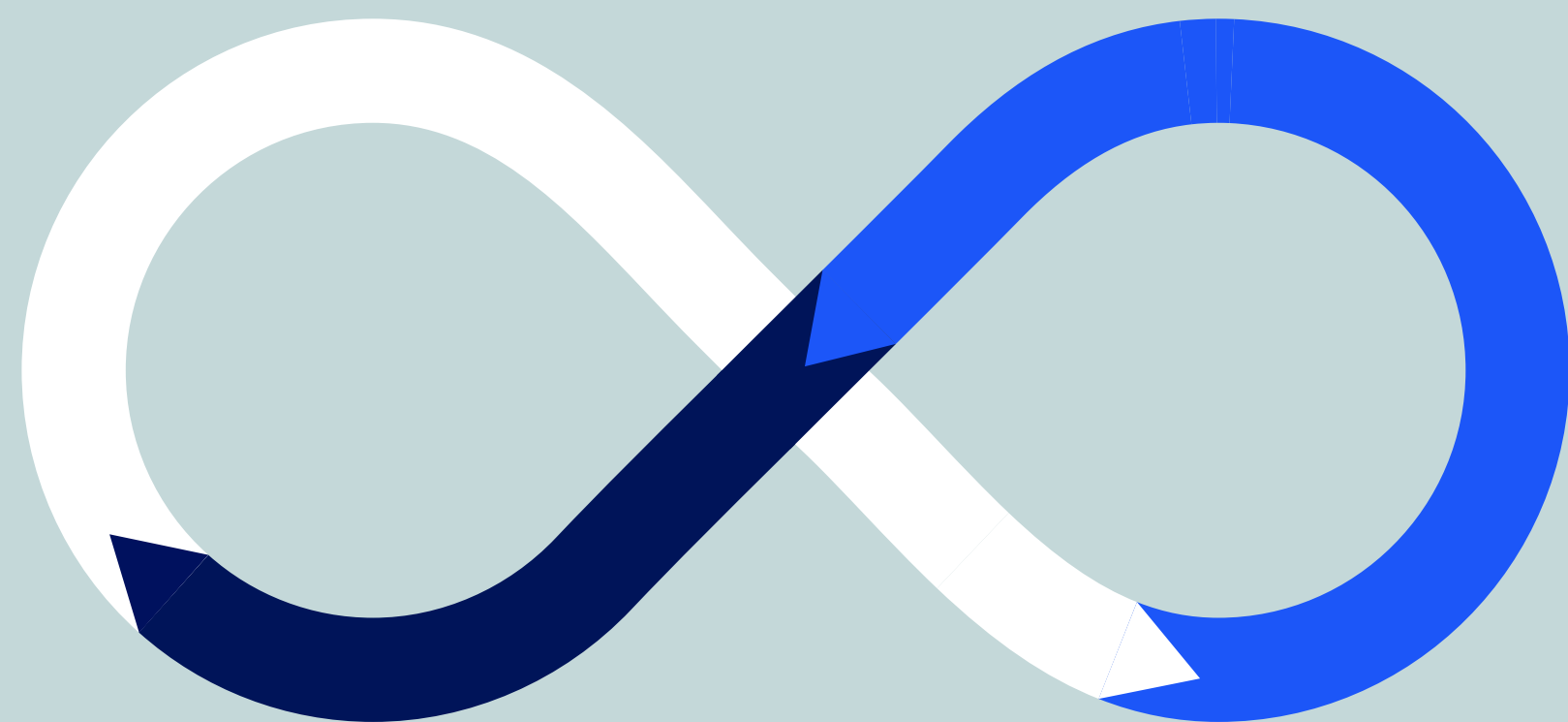




People



Institutions



Companies

Within this context, in an age of continuous, rapid change, **work** must **be considered** a **central** element and must be made **sustainable** for people, organisations and society. There must also be an awareness that digitalisation and frequent transitions are influencing, and will continue to 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."

Because <<through our services we want to contribute, as a key player and on a global level, to the evolution of the Labour Market and to emphasize the personal and social value of work>>, together with Fondazione Gi Group we felt it was urgent to start discussions with the various stakeholders on better defining the concept of Sustainable Work.

This includes within economic contexts wherein we currently operate; we do this by identifying conditions that can favour the concept's implementation.

Through the research work of the specially-created Observatory on Sustainable Work and thanks to discussions with its Scientific Committee, Fondazione Gi Group has defined its own Sustainable Work framework (<https://fondazione.gigroup.it/il-framework/>).

In the light of its values, the Group has adapted this framework to ensure it remains a living document and is implementable in the daily work of all its **#lifechangers**.

For Gi Group Holding, promoting and realising work that is sustainable means making a concrete commitment to ensure work is **decent and safe**; capable of **nurturing and enhancing** people's **employability**; **generating satisfaction** for both them and their companies; **paying attention to promoting diversity, equity and inclusion**; and **employing resources** carefully without any kind of exploitation or waste, thus **safeguarding them for the future**.

Gi Group Holding considers work to be sustainable when it

- Is dignified and guarantees contractual regularity, secure working conditions, fair income, equality, personal well-being and the possibility for everyone to express themselves and be heard on all issues above;
- Creates living and working conditions that support everyone in engaging in work and remaining active throughout their working life, ensuring an appropriate work-life balance and satisfaction for individuals and companies;
- Is rethought or redesigned to remove barriers that discourage or prevent people from entering, remaining or growing in the labour market; creating conditions to enhance individual contributions while ensuring fairness and inclusion for all;
- Develops consistently with ESG standards, without compromising the ability of future generations to enter or remain in the labour market and avoids the waste of human and environmental resources, nurturing skills, innovation and relationships.



5.3.1 | Sustainable Work Manifesto

On the basis of these considerations, Gi Group Holding elaborated a **new version** of its **Sustainable Work Manifesto**, focusing specifically on four pillars:



DECENT & SAFE WORK

Sustainable Work guarantees dignity, regular contracts, protection from exploitation, safe working conditions, fair income, equality, personal wellbeing, and empowerment for individuals to have a voice in these areas.



EMPLOYABILITY & SATISFACTION

Sustainable Work establishes conditions that enable people and companies to actively sustain employability, engagement and work life balance throughout an extended, healthy and meaningful working life.



DIVERSITY, EQUITY & INCLUSION

Sustainable Work eliminates the hurdles that discourage or hinder workers from entering, remaining, or advancing in the labour market, while valuing personal contribution and ensuring equity and inclusion for all



SAFEGUARDING RESOURCES FOR THE FUTURE

Sustainable Work aligns with ESG standards without compromising the ability of future generations' access to – and participation in – the labour market. It avoids the exploitation of human and environmental resources, while fuelling competences, innovation, and relations.

5.4

Benefit Corporation – Gi Group Spa Italy

Within Gi Group Holding, a solid framework that incorporates the approach to Sustainable Work within the Group's governance and operations, **Gi Group Spa** took on the legal form of a Benefit Corporation as of July 22 2021. It formally amended its Articles of Association and included in its Corporate Purpose the **impact benefits** we intend to pursue through our activities.

The adoption of the **Benefit Corporation** model represents a particularly strong stance. At the same time, it is the natural consequence of the approach to the World of Work expressed in Gi Group's Mission; with the latter having matured and evolved through the formulation of the Sustainable Work framework, a document that guides the entire Group today.





To oversee the consistency of governance and operations with respect to the proper pursuit of the stated Common Benefit, we assigned the role of **Impact Manager** to a collegial body composed of the Company's directors and its heads of HR, Marketing, and Compliance-CSR functions. An additional team member was named for this role by Fondazione Gi Group, underscoring the importance of constant information-sharing between the Group's divisions that helps keep the exchange of ideas between business and CSR elements fluid.

In compliance with Law No. 208 dating from 28 December 2015, Gi Group SPA published its first Impact Report in 2022. Our focus on reporting impact benefits is a very strong motivator for the Group that includes upping our commitment to the theme of Sustainable Work and which pushes us to raise the bar further and further: moving from analyses of short-term outputs to our activities' long-term outcomes and impacts.

The Benefit Impact Assessment (hereafter referred to as BIA) tool, an extra-financial indicator (whose scoring ranges from 0 to 200 points) developed in the context of the Benefit Corporation (B Corp) movement by the non-profit B Lab, was used to fulfil legal provisions on Benefit Corporations. The scoring reflects the Company's social and environmental impact as assessed by a questionnaire that investigates five different areas of impact: governance, workers (employees), community, environment, and customers.

Although it has a scope limited to Gi Group spa, the analysis stimulated by this tool represents a push to frame more broadly the impact of our HR Ecosystem in the labour market context. This means it represents a useful link and tool for assessing our contributions to the goals included in the UN's 17 SDGs - Sustainable Development Goals of the United Nations.

By taking on this legal status, we have decided to pursue an extremely coherent path, previously demonstrated in 2017 through our efforts to secure SA8000 certification.



Our People

- 6.1 Our Life Changers
 - 6.1.1 Employer Branding & Talent Acquisition
 - 6.1.2 Internal Communication
 - 6.1.3 Learning And Development
 - 6.1.3.1 Learning and Development Analytics
 - 6.1.4 HR Analytics
 - 6.1.5 Local Initiatives
- 6.2 Our Candidates and Workers
 - 6.2.1 Local Initiatives



6.1

Our Life Changers

At Gi Group Holding, we take pride in working with people committed to changing lives for the better. We encourage our employees to collaborate, innovate, learn continuously and take the utmost care in what they do for our stakeholders.

Our HR department, as part of its support and learning functions, ensures our employees are equipped and ready to respond to the changing needs of candidates and clients. It provides them methodologies and tools, while empowering them with support from a team of managers and coaches.

Through regular surveys, we listen, check, act, and plan. We then do whatever it takes to ensure we constantly communicate with our employees and understand levels of engagement within the Group: in all the countries, no matter what the line of business.

In 2022, we consolidated many global and local initiatives in the fields of Employer Branding, Engagement and Learning. Thanks to strong collaboration with our local HR teams, we succeeded in implementing our initiatives at the local level. We did so with an inclusive approach, while bearing in mind the differences among countries.

As a result of both organic and non-organic company growth, the Group now has almost 2,800 new life changers. These are new colleagues that have embraced our employee value proposition and are now actively contributing to supporting an evolving labour market.

Countries with the largest number of Group employees include Italy, Brazil and the United Kingdom.

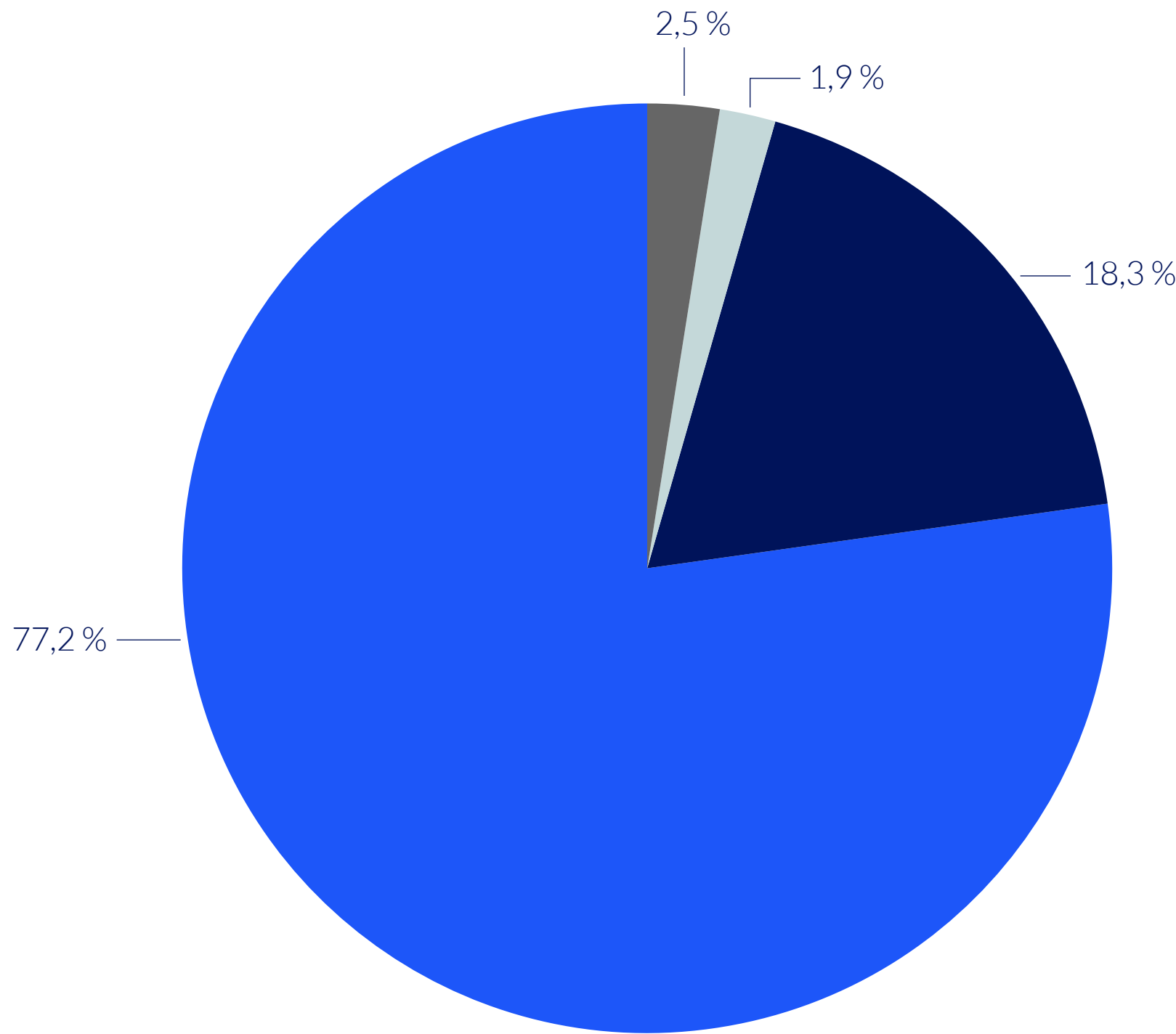
COUNTRY	eee % share — Dec. 2022	COUNTRY	eee % share — Dec. 2022
ARGENTINA	0.3 %	MONTENEGRO	0.1 %
BRAZIL	9.9 %	POLAND	6.4 %
BULGARIA	0.5 %	PORTUGAL	1.3 %
CHINA	4.7 %	ROMANIA	1.3 %
COLOMBIA	5.0 %	RUSSIA	0.2 %
CROATIA	0.1 %	SERBIA	0.5 %
CZECH REPUBLIC	3.7 %	SLOVAKIA	0.9 %
DENMARK	0.0 %	SPAIN	4.3 %
FRANCE	3.6 %	SWITZERLANDS	0.9 %
GERMANY	5.1 %	THE NETHERLANDS	0.9 %
HONG KONG	0.1 %	TURKEY	1.7 %
HUNGARY	1.0 %	UK*	7.2 %
INDIA	2.3 %	UKRAINE	0.1 %
ITALY	37.2 %	USA	0.5 %
LITHUANIA	0.3 %		

- Including Marks Sattin

The average age for company employees is 34 years; an age group representing 3.8 % of the Group's world population. Average seniority is 4 years.

The Group's age distribution is divided into the following five brackets:

	GENERATIONS	Years	%
●	Generation Z	> 2000	2,5 %
●	Generation Y (Millennials)	1980-2000	77,2 %
●	Generation X	1965-1979	18,3 %
○	Baby Boomers	1946-1964	1,9 %



We believe in being consistent and tenaciously pursuing our goals. This is the reason why our HR objectives for 2023, which are focused on supporting the company strategy, will remain the same as in 2022. They will address three main pillars:

- Reinforcing our employee value proposition by increasing the number of services we offer and answering our internal customer's needs;
- Promoting the EVP both internally and externally so as to engage both our employees and candidates;
- Investing continuously in supporting change and new learning initiatives.

6.1.1 | Employer Branding & Talent Acquisition

The new role of Gi Group Holding gave us the opportunity to **strengthen our talent attraction impacts**: both as concerns brand awareness and also sourcing. We have since been sharing our unique Employee Value Proposition globally with our candidate target audience(s).

In line with the Group's goals, the Global and Local HR functions have promoted the Group **Employee Value Proposition**, spreading our rallying cry ***Change Lives***. This has been the Group motto or slogan for years now at the global level. Our global team is made up of talented people with different skills who come together to transform the industry and change lives for the better. **Give and Get** is also an important asset of our employee value proposition. In Gi Group Holding, our employees have a true impact on the lives of others, and this brings lots of benefits to their professional journeys.

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 EMPLOYER BRANDING STRATEGY IS CARRIED OUT BASED ON TWO STRATEGIC BELIEFS:

SHARE OUR UNIQUE IDENTITY AND STORY

Our inspiring, engaging and effective employer branding strategy is grounded in how we communicate our Mission, EVP, Values and Attitude to our target audiences. Tone of voice, core messages, rallying cries, meaningful content, campaigns, testimonials and ambassadors rank among the assets we use to attract and engage the best talent, while boosting our company reputation.

PROVIDE CANDIDATES AND EMPLOYEES WITH AN UNFORGETTABLE EXPERIENCE

Every touch point we have with people speaks volumes about us. From the application experience ("find a job and get your feedback") to employee advocacy (our 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.

One of the main Employer Branding projects implemented in 2022 deals with employee advocacy. We involved global and local colleagues as brand ambassadors who deliver testimonials: producing and sharing content on our EVP, our corporate identity, values and culture. The main goal here was to position the Group through these employees' experiences and to engage our target audiences (internal staff – new employees) while promoting our EVP #ChangeLives.

- To provide more detail: 40% of our #Changelives Ambassadors delivered Articles on market-trend topics; 45% #Changelives Ambassadors Videos focused on internal mobility and role continuity topics; 15% of resources were devoted to Employer Branding Corporate Videos (EVP, Values & Culture, Assessment & Development)

During 2022 we asked our #ChangeLives Brand Ambassadors to be part of the #ChangeLives Ambassador Community, sharing their experiences and good practices in being "Life Changers" and publishing content on social media. This involved the voices of a team of employee-volunteers talking about our EVP and Company Values, having a positive impact inside and outside the Group. They generated more than 500 social media posts during their first months of activity:

BRAND AMBASSADORS

190+ Employee-Volunteers who decided to join our private #ChangeLives LinkedIn group to stay updated and create an informal environment for engaging with colleagues.

SUPER AMBASSADORS

20 selected Employees driving and influencing all other Ambassadors. They have been invited to collaborate on major internal and external initiatives and content production.

The Brand Ambassador Community reflects the Group's diversity in giving a voice to people coming from different countries, different businesses or functions, and who are at different seniority levels.

TALENT ACQUISITION

The **new role of Gi Group Holding** has also given our individual businesses the opportunity to enhance the **candidate experience**, providing current candidates, and potential ones, a unique and meaningful experience with our Group. Every touchpoint where we interact with people says something about us as a business: from the application experience to interviews, and then on to the pre-onboarding and onboarding phases. Creating an unforgettable experience for potential candidates, candidates and future employees is one of the pillars of our **Employee Value Proposition (EVP)**. It is also one of the strategic elements we have in place to ensure we are recognised as an **Employer of Choice**.

In 2022, we launched the **Gi Group Holding Career page**, involving our Global HQ plus 9 countries: Italy, United Kingdom, Spain, France, Poland, Czech Republic, Brazil, China and Portugal. In order for us to provide a more engaging candidate experience, all people who apply to a job advertisement on the Holding's career page have the unique opportunity to start developing their personal skills thanks to our **Assessment & Smart Coaching Tools**. This assessment is based on our **6 Group Core Competencies**. It allows candidates to get an overview report on their skills and then subsequently improve them thanks to an 8-week programme that delivers some specifics tips and tricks for doing so. This tool has been translated into 16 languages and more than 600 candidates have already used it.

In addition to delivering a unique candidate experience, we also focus on **Internal Mobility** as a strategic pillar of our Employee Value Proposition. All countries where Gi Group Holding operates are involved in providing a common, meaningful **employee experience** for our colleagues worldwide. To support this strategic pillar, we launched for the first time in 2022 a **gamification** tool that employees can use when applying for an internal position. The game app has been translated into 16 languages so that it allows employee-applicants to share a common experience across all countries. This tool takes users through a self-evaluation path based on the Group's 6 core competencies. It provides a unique, unforgettable experience for any internal candidate; helping boost awareness of internal career opportunities and support employees' individual career journeys.

In 2022, we also saw a significant increase in new hires at the **Global HQ**, with a record number of **91 new employees brought on board**. This breakdown for all new hires is as follows:

- 64 external candidates (70.3%) and 27 internal candidates (29.7%). Of these 91 new employees, 21.9% are replacements (both due to resignations and maternity leave), and 78.1% are new hires.

TALENT DEVELOPMENT

With the new role of the Gi Group Holding brand and legal entity, we have enlarged the scope of the Talent Acquisition & Employer Branding function, including adding a new Talent Development area. In 2022, this area was exclusively dedicated to developing and facilitating the Global HQ team's competences, skills and career journeys.

The final goal was to support our team at Global HQ in being more efficient and effective in implementing international strategies and more supportive and responsive toward individual countries' needs.

The 3 main development assets we invested in include the following:

- **Middle management roles reinforcement and enhancement**

We focused on middle management roles and we ran assessment centre initiatives on leadership topics. We then continued with 1:1 coaching programmes on leadership and complexity management and involved therein almost all middle managers within our global business and practices. Certified external partners (assessors and coaches) have managed and led our assessment and 1:1 coaching initiatives. They supported our middle managers in addressing their professional challenges and developing new skills and behaviours.

These initiatives had a direct impact both on people management (participants' direct teams) and on complexity management when dealing with our matrix organisation (global team vs. local teams).

- **Team development**

We implemented a team development assessment and workshops aimed at boosting teams' strengths and at collaboration for two specific global central functions. We started with an individual and team assessment to identify attitudes, competencies, talent potential and behaviours. We then moved on to group workshops to confirm the teams' agreement and next steps for a more streamlined collaboration.

- **Intercultural Group Coaching Programme**

Intercultural awareness and cross-cultural communications are crucial skills for ensuring effectiveness in dealing with internal and external stakeholders around the world. This is the reason why we decided to launch our first intercultural group coaching pilot project which involved 10 colleagues of our Global HQ. They all came from different practices, functions and countries. The programme goal was to provide participants with knowledge and tools needed to face intercultural challenges. Furthermore, the group coaching methodology allowed them to exchange best practice, while working with two certified coaches who helped participants advance in their intercultural group journey.

6.1.2 | Internal Communication

During 2022, through internal communications, we stayed on course for achieving the Gi Group Holding business mission of delivering value by reinforcing a culture where our people are focused on the same goals and have a clear vision of what we (the Holding) wis to achieve in the future. This includes ensuring that employees are engaged and aligned with Gi Group Holding’s purpose. Throughout the year, we developed key actions that allowed us to continue to evolve in this space and increasingly be a great, sustainable, enjoyable place to work.

4,813

(75.7% - +20% compared to 2020)

Respondents (study implemented in 29 countries)

82%

(+6% compared to 2020)

Organisation well—being index

76%

(+1%)

People well—being index

80%

(+5% compared to 2020)

Employees spread energy thesis/claim

91%

(+5% compared to 2020)

Trust

85%

Engagement

**Note: Only common questions have been considered when comparing the two assessments.*

LAUNCHED OUR WEB SERIES US

Through a 14-episode online video series, our employees followed the journey of the main characters who communicated employee experiences in their daily work for Gi Group Holding. The video series reinforced key values and behaviours, while sharing information about our business.

HOSTED OUR ANNUAL GLOBAL ONLINE EVENT

All employees had the opportunity to learn about the company’s strategy, interact with our leaders, and celebrate individual countries’ and employees’ achievements through recognition initiatives. Using a dedicated platform, all employees could access a wide variety of content about each practice, its function insights, and respective projects. The content covered a considerable amount of topics including Sustainable Work.

THE GI GROUP HOLDING BRAND COMMUNICATION

we rolled out the communication of the new role of the Gi Group Holding brand to reinforce among our people (employees) worldwide the values that inspire our employees and business lines to position us (the Holding) as a Global

HR Services Ecosystem.

COMPLETED OUR GLOBAL INTERNAL SURVEY

We implemented the Gi Group Holding Energy Matrix, our global internal survey that we run every two years to assess levels of energy and engagement within the Holding. Survey results showed that our employee community continues to spread energy across the company while individual employees experience autonomy and responsibility. Our teams also value the way we communicate with each other and believe that our managers are aligned with company values. Moreover, they trust each other and our global top management.

KEPT REINFORCING AND INVOLVING EMPLOYEES IN KEY ORGANISATIONAL TOPICS

We guided our employees in the evolution of work methods and in adapting to the new ways of work thus bringing more flexibility to our daily lives. We reinforced our employer branding journey, values, and mission. Plus, we guided employees through our company and business digital transformation.

6.1.3 | Learning and Development

In 2022, we consolidated and confirmed our commitment to **digital learning activities**. We also extended our skills development programmes: both at the local and global levels. We focused on professional skills that would sustain our business rebound after the pandemic. Moreover, we launched the **Global Learning HUB**, Gi Group Holding's means for boosting people growth, and we boosted our efforts to provide a **unique onboarding experience** while reviewing our people induction contents and delivery.



The details of the main projects are presented below.

GLOBAL LEARNING HUB

In line with our Global HR Strategy and priorities, we decided to launch the Global Learning HUB to promote a common global approach and our brand for sharing knowledge, values and competencies across people to reinforce our company culture. This does not replace any local initiatives (e.g., those of universities, academies, etc.) but the HUB is a centre of expertise. It provides, on top of local initiatives, common frameworks, guidelines, content and assistance so that the Holding can become a global learning organisation. It is based on 4 pillars: identity, content, processes and analytics, and digital tools. Following these guidelines, we renewed our Global Homepage for our eLearning platform. This enabled us to align it with our new Holding brand and to give to our employees a new learning experience. The platform homepage now has a new and modern look, clear sections, and a general re-organisation of its thematic areas so as to orient employees even better when navigating through different types of content. At the local level, we continued to support local eLearning dashboards: 3 were renewed, we created 4 new ones, and 3 more will be released during 2023.

GLOBAL INDUCTION AND ONBOARDING

In 2022, we had a mixed delivery for the Global Induction – one virtual edition during the spring and one physical session during autumn. These involved nearly 90 people from different countries and included virtual gaming elements and Lego Serious Play activities during face-to-face sessions. We introduced, for the first time, a dedicated session for our people from the Global HQ. This was meant to help them navigate their roles within the complex organisational matrix and when dealing with multicultural communications. In 2022, with the new role of Gi Group Holding, we renewed the **Welcome On Board eLearning Package**. To make it more enjoyable, fluid and structured, we included different videos, interactive activities, and re-organised the information included in the package. As previously done in 2021, we continued to use a specific platform to ease Global employees' onboarding and communication flows. We also extended it to some new countries. The tool integrates the main information useful for organisational orientation into a single informational flow to employees: starting from the date of signing the commitment (contract), i.e., just before joining the company, on to the first day of work, and again during the first few weeks after intake. Mentoring activities were also consolidated to support the effective introduction to relevant

roles (new country managers, business area managers, first reports to CMs, etc.). To support language skills development, we continued use of the self-learning platform offered to all employees. However, we enhanced our offer with a new platform (available 24/7) that includes all main languages in addition to English and provides a new feature: 30-minute, live conversation sessions.

DIGITAL TRAINING CATALOGUES

In 2022, we added training content to the **Temp&Perm Digital Learning Library** for colleagues from the Temp&Perm Practice all over the world. This included more topics both for the Sales and Delivery areas (i.e., Getting Off to a Good Start: Customer Need Analysis for Recruiters; How to Guarantee the Best Worker Experience; and Managing Feedback with your Candidates). We also enlarged the **Professional Digital Learning Library** focusing on both the Sales area (e.g., Sales Calls with Candidates) and the Delivery area (e.g., Candidate Management, Job Advertising, Candidate Interviews, etc.). We launched a Project Management Digital Academy and expect to complete it in 2023. Building on our work in 2021, we were committed to providing interactive, engaging eLearning modules, including gamification elements and using alternative scenarios for

real work situations to explain effective behaviours. The Compliance Catalogue based on group policies was expanded to include topics such as Use of Company Tools, Whistleblowing and Equality, and Diversity and Inclusion courses. We expect to launch a course on Anti-Corruption at the beginning of 2023. We will also implement a Cyber Security Programme in all countries during 2023.

INTERNAL WEBINARS FOR KNOWLEDGE SHARING

We launched a global webinar series for the first time last year and continued it during 2022. This involved in-house speakers and programmes open to all interested parties with self-registration. Seminar content ranged from Sales topics (7 Steps for Successful Sales, Hunting, Farming, etc.) to professionalism-focused themes based on employee function (Temp&Perm, Search&Selection) on to topics of general interest.

ENGLISH LEARNING PLATFORM ENHANCEMENT

To support language skills development, we continued using the self-learning platform offered last year to all employees. However, we enhanced the offer in 2022 with a new platform (available 24/7). It includes all main languages in addition to English and provides, as a new feature, 30-minute live conversation sessions. Approximately 30% of employees have taken up the offer.

GLOBAL PROGRAMMES

In 2022, we continued to use the **Train the Trainer live course**. This is offered to colleagues who support internal employee training activities and to those who have a key role in sharing specific technical and professional knowledge. The course goal is to enhance the company's internal knowledge assets, enabling support for motivating our experts on the one hand, and sharing information on relevant working procedures, content, and instruction for co-worker professional development on the other. Approximately 80 colleagues from 14 different countries have taken part in this initiative: in line with figures from the previous year.

In addition to this, we launched other programmes for about 200 people to reinforce soft skills for key roles within the organisation (*Leading Without Authority* to help in dealing with project teams without a hierarchical lever; *LYO – Lead Yourself and Others* to support new managers; *Women in Leadership* to support leadership skills awareness and enhancement for women leaders).



6.1.3.1 | Learning and Development Analytics

2022 definitely confirmed the importance of Training Initiatives in supporting employee engagement and development. Our data shows an increase in the number of hours of training provided due to several factors, including:

- Expansion of the Digital Course Catalogue at the global and local levels;
- Implementation of local and global webinars to facilitate and strengthen internal knowledge sharing;

Total Training Hours increased compared to the previous year, confirming upward trend in recent years. We had also an increase in the number of training courses delivered: mainly due to the enlargement of the eLearning library (both at the global and local levels) and the full return to live-classrooms:

- **168,240** participants (vs. 158,031 in 2021): Total Training Hours, + 6% in 2021 and + 21 % in 2020.
- **1,397** (vs. 968 in 2021): Number of Trainings delivered – a 42% increase in 2021 and a 32% increase in 2020.

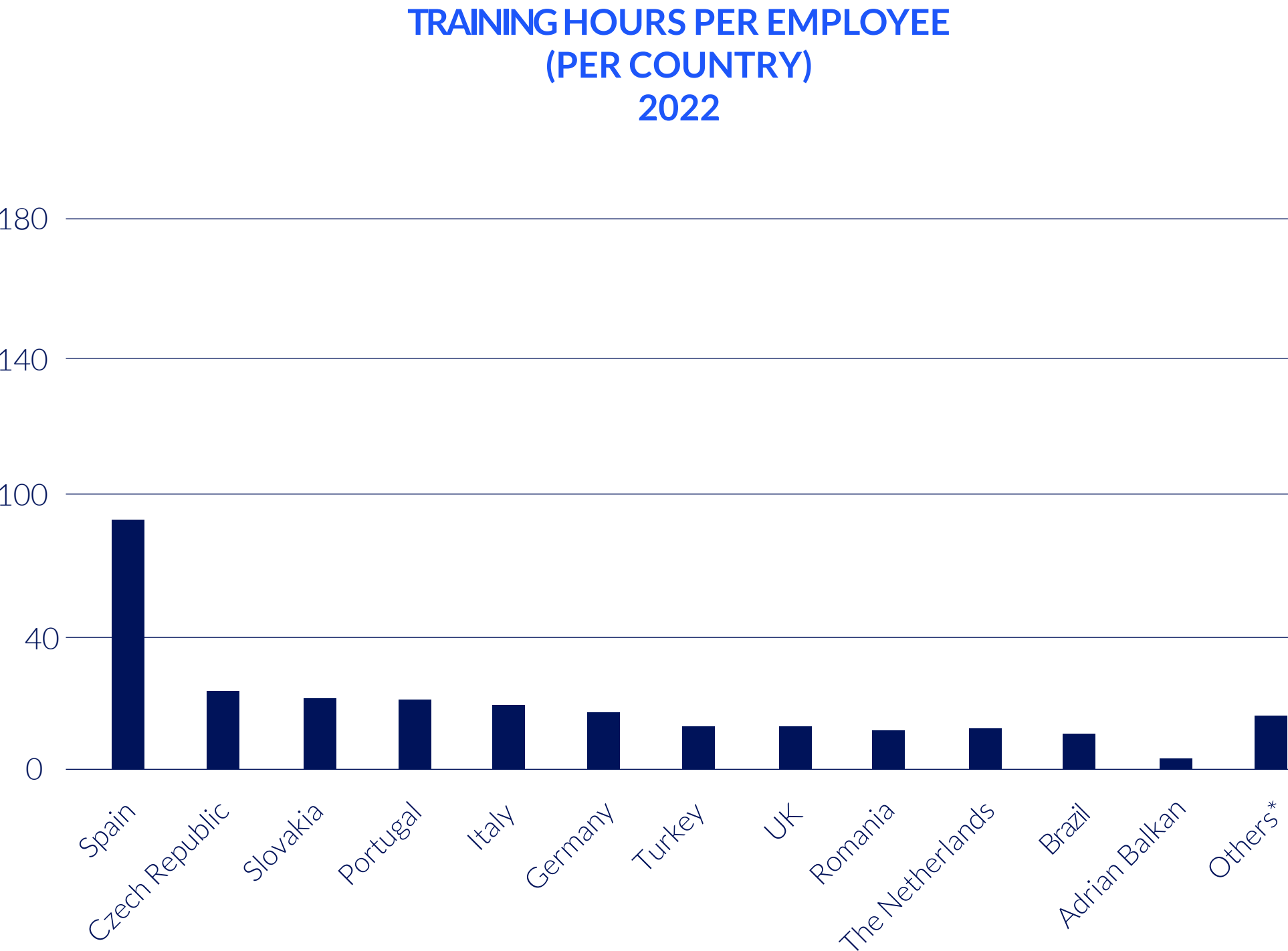
Total training hours per Gi Group Holding employee in 2022 was **21** - an 8% decrease compared to 2021 (23.6).

This data comes from both Local Training Initiatives and Training Initiatives organized directly by Global HR.

The following graphs represents Training Hours per Employee in each country (The Others heading includes Argentina, Bulgaria, China, Colombia, France, Hungary, India and the USA.).

GLOBAL TRAINING DATA			
	2020	2021	2022
Total hours	138,658	158,031	168,240
Number of courses delivered	1,074	968	1,397
Average hours	25.9	23.6	21

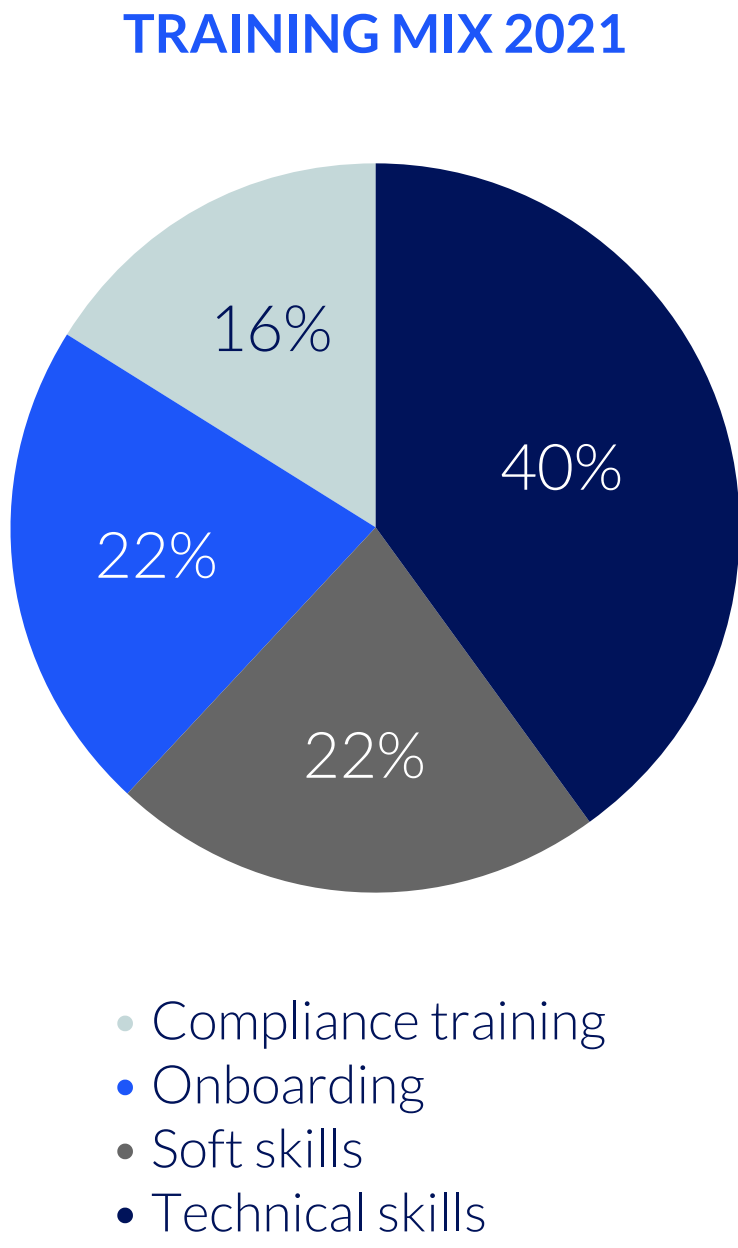
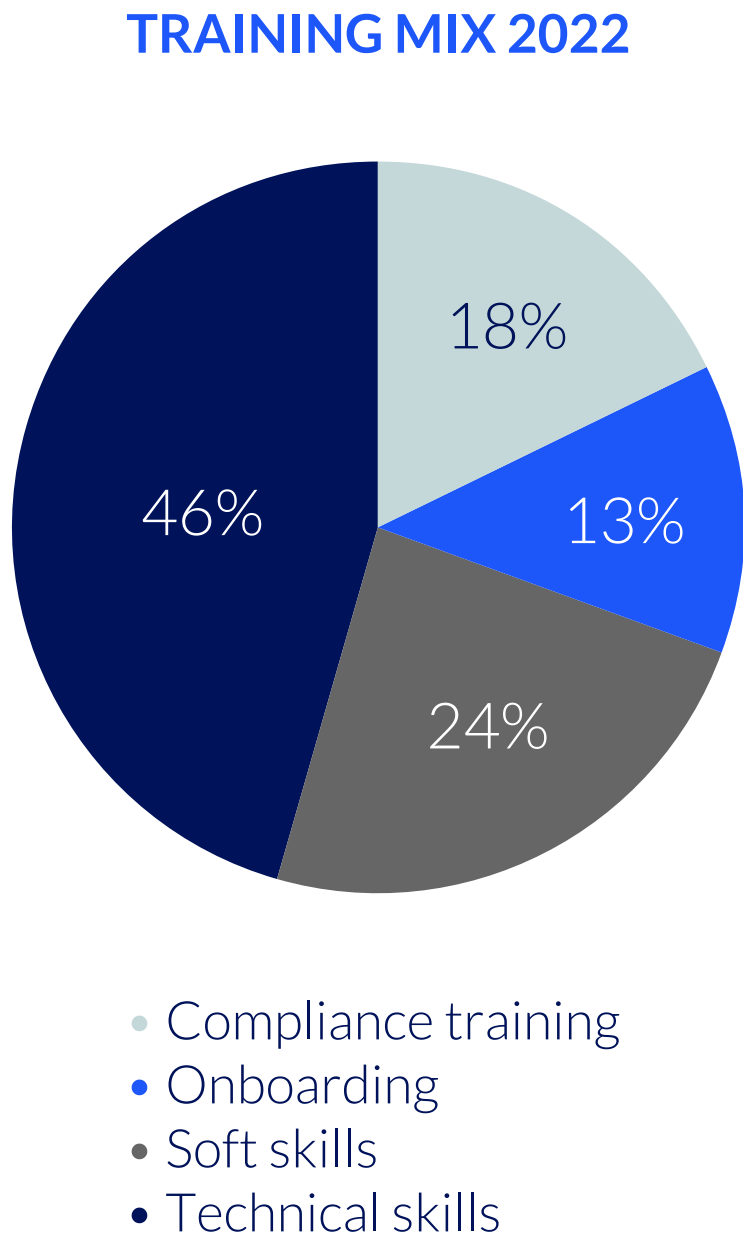
Below are the average number of training hours per employee in the different countries of the Group.



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

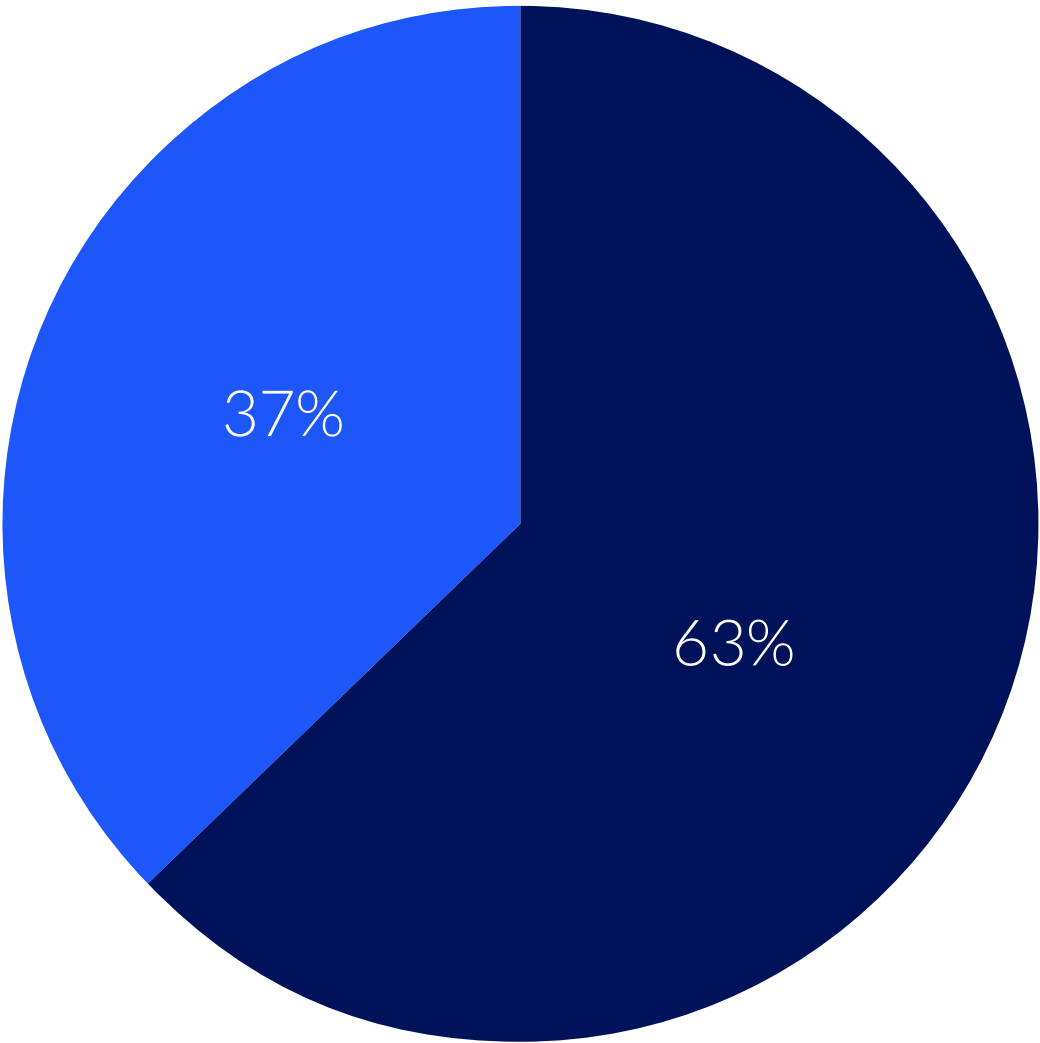
At the same time, there was an increase in the number of courses provided: mainly due to the full return to live-classrooms. The results shown here are the outcomes of training activities held in the various countries in which the Group operates and training courses organised by the Global HR department. The training programmes are consistent with the Group strategy and with each country’s business priorities. Following measures used in 2021, the programmes are 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 on the individual labour markets, etc.).



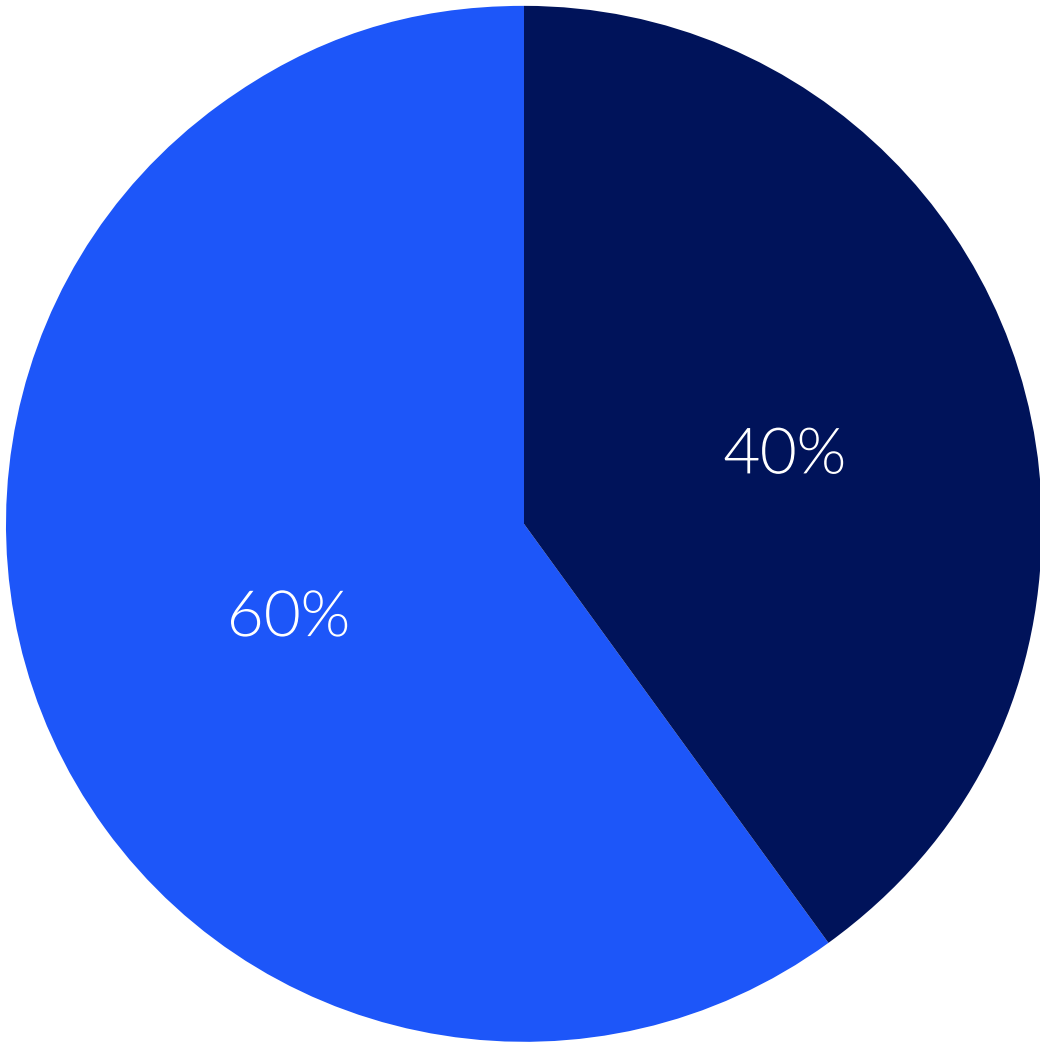
We confirmed a blended approach for training delivery and reinforced those efforts in 2022. This included increased adoption of eLearning content in an asynchronous way and a return to face-to-face trainings after the pandemic.

COURSE TYPE 2022



- Classroom
- E-learning

COURSE TYPE 2021



- Classroom
- E-learning



The Group continued, during 2022, to grow at an intense pace: both through expansion in countries where we have a direct presence and also through new acquisitions. This has delivered 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.

Through the Group’s consolidation strategy, we have sustained very intense growth of our internal staff, increasing the number of our colleagues by more than 2,800 persons. Among these newly-hired colleagues, 766 have been employed with Internship/Apprentice-Trainee contracts, once again demonstrating the Group’s willingness to invest in training young people. The average age of a company employee is 34 years, and the average seniority in the company is 4 years. 71% of our employees are women, of which 9.8% hold managerial positions.

7,911
TOTAL EMPLOYEES

71%
WOMEN

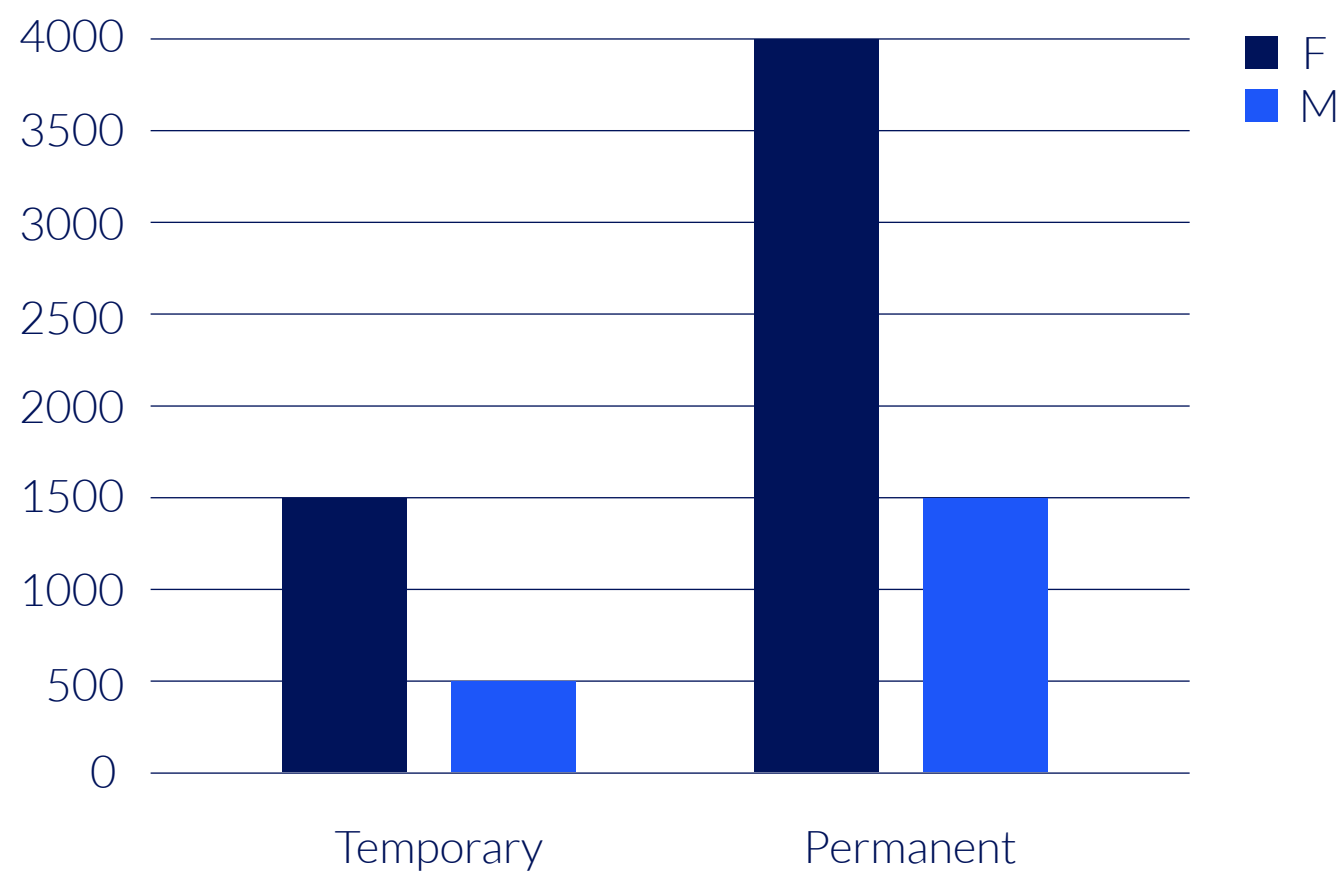
34
AVERAGE AGE

4.1 years
AVERAGE SENIORITY
IN THE COMPANY

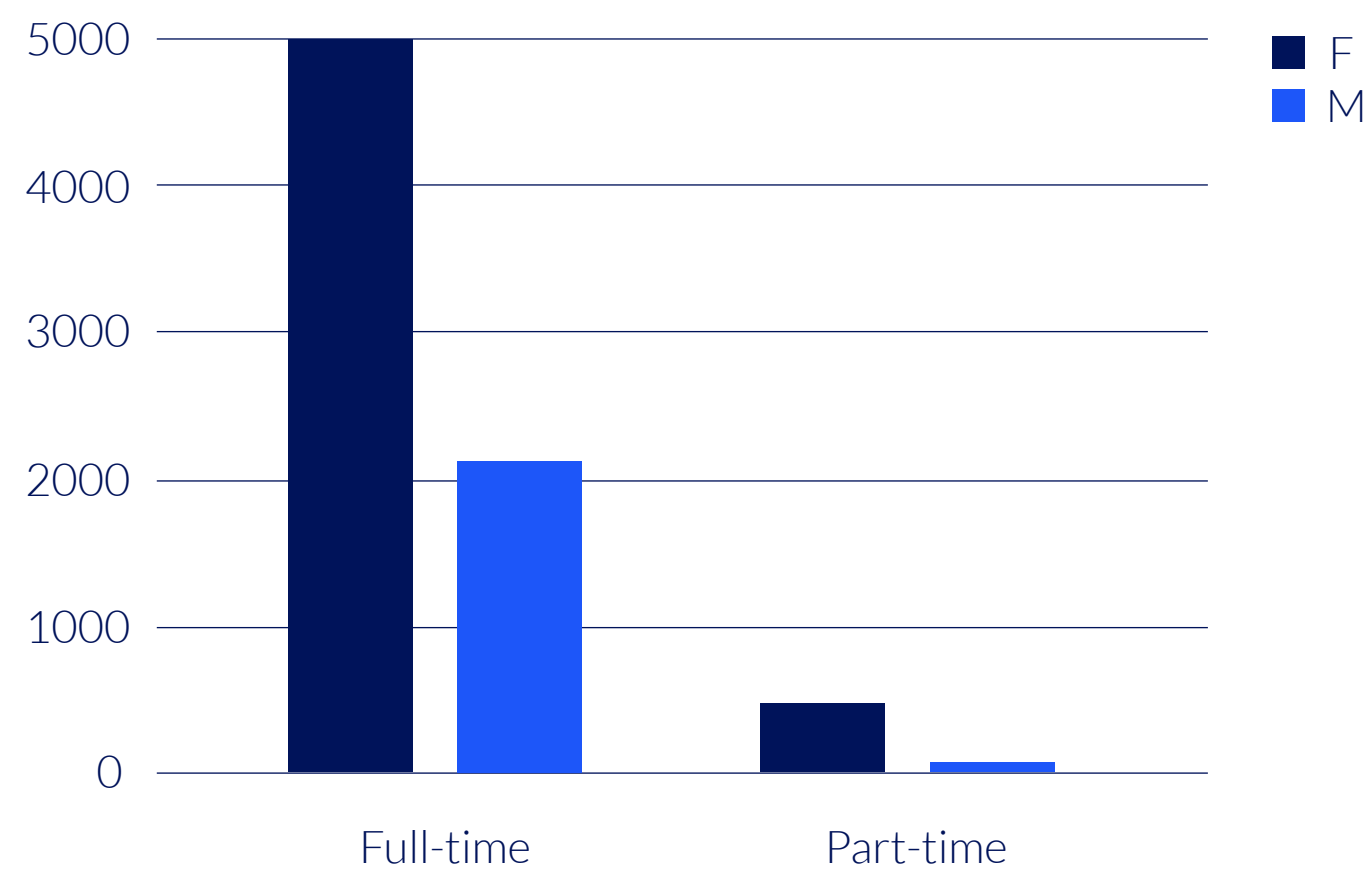
125%
TURNOVER COM
RATE**

*Data reported at the end of 2022
**Turnover Com Rate or Balance Turnover Rate measures the difference between the number of employees joining and leaving the company. This ratio indicates company success in its replacement efforts during a certain period. [Employees who join the company/Employees who left the company] x 100

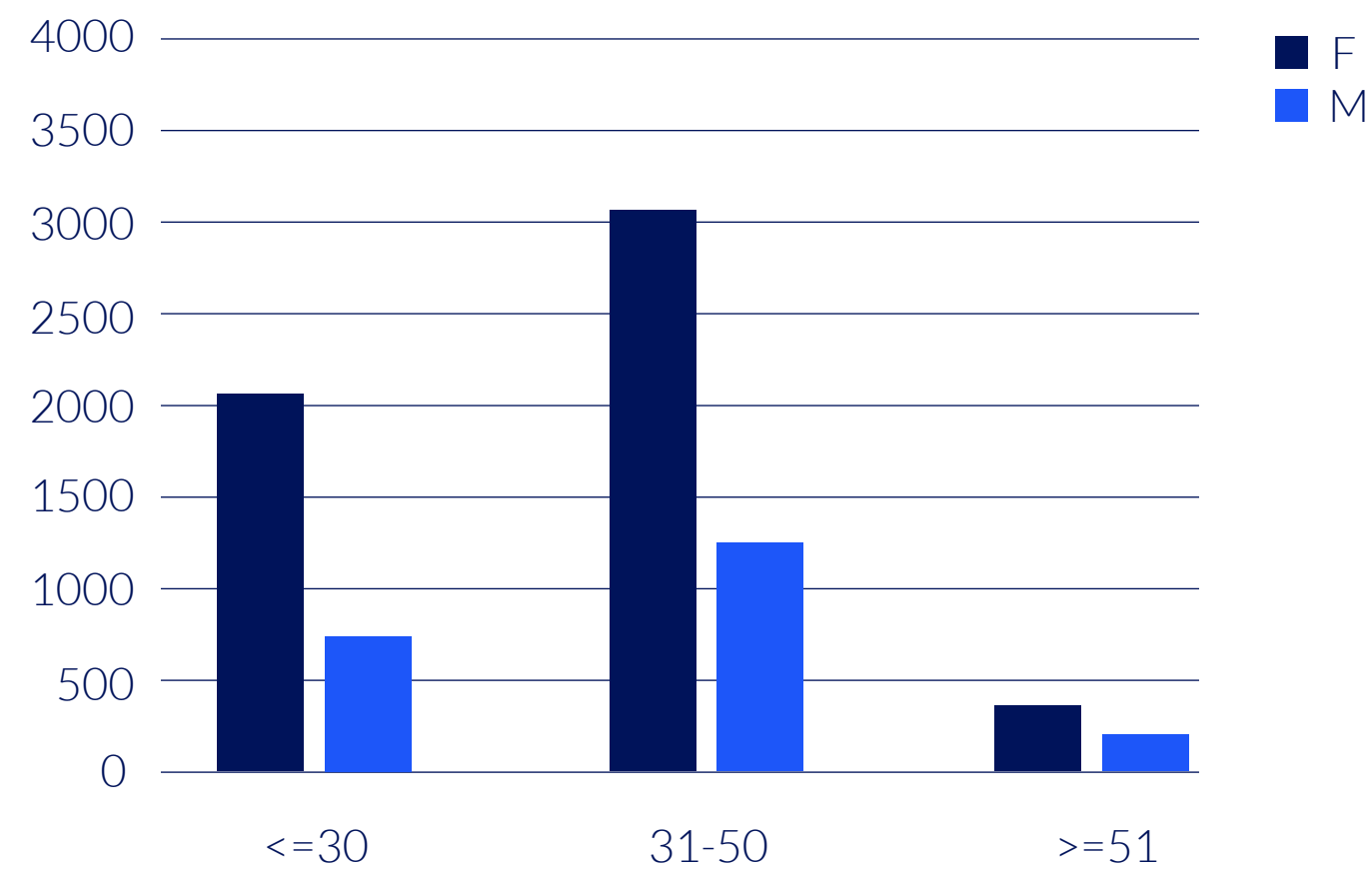
TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT (TEMPORARY/PERMANENT) BY GENDER (2022)



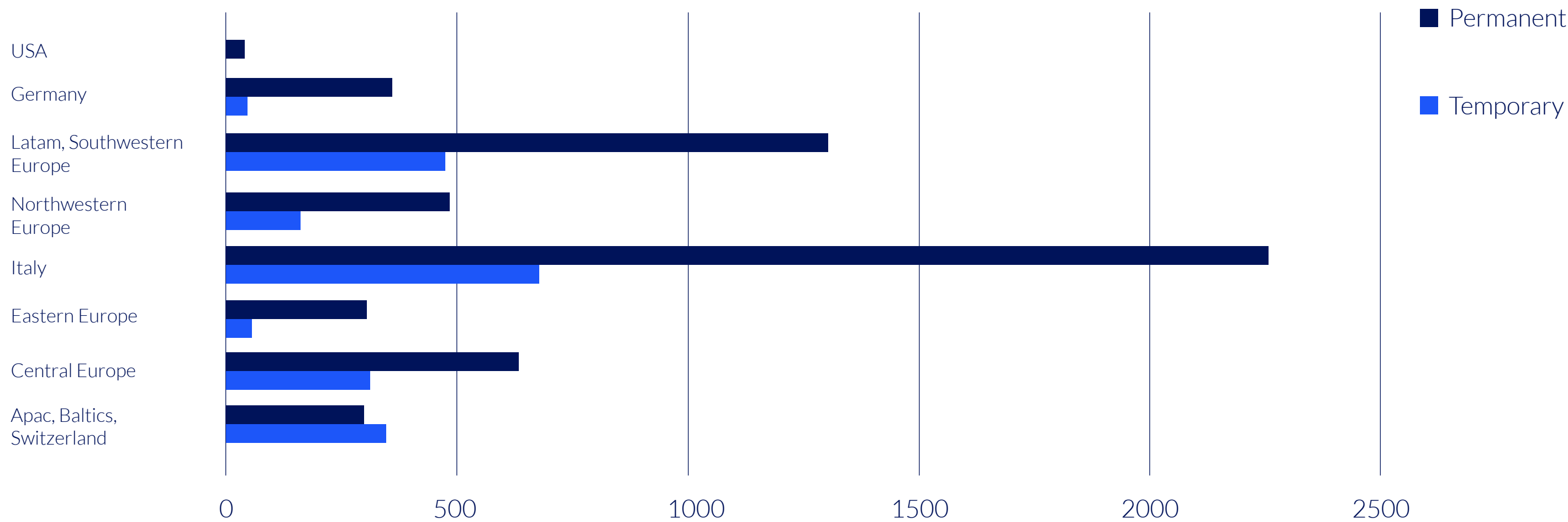
TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE (PART-TIME/FULL-TIME) BY GENDER (2022)



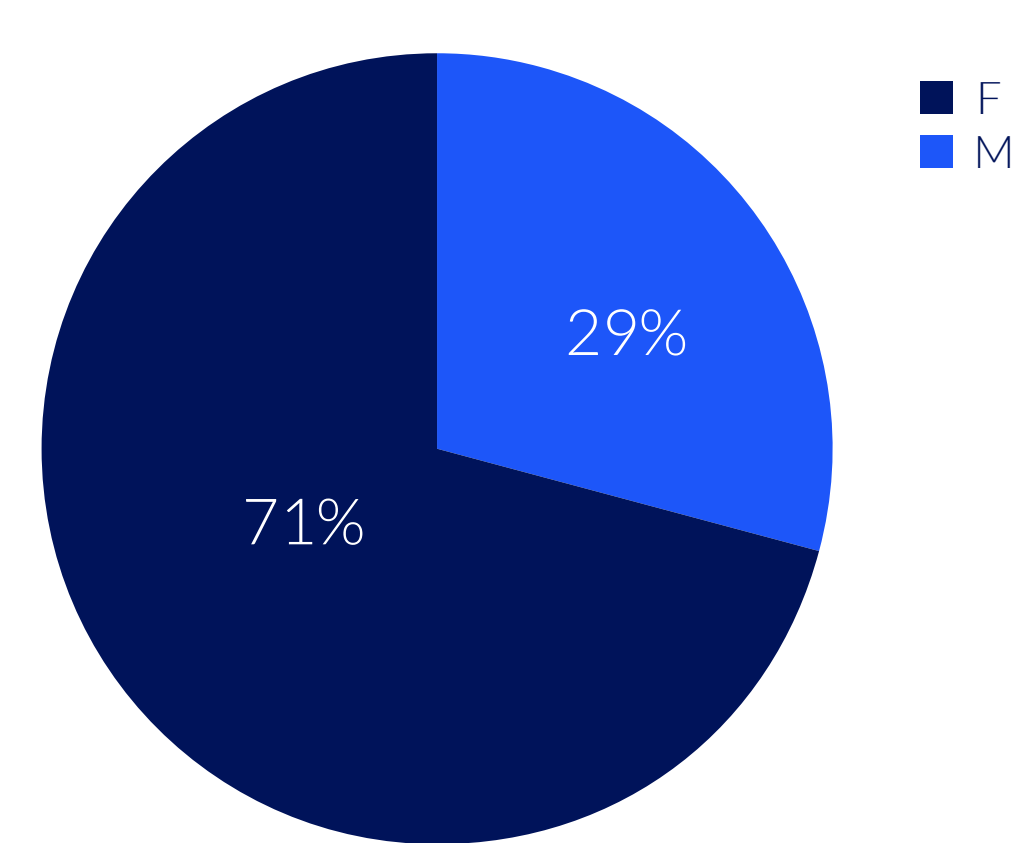
WORKFORCE DISTRIBUTION BY AGE AND GENDER (2022)



TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT (TEMPORARY/PERMANENT) BY REGION (2022):



WORKFORCE DISTRIBUTION BY GENDER (2022):



6.1.5 | Local Initiatives

ITALY

In 2022, we pursued our interest in evolving the HR management system through the consequent development of a Performance Management System. The latter was also redesigned with the possibility of integrating all Group companies into it and thus simplifying processes.

With regard to the issues of **flexibility and work-life balance**, in accordance with findings from our survey on agile work delivered to all employees in 2021, we dedicated 6 meetings to each operational management unit with the aim of discussing the data from the survey and collecting ideas for revision of the New Smart Working Regulation and starting process experimentation beginning on 1 September 2022.

All roles in the operational department teams were involved. They shared direct experience and made proposals related to their work context and specific organisation. The team then used outputs produced to create two working groups called **Cantieri Agili** (Agile Workspaces) with the aim of responding to the needs expressed in the operational management meetings. This helped develop and implement a sustainable smart working solution which included options for training people in new ways of work and for collaborating on finding balance between quality of work and people's well-being.

TALENT ACQUISITION AND EMPLOYER BRANDING ACTIVITIES

The push for digitalisation has remained a key focus keeping with our objectives from last year: both for the management of internal processes and provision of services.

On the Talent Acquisition initiatives front, we worked throughout 2022 on application management and selection strategy improvement. We implemented an ATS which made it possible to respond more quickly and punctually to searches. It helped with mapping the selection process and sharing with the entire HR structure a qualitative database of applications for internal staff.

Thanks to the new tool, we have the possibility to evaluate which selection channels give greater feedback and then subsequently target our investments.

The ATS has also made it possible to manage applications correctly on the compliance side; using the system as a tool for sharing CVs and evaluations.

The internal growth mapping system, fully adopted in 2022, is called **Internal Job Opportunities** and offers all employees the possibility to apply for internal positions and also in cross-mode between all Group companies. The numbers below tell of the process' success and have been made available on the Group Intranet:

- 55 vacancies open in the Group;
- 97 members who have been proposed for roles;
- 37 people moved on to other positions.

During the year, the course was enriched with an online assessment that measures, through a gamification system, the 6 core company skills. For those colleagues who decide to complete it, the assessment tool provides greater awareness of individual strengths or areas where improvements can be made so our employees are better able to face new professional challenges.

As an Employer Branding activity, we worked with our candidate management department and continued our participation at university events or in Master's Degree with the aim of making our Group EVP known and supporting young people in their preparation for the world of work.

Among the Master's programmes that we have collaborated with is the ALTIS Graduate School of the Università Cattolica del Sacro Cuore and its International Management path. We ran 4 orientation meetings during regular class hours.

After the training course, we met with 35 young people and walked them through English-language simulation interviews so they could better prepare themselves for future meetings with companies.

TRAINING, DEVELOPMENT AND INTERNAL COMMUNICATIONS

● B*RIGHT, THE GROUP'S CORPORATE UNIVERSITY

In 2022, the Gi Group Holding University, coordinated by b*right, further strengthened and focused its course offering and proposed initiatives. It did this both through traditional formats and more innovative methods with the aim of reaching and actively involving employees. The programme also worked to empowering employees through self-training so to increase skill levels and spread knowledge of key elements of our corporate culture.

● B*RIGHT UPSKILL

Following positive feedback from previous years, the Corporate University further strengthened its Upskill course offer. This is the slate of classes on soft skills and transversal skills open to all employees based on voluntary registration. There is a Group policy that regulates access methods and criteria.

In 2022, the course offering grew from 44 to 53 courses for the year meaning a total of 795 places available. We saw an increase in participation of + 53% compared to the previous year and an overall satisfaction rating of 8.62 out of 10. New themes were introduced in line with market proposals and business needs; e.g., management of cross-functional project teams, Design Thinking methodology, OKR methodology, and emotional intelligence (EQ).

At the end of each course, participants who completed the programme received an Open Badge of Competence: an internationally recognized digital certificate that can be exported directly to the participant's LinkedIn profile.

● B*RIGHT ON AIR

The Corporate University uses a standard format to promote knowledge-sharing and sharing of internal skills through the organisation of short webinars run by the employees themselves. These sessions are open to all interested colleagues. In 2022, employees held 19 webinars that involved about 1300 participants and had an overall approval rating of

4.8 out of 5.

All the sessions were recorded and included in the eLearning library to be used also ex post. As of 2022, some more relevant topics were officially included in the blended training courses for specific roles; that is, more in-depth ideas on specific themes were added.

● B*RIGHT RECHARGE

Building on this activity introduced in 2021 to support employee well-being and raise awareness of a culture of well-being both inside and outside the company, we launched new initiatives in 2022 that included innovative, face-to-face formats. Of these activities, the most successful were the Energy Station events. For a whole day (in events that were also live-streamed throughout Italy) in the Palazzi del Lavoro in Milan, Rome and Sesto San Giovanni, we set up cycling stations with dynamo bicycles connected to a blender. Colleagues could voluntarily pedal for a few minutes to earn fresh fruit smoothies, which were then distributed among colleagues present in the company. The initiative's aim was to bring attention, in a playful way, to 2 pillars of physical well-being represented by physical movement and healthy eating. The activity also had a focus on environmental sustainability.

● ONBOARDING

With growth in the number of company employees and an intent to support better the delicate transitional phase of joining the company, we enhanced, in 2022, time dedicated to onboarding. The Welcome Programme, the current onboarding programme aimed at all new employees in the Group, was expanded both in terms of duration (with the introduction of new technical-specialist topics aligned according to professional groupings) and in terms of frequency (i.e., monthly organisation of events including 12 sessions and involving about 400 participants).

● eLEARNING TRAINING

Given the exponential growth of this type of learning

programme, we saw strong investment in the enhancement of eLearning training in 2022. On one hand, a redesign of the Docebo platform was launched to adapt the layout to the new Gi Group Holding visual identity and to optimise usage on mobile devices. On the other hand, 33 new free subscription courses were introduced on topics related to soft skills such as emotional intelligence (EQ), listening, feedback, and communication. Beyond that, the process for governance and monitoring of the database of available courses has been strengthened. This is to keep content constantly updated and in line with company employee needs.

● MANAGEMENT TRAINING

During 2022, we made a strong commitment to strengthen the skills of the managerial group. This represents a delicate intersection between company management and the overall employee population. With this goal in mind, we launched an important leadership programme for all our area (territorial) managers. The programme offered opportunities to build awareness of the role and tools to support management of teams and their collaborators. We also organised courses on people management skills for other coordination roles in specific organisational units.

● TECHNICAL-SPECIALIST TRAINING

Time spent on training in this category reached a total of 63,487 hours; around 45% of them focused on developing technical and specialist know-how. Training projects carried out in 2022 involved the various Group professional families in a targeted way: focusing from time to time (depending on specific needs) on the use of company tools rather than on deepening of new services, on regulatory and labour law insights, or on the use of texts.

- **TRAINING COURSES RELATED TO CORPORATE SOCIAL RESPONSIBILITY**

Over the course of the year, attention to CSR and Social Accountability focused on the internal dissemination of the Sustainable Work concept and related projects. This had an aim of raising awareness and inspiring new best practices. There were two main initiatives:

- The design and delivery of an eLearning course delivered to all Group employees so they could share, in a simple and interactive way, the main pillars of Sustainable Work, highlight how it is linked to the corporate mission and Corporate Social Responsibility, and communicate the Group's commitment to making the labour market increasingly fair and accessible.
- The launch of the thematic webinar series Make It Happen – Stories of a Sustainable Future, focused on 5 conversations with colleagues from different backgrounds and roles, highlighted some of the most significant projects carried out in the area of CSR with a view to Sustainable Work: from the employability of disabled persons and former prison inmates to the reintegration of mothers finishing maternity leave and athletes post-retirement into the workforce, on to support of employment for Ukrainian refugees.

- **INTERNAL COMMUNICATIONS AND PROFESSIONAL UPDATING**

In 2022, we launched SCINTILLE – The b*right Newsletter. It was sent out monthly to all Group employees with the dual objectives of communicating about training initiatives starting in the given month while also offering suggestions for in-depth study and professional updates on issues relevant to the HR world through the newsletter section called HR Trends. Some of the topics addressed during the year included Employer Branding and Employee Value Proposition, the Great Resignation, Innovation in Digital Training, Sustainability, Employee Engagement, and the Gender Gap.

- **INTERNAL COMMUNICATIONS AND NETWORKING**

The Group enriched its opportunities for networking and

exchanges with the outside world in 2022. This involved participation in the Corporate Academy Club event, hosted by b*right at the Palazzo del Lavoro in Milan. This activity created a valuable opportunity for discussions and interaction with other large companies' corporate universities in order to discuss current and future challenges relating to training (from digitalisation to integration with the territory system) and to share best practices.



INTERNAL COMMUNICATIONS

Once again this year, the synergy between Group marketing and HR functions resulted in activities that made it possible to continue nurturing team collaboration and engagement and also bring attention to issues of strategic importance for the company. In addition to continuing projects and activities already consolidated during the previous year, these are the main new projects implemented in 2022:

- **GI GROUP HOLDING LAUNCH COMMUNICATIONS, SUSTAINABLE WORK AND #CHANGELIVES**

On the corporate intranet, our hub for internal communications, we created content sections to ensure all employees can consult strategic issues relating to the launch of the new Group identity and employee value proposition. This content focused on Sustainable Work and all related projects.

- **ENGAGEMENT ACTIVITIES**

We ran various employee engagement activities centred around social dynamics and contests on thematic days, anniversaries, or sales targets: Valentine's Day, Mother's and Father's Day, Gi Trivial Pursuit, and anniversaries. These efforts created moments of interaction between teams and offices and helped colleagues socialise with one another in spite of traditional barriers to communication.

- **GI RUN COMMUNITY**

Thanks to our focus on physical well-being during 2022, including all related activities carried out by b*right, we created an employee community of running and walking enthusiasts that many colleagues throughout the country joined. A workgroup was set up on the company intranet where employees could exchange tips on how to improve performance or to agree on training for, and participating in, various sporting events together.

CONTAGI D'ARTE

This series of culturally-focused webinars dedicated to employees, their family members and customers continues to create moments of cultural enrichment and well-being by sharing the beauty of art in all its forms. Between 2020-2022, we organised 23 events that not only talked about art, but also focused on topics such as photography, cooking and current affairs. These created new opportunities for dialogue and encounters between colleagues.

Contagi d'Arte fits right in, and is consistent with, our Sustainable Work framework; especially its People element. Through its conviction that beauty can have educational value, this project contributes to stimulating people's knowledge and thinking in order to share perspectives that are not strictly work-related, but which can also be a source of daily inspiration.

During 2022, our sessions focused on the following:

- Discovering an absolute masterpiece of the art world Titian's Annunciation;
- 3 days together with Milan's Giuseppe Verdi Symphony Orchestra: the first meeting;
- Rome versus New York: Franco Angeli and the Italian path to Pop Art;
- Contagi d'arte meets theatre: Giacomo Poretti presents us with Funeral Home;
- 3 days together with Milan's Giuseppe Verdi Symphony Orchestra: the second meeting;
- Contentment is Hell. Young people in dialogue with Dante!
- 3 days together with Milan's Giuseppe Verdi Symphony Orchestra: the third meeting;
- Contagi d'Arte Inside Talent - Come and meet our fellow artists;
- Tanto Festa: colours and confetti. A human and artistic adventure in the fabulous Rome of the 1960s;
- Let's discover Raphael's Pala Oddi; and
- Masters. 12 great Italian artists of the 20th century.



BRAZIL

In recent years, Gi Group Brazil created a Diversity Committee 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. In 2022, the Committee was responsible for the continued promotion of several company activities, such as creation of policies, campaigns and webinars about persons with disabilities, discussions about gender, ethnicity-related topics and LGBTQIA+ community issues.

BE YOURSELF CAMPAIGN

The campaign was based on sending out video statements from our employees, encouraging everyone to be who they are, regardless of age, colour, gender, religion, tattoos, body type or lifestyle.

DIVERSITY WEEK

In 2022, we held our first annual diversity week. It was an event that lasted five days. We had ten events (two each day) on topics related to diversity, equity and inclusion.

SENIOR PILLAR LAUNCH

After observing the market and the D&I work of some companies, we realised that ageism is also a major issue in corporate environments. Bearing this in mind, we created a new pillar for our diversity committee called Senior. It addresses the issue of prejudice against people over 50 in the labour market.

GI INSTITUTE

In 2022, we began discussing and planning the launch of Gi Institute in 2023.

D&I TRAINING FOR EMPLOYEES

We hired an external consulting firm to provide training on unconscious biases for our company leaders, members of our

diversity and inclusion committee and our sales team.

HEALTH & SAFETY WEBINARS

On the dates of specific health campaigns like Yellow September, Pink October, Blue November and Red December, we host webinars to boost our employees awareness of these topics and encourage them to take care of their own health.

CORPORATE UNIVERSITY

Throughout 2022, our Brazil team worked on improving its Corporate University (UNIGi), increasing possibilities for training and courses for employees. We also highlighted the need for direct leadership teams to create individual development plans for employees.

CHINA

ONLINE LECTURES BY PROFESSIONAL PSYCHOLOGICAL CONSULTING INSTITUTIONS ABOUT PSYCHOLOGICAL ADJUSTMENT DURING THE LOCKDOWN PERIOD IN SHANGHAI

Since the spiritual world of our employees – especially those in Shanghai who had to stay at home and work remotely due to the pandemic - could be affected by the instability of the external environment, Gi Group Holding arranged two online lectures on the topics of mindfulness at work and life during the home-office period of the pandemic. Lecturers from well-known professional psychological consulting institutions gave the talks that were directed not only at all Group employees, but also to Gi Group Holding's customers and partners. We also invited candidates to provide them some comfort during this special time.

RUNNING CAMPAIGN DURING THE NATIONAL DAY HOLIDAY

In order to encourage employees to develop good daily exercise habits, to care for their physical and mental health, and to

increase their happiness index, we held a "Gi" Power Running Campaign in October 2022. It aimed to spread the message that "Sport is a Way of Life." to all employees.

INSTANT NOODLES PARTY DURING THE LOCKDOWN OF SHANGHAI

In April 2022, Shanghai went into lockdown. Colleagues from all over the country got together online at a specially organised Gi Instant Noodles Party. During the event, they shared their joys and sorrows with each other and showed support for their colleagues in Shanghai.

FOOD SUPPLIES FOR EMPLOYEES IN SHANGHAI DURING THE LOCKDOWN

In February 2022, some colleagues had been eating instant noodles for days because of poor supply chain logistics and product shortages. We tried our best to deliver emergency supplies, including meat and vegetables, for all colleagues in Shanghai. This eventually solved many of their urgent needs.

HUNGARY

MATERNITY REINTEGRATION

We launched a special initiative focused on employees on long-term maternity leave. The goal was to maintain relationships and keep employees active in the corporate organisation's community through special events for their families/kids at Christmas time. We also included them in team building activities (all-staff outdoor summer events). This second phase of maternity reintegration initiatives involved 101 employees and 6 inactive employees on parental leave.

FAMILY-FIRENDLY WORKING PLACE

We set up a children's corner in the office commons area to encourage employees to bring their kids to work on a temporary basis in cases of urgency. This programme aimed to support employee work-life balance.

INDIA

SUSTAINABLE WORK WEBINAR SERIES

Launch of a webinar series to contribute to labour market evolution and to emphasise the personal and social value of work. It is a concept designed to focus on employment's social impact. We organised webinars every quarter involving clients and other stakeholders who discussed the concept of Sustainable Work. Clients, employees and candidates attended the webinars. A total of 1,000 employees participated in the webinars over the course of the year.

Gi JOSH

This activity involved the organisation of monthly and quarterly Initiatives to promote fitness and healthy lifestyles for employees. 85 employees took part in these monthly fitness challenges, the winners of which received rewards. Quarterly workshops focused on fitness (aerobics/yoga workshops, healthy meal planning workshops, etc.)

MY STORY CHRONICLES

This initiative, based on the inspirational stories of team members at Gi India, focused on how Gi supports its employees in creating work-life balance during critical situations and helps them continue with their work without compromising on their personal happiness. Several experiences recounted in these stories include sabbatical programmes and work opportunities; continuing with work after having twins; moving from a blue- to white-collar role thanks to Gi support; personal situations and continued work; and parenting while working.

Gi CARE – MENTAL PARTNER PROGRAMME

This partnership with Betterlyf, our mental well-being collaborator, aimed to support and promote positive and healthy living and to ensure employees good mental health. 113 people took part in this initiative which included a Desk Counsellor programme where experts visited Gi India HQ to

support mental wellness. Activities included one-on-one confidential counselling programs that people could opt into with support from psychological experts; online mento meters on the company website to gauge personal mental health and happiness quotients; and quarterly workshops on topics related to mental well-being.

Gi MITRA – MIDDLE MANAGERS DEVELOPMENT PROGRAMME

his initiative looked to enhance the core skills of the Group Middle Management Team through activities led by the leadership team. This is because we truly believe that middle managers are the persons responsible for connecting the overall organisational strategy with day-to-day tactical tasks and effectively collaborating across functions to get work done. Gi Mitra involves focused monthly sessions for middle managers; needs-based sessions curated and led by the leadership team; and post-session observations and feedback.

Gi MAANVI 2022

This activity focused on creating a sustainable workforce by embracing Gender Equality in the workplace. On International Women's Day, we celebrated our impeccable Gi Maanvi and male allies who believe in creating a rich, positive and respectful work culture for both women and men. The project included meetings where we had select people from Gi India share their inspiring personal stories of strength. An interesting session on challenging the status quo then followed.

RETURNSHIP PROGRAM

An initiative to get women back into jobs and help them restart their careers.

SLOVAKIA

HEALTH WEEKS FOR EMPLOYEES

These Health Weeks for our employees ran on a quarterly basis.

They always focused on a different topic or area (i.e., healthy eyesight, healthy back and legs, healthy heart and blood vessels, and a proper, healthy lifestyle). During the programme, everyone could get massages at the workplace and sign up for consultations with a psychologist, and or also join online webinars.

SPAIN

Gi WELL

This year two important initiatives were organised at part of Gi Well where more than 350 people participated. One sports-focused event involved charity runs where participants wore Gi Group Holding t-shirts. The second project involved using cooking demonstrations for team building exercises.

UK

AUTISM AWARENESS DAY

The local team hosted a webinar to raise awareness of autism and to discuss barriers faced by persons with autism. During these events, participants also spoke about the strengths that persons with autism bring to an organisation. 130 employees, including senior managers who shared their experiences living and working with autistic persons, attended this virtual session.

DEAFNESS AWARENESS WEEK

Our UK D&I committee members made a British Sign Language Video to share with all UK employees the basics on how to communicate when they are dealing with clients, candidates and workers. The team also produced a guidance document to assist deaf persons and those with hearing impediments in the workplace. The team also created finger spelling charts to aid in spelling out words for deaf persons of those with hearing impediments.

LET'S TALK: ADHD & DYSLEXIA

In order to raise awareness and begin discussions about barriers that people with ADHD and dyslexia face and the strengths they also bring to an organisation, two separate, special initiatives on these topics took place in 2022. The programmes gave 70 employees the opportunity to listen and share their lived experiences. An employee wrote a blog post for the Gi website, talking about her lived workplace experiences as a person with ADHD and dyslexia. She also wrote about how the company supports her.

NATIONAL INCLUSION WEEK

This activity involved the internal and external promotion of blogs written by our EMT members. This included the UK country manager, who talked about the importance of allyship. The text explained what being an ally entails.

10,000 BLACK INTERNS

We partnered with the 10,000 Black Interns initiative to offer paid internships to young black people in 2023.

RACE EQUALITY WEEK - #MY NAME IS CAMPAIGN

We discussed the importance of pronouncing a person's name correctly. If a client, worker, colleague, customer, et al. has an unfamiliar name, it is OK to ask that person how to pronounce it. You can learn the correct pronunciation and allow the person you are speaking with to be themselves and feel more comfortable from your first meeting. We ran internal communications and external social media comms activities as well to raise awareness amongst our followers. Each session lasted approximately 20 minutes.

USA

GREAT PLACE TO WORK

The Great Place to Work certification is a recognition given to companies that have created a positive and productive workplace culture. The certification is based on an evaluation of the company's policies, practices, and employee feedback, which is collected through a confidential survey.



6.2

Our Candidates and Workers

Following the Covid-19 pandemic, Gi Group Holding kept exploring, in 2022, new ways of interacting with our candidates and workers to continue to positively #changelives. Through our candidate-centric recruiting approach in Gi Group Holding, we aim to create long-lasting relationships with candidates and to understand their needs and how we can actively support them along their career journey while guaranteeing work continuity. Because of this mission, we carried out initiatives that helped our candidates and workers

- **Make the most of skills and knowledge already acquired** from their professional experience with Gi Group. We kept them informed of, and engaged in, new job opportunities that fit their skills; and
- **Acquire new skills (upskilling)** in order to support them in accessing more qualified job opportunities that could ultimately allow them to improve their professional position or status. With aim of affording candidates the opportunity to become more self-aware as concerns their own soft skills and general abilities, we performed **skills assessments** for

candidates. The reviews allowed them to feel more confident in their own abilities, to pitch themselves better to the labour market and in a more effective way, and to have more consistent, meaningful conversations with the different people they meet in their professional lives.

Also, considering that Gi Group Holding is a **candidate-driven company**, we focused on listening to candidates during the different stages where they connect with us. We gathered their feedback using quantitative surveys and qualitative interviews. With those, we were able to collect their insights, draw specific conclusions, and then improve our recruitment processes and how we engage with candidates.

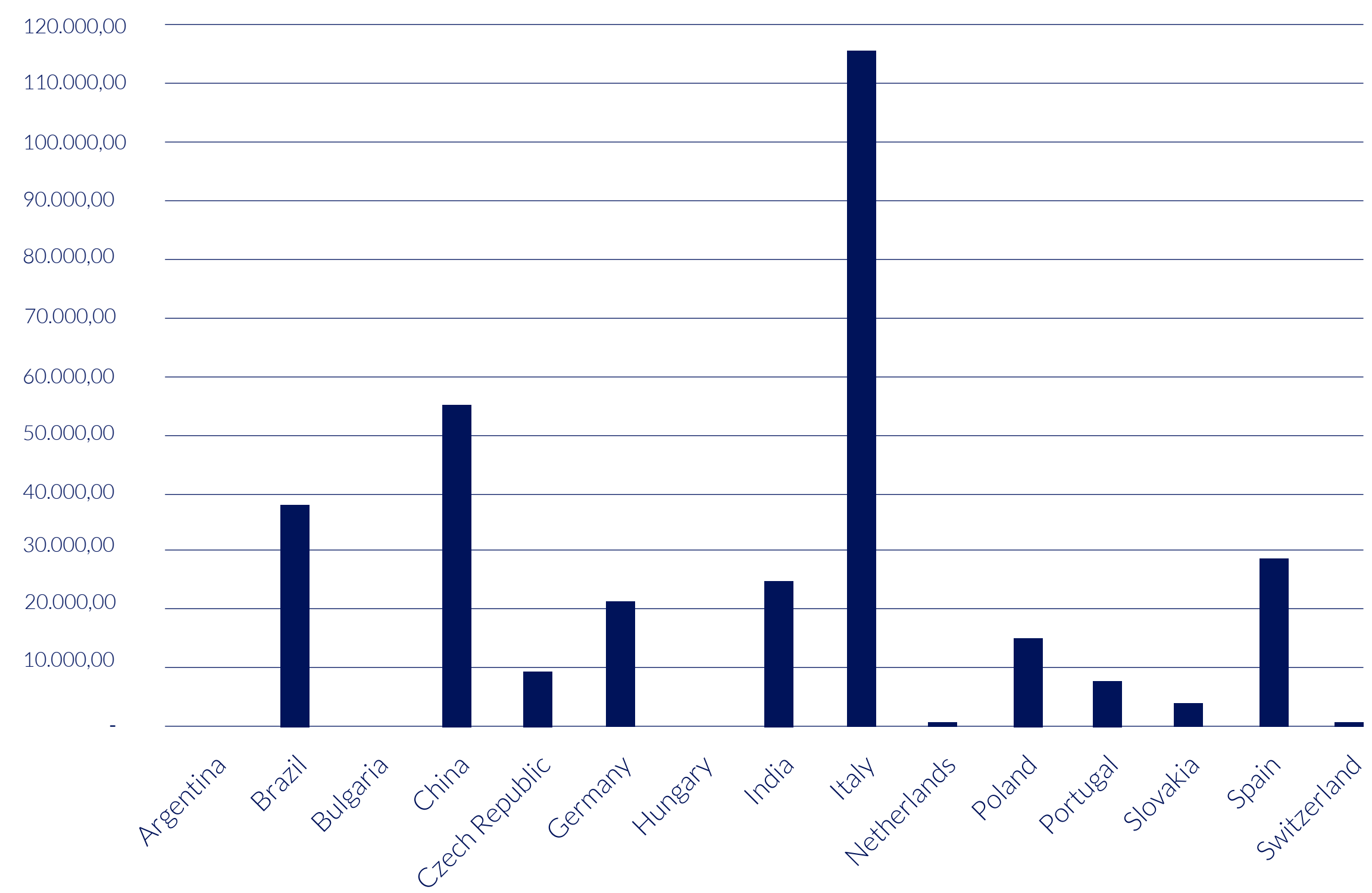
We also provided our candidates support from a **Digital Coach – Workoach** with the aim of guiding them through job and training opportunities managed by Gi Group. The programme was immediately available to them and fit their current skills while responding to their specific needs (e.g., working hours and location constraints).

With the rising **candidate** and skill shortages in

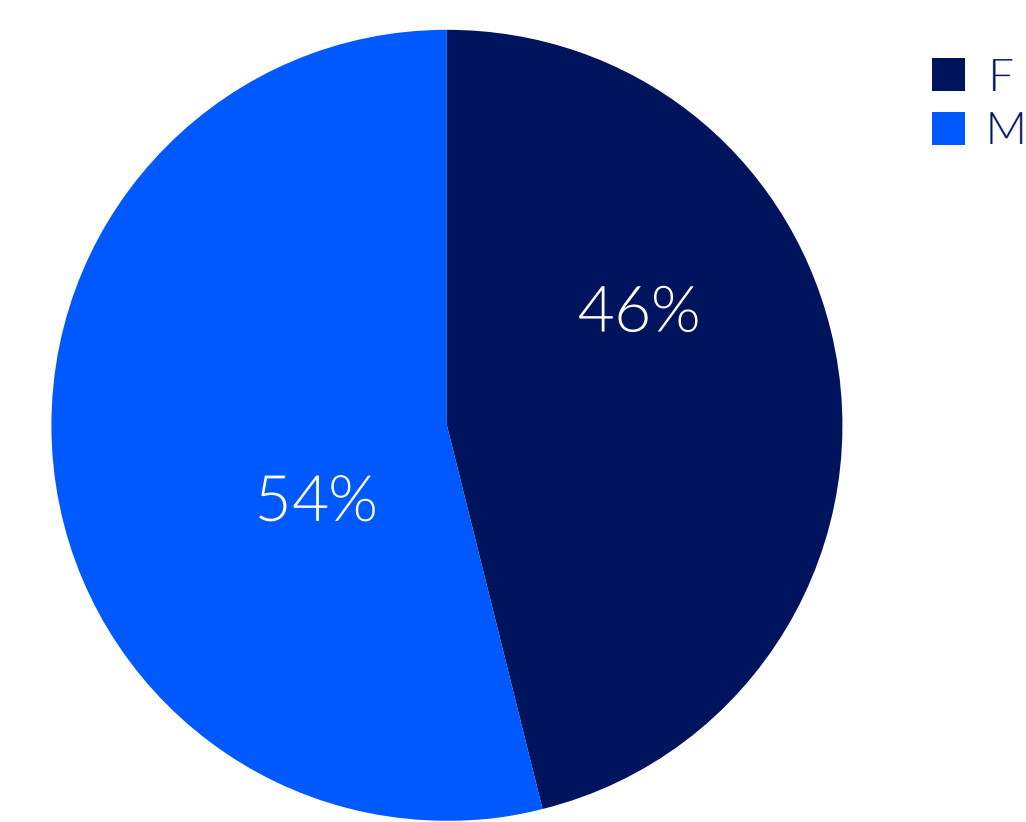
today's European labour market, Gi Group worked alongside candidates and clients to manage a wide range of tasks related to international mobility and worker integration. With a focus on the **worker**, our teams closely assisted employees and new hires; ensuring their smooth job transition and enabling them to adapt more easily within their migrant communities.

The continuous evolution of new systems that manage relationships with our candidates and workers (ATS, Candidate Portal, WFM, as well as mobile apps) allows us to discover **new career opportunities** that match our candidates' motivations and expectations. Furthermore, with aim to provide our candidates with the best search and placement experience possible, we simplified both the candidate registration and application processes by introducing **new intelligent functionalities** in our **candidate portal**. This speeds up the candidate data gathering process. The number of total workers placed amounted to 318,573 in 2022. Italy, China and Brazil were the three countries with the highest number of workers hired over the course of the year.

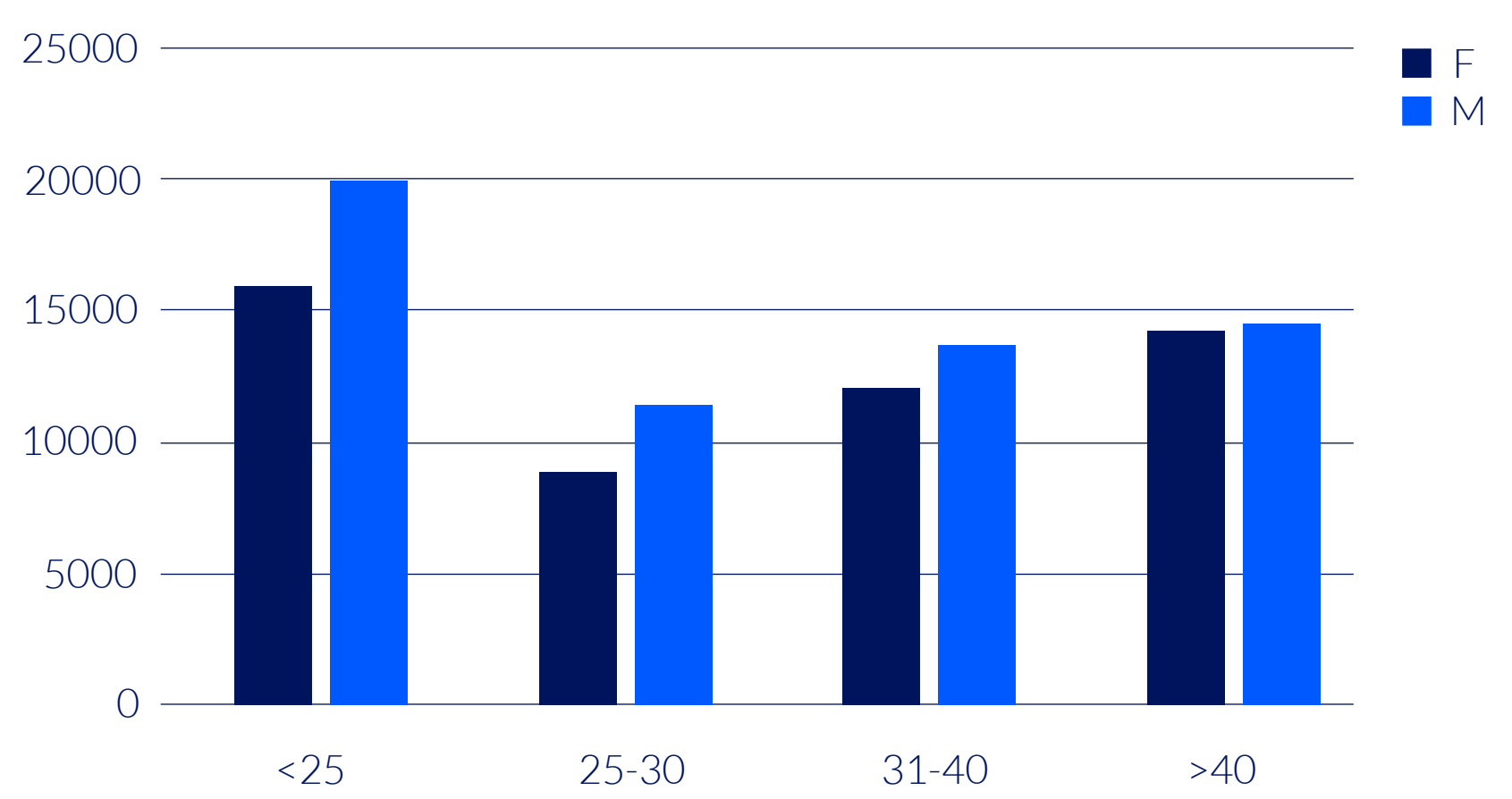
ACTIVE WORKERS 2022



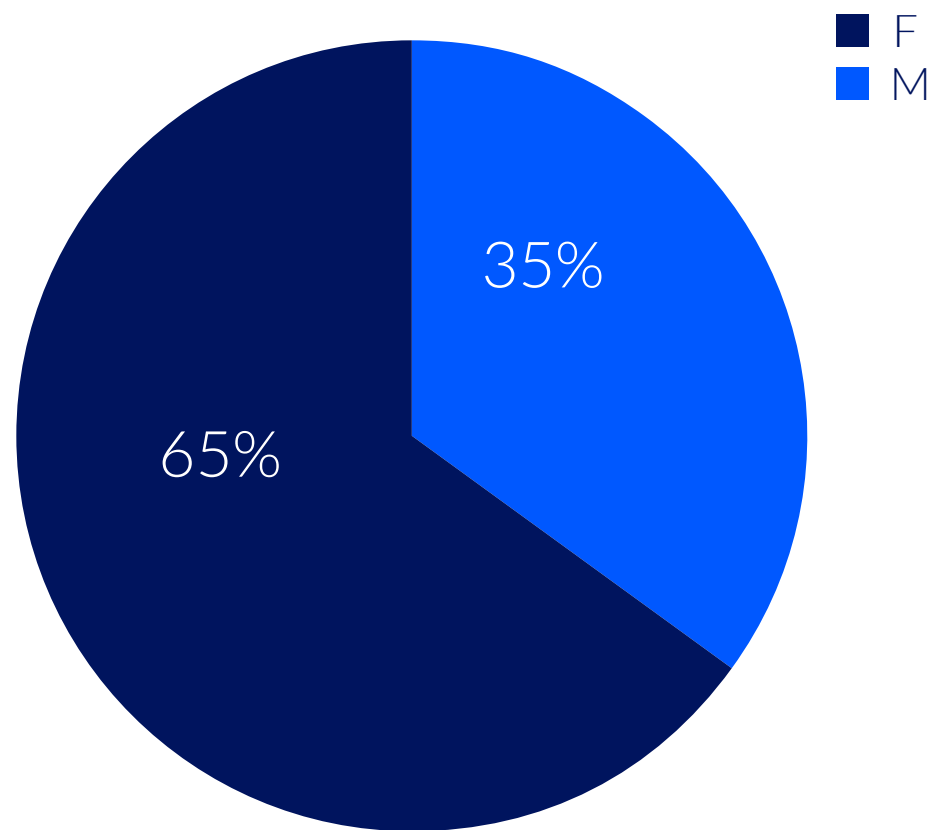
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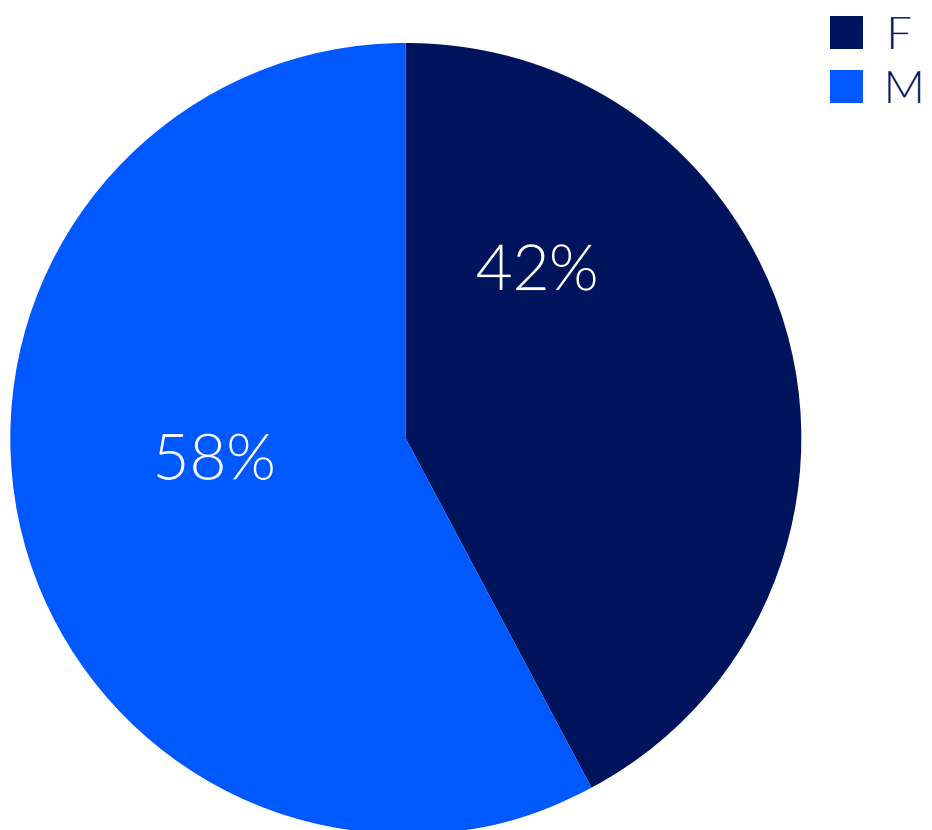
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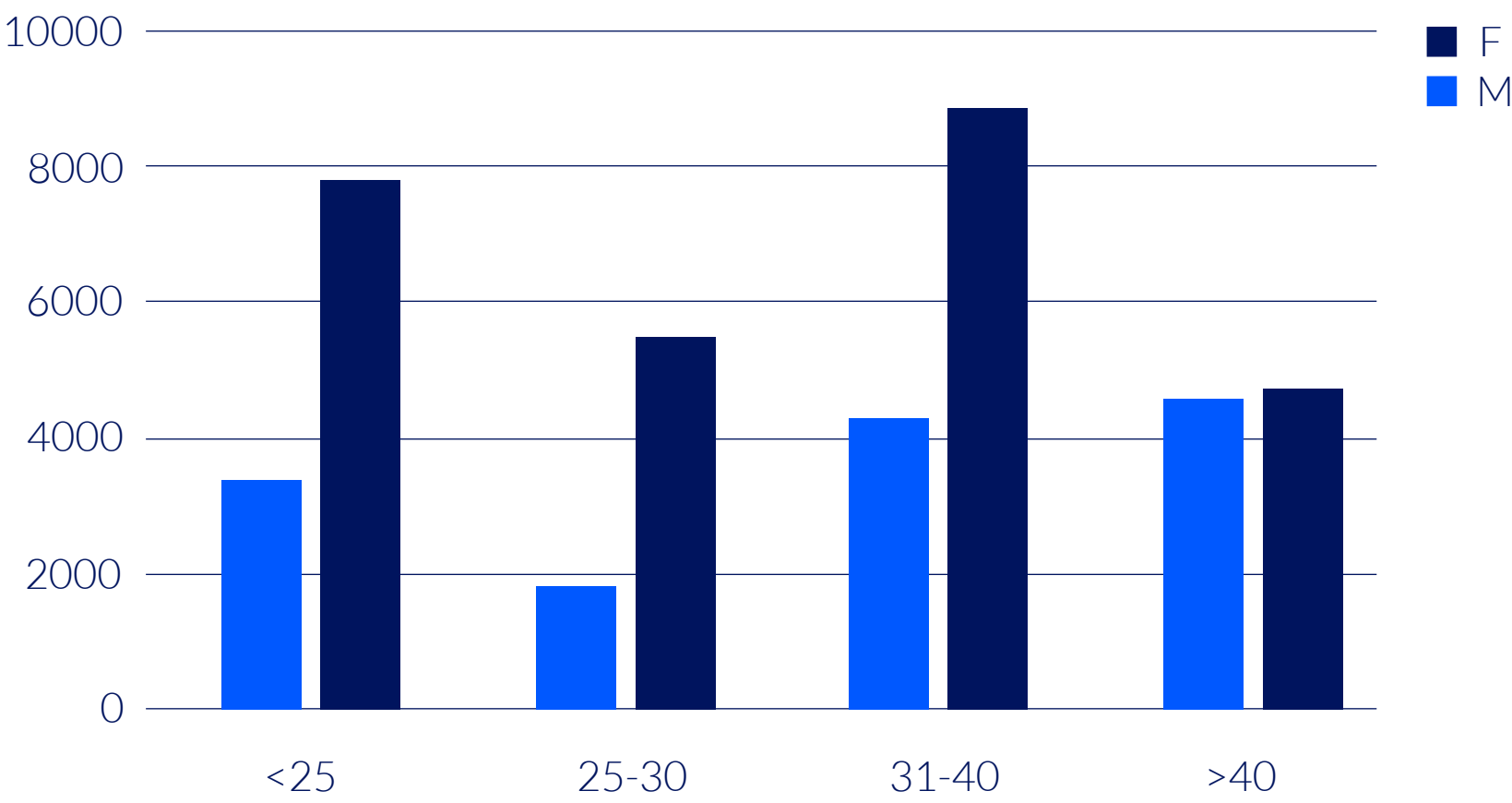
WORKFORCE DISTRIBUTION BY GENDER - 2022 (CHINA):



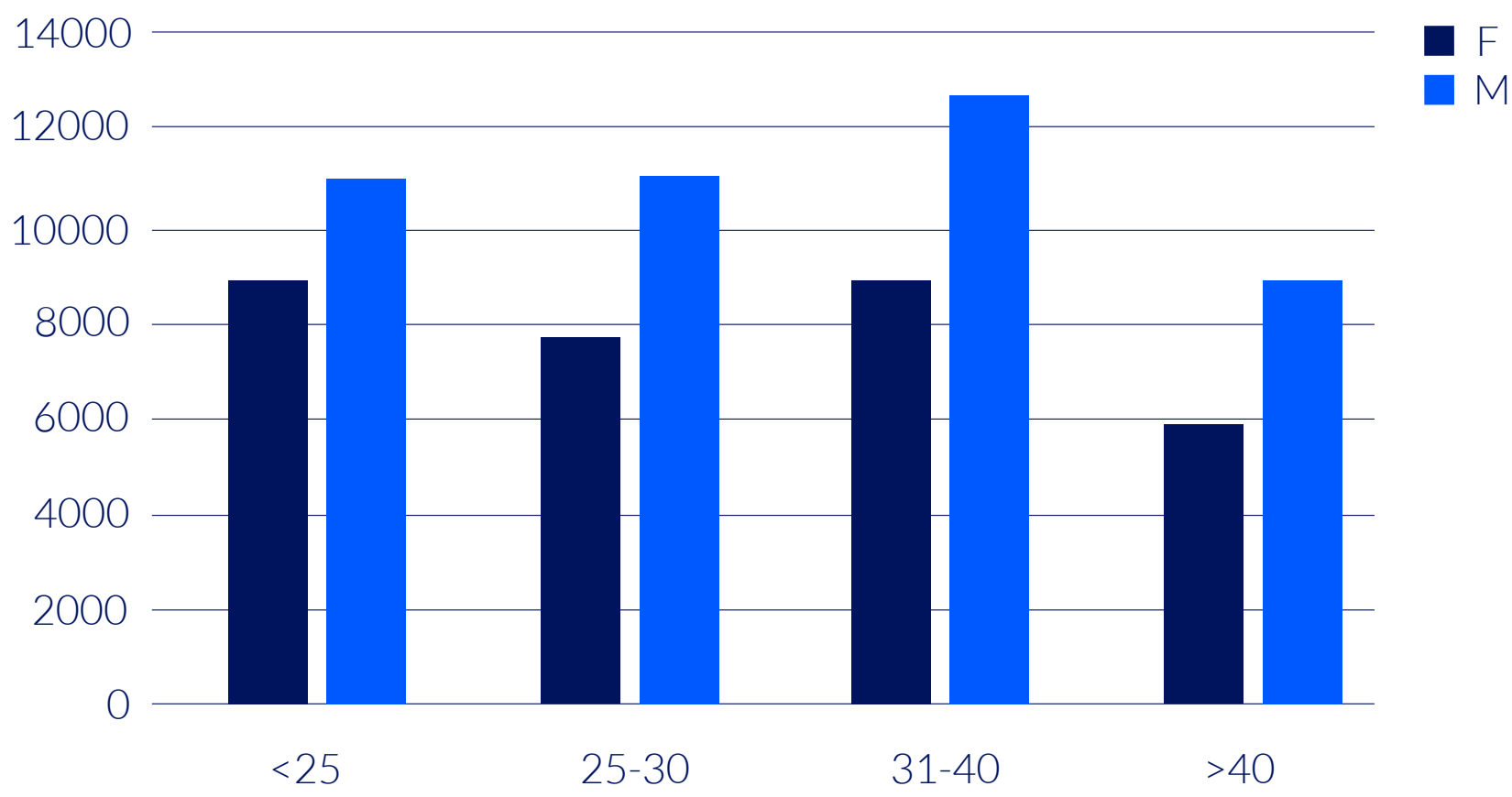
WORKFORCE DISTRIBUTION BY GENDER - 2022 (BRAZIL):



LABOUR FORCE DISTRIBUTION BY GENDER - 2022 (CHINA):



LABOUR FORCE DISTRIBUTION BY GENDER - 2022 (BRAZIL):



6.2.1 | Local Initiatives

ITALY

The path to promoting **Sustainable Work** that the Group embarked upon in 2021 was more extensively developed during 2022: we conceived numerous initiatives dedicated to our stakeholders and implemented them further pursuing the Sustainable Work objective with greater coherence and specificity.

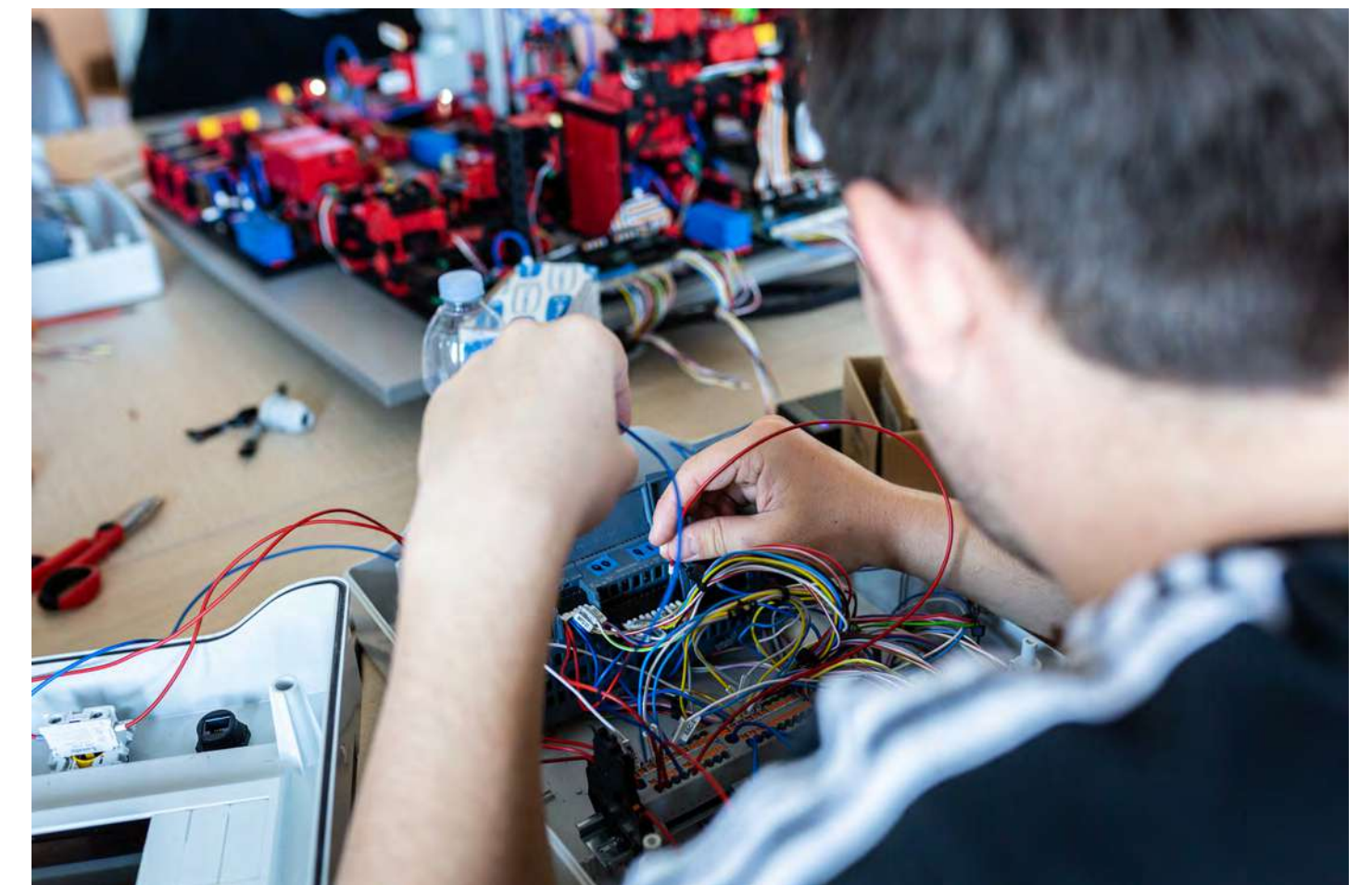
As part of this effort, **orientation, training and support for employability** became priorities in projects dedicated to candidates and workers. The transitions, changes and continuous evolution of the world of work all required a strong focus on training and development in order to cope with the current period of great uncertainty. In particular, our projects' and initiatives' focus has been on the categories of workers who have been most impacted by the market. This involves, first and foremost, **young people and women**. Hence the development of ad hoc projects and long-term partnerships with entities, associations and realities that share and support our commitment and values.

Within the Group, we have always contextualised and emphasised communication about our initiatives as part of a broader commitment to Making Work Sustainable. Among the numerous touchpoints already activated in previous years, we continued to use primarily digital channels and social media in 2022 as our main resources for reaching target candidates. Following the strong trend toward digitalisation that has heavily impacted the labour market during the last two years, we also organised most of our activities through digital channels in 2022. There were, however, exceptions for

face-to-face events when we were certain they could be managed properly with all due health-safety precautions.

GI GROUP TRAINING HUB

Consistent with its mission and commitment to pursue a path toward Sustainable Work, Gi Group set up physical and digital spaces dedicated to guidance and training at the end of 2021. These spaces enable the company to contribute to the development of local companies' competitiveness and to candidate placement in the world of work. This is done through the Gi Group Training Hub. Over the course of 2022, we continued to develop the project more extensively. The varied, heterogeneous training offer the Training Hub provides has been the subject of numerous communication activities and initiatives. What distinguishes the Training Hub from other programmes is its dual soul: both physical and digital.



The Hub is situated in Quarto Oggiaro in a 5,000 m² space that houses computer classrooms, simulators, laboratories for mechatronics, mechanics, electronics, laser and mechanical cutting machinery, prototyping equipment, leather product production, kitchens and refrigeration systems, warehouses, storage and end-of-line facilities, an outdoor area for licence and qualification programmes, an auditorium, a gymnasium, and an in-house restaurant.

The Digital Training Hub, opened in 2022, brings together all the Group's training offers in a single platform. It does so with a dedicated visual identity and a tone of voice that is immediately usable and accessible by anyone looking for the solution most in

line with their training path and professional ambitions. With the completion of this milestone, Gi Group Holding enriches the VP (value proposition) for orientation, training and work with an important element that allows the Group to position itself as a 360° HR Business Partner. This comes at a historical moment when training is seen as a fundamental element as an accompaniment of, and during the transition to, work. This is a training project designed for those who wish to enter or re-enter the world of work or acquire new skills to take a step forward along their career path. Depending on one's training and/or professional goals, users can identify themselves as matches to one of the platform's three sections. Depending on individual needs, the course catalogue offers a wide selection of free, aid-funded and paid training courses for participants to choose from. Specifically, these include



- Training to become tomorrow's professionals for those entering the world of work for the first time (post-diploma offer with ITS (Higher Technical Institute), IFTS and Academy);
- Finding one's own way back into the world of work with training dedicated to those who have lost their jobs or find themselves in a disadvantaged position (with a targeted focus on the Workers' Employment Guarantee programme); and
- Strengthening one's own personal and professional skills: this is designed for persons who wish to boost their careers (training offered by Tack TMI, GI Formazione and other partners).

During 2022, we organised virtual open days to present the Gi Group Training Hub and our post-diploma courses to candidates.

DESTINATION WORK

Destination Work is the Group's initiative that supports and orients candidates in the world of work through webinars, content and personalised discussions with the Group's HR professionals. Now in its 7th edition, the initiative was restructured in 2022, with a programme running from 24 to 28 October in a digital format. It had a strong focus on the topics: orientation, training and work.

Following the communication of the new role of the Gi Group Holding brand, we updated the initiative's visuals and language: a new logo was created that recalls the Group's visual and, consequently, all materials developed for communications about, and running, this round of courses were updated and aligned.

Hosted on a dedicated, fully-branded platform, Destination Work delivered 10 thematic webinars and over two-hundred, 30-minute sessions of customised guidance to over 3,000 registered participants. A total of 180 employees took part in the event as volunteers. Plus, partners and organisations with which the Group collaborates offered their own contributions. These included Valore D, School of Work, SkuolaNet, VR46 Riders Academy and Futureberry.

Destination Work has always represented an opportunity for Gi Group Holding employees to make their commitment to Sustainable Work a reality. It also gives them the possibility to donate time and skills to support young people, candidates and workers in the difficult task of finding their way in the world of work for the first time. Employees can help the latter groups turn their careers around or understand better how to get back into the (work) game by making the most of their skills.



100% EMPLOYABILITY ACADEMY

Academy 100% Employability is another one of the Group's initiatives to support Sustainable Work. In line with professional scenarios that are in constant evolution and transformation (currently, there is a 40% Skills Mismatch in Italy), Group is committed through to project to offer every day a concrete work readiness opportunity. This includes providing the skills most in demand in the world of work and helping companies and candidates network. The Academies select deserving and motivated candidates, who are supported in the enriching (Upskilling) and retraining (Reskilling) of their skills. This happens through free training courses aimed at securing permanent employment with solid, local companies. The Academies aim to make candidates lead actors in the world of work where they pursue a long-term professional path and



project. At the end of the Academies, Gi Group hires the participants based on an open-ended contract with the possibility of working in one of our partner companies. We organised 7 Academies in 2022; this was done in collaboration with client companies: 4 in the logistics sector and 3 in the mechanics sector. They involved a total of 64 participants: 42 of whom were under 30.

WOMEN4

Women4 is a Gi Group project created to disseminate and promote the concept of Sustainable Work by encouraging the employment of women in traditionally male-dominated sectors. It creates professional opportunities for all women, debunking commonplace beliefs and stereotypes about the world of work. It also supports training and growth paths for today's and tomorrow's female workers in cooperation with companies and institutions. Women4 has become a needed response (or reaction) to an ever-changing labour market where the role and participation of women is, and will be, increasingly important. We often come across stereotypes and prejudices in everyday life simply because we are women. Likewise, there are situations that condition training approaches and the professional life of many female workers. With Women4, we try to shed light on this: dispelling false myths rooted in societal norms and cultures through the sharing of objective data and transparent information. Launched in December 2021, the platform was enriched during the course of 2022 with new data, surveys, studies, multimedia contributions, interactive tests and professional opportunities. This was done to provide users-participants with a well-rounded experience. The project's aim is no longer just to dispel false myths and go beyond clichés related to female employability. Rather, it now looks to offer more insights and content for female empowerment. During 2022, 12 partners supported Women4 (511 Racing Team, EggUp, Gi Group, INTOO, ODM Consulting, Sodalitas Call for Future, STEAMiamoci, STEM in PINK, Talk in Pills, Valore D, Vici & C and Wyser). The initiative's programme included 6 events co-branded with partner companies; the issue of 20 press releases; involvement of over 30,000 users on the platform; 8 video interviews with female workers from Gi Group, Enginium, QiBit and our other partner companies; 3 Career Coaching video pills made in collaboration with Monica Dongili of INTOO; 4 episodes on Women & Work in collaboration with Talk in Pills, which led to 360° involvement of the Group companies with participation of colleagues not only from the Holding, but also from Gi Group,

Tack TMI, Wyser, INTOO, and ODM. The initiative also ran a 100% Employability Academy for women only in collaboration with Vici & C and Roc.



Perché Women4

Women4 nasce per:

- favorire l'occupazione femminile in settori tradizionalmente a prevalenza maschile;
- creare opportunità professionali per tutte le donne, sfidando luoghi comuni e stereotipi di genere nel mondo del lavoro;
- valorizzare percorsi di formazione e crescita per le lavoratrici di oggi e di domani in collaborazione con aziende e istituzioni.

Women4 rientra nell'impegno di Gi Group per la diffusione e la promozione del Lavoro Sostenibile.

SCOPRI DI PIÙ



STEM IN PINK

STEM in PINK is a new project created in cooperation with Confindustria Bergamo, Women4 and the Bergamo Territorial School Office. It looks to give high school students, schools and families greater access to, and interaction with, STEM subjects and to encourage students as future professionals to pursue degree and/or post-grad courses in STEM (Science, Technology, Engineering and Mathematics) disciplines, i.e., fields of study that offer the greatest opportunities for qualified employment. There is, however, a significant gender gap in access to technical- or science-oriented schooling. This must, and can, be overcome through the increased spread of cultural views and approaches free of gender-based conditioning and preconceptions. This mindset is what guided the four sessions in the lecture cycle "Come and get to know your future with STEM subjects". The programme started in October 2022 and was designed for high school students, teachers and parents with the aim of encouraging increasingly informed study and career choices thanks to knowledge of future trends. It highlighted the opportunities offered by STEM courses and the skills most in demand in the world of work. Specific insights emphasised the need for greater gender equality in the manufacturing sector, with a focus on mechatronics and the world of ICT (information and communication technologies). Speeches included contributions from experts and information disseminators as well as testimonies from young people in local companies and from human resources managers.

EDUCATION - GOOD GAME PARTNERSHIP

"Good Game, Boost your Future" is an example of an important first step towards an all-round experience in Gaming and eSports. The latter has much more affinity with the world of work than one might think. This has been confirmed by the development and consolidation of certain soft skills, later matured 'in game', which then prove to be distinctive supporting elements for the entry into, and the success of future professionals in, the world of work. Our partnership with 2Watch, the first Italian media-tech company in the field of

eSports, has made it possible to work in terms of awareness and consideration among vertical communities. This has given Gi Group solid positioning in a field that is still not covered much by our competitors. Through the support of three tournaments (a total of 1,120 participants in FIFA 22, Fortnite and Clash Royale) and an ad hoc edu-work experience, we were able to establish an initial dialogue with the increasingly growing and demanding niche market that are gamers. We reached conversation with around 300 of them and offered our first 30 personalised career coaching sessions (in collaboration with INTOO) to guide them in taking a more responsible, conscious approach toward their future educational and professional choices.

EDUCATION - SKUOLA.NET PARTNERSHIP

This involves a publishing partnership that has allowed Gi Group to approach students, teachers and families in a more profound and meaningful way. Skuola.net, a love brand for Italian students that boasts more than 6 million users per month, has supported Gi Group in its efforts to achieve two important objectives: one focused on awareness and the other on education. This partnership helped to share the story of the Group's educational services offer by amplifying its strengths and unique features. The collaboration resulted in the following:

- Communication activities via social touch points including a community website and newsletter;
- 2 live chats on Skuola TV;
- Creation of an Orientation and Work Observatory which led us, through the compilation of a research survey, to develop the attached infographic on "COSA FARE DOPO IL DIPLOMA" ("What to do after receiving your Diploma"). The survey carried out in May 2022 was filled out (completed) by over 2,500 high school students who gave us their say on the delicate transition from the world of education to the world of work. The main findings include the following:
 - 1 in 2 high school graduates are afraid of becoming a NEET (neither employed or in education or training);

- 1 in 3 high school graduates do not have clear ideas about their future;
- 3 out of 10 persons leaving school did not take part in any guidance activities during the five-year school period; whereas, 60% would have liked to have met guidance and training experts;
- Only 1 out of 4 recent graduates knows about post-diploma alternatives; 47% are completely unaware of the possibility to embark on a non-university path.

#GIWORKOUT

This project is carried out in collaboration with Gi Group's sports partners. It looks to provide candidates guidance on key skills that can be used for orientation in the world of work by drawing parallels to the world of sport. In 2022, the #giworkout project once again focused on the topics of talent, soft skills and values in sports professions and in the world of work. It aimed to help orient and guide high school students towards a decision on their choice of career path. In addition to a set of webinars, one of the novelties for 2022 was the launch of two contests dedicated to candidates:

"A day at work with..." asked participants to answer correctly questions related to the topic of soft skills and about the team to which the contest was matched. The winners had the opportunity to support staff in the preparation of the sponsor match and they participated in activities during the breaks. The teams involved were Olimpia Basket and Virtus Bologna Basket.

"Un giorno da calciatore" (A day as a footballer) allowed the winners to experience a day in the life of a real footballer including training sessions, mini-tournaments, and motivation from coaches. The teams involved were Atalanta and Monza.

INITIATIVES DEDICATED TO TEMPORARY AGENCY WORKERS

With the aim of accompanying workers along their career paths, increasing their engagement, and making them feel they are more of an integral part of the company, Gi Group has created communication touch points and initiatives dedicated to this group.

The communication activities include

- a **welcome mail**, an email welcoming them to the company;
- a **welcome webinar**, meetings in a webinar style to tell them about Gi Group, the administrative management of the employment relationship, the myGiGroup portal, and the employee welfare programmes dedicated to them;
- **birthday and professional anniversary greetings**; and
- promotion of Gi4You, a welfare platform dedicated to these employees.

The initiatives include

- a **training catalogue** created specifically for these employees with an aim of expanding their knowledge. In the document they can find information about language courses as well as classes in IT, personal branding, problem solving, creativity and much more. These learning programmes are financed by the Forma.Temp Fund and are thus completely free-of-charge to employees; and
- a **Positive Intelligence Course with Terenzio Traisci**: this is a learning programme consisting of short videos created together with Terenzio Traisci, an occupational psychologist who deals with trainings on stress and mood management. The course aims to provide tools and strategies for managing stress, moods, thoughts and interpersonal communications.

MARKET PIILS

On a bi-weekly basis, INTOO publishes on its LinkedIn channel an analysis of market trends with insights on sectors, roles, and channels for job search. This supports awareness, in the current period of rapid change and uncertainty, of market changes and evolution among candidates.

PODCAST COMINCIO LUNEDÌ – *Sustainable Leadership Training*

The podcast, dedicated to the Executive target group, was presented as a useful tool to accompany the development and maintenance of a sustainable leadership style.

Through interviews with managers, C-Levels, and other experts, we shared a training model that, through training on 3 levels: mind, body and managerial skills, can support C-Levels in coping with continuous market evolution and changes in a sustainable manner.



PROCESS DIGITALISATION

Gi Group saw a significant increase in the use of digital processes with regard to its business activities. The MyGiGroup application (used by candidates, workers and companies to get in contact with each other and manage employment relationships) saw a significant increase in usage. In particular, during 2022

- More than 33,500 payslips were digitalised, with a digitalisation rate of 70%; and
- The digitalised S&S process involved more than 220,000 applications, 160 screened resumes and 32,000 interviews performed.

The digitalisation process for onboarding saw significant impact: 92% of all performance contracts, 68% of all supply contracts, and 72% of all pre-employment documents were signed online.

Moreover, thanks to digitalisation, Gi Group was able to process the following growing volumes of operational processes:

- More than 126,500 applications received;
- More than 92,022 screened resumes; and
- More than 31,500 qualified candidate assignments.

Our candidates and workers in particular appreciated process digitalisation, because it enables them to sign documents faster and avoid going to a branch office to finalise contracts.

Moreover, in addition to the environmental benefits, the digitalisation process has resulted in considerable amounts of work hours saved in the performance of activities. The digital portal also helps Gi Group in its Compliance Department, given that all documentation relating to customer/worker relationships is gathered in easily accessible digital archives.

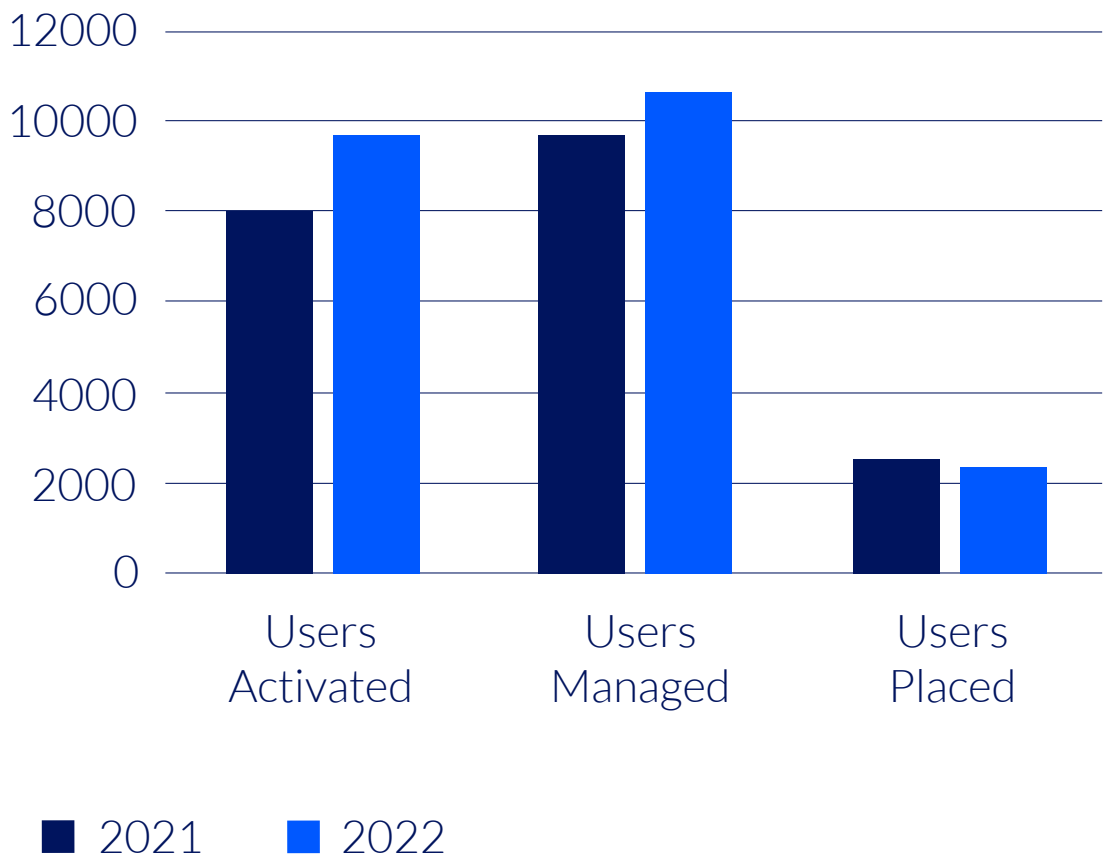
ACTIVE LABOUR POLICIES

As part of social/employment inclusion processes intended for users in precarious and more vulnerable conditions, the projects/activities led by Gi Group involved various types of participants (target groups): people with disabilities; immigrants (asylum seekers or people having received a residence permit for humanitarian reasons); and detainees. Depending on the projects and requirements of the governing tender procedure/notice, the development of network activities focuses on boosting the skills and professional expertise of the various operators (for example, training entities, temporary recruitment agencies, third sector organisations, etc.) with a view to enhancing the public-private partnerships (the indispensable interaction with social/welfare

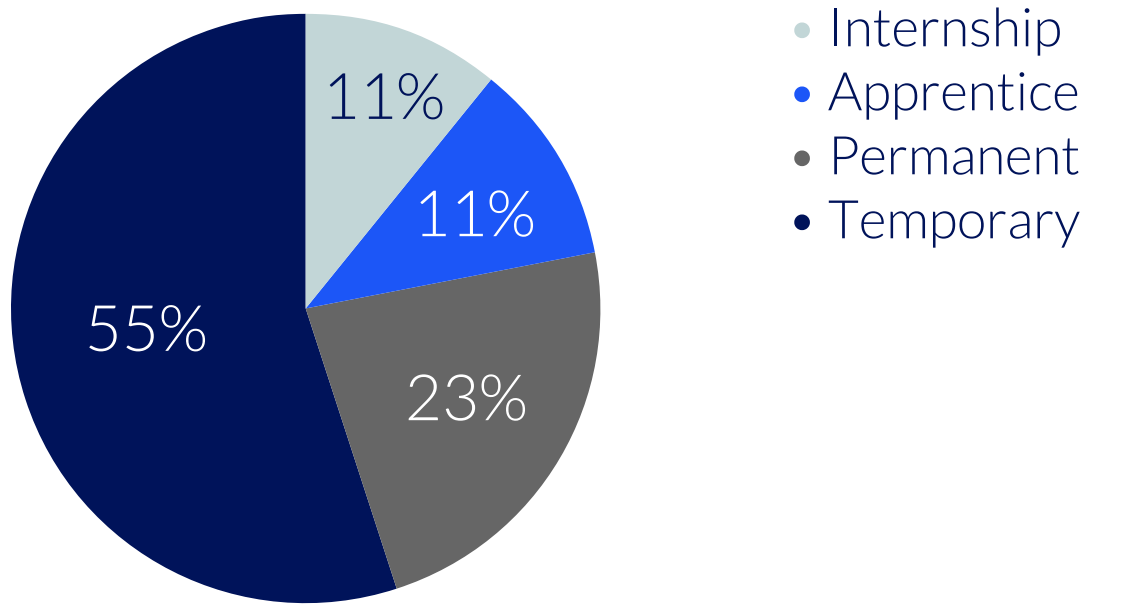
structures responsible for vulnerable individuals; and also the intervention co-design practice). These programmes also look to capitalise on and share experience gained in the field: for the professional enrichment of both the consulting resources directly employed and the applicable organisations. The first position paper issued by Fondazione Gi Group addressed active policies: Active labour policies: winning proposals - Creating conditions to guarantee sustainable occupations over time. This work emphasised understanding how Active Labour Policies can represent an accepted and efficiently adopted solution on the part of people, organisations and companies. In its examination of operational, legislative and cultural implications, the publication offered food for thought on contributions to added value that employment agencies

provide in this field; even if it involves greater cooperation with employment centres.

ACTIVE LABOUR POLICIES 2021 - 2022



USERS ENROLLED 2022



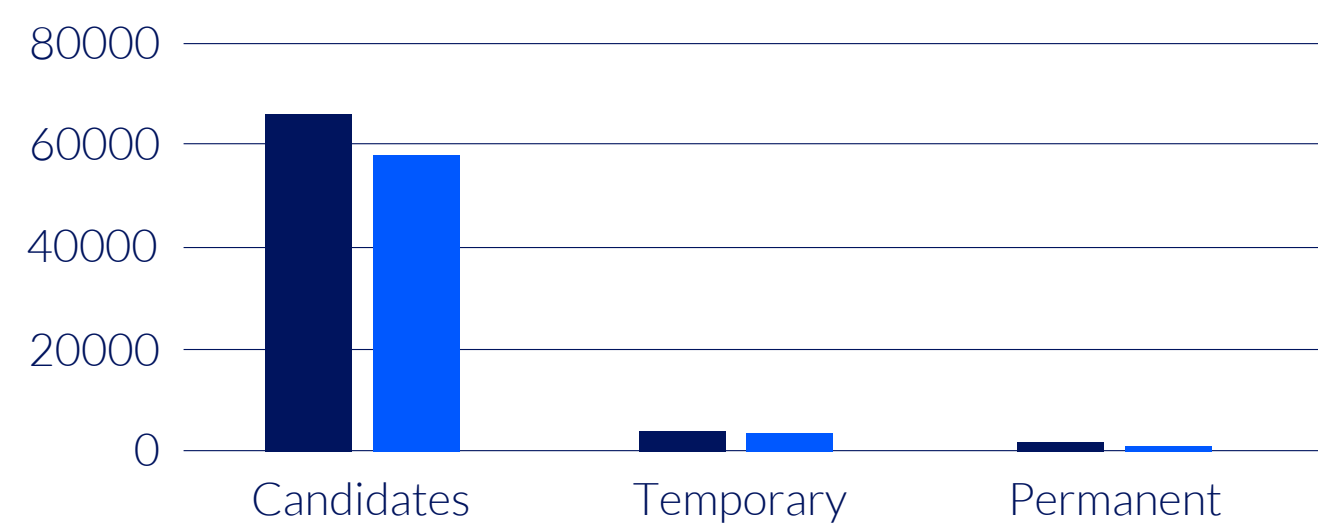
FUNDED TRAINING

Through Gi Group and Gi Formazione, we provide thousands of hours of funded training every year for candidates and workers in Italy who have permission to access qualification and professional requalification programmes free-of-charge. This occurs thanks to monies from the Forma.Temp Fund which aims to improve these individuals' employability. During 2022, we provided more than 295,000 hours of training overall. This involved 65,000 students divided into 8,576

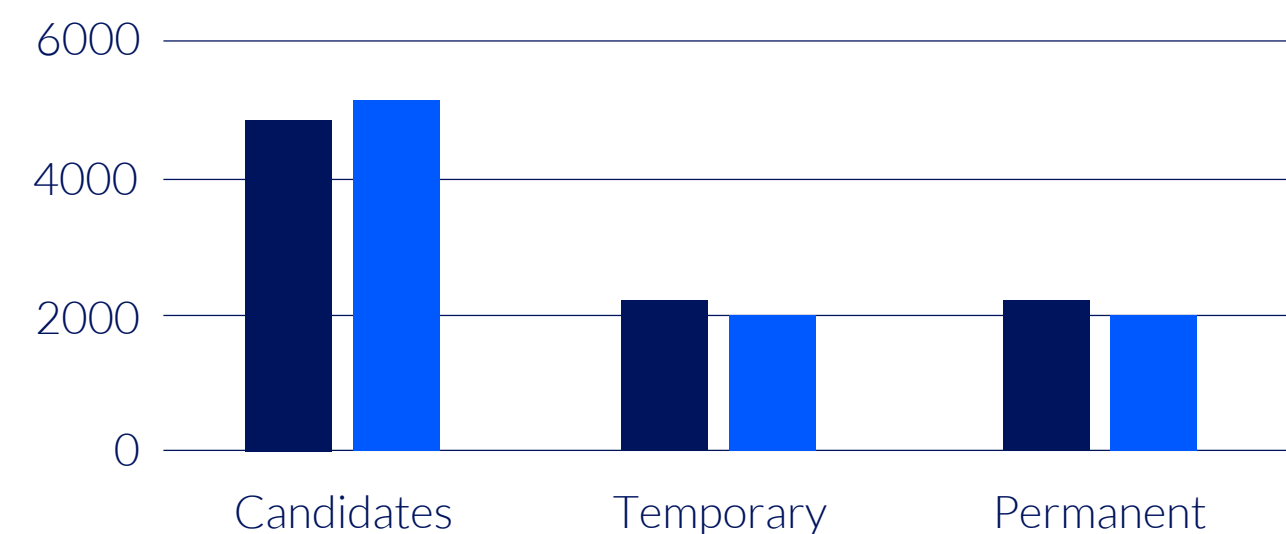
courses. When comparing this data to 2021, we found there was a considerable increase in training hours provided (+26%); whereas, the number of courses and the number of participants decreased slightly due to the delivery of fewer courses with longer duration. The courses also had a higher focus on the Academy.



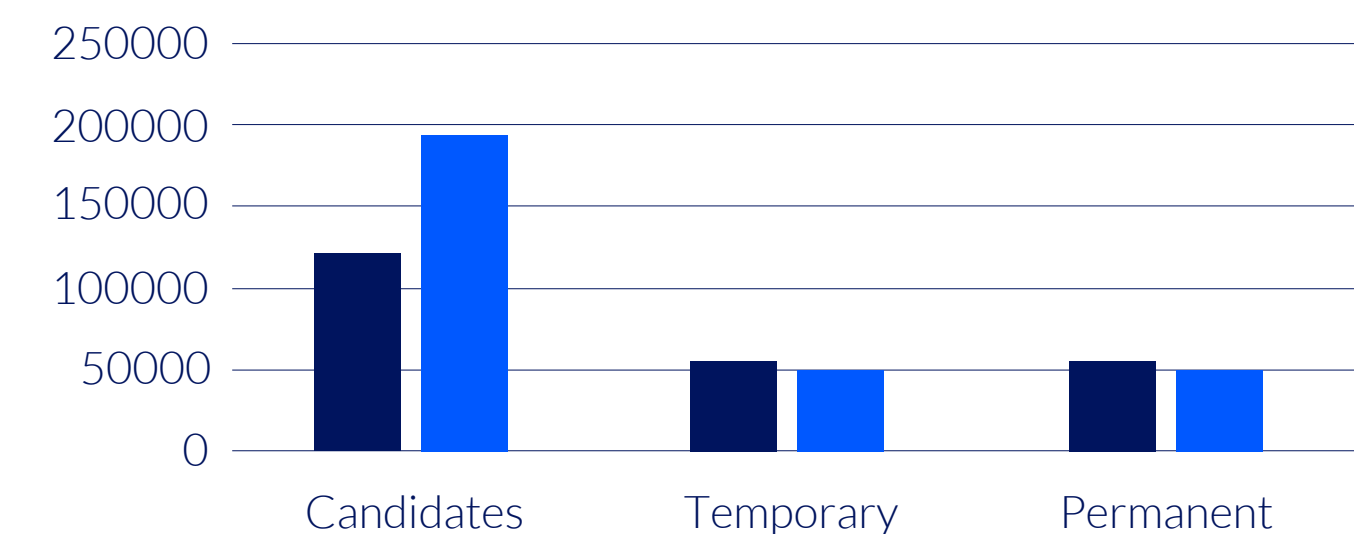
PARTICIPANTS



COURSES



TRAINING HOURS



■ 2021 ■ 2022



ARGENTINA

VOLUNTEERING IN BARRIO PADRE CARLOS MUGICA

This volunteering effort was based on a joint action with the public sector to carry out workshops that help with the labour market insertion (participation) of people in low-income neighbourhoods. We held several meetings during 2002 where activity leaders simulated interviews so as to prepare participants for the job market. This included around 150 interviews.

MEET-UPS FOR PROFESSIONALS ORGANISED BY THE SAN ANDRÉS UNIVERSITY

Several companies participated in a job application simulation process carried out jointly with the San Andres University. This effort focused on young students going through the process: from submitting the job application on to the final candidate interview.

BRAZIL

ELAS PROJECT

The group ELAS, from Gi Group Brazil's diversity and inclusion committee, carried out a project in the country's main regional capitals focused on the employability of women in situations of social vulnerability. The five meetings to promote the programme focused on resume improvement, preparation for interviews, psychological preparation to deal with frustration, and job interview simulation with feedback. At the end of the meetings, our team made attempts to insert some of the women participants into the formal labour market through work offers from some of our clients.

JOBS OPPORTUNITIES EXCLUSIVELY FOR DISABLED PEOPLE AND BLACK PEOPLE

Our T&P and BPO divisions promoted positions exclusively for black people and persons with disabilities offered by some of our clients.

CHINA

CAREER CORNER

We provided **employment guidance** to more than 100 **college graduates** so that they could choose jobs easily and smoothly transition from student life into active members of society (the workforce).

JUDGE FOR UNIVERSITY RECRUITMENT SIMULATION

The 13th **Recruitment Simulation Competition** organised by the School of Petroleum Engineering at the China University of Petroleum (Beijing) held its final competition in October. The leader of the manufacturing team from Wyser China, as a human resources expert, was invited to attend the final round of the competition as one of the judges. She made reasonable comments on contestants' performance and provided valuable

suggestions on many issues such as **resume preparation**, **personal image branding**, key points that require attention during **interviews** and job-hunting concept building.

LECTURES FOR STUDENTS AT SUZHOU VOCATIONAL UNIVERSITY

The Gi Professional team initiated cooperation with local colleges and universities in Suzhou to deliver lectures on employment topics. Meanwhile, Gi Professional's HR Manager always encourages students during these lectures to enrich their social practice experience in order to prepare for work, i.e., after they accumulate knowledge and skills in college. This activity also helps **students** further **establish career awareness**, **improve** the relevance of **career path selection**, and **better adapt to society's requirements for professional and work talent**.

CZECH REPUBLIC

LECTURES ON LABOUR MARKET DEVELOPMENT

in cooperation with the University of České Budějovice. We organised a **lecture** on the evolution of the **labour market and job opportunities for graduates**.

LIFE COMPASS PROJECT IN A LOCAL ORPHANAGE

During 2022, our colleagues in the Czech Republic conducted a meeting offering job interview simulations, CV reviews, and career counselling for residents of a local orphanage.

INDIA

SESSIONS ON POSH (PREVENTION OF SEXUAL HARRASMENT)

An internal session, involving more than 120 employees, on the prevention of sexual harassment and creating awareness about the individual rights and subsequent processes to be followed for persons involved.

COLLABORATION WITH THE NIVEDA FOUNDATION

In order to **help young underprivileged students** by guiding them on issues like finding **career opportunities and CV-building**, we delivered several sessions to support their awareness of, and to provide answers to their questions regarding, the existing job market. The sessions included instruction on preparing for a job interview, confidence-building, and resume writing.

SLOVAKIA

SUPPORT FOR THE UNIVERSITY COMMUNITY

Cooperation with **universities** in the area of **career counselling** - lectures on various topics.

SPAIN

SESIÓN DE ORIENTACIÓN PROFESIONAL CON EMPRESAS

Collaboration with the Cruz Roja in Vigo. Here, we offered an **Orientation Job Talk** to people at risk of exclusion who are already participants in Cruz Roja (Red Cross) programmes.

JOB TALK ACCIÓN CONTRA EL HAMBRE

Collaboration with the NOG Acción contra el Hambre in Pamplona. In this case, we offered Orientation Job Talks to **people at risk of social exclusion and aged >45** who are participants in this NOG programme.

JOB TALK FUNDACIÓN MUJERES

Collaboration with the NOG Fundación Mujeres in Oviedo. Here, we provided Orientation Job Talks to **people at risk of exclusion due to gender** and who are participants in this NOG programme.

JOB ORIENTATION TALK

Collaboration with the La Salle high school in Palencia and the Maristas high school in Burgos to help **guide** more than 40 young people **in deciding on their future professional careers**.

PARTICIPATION IN JOB FAIRS

Gi Group Spain participated in several job fairs in order to **help candidates find jobs**. They took part in both on-site events (with info stands) and in virtual sessions at around 20 fairs organised by several city councils (in Madrid, Zaragoza, Massanassa, Tudela La Coruña, Benetusser, Tarragona, Calatayud, Pamplona, Alfafar (Valencia), Xativa, Almussafes, Logroño, Amposta, Sueca (Valencia), Burgos, and more). This activity supported around 9,000 local candidates in total. In particular, the Job Fairs Madrid counted the highest number of participants: more than 5,000 young candidates.

TURKEY

OPET

We worked towards increasing women's presence in the labour market by **promoting female employment**.

COACHING

University students ranks among our values for the future. We have created a social responsibility project to **support** these students at the beginning of their careers.

7

Our Clients

— 7.1 Local Initiatives



In its new role, Gi Group Holding wished to make a clean break from the past: by both **broadening its value proposition** and by **seeking to offer customers a holistic set of service** so as to explore all possible ways of collaboration. This approach enables us to respond in a timely way to the growing tendency for businesses to centralise the purchasing and evaluation of HR services. This requires, especially for large customers, an interlocutor who is not only capable of speaking the language (terminology and needs) of all territories where the business operates, but also with a full understanding all HR services the company might possibly need.

Gi Group Holding **enlarged its corporate business base**, bringing the number of **major clients**, whom we serve and focus much of our effort on, to **955**. Through the diversification of our services and the ways we collaborate with clients, Gi Group Holding has been able to reduce risks associated with seasonality in individual sectors by betting on a broader client base, counter-cyclical development segments and emerging businesses.

The gradual lessening of Covid's impact meant that **new opportunities** arose, even considering major difficulties in the **Oil & Gas sector** caused primarily by the conflict in Ukraine. The latter caused the relocation of several businesses' production lines to neighbouring countries, leading to significant supply chain delays and needed support therefor, as well as sudden, complicated increases in demand. Moreover, the return home of tens of thousands of Ukrainian workers has had a significant impact on local labour supplies in a number of countries, making it much more necessary to resort massively to using **International Mobility** programmes. Worker search has been pushed increasingly towards the Far East for sourcing blue collar profiles: to Indonesia, the Philippines, and Nepal in particular. Some businesses are also looking at South America, e.g., Argentina, for engineering and technical profiles.

This **ability to find solutions** had a positive effect on the company's economic results, on the perception of Gi Group Holding as a **global and innovative supplier**, and on the increase in overall earnings margins, given the complexity of the responses suggested to customers.

Finally, it is worth emphasising how the company's crucial objective of **insisting on Sustainable Work framework** has grown hand-in-hand with its business activities. In fact, these efforts have made it possible to highlight the Holding's **strong governance** on issues that are considered essential. Gi Group Holding has put forward clear inspirational values that it demonstrates and lives daily through its concrete operations connected to complex delivery and management of urgent actions. Many of the solutions chosen to **safeguard diversity** inherent to nationality, gender or religion have proven to be an exceptional driver of customer appreciation and a powerful force for attracting candidates. The latter truly appreciated and have mentioned that they value how Gi Group Holding follows a mission balancing business with care at every level.

7.1 | Local Initiatives

ITALY

2022 saw the launch of the corporate Gi Group Holding brand, a single entity that positions the Group even more clearly and distinctively on the Italian market as well as global ones. This involves a worldwide ecosystem of HR services and solutions along with a well-defined and recognisable identity that make the Group's mission and vision even more clear. The new brand was created as a point of reference and guide for the Group's companies, which inspire people and business lines through their actions and behaviour. Gi Group Holding is also the brand entrusted with telling the story of the Group's reality and EVP (employer value proposition), guiding all Employer Branding activities.

During the period covered by this report, events dedicated to companies and institutions, as well as those for candidates, were conducted mainly using digital tools. These activities' focus was to help companies face market changes by offering increasingly valuable solutions. These new approaches had the aim of contributing to, and supporting, the spread of a work culture oriented towards the definition and application of initiatives capable of making and achieving Sustainable Work.

GI GROUP TRAINING HUB

Training and orientation are a central theme linked to the development of job sustainability and also the focus of the Gi Group Training Hub. The Hub project was launched in 2021 to make a substantial impact on people's employability and to respond to phenomena such as skills mismatch and skills shortages that stifle or limit market development.

During 2022, the Gi Group Training Hub hosted events and training courses in its spaces, together with partners of excellence committed to building employment-oriented training opportunities.

On the occasion of the Gi Group Training Hub anniversary, the company shared its results achieved in the field of training at Group level: in 2022, it delivered more than 8,000 training projects to over 60,000 participants.

FONDAZIONE GI GROUP

Following the publication of the position paper, Active labour policies: proposals for making GOL - Creating conditions for sustainable employability over time, in early 2022, the Group hosted a webinar, It's time for active labour policies. Proposals for sustainable employability to make GOL. This was an opportunity to present our research content, to discuss and put forward useful proposals for creating value, and to implement active, effective labour policies for launch in Italy. In some instances, this involved strengthening existing policies. Pursuit of the Sustainable Work path continued with the publication of a study promoted by Gi Group Holding and Fondazione Gi Group, Women4: overcoming gender inequalities for a future of Sustainable Work. The project involved leading companies, institutions, associations and universities in its implementation, and the resulting publication aims to understand how to overcome some of the critical issues that characterise the labour market in the ICT, Mechanics and Logistics sectors. It combines points of view that, when brought

together, can lead to the generation of new job opportunities for women. Those new roles have important impacts on existential, income and social levels. Plus, they can help reduce mismatch between supply and demand on the labour market.

The Gi Group team presented the research to stakeholders during a dedicated event hosted at Gi Group Holding's Palazzo del Lavoro. The event was also live-streamed.

At the end of 2022, the Group launched a process to update and evolve Fondazione Gi Group and its operations. The Fondazione wishes to play a larger role in supporting the Group's mission and vision as well as its promoting of a path to Sustainable Work.



THE GIVE PROJECT

During 2022, the Group continued to capitalise on its involvement as a partner in the GIVE (Governance for Inclusive Vocational Excellence) project and the outputs therefrom. The project aims to design and develop a European Platform of Centres of Excellence dedicated to innovation in the VET (Vocational Education and Training) sector. It also wishes to support greater social inclusion of individuals from disadvantaged groups.

The Group shared information about the project and its contributions throughout the course of 2022 via its online and social media channels. The Group team created a dedicated page on the Gi Group website where project references and details can be found.



GENDER CAFÈ

This initiative involved sponsorship of a series of 4 meetings dedicated to women empowerment. The sponsorship was carried out as part of the Women4 project and saw the participation of Tack TMI through the involvement of that company's CEO Irene Vecchione. The first project event took place in 2022, and the remaining 3 meetings will happen in 2023. The project aims to achieve the following:

- Promote personal growth, realising, redefining, inspiring and designing craft industries, family businesses, and/or entrepreneurial activities and start-ups run by women;
- Boost awareness with respect to desires, dreams, aspirations and future career prospects for women in the world of work in order to better frame today's perceptions and realities for women's empowerment needs;
- Disseminate and collect useful information and content, albeit in smaller volumes, to sound out territorial realities and prospect for future actions and training activities; and
- Promote processes for public engagement and social change on women's issues: starting from an initial phase of encounter-confrontation.

TOTAL REWARD TRENDS 2022

During its annual event on market trends concerning compensation, welfare and well-being, and people development, ODM Consulting presented data from the survey, Attraction, retention and engagement: what companies focus on and what people want. The research focused on how to cope with the phenomena of the "great resignation" and "quiet quitting". The compensation trends analysis focused on the impact of inflation on diversity issues through data on the gender pay gap and the generational pay gap. Another important issue covered during the event's morning programme was the psychological well-being of employees, including data on the use and effectiveness of psychological support services. Other initiatives implemented during the year include the following:

REGIONAL SUSTAINABLE DEVELOPMENT FORUM SPONSORSHIP

We have always promoted training and the continuous updating of candidate and worker skills to ensure they are consistent with market needs, thus supporting greater employability. Joining the **Lombardy Protocol for Sustainable Development** gave us the opportunity to intervene at the third regional Sustainable Development Forum (Forum Dello Sviluppo

Sostenibile) and support the importance of training to achieve sustainability goals.

WORLD MANUFACTURING FORUM SPONSORSHIP

Gi Group Holding sponsored the 2022 World Manufacturing Forum with the theme Redesigning Supply Chains in the New Era of Manufacturing.

The programme included two days of speeches, roundtables and networking events where participants discussed the reorganisation of global supply chains. There was a specific focus on digital transformation, sustainability, the employment gap, and the new roles of SMEs.

“DONNE IN AZIENDA” SURVEY

Tack TMI conducted a survey with a sample of about 130 companies to investigate the situation of women's employment in Italian companies. The research had a specific focus on training.

STAR MATRIX AND EVENTS DEDICATED TO A SPECIALISED MARKET

Gi Group organised webinars and in-person events dedicated to exploring the evolutionary dynamics of roles in specific sectors and their related skills. The events delivered context for all issues defining the current market scenario such as important socio-cultural, technological, organisational and regulatory transformations. In 2022, these meetings were dedicated to the large-scale distribution and logistics industries:

- o "HR trends and future of professions in the large-scale, retail food sector" and
- o "The evolution of port logistics: value chain, skills, people".

EVENTS DEDICATED TO GUIDING COMPANIES IN THEIR DIGITAL TRANSFORMATION

o **HR Digital Transformation webinar series (Gi HR Services)**
A series of seven webinars dedicated to the evolution of personnel management in the face of challenges posed by digital transformation. The events provided an in-depth look at

technological solutions offered in areas such as corporate communications, smart contract management, and digital signatures.

- o **Employability 2022-2026 event**

INTOO organised, at Gi Group Holding's Palazzo del Lavoro, an event dedicated to investigating how the pandemic has pushed the enterprise system (companies, workers, unions) to make specific sense of digitalisation: changing not only ways of working, but also the space and "geography" of work. During three roundtable sessions, which saw the participation of HR directors, trade union members and institutional representatives, there were discussions on the tools and skills that must accompany this transformation. Talks also looked at digitalisation's effects on relations within the company as well as those with territories and institutions. Participants spoke about how all this can become a driver of employability transformation.

- **EVENTS ON THE EVOLUTION OF NATIONAL LEGISLATION**

- o **2022: what new regulations are there in the world of work?**

This webinar organised by Gi Group addressed new changes for businesses related to updated or amended regulations and tools available to companies.

- **FROM POTENTIAL TO PERFORMANCE**

This project used psychometric tools supporting the people's valorisation within the company as analysed using the expertise of Thomas International. ODM is the exclusive distributor for the latter in Italy. The analysis focused on how these tools can reduce cognitive bias in HR processes.

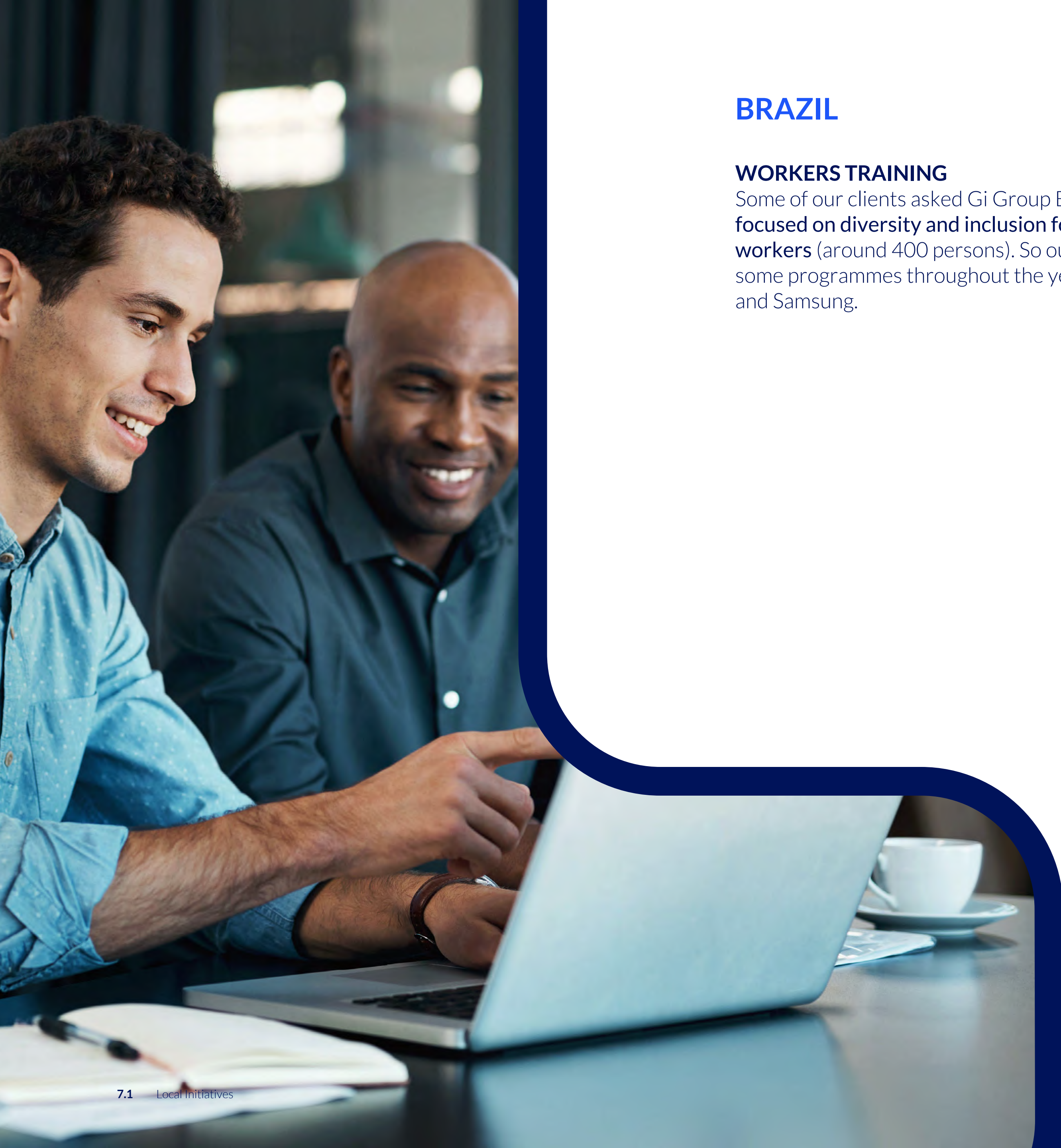
- **EVENTS WITH SPORTS PARTNERS**

- o **Match Point**

Gi Group and INTOO brought together for the first time 4 athletic associations (AIC, AIP, AIR and GIBA) for the launch of Match Point. This project is dedicated to supporting the

transition of sportsmen and sportswomen from the athletic playing field to the world of work.

Roughly 100 athletes attended the project presentation. On this occasion, they joined the programme by enrolling in customised orientation paths that, starting from an initial skills assessment, will guide them in defining and pursuing their own professional project.



BRAZIL

WORKERS TRAINING

Some of our clients asked Gi Group Brazil to **provide training focused on diversity and inclusion for their assigned workers** (around 400 persons). So our D&I analyst delivered some programmes throughout the year for clients like Ford and Samsung.

INDIA

ALL IN THE MIND: THE LEADERSHIP FACTOR REPORT

In a follow-up to last year's **research** paper release, The Leadership Factor analyses the varying effects of **leadership** factors, and the impact of different aspects of leadership, on **employee mental health**. The survey involved over 1,000 respondents and 500 employers across the country. Our Indian agency helped with the process. The research paper was launched during a virtual webinar and the findings were published in India's leading media.

COMPLIANCE NEWSLETTERS

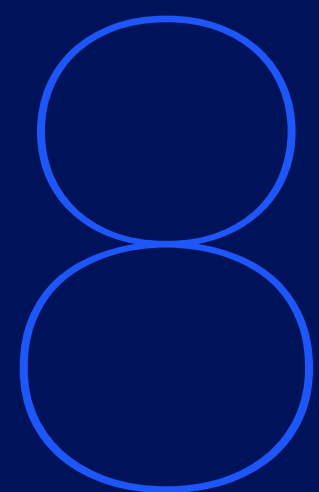
Our team in India published a monthly compliance newsletter for our clients. The newsletter was also posted on LinkedIn. It helps subscribers stay up-to-date on the latest regulatory changes, notifications and legislative amendments. The project focused on building awareness of regulatory changes; helping clients keep updated on regulatory changes; and increasing brand awareness of Gi Group as a market knowledge resource. More than 150 subscribers downloaded the newsletter.

SPAIN

WEBINAR - Changes in the Labour Law The local team organised a webinar to explain all the implications of labour law reform in Spain. This was an effort to support companies during this transition period and more than 80 participants took part.

WEBINAR - Future Proof Skills Our Wyser colleagues held a webinar attended by more than 60 participants. The event showed companies and candidates (managers) what job skills are future-proof and, most importantly, how to assess them.

CO-CREANDO EL FUTURO The team organised this internal event to which they invited experts to talk about the Metaverse's impact on HR functions and the labour market.



Society and Institutions

- 8.1 Public Affairs
 - 8.1 Local Initiatives
- 8.2 Community Support and Volunteering
 - 8.2.1 Group Activities Supporting Ukrainian Refugees
 - 8.2.2 Local Initiatives



8.1

Public Affairs

To plan for and mitigate political risks, the Group actively collaborates with **world, European and national institutions** on important issues such as the **promotion and development of a sustainable labour market**.

Since the end of 2010, the Group has been associated to the **World Employment Confederation**, an international confederation of employment agencies. In the confederation, it has Global Corporate Member status and is a partner to the Confederation's European arm, WEC - Europe.

Established in Paris in 1967, the WEC (formerly CIETT) works globally to ensure that policy advisors and policy-makers recognise and acknowledge the positive contribution that private temporary recruitment agencies make to the labour market's better and sustainable functioning. It also promotes a well-regulated legal framework for the labour market: sharing best practices, expert studies and research projects.

At the global and the European level, WEC is constantly engaging with the ILO (International Labour Office) - the UN body dedicated to the promotion of just and fair working conditions in

the world, the OECD, and EU institutions to promote adequate national legislation allowing private recruitment agencies to operate and for the staffing industry's triangular relationship to be regulated in a proper manner.

The WEC's 2022 Activity Report summarises the main activities carried out by the Confederation during that year and the **social impact** generated by private recruitment agencies.

With regard to **youth training** aimed at preparing younger applicants to enter the labour market, Gi Group Holding has been a **partner in the European Alliance for Apprenticeships** since 2015. The latter group is a network of businesses and training bodies formed by the European Commission to promote apprenticeships in schools and businesses and to deliver access to these opportunities to young people and families.

8.1.1 | Local Initiatives

ITALY

As far as the Italian market is concerned, **Assolavoro**, the reference body or association for Italy's recruitment sector which is also a member of WEC-Europe, consolidated its role as an institutional interlocutor in 2022; especially with the new government after the general elections. As regards the Group's **commitment to younger generations**, activities to implement the European Youth Guarantee Plan continued all over Italy. Plus, thanks to Fondazione Gi Group's Scientific Committee, a paper focused on analysis and operative advice for the implementation of the National Plan of **Active Labour Policies** - GOL (Garanzia di Occupabilità dei Lavoratori) was presented in March.

A second paper, promoted by Gi Group Holding and Fondazione Gi Group, **Women4: Overcoming Gender Inequalities for a Future of Sustainable Work** was completed with support from leading companies, institutions, associations and universities. The paper was published and presented in November 2022. It focused on understanding how to overcome some of the critical issues that characterise the labour market in the ICT, Mechanics and Logistics sectors. The paper combines points of view stating that, by working together, all institutions involved in drafting the paper can lead to the creation of job opportunities for a new generation of women. This could have important impacts from existential, income and social points of view, while at the same time reducing current mismatches between supply and demand in the labour market.

At the regional level, Gi Group Holding endorsed the

Lombardy Protocol for Sustainable Development, an agreement entered

into with all main business players in Italy's Lombardy region who are interested in a more sustainable economy and lifestyle. The endorsement of this protocol includes Gi Group Holding as a partner to a **local network of businesses** working towards a common goal: the implementation of the UN's **2030 Agenda for Sustainable Development**. Furthermore, we strengthened our relationship with the Sodalitas Foundation: an institution we began collaborating with at the end of 2019. This started with Gi Group CEO and founder Stefano Colli-Lanzi's endorsement of the **CEO Call to Action**, a CSR initiative promoted by Fondazione Gi Group in Italy. By joining the national and international Sodalitas network, Gi Group Holding strives to collaborate with industry stakeholders on sharing initiatives and practices for community growth and sustainable development; especially where the labour market is concerned.

CHINA

SPEECHES AT A POLICY INFO SEMINAR FOR ENTERPRISES WITH FOREIGN INVESTORS

In August 2022, the Ningbo Yinzhou Investment Promotion Office held a policy information seminar aimed at helping enterprises with foreign investors accurately understand policies relating to those businesses’ operations in terms of finance, taxation and human resources. The seminars were meant to boost these companies’ ability to adapt to new situations. The organisers extended special invites to give keynote speeches to two human resources experts from Gi Group Holding.

PARTICIPATION IN THE NINGBO-LISHUI SHANGHAI COOPERATION PROJECT'S HUMAN RESOURCE SUPPLY AND DEMAND MATCHING MEETING

Last year was the 20th anniversary of the Shanghai cooperation project between Ningbo and Lishui. The Ningbo Central Committee and Government attach great importance to deepening the project’s impact and promoting it in general. As the largest and most well-known foreign HR company in Ningbo, Gi Group Holding was invited in December 2022 by the Ningbo Human Resources and Social Security Bureau to provide Lishui with various required services including human resources.

GERMANY

CHARTA DER VIELFALT

Gi Group became a signatory to the Diversity Charter (Charta der Vielfalt), thus formally committing the company to supporting diversity by implementing activities and periodically organising a Diversity Day.

INDIA

UN WOMEN ASIA-PACIFIC WOMEN'S EMPOWERMENT PRINCIPLES (WEPS) AWARDS (IN INDIA) - SME WORKPLACE CHAMPIONS 2022.

Gi Group Holding India was recognized for its outstanding initiatives that address gender imbalances and attain ambitious targets for women's equality and representation.

SPAIN

INNOVATION IN HR (SPONSORSHIP)

Gi Group Holding Spain was a sponsor of the 20th annual Innovation in HR Awards organised by Expansión newspaper.

8.2

Community Support and Volunteering

Gi Group Holding employees' commitment in this area in countries around the world can be seen in the initiatives carried out at the national level to support local communities where our company operates.

8.2.1 | Group Activities Supporting Ukrainian Refugees

Faced with the dramatic situation caused by the war in Ukraine, Gi Group Holding set up a **global task force** and an **ad hoc emergency team** in Poland to coordinate activities on the ground. The initiatives we rapidly implemented to support the Ukrainian population were the subject of an internal and external communication campaign to raise stakeholder awareness of the issue.

Internally, we gave visibility to the activities already underway and highlighted opportunities that each employee had to contribute their support. One of the first actions we took was to help safeguard all Gi Group Holding employees in Ukraine, both by ensuring the safety of those who wished to remain in the country and by facilitating the exit of those who wished to leave the country. A reunification program was arranged for the families of employees.

Specific initiatives included:

- **A Polish and Ukrainian language contact centre** for information on transport, accommodation, legal issues and visas.
- **Creation of a Ukrainian language job website to connect refugees in urgent need of work** with companies in Central, Eastern and Western Europe, and offer international mobility support.

External communication consisted of dedicated news pieces and targeted LinkedIn communications from different Group profiles. They gave visibility to both the activities underway and ways users could help Gi Group Holding make a concrete contribution to the affected population. Specifically, we announced the possibility for client companies to participate by

posting job opportunities on a dedicated website, and a fundraising campaign launched with the support of Poland's Fundacja Gi Group, which used the funds to:

- Support Ukrainian refugees who were (re)inserted in the **workplace** by Gi Group, with a bonus in addition to their first salary payment.
- Provide **financial aid** to Ukrainian refugees housed by Gi Group employees.
- Donate the remaining amount to **charities** supporting Ukrainian refugees.

The Group – with the help of Fundacja Gi Group and the collaboration of our colleagues from the Czech Republic – found jobs for a total of 1,702 people, 769 of whom were women, and provided basic support for 241 children, reuniting them with their mothers, ensuring they were adequately housed and had access to all levels of education. Moreover, the Group was able to collect more than 39,000 € through an internal fundraising campaign.

Gi Group Holding coordinates with the United Nations High Commissioner for Refugees and remains committed to having a social impact which benefits both individuals and hiring employers (especially in high-demand sectors, for whom displaced workers are a valuable pool of new candidates).

8.2.2 | Local Initiatives

ITALY

DESTINATION WORK 2022

Through Destination Work, which is already in its 8th year in Italy, we reaffirmed our commitment to enabling candidates and workers to develop a more knowledgeable, effective approach to the world of work. Our 2022 programme focused on the pillars of employability and active search for employment. It included effective CV creation through highlighting one's strengths, online interviews and how they differ from in-person interviews, personal branding (in collaboration with LinkedIn), and employment contracts. This year's programme once again had to be held online. This was done using a dedicated platform which offered more intuitive, quicker navigation. We delivered to candidates webinars, content and personalised discussion moments with our HR professionals. Each day was dedicated to a specific pillar: orientation, training, job, and career corner.

DONATION TO COMETA

As a result of Destination Work, we made a donation to the project A Future Possible to support some students at the Oliver Twist School in Cometa. The donation was used to fund dedicated tutors who accompanied children experiencing hardship on a daily basis. The tutors work with students using customised pathways and special dialogue groups to maximise learning and not leave anyone out.

HOMO FABER

With the non-profit social cooperative HOMO FABER, we also developed an initiative during the year that directly involved Gi Group employees.

HOMO FABER, in cooperation with another volunteer association BITEB (Banco Informatico Tecnologico e Biomedico), collected and restored laptops recently discarded by Gi Group. The laptops, all in excellent condition, were (in agreement with the Group HR, IT and General Services departments and thanks to help from Homo Faber) made available to employees in Group companies at a particularly advantageous price. This enabled employees to support the charitable projects run by the two associations through hardware donations.

CHARITY DINNER FOR UKRAINIAN REFUGEES

Gi Group organized a charity dinner to benefit AVSI, a non-profit association that runs development cooperation and humanitarian aid projects in 31 countries around the world. Funds raised at the dinner were contributed toward emergency relief for the situation in Ukraine. The event took place on 5 July at the Giorgio Gaber Lyric Theatre (Via Larga 14, Milan). Participants enjoyed an aperitif and some live music provided by the East Side Blues Band. The event included a raffle with lots of prizes up for grabs.

DONATION TO ASSOCIAZIONE ITALIANA PERSONE DOWN (AIPD)

Following a two-hour training session on the integration of people with Down Syndrome in the world of work delivered to a group of our employees, Gi Group made a donation to the Italian Association of Down Persons to show its appreciation and support. This was the start of closer cooperation between the Group and AIPD.

BRAZIL

DONATION CAMPAIGN

The Gi Group Brazil team organised a campaign for donating clothes, food and hygiene products to help NGOs near our main offices around the country.

CHINA

DONATIONS FOR "ONE-DAY CHARITY DONATION" PROGRAMME RUN BY THE REGIONAL PARTY COMMITTEE IN HEFENG

In October 2022, Gi Group Holding responded to an appeal made by the Yinzhou District of Ningbo and the Regional Party Committee in Hefeng to make donations to the annual "One-Day Charity Donation" programme. A total of three party members from the company made voluntary donations in the name of the company's party branch.

VOLUNTEER WORK DURING THE PANDEMIC

During the pandemic, our employees also did their best to contribute to their districts and sub-districts. Some of them participated in volunteer services when working at home. This included people counting, order guidance, guard patrols, distribution of supplies, personnel attendance, etc. Employees provided to the best of their abilities in various places.

CZECH REPUBLIC

CHRISTMAS CHARITY FOR CHILDREN

This initiative aimed to support children from poorer families in the Czech Republic by preparing a gift shoe-box filled with children's Christmas gifts. Employees then took the boxes to local collection points.

MOMENT CHARITY

The moment charity shops were inspired by the Western European system of community financing for publicly beneficial projects. They work based on the principle of donating and selling unnecessary things from people's households. These activities bring old things back to life, ready them for selling, and then pass on proceeds to the needy.

GERMANY

AKTION MENSCH

Christmas gifts were given to internal employees who organised several raffles from which all profits were dedicated to supporting social activities.

SOS KINDERDORF

Instead of Christmas gift for partners, we made a donation to the SOS Kinderdorf charity in Germany.

STIFTUNG JONATHAN

Internal staff spent their holidays as donation (of time) to the Stiftung Jonathan.

HUNGARY

SHOE-BOX CHRISTMAS DONATION

The company joined a country-wide initiative to gather and distribute a shoe-box at Christmas time to benefit kids in need. Our employee-volunteers gathered shoe-boxes with kids' presents to which the company matched employee contributions through a dedicated budget. Employees then transported all gift shoe-boxes to a collection point.

FUNDRAISING INITIATIVES

The local office launched a fundraising initiative for 2022 to contribute to some local foundations and therefore strengthen understanding of our More than Work and #changelives

concepts. Over the course of the year, our team collected a symbolic amount of each of its successful selection project/placement (1000 HUF ~ 2.5 EUR per placement). The NGOs supported were chosen based on employees input gathered through internal surveys. The main selection criterion was that the organisations need to be linked to support of people in need. The team was able to facilitate connections between all three NGOs selected. The organisations then attended our all-staff meetings to present their work. At the end of the year, the NGOs also briefed us with an update sharing what the money collected would be spent on.

INDIA

COLLABORATION WITH GOONJ

Gi Group Holding India in collaboration with GOONJ, a non-profit organisation, participated in Daan Utsav. Together they organised a local initiative where employees could donate anything they wished to in order to experience the true meaning of the Joy of Giving.

POLAND

PICNIC WITH REFUGEES DURING COMPANY EVENT

At our Gi Group Poland company event in May 2022, we had enough time not only to connect with one another as employees in the spirit of #MoreThanWork, we were also able to share our positive energy with persons in need. A group of Ukrainian refugees (over 200 people) staying in Łochów accepted our invitation to our employee picnic. We wanted to give them a moment of rest and show them that they can count on us: on the whole of Gi Group Holding. There were occasions to talk and get to know one another; we prepared attractions and games for the Ukrainian children and teenagers. Plus, we also put together school kits (600 items) for the children. The programme also included workshops for the refugees on the Polish labour market and ways to find employment in Poland. Our guests willingly participated in the workshops as well as in individual consultations. They were interested in career opportunities, the recruitment process, and the requirements of Polish employers. As hinted at above, we purchased and delivered 600 backpacks with school supplies for children from Ukraine. We invested a total of 55,350 PLN in this effort. During a subsequent integration trip, Gi Group Holding employees purchased more than 110 additional school kits using their own funds.

OLD LAPTOPS FOR YOUNG STUDENTS

We had a lot of old computers on hand (in storage) at the company. The equipment was too old for our current needs, but also too functional to be simply thrown away. We wanted to donate some of the laptops locally (to one of the schools we cooperate with) and make sure they found their way into the hands of young, capable students. In doing so, we wanted to provide the children tools that would help them explore the world; seek new, interesting information; and gain knowledge without any limitations: on a par with their peers attending the country's best schools. We ultimately chose an educational institution next door to our Silesian office: the Schools and

Institutions Complex No. 2 in Katowice. We donated 40 laptops in total to students from this school.

CHRISTMAS FUNDRAISER

We organized an internal fundraiser to support children from a local orphanage. We managed to collect a total of 7,105 PLN (this was a Foundation record!). Thanks to our employees, we were able to fulfil the wishes of the family orphanage residents and buy them a new TV set. We still had enough money left over to purchase everyday items that are needed in Potworow in really large quantities:

- hygiene products (toothpaste, dental floss, antiperspirant, bath wash and lotions, etc.);
- cleaning supplies (toilet paper, glass cleaner, paper towels, etc.); and
- Each child also received a package of candy and a surprise gift: a voucher to spend on whatever they wanted.

ROMANIA

SUPPORT TO REFUGEES

The team set up a local taskforce to support transportation, accommodation, transit, hiring activities for people in Romania and in other countries.

SLOVAKIA

SUPPORT FOR ELDERLY PEOPLE

How much love can fit in a shoebox - our employees could join the initiative for people in homes without families and prepare a surprise for them in a shoebox (book, some sweets, small gift, anything that pleases them).

SUPPORT TO PERSONS IN NEED

We arranged a swap-meet that allowed employees to provide clothes, accessories and other things. After the swap-meet, employees could bring clothes and other items for a period of

two weeks. We then collected all these goods and donated them to people in Ukraine and also to a selected charitable organisation focused on supporting mothers in need with small children.

COMMUNITY SUPPORT

We helped a selected kindergarten by helping build new furniture for the children.

SUPPORT FOR WOMEN WITH BREAST CANCER

We participated in a charity run to raise money for the fight against breast cancer.

TURKEY

CHILDREN IN NEED

Children from low-income families who are educated in village schools were provided with material support in the form of clothing based on their specific needs.

UK&IRELAND

CHRISTMAS JUMPER DAY

All employees were invited to wear a Christmas jumper and donate money to charity.

9

Environment

— 9.1 Local Initiatives



Environment

The UN's 2030 Agenda for Sustainable Development highlights how social, environmental and economic goals are all equally relevant and closely interrelated, in the current global context, when it comes to ensuring prosperity for future generations.

Over time, climate change with its ever-increasing effects has brought the environmental dimension to the forefront at various levels and in different spheres. With climate change clearly identified as a threat to the future of mankind, environmental crises have become visibly interconnected with social ones.

Governments are paying **more attention to ecological transition** issues with initiatives to preserve the environment and protect biodiversity through green mobility, a shift to a circular economy, sustainable agriculture and energy transition.

Similarly, companies are committing to **sustainability strategies** with increased consideration for the environment. They are also working to achieve greater efficiencies

and to save resources in terms of energy, water, raw materials, etc. They know that all these actions have social spin-repercussions. Social, environmental and economic sustainability are also becoming a priority objective for businesses who wish in to contribute directly to solving problems that impact people's quality of life. Companies are now consolidating their role as social actors committed to the common good.

Building on this global framework, Gi Group Holding continued in 2022 with its thematic initiatives that help contain environmental impact by promoting awareness and responsibility as relates to the behaviour of individual employees and well as its entire worker population.

9.1 | Local Initiatives

ITALY

PROGETTO PLASTIC FREE PROJECT

The Plastic Free Project aims to reduce gradually plastic consumption at Gi Group's administrative offices. The project, initially developed in the Turin office, has been extended to Gi Group headquarters and to other central offices ("work palaces") in Rome, Bologna, Naples and Sesto San Giovanni. This also includes our Training Hub in Milan which opened in 2022. We also did our first test of plastic-free fittings for a branch office in 2022. This was for our new office opened in Milan's Viale Jenner. The project, which complies fully with current environmental regulations, included the installation of

- water dispensers, suitable for use with water bottles, which provide chilled sparkling water, chilled still water, or hot water for herbal teas (also provided for meetings);
- hot drink dispensers that dispense paper cups and wooden stir sticks;
- snack and drink dispensers that carry only canned drinks and water.

Each of our employees is also given a Gi Group water bottle in an effort to eliminate fully use of plastic bottles at the office. Dispensers and distributors have been installed in all Palazzi del Lavoro. This currently involves 7 locations.

INDIA

E-WASTE CERTIFICATE (2021)

To protect the environment, we adhere to an e-waste process and have received external certification in this area from the Green Aura Recycling organization.

GLOBAL

MAINTAINING ISO 14001 CERTIFICATION FOR GI GROUP'S HEADQUARTERS

ISO 14001 is recognised internationally as the reference standard for environmental management systems. It is applicable to organisations of all sizes from all sectors. ISO 14001 provides a management framework for the integration of environmental management practices, support of environmental protection, pollution prevention, and reduction of energy and resource consumption. ISO 14001 certified organisations demonstrate their commitment to continuous improvement of their environmental performance and, more generally, their focus on environmental sustainability policies. Following from a risk assessment conducted on its activities' impact on environmental resources, Gi Group maintains a certified management system. The particular focus here is the company location considered to have the greatest environmental impact: Group headquarters in Milan. On 26-27 September 2022, we successfully completed the first review of the second certification cycle. Also, on this occasion,

we extended the certification to Gi Group Holding overall. We are also certificated for UNI EN ISO 14001:2015 in the following countries and businesses:

Italy:

- Gi Group SPA
- Gi Formazione SRL
- INTOO SRL
- Tack TMI SRL
- OD&M SRL
- ENGINIUM SRL

China

- ZHEJIANG GI HUMAN RESOURCES CO., LTD

Turkey

- GI GROUP AND WYSER TURKEY SEÇME VE YERLEŞTİRME A.ŞUK

UK:

- GI GROUP HOLDINGS RECRUITMENT LT

10

Sustainability Plan and 2023 Goals



10

Sustainability Plan and 2023 Goals

The integration of the main themes highlighted in the new version of the Gi Group Holding **Sustainable Work Manifesto** defines the perimeters within which we will gradually build our **Sustainability Plan**.

The Sustainable Work framework represents the integration of our Vision, strongly focused on the concept of sustainability, with our company Mission, to deliver our version of a sustainable labour market that supports the inclusive involvement of all stakeholders.

The areas identified in the **Manifesto** represent the objectives (structurally connected to one another) that we wish to develop:

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



For this reason, at a global level, 2023 wants to be characterised by a variety of actions that aimed to position Gi Group Holding as Champion of Sustainable Work, throughout three pillars:

Strengthen corporate governance and culture

- Further implementation of Global Policies and relative trainings and monitoring directly linked to the new version of our Code of Ethics, regarding ESG topics;
- Update of social reporting processes and tools with a view to future integrated reporting;
- Implementation of our Employer Branding Strategy; and
- Development of our training offer, career development, internal mobility tools and investment into special initiatives to facilitate employees’ work-life balance, re-onboarding after parental leave, and professional development.

Spread the culture of Sustainable Work

- Promotion of Fondazione Gi Group activities, extending the Fondazione’s global reach; starting with the dissemination of the new version of the Sustainable Work Manifesto;
- Development of cultural initiatives dedicated to internal and external stakeholders, also with the implementation of pilot projects and services with a higher social impact; and
- Intensification of networking activities with institutional actors and the non-profit sector.

Strengthen our value proposition with a higher social impact

- Development of vocational guidance solutions and training provision; and
- Strengthening of services and tools that support work inclusion for all people by enhancing access to economic empowerment; especially for those persons in the most fragile (at-risk) categories.

	PEOPLE	COMPANIES	SOCIETY AND INSTITUTIONS
Decent & Safe Work	Promote safe and regulatory-compliant work solutions that respect people’s dignity and help them achieve economic security and personal fulfilment; this by informing workers about both work regulations and their labour rights deriving therefrom	Actively expose any form of work exploitation and enhance the quality of job-based promotional activities in order to avoid any kind of discrimination at work	Collaborate on review of employment contracts to ensure their compliance with national and international labour standards and regulations
Employability & Satisfaction	Support a training culture to support the professionalism and employability of people in the labour market	Invest in training and people’s skills enhancement in order to keep them engaged and productive, even by offering them Career Guidance	Develop, together with Institutions, programmes to reduce skill-mismatches, while promoting quality personal and professional training
Diversity, Equity & Inclusion	Create employment that provides job satisfaction while protecting individuals’ psycho-physical well-being, supporting diversity and promoting inclusion	Guarantee, through our work, respect for and protection of human rights along with access to inclusive jobs in which diversity, equity, inclusion and meritocracy are guaranteed: for everyone	Foster cooperation between the public and private sectors, with a view to a sustainable labour market, to support disadvantaged groups such as women, young people, senior citizens and fragile workers
Safeguarding Resources For The Future	<div>- Foster the creation of professional relationships capable of generating trust, recognition, team spirit and appreciation of talent</div> <div>- Generate engagement and share business objectives with the entire company population so that everyone can make a consistent contribution</div>	<div>- Prioritise innovation by identifying new ways to combine efficiency and productivity, while respecting the needs of all stakeholders</div> <div>- Integrate environmental and social impact into the company’s governance programme with the aim of increasing resilience and responsiveness to market changes</div>	<div>- Collaborate with Institutions to support long-term growth by increasing market efficiency to better match labour supply and demand</div> <div>- Promote sustainable flexibility in order to make the balance of job supply and demand more dynamic, effectively supporting people in work transitions</div>

11

Appendix

- 11.1 Note on Report Methodology
- 11.2 Index of Gri Indicators Present
in the Report and their Relationship with SDGs



11.1

Note on Report Methodology

Gi Group Holding has continued its path towards reporting aligned with international standards. The reference guidelines selected for the 2022 CSR Report are those of the **GRI Standards**.

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.

This document describes the initiatives and impacts that Gi Group Holding has generated during the 2022 calendar year (from 1 January 2022 to 31 December 2022). For information relating to this report, please contact the Gi Group Holding Global CSR Function at the email address **CSR_Global@gigroup.com**

11.2

Index of Gri Indicators Present in the Report and their 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	19	
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		102-12	External initiatives	92	
		102-13	Membership of associations	92	
	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	24	
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		102-43	Approach to stakeholder engagement	35	
		102-44	Key topics and concerns raised	36	
	Reporting practices	102-46	Defining report content and topic Boundaries	35	
		102-47	List of material topics	35	
		102-48	Restatements of information	107	
		102-49	Changes in reporting	107	
		102-50	Reporting period	107	
		102-51	Date of most recent report	107	
		102-52	Reporting cycle	107	
		102-53	Contact point for questions regarding the report	107	
		102-54	Claims of reporting in accordance with the GRI Standards	107	
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