

2023

Sustainable Work Report

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Message from Our Founder and CEO



Message from Our Founder and CEO

Dear readers,

2023 was a significant year for Gi Group Holding. We prepared for our largest acquisition to date: the **European Staffing business of Kelly**, a leading global specialty talent solutions provider. This milestone allowed us to welcome around **1,000 new colleagues from 14 different countries**, which we officially celebrated together at the beginning of this year.

Over the past 26 years, we have made **51 acquisitions**, each contributing to our journey to create a sustainable, streamlined and fulfilling global market for candidates and companies. The acquisition of the European business of Kelly is particularly rewarding as Kelly is recognized as the first company to invent temporary staffing. We believe Gi Group Holding is the right place to continue this legacy, strengthening our Temporary & Permanent Staffing business.

This core business, reinforced by our Global Ecosystem of integrated HR services and our mission and values, forms the backbone of Gi Group Holding. We are now better prepared to **make a positive impact on people's lives**.

Last year, we undertook significant initiatives to reinforce our commitment to sustainable work. Our **Fondazione Gi Group** played a crucial role by enhancing our understanding of the employment context. This included launching the study **"Youth and Work,"** which explores ways to empower young people to enter and remain in the workforce, thereby addressing the **NEET (Not in Education, Employment, or Training)** phenomenon. Our people embraced these insights and transformed them into tangible initiatives to support the communities to which we belong. In this **Sustainable Work Report**, you will find details of this and other initiatives from the past 12 months.

Initiatives that we hope reflect and translate to the readers of this document how we are embracing each opportunity to **contribute to the evolution of the labor market**.

We acknowledge the ongoing challenges posed by changing market forces, uneven growth across different regions, technological evolution, and evolving skills requirements. These challenges highlight the essential role of companies like Gi Group Holding in not just recruitment but also in attracting and retaining candidates, providing guidance, training, reskilling, upskilling, and career counseling.

Thank you to all our Clients, Candidates, Partners, and Life Changers worldwide for continuing this journey to support people in engaging and remaining in work throughout an extended working life.

Stefano Colli Lanzi

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Company Profile

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2.1

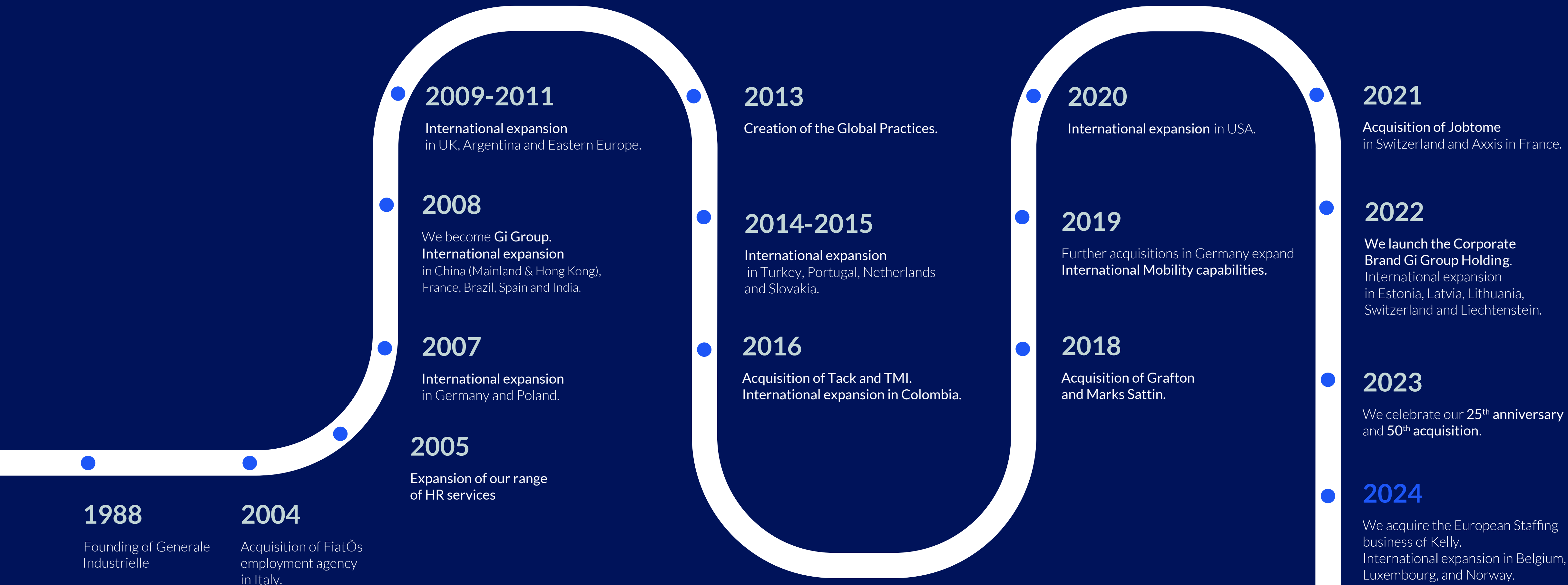
Our History

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** through creating win-win solutions.

In 2022, we launched the corporate brand **Gi Group Holding**, signalling a new global identity which reflects the Company's function as a promoter of 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 value generation. This means moving beyond a mindset which considers worker motivation in economic terms, as a matter of survival, rather than seeing work as an opportunity to contribute to society's common wellbeing, whilst recognising and fuelling a 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". We seek to generate value in the short, medium, and long term through our 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 contributions and commitment of more than **9.000 people**, Gi Group Holding is now operated in **37 countries** through more than **700 branch and offices** that supported **25,000 + client companies** and over **318,000 active workers**, all while generating turnover of **EUR 3.9 billion**.

**In this chapter,
all data and information
are updated to June 2024.*



2.2

Mission and Vision

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

Our **Mission** describes the way 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 a worldwide player responsible for creating a sustainable and enjoyable Global Labour Market for both candidates and companies, always reflecting current 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 roles that people, companies and institutions play within the global market’s social and economic reality.

2.3

Code of Ethics, Global High-Level Policies and Values

In 2022 we created **Gi Group Holding**, embodying our new identity as a Global HR Ecosystem with the aim of building a sustainable Labour Market. This represented a step forward in our internal culture in terms of sustainability and compliance.

Furthermore, we published a new version of the **Gi Group Holding Code of Ethics** in October 2022, together with three new **Global High-Level Policies** (an Anticorruption Policy; an Equality, Diversity and Inclusion Policy, and a Whistleblowing Policy); all applicable to all Group companies worldwide.

This represented a new pillar in the Group's sustainability strategy. These policies outline a set of values and principles that the Group decided to adopt when performing all activities and also in its relationships with all Stakeholders. The policies form an integral part of the Group's corporate governance structure.

The actions of each Group company are governed by our Code of Ethics, Global High-Level Policies and the championing of a set of values which bring Gi Group Holding's approach in line with the overall job market and the civil society in which it operates. These values include the following:



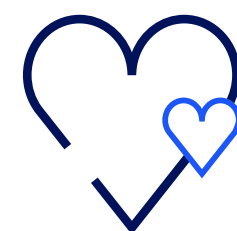
CARE

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



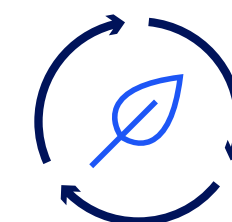
COLLABORATION

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



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.



SUSTAINABILITY

We grow our business while always placing great value on our human, financial and environmental resources. We are mindful of future generations.



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 its stakeholders.



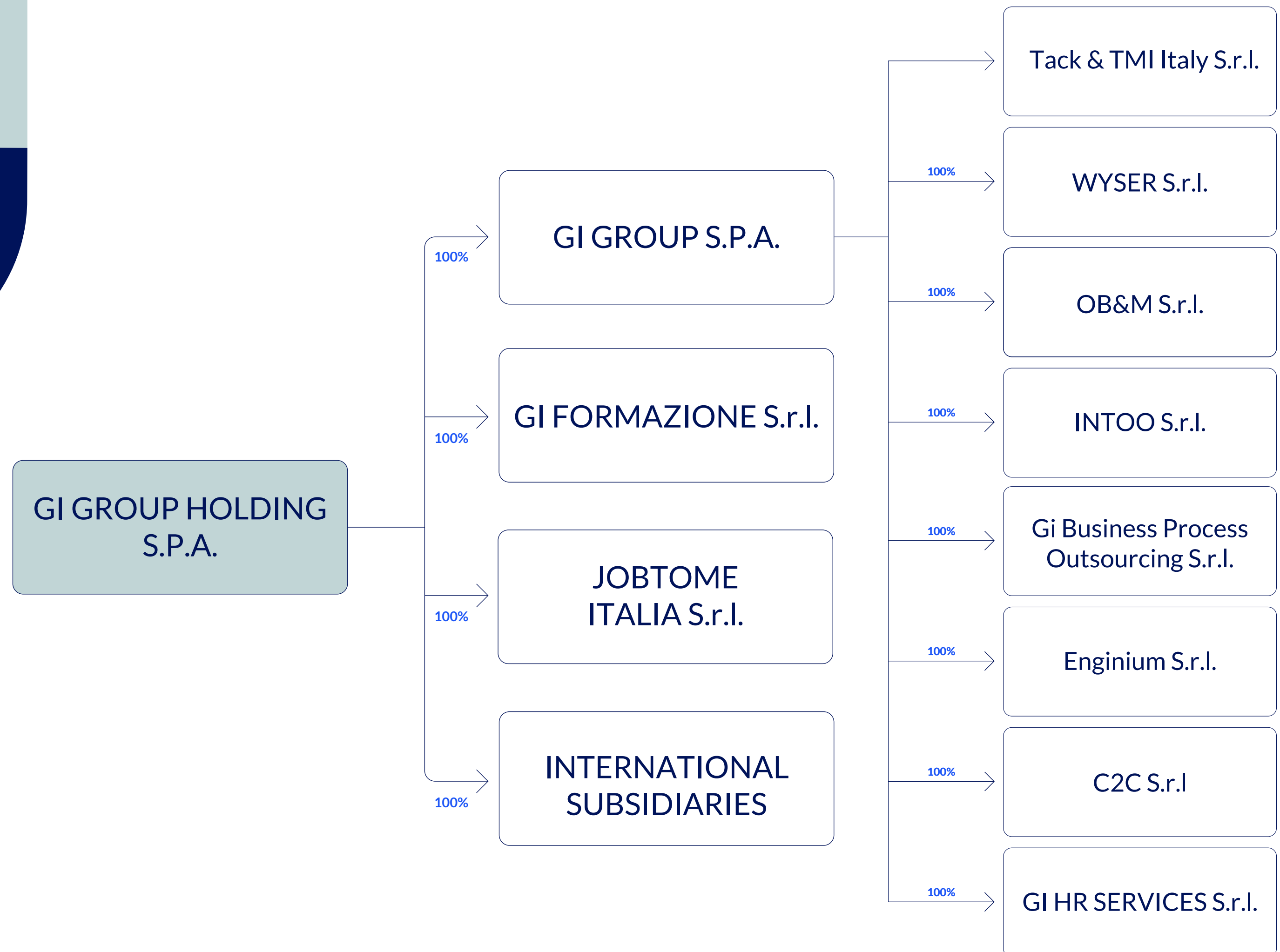
RESPONSIBILITY

We promote diversity, inclusion and respect for human rights. We support all legislation that provides greater protections to workers and we take an active role in eradicating corruption and any form of abuse or illegal behaviour.

2.4 Governance Structure

Since 2023, following a corporate reorganisation, Gi Group Holding directly or indirectly wholly owns all the companies in the Group.

Gi Group Holding Company Structure





GI GROUP HOLDING SPA GOVERNANCE BODIES	MAIN RESPONSIBILITIES	CORPORATE BODIES
BOARD OF DIRECTORS	The Group’s executive body which has 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	Group’s controlling body with the duty of supervising the directors’ activity and checking that the Group’s management and administration adhere to the law, the Holding’s 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 as updating it.	Chair CARNEVALI FRANCESCO Member TRABUCCHI MARCELLO Member FORTUNATO LUCA DANIELE

The adoption of **Certified Management Systems**, in compliance with international regulations, represents a risk-based thinking tool for continuous improvement of business operations. These are used to strengthen our governance, pursue our Mission, and achieve corporate goals. The certifications, obtained from an accredited independent third party, demonstrate our ability to provide products and services that meet customer needs 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 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
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 GROUP HOLDING S.P.A.	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 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
TACK&TMI SRL	UNI EN ISO 9001:2015	N° 17911	Design and provision of training services to develop managerial and organizing abilities and skills through classroom and experiential training certificate and coaching.	CERTIQUALITY	22/05/06	04/08/25
	UNI EN ISO 14001:2015	N° 26468	Design and provision of training services to develop managerial and organizing abilities through skills by classroom and experiential training certificate and coaching.	CERTIQUALITY	25/09/18	23/09/24

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

OD&M SRL	UNI EN ISO 9001:2015	N° 25462	Design and provision of training services to develop managerial and organizing abilities and skills through 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 specialised 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, and telematic devices for the automotive, aerospace and railway sectors.	TÜV PROFICERT	15/08/19	14/08/25
	UNI EN ISO 14001:2015	N° 73 104 6459	Provision of specialised 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, and telematic devices for the automotive, aerospace, and railway sectors.	TÜV PROFICERT	01/11/21	31/10/24
GI BPO S.R.L.	UNI EN ISO 9001:2015	N° 5010017143	Design, sale and supervision of optimised outsourcing services in the fields of third-party logistics, production and customer care.	TÜV ITALIA	02/09/19	01/09/25

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
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TACK&TMI SRL	UNI ISO 45001:2018	27632	Design and provision of training services to develop managerial and organisational abilities and skills through classroom and experiential training certification and coaching.	CERTIQUALITY	06/08/19	04/08/25
GI GROUP SPA	UNI CEI EN ISO/IEC 27001:2017	26899	Information security management within ICT services provided to support work administration, research and personnel selection processes for the Gi Group Spa Company.	CERTIQUALITY	30/05/19	28/05/25
GI HR SERVICES SRL	UNI CEI EN ISO/IEC 27001:2017	50240	Design, production and delivery of outsourced (or SaaS) services for HR management and administration.	CERTIQUALITY	30/03/21	29/03/24
GI GROUP HOLDING SPA	UNI EN ISO 45001:2018	58566	Coordination and support for the Group's business activities in Italy.	CERTIQUALITY	29/03/23	28/03/26
	UNI CEI EN ISO/IEC 27001:2017	57774	ICT services delivery supporting the business processes of Group companies.	CERTIQUALITY	20/02/23	19/02/26

CHINA

ZHEJIANG GI HUMAN RESOURCES CO., LTD	GB/T19001-2016 idt ISO9001:2015	19818QA171R1M	Human resource outsourcing (In the form of service outsourcing), domestic labor dispatch (Only for head office).	Beijing Xinjiyuan Certification Co., Ltd	26/01/18 28/01/21	25/01/24
	GB/T24001 2016 idt ISO14001:2015	19822EI2211R0S	Human resource service outsourcing within the scope of qualification (with service outsourcing), national temporary staffing (limited to HQ).	Beijing Xinjiyuan Certification Co., Ltd	18/09/23	18/09/25
NINGBO GI SUPPLY CHAIN MANAGEMENT CO., LTD	GB/T19001 2016 idt ISO9001:2015	25023Q11779R0S	Human resources service within the scope of qualification, temporary staffing.	Zhongqiu United International Certification (Beijing) Co., Ltd	23/10/23	22/10/26
	GB/T19001 2016 idt ISO9001:2015	25023E10878R0S	Human resources service within the scope of qualification, temporary staffing.	Zhongqiu United International Certification (Beijing) Co., Ltd	23/10/23	22/10/26
GEPU (ZHEJIANG) HIGH-TECH SERVICE CO., LTD	GB/T19001 2016 idt ISO9001:2015	25023Q11796R0S	Human resources service within the scope of qualification, information system integration, computer application software development and services.	Zhongqiu United International Certification (Beijing) Co., Ltd	24/10/23	23/10/26
	GB/T19001 2016 idt ISO9001:2015	25023Q11796R0S	Human resources service within the scope of qualification, information system integration, computer application software development and services.	Zhongqiu United International Certification (Beijing) Co., Ltd	24/10/23	23/10/26

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

GEPU (ZHEJIANG) HIGH-TECH SERVICE CO., LTD	ISO/IEC 20000-1:2018	0482023ITSMO 228R0SCMN	Provide information technology service management activities related to computer application software development and information system operations and maintenance services to external customers.	Beijing Tirt Certification Co., Ltd	24/11/23	23/11/26
NINGBO GI SUPPLY CHAIN MANAGEMENT CO., LTD	GB/T45001 2020 IDT ISO 45001:2018	25023S10746R0S	Human resources service within the scope of qualification, temporary staffing.	ZHONGQIU UNITED INTERNATIONAL CERTIFICATION (BEIJING) CO., LTD	23/10/23	22/10/26
GEPU (ZHEJIANG) HIGH-TECH SERVICE CO., LTD	ISO/IEC 27001:2022	04823I40342R0S	Information security management activities related to computer application software development and information system integration SoA: GPGK-IM-002 V1.0	BEIJING TIRT CERTIFICATION CO., LTD	24/11/23	23/11/26
	GB/T45001 2020 IDT ISO 45001:2018	25023S10751R0S	Human resources service within the scope of qualification, information system integration, computer application software development and services.	ZHONGQIU UNITED INTERNATIONAL CERTIFICATION (BEIJING) CO., LTD	24/10/2023	23/10/26
ZHEJIANG GI HUMAN RESOURCE CO., LTD	GB/T45001 2020 IDT ISO 45001:2018	19822SI1065R0S	Human resource service outsourcing within the scope of qualification (with service outsourcing), National temporary staffing (Limited to HQ).	BEIJING XINJIYUAN CERTIFICATION CO., LTD	18/09/23	18/09/25

COLOMBIA

T&S. TEMSERVICES S.A.S.	ISO 9001:2015	CO09/2784	Provision of management and HR (human talent) services	SGS	20/01/09	19/01/24
ESPECIALISTAS EN SERVICIOS INTEGRALES S.A.S.	ISO 9001:2015	CO09/2785	Provision of outsourcing services in promotion and marketing; outsourcing in service commercialisation; outsourcing in cleaning, cafeteria operations, courier and general services; outsourcing in logistics and production services	SGS	20/01/09	19/01/24

CZECH REPUBLIC

GRAFTON RECRUITMENT S.R.O.	ISO 9001:2015	25191/A/0001/ Uk/En	Personnel consultancy services, recruitment and personnel solutions, Job Broker services, consulting for Human Resources activities.	URS	02/02/07	01/02/25
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COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
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FRANCE

FRANCE	ISO 9001:2015	2001/16023.12		AFNOR	26/12/23	19/12/2026
FRANCE – AMIENS	MASE	HDF 2023-5704		MASE	15/12/23	14/12/26
FRANCE – CALAIS	MASE	HDF 2023-5578		MASE	06/07/23	05/07/26
FRANCE COMPIÈGNE	MASE	HDF 2021-5041		MASE	15/10/21	14/10/24
FRANCE DUNKERQUE	MASE	HDF 2019-5674		MASE	07/12/23	06/12/26
FRANCE LE HAVRE	MASE	2023-58		MASE	25/02/23	24/02/26
FRANCE MARIGNANE	MASE			MASE	16/01/24	15/01/25
FRANCE MARTIGUES	MASE	MM20220261		MASE	03/06/22	02/06/25
FRANCE METZ	MASE	EST 2023 - 2420		MASE	03/02/23	02/02/26
FRANCE VALENCIENNES	MASE	HDF 2021-5040		MASE	15/10/21	14/10/24
FRANCE - BRAUD ET SAINT LOUIS	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/22	31/12/24
FRANCE CHERBOURG	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/22	31/12/24
FRANCE DUNKERQUE	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/22	31/12/24
FRANCE LE HAVRE	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/22	31/12/24
FRANCE METZ	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/22	31/12/24
FRANCE ORLÉANS	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/22	31/12/24
FRANCE PIERRELATTE	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/22	31/12/24
FRANCE - SAINT VALERY EN CAUX	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/22	31/12/24
FRANCE - SAINT VULBAS	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/22	31/12/24
FRANCE TOURS	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/22	31/12/24
FRANCE BOE	CEFRI/SPE-I-0401	067 I		CEFRI	15/12/23	31/12/24
FRANCE DIEPPE	CEFRI/SPE-I-0401	067 I		CEFRI	15/12/23	31/12/24

COMPANY	REFERENCE STANDARD	CERTIFICATE NUMBER	SCOPE OF APPLICATION	CERTIFICATION BODY	ISSUE DATE	EXPIRING DATE
FRANCE						
FRANCE AIX LES MILLES	CEFRI/SPE-I-0401	067 I		CEFRI	15/12/23	31/12/24
FRANCE DUNKERQUE	HYPERBARIE	FR2023209_2		AIO	29/09/23	27/10/27

POLAND						
GI GROUP HOLDING POLAND	GREAT PLACE TO WORK® CERTIFICATION	NA	A recognition for companies that create a top-level organisational culture and focus on creating favourable working conditions, thereby satisfying employees.	GREAT PLACE TO WORK® CERTIFICATION	10/23	10/24
GISA	ISO 9001:2015	PW5081123	Search & Selection processes, Temporary Staffing services, payroll outsourcing services.	PCCERT	24/11/23	11/26
GI GROUP SP. ZO.O.	ISO 9001:2015	PW5081124	Search & Selection processes, Temporary Staffing services, payroll outsourcing services.	PCCERT	24/11/23	11/26
GENERALE INDUSTRIELLE SP. Z.O.O.	ISO 9001:2015	PW5081125	Outsourcing workforce services; payroll outsourcing services Outsourcing process management.	PCCERT	24/11/23	11/26
SELLPRO SP. Z.O.O.	ISO 9001:2015	PW5081126	Outsourcing workforce services; payroll outsourcing services Outsourcing process management.	PCCERT	24/11/23	11/26

SPAIN						
GI GROUP SPAIN ETT, SLU	ISO 9001:2015	ES-0100/2006	Recruitment and provision of temporary staff.	AENOR	25/01/2006	25/01/24
GI GROUP EMPRESA DE TRABAJO TEMPORAL S.L.	ISO 14001:2015	GA-2023/0067	Recruitment and provision of temporary staffing and personal selection.	AENOR	14/03/23	14/03/26
GI GROUP OUTSOURCING 2016 SLU	ISO 9001:2015	ES-0649/2019	Provision of logistics, production and industry services; back-office services, field and marketing services; auxiliary services and facilities services.	AENOR	13/11/19	13/11/25
Gi GROUP OUTSOURCING 2016, SLU	ISO/IEC 27001:2013	ES-SI-0036/2017	Information systems that support the management of documentary and operational processes associated with Gi BPO's BackOffice division, with multichannel support, according to the current applicability document, from the issuance date of the certificate (SOA).	AENOR	31/08/17	31/08/26

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 employees and to intermediate to find jobs/support employee placement	NETSERT	02/04/21	02/04/24
	ISO 14001:2015	NS.CS.060/2021	Activities to provide temporary employees and to intermediate to find jobs/support employee placement	NETSERT	02/04/21	02/04/24
GI GROUP TURKEY	PRIVATE EMPLOYMENT AGENCY LICENCE	768		TURKISH EMPLOYMENT AGENCY	09/01/24	08/01/27
	PRIVATE EMPLOYMENT AGENCY LICENCE	768		TURKISH EMPLOYMENT AGENCY	24/08/21	17/09/24
GI GROUP AND WYSER TURKEY SEÇME VE YERLEŞTİRME A.Ş.	ISO 45001:2018	U63108756	Activities to provide temporary employees and to intermediate to find jobs/support employee placement.	NETSERT	30/03/23	04/11/25

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
GI GROUP HOLDINGS RECRUITMENT LTD	ISO 45001:2018	OHS640083	Provision of Head Office support service activities to Gi Group UK (delivered at Chesterfield (Units B&C)).	BSI	09/12/19	27/01/25

GERMANY						
GI GROUP DEUTSCHLAND GMBH	ISO 9001:2015	1004416888 MSC-RvA-DEU	Management of temporary and permanent staffing for craft, retail, industry, office and management.	DNV	10/11/22	04/11/25
GI GROUP DEUTSCHLAND GMBH	ISO 45001:2018	1000397734 MSC-RvA-DEU	Management of temporary employment and personnel placement.	DNV	10/11/22	04/11/25

2.5

Our Presence in the World

The Group continued to **grow at an intense pace**: both through expansion in countries where it has a direct presence and through new acquisitions. Over the past 26 years, we have made **51 acquisitions**.

At the beginning of 2024, Gi Group Holding announced the successful completion of its acquisition of **Kelly's European Staffing** (Nasdaq: KELYA, KELYB), a leading global specialty talent solutions provider. This was the largest acquisition in Gi Group Holding's history which increased Holding revenues to 5 billion EUR. The transaction boosted the acceleration Gi Group Holding's growth strategy for **becoming a leader in the global staffing and recruitment industry**. Acquiring Kelly Europe has expanded the Group activities in eleven countries, such as France, Portugal and Switzerland, and additionally brings its services to new markets like Belgium, Luxembourg and Norway. This acquisition is especially notable given Kelly's distinguished history in staffing services, which will further consolidate Gi Group Holding's standing as a trusted expert organisation and reliable partner.

The acquisition also enables Gi Group Holding to strengthen its offering as concerns life sciences, white collar temporary work and RPO capabilities. All these will be integrated into the Group's value proposition as it strategically grows its HR ecosystem to deliver comprehensive services and solutions.



Thanks to direct presence, today we are active across **Europe, APAC, and the Americas**.

37

COUNTRIES WITH DIRECT PRESENCE

+9,000

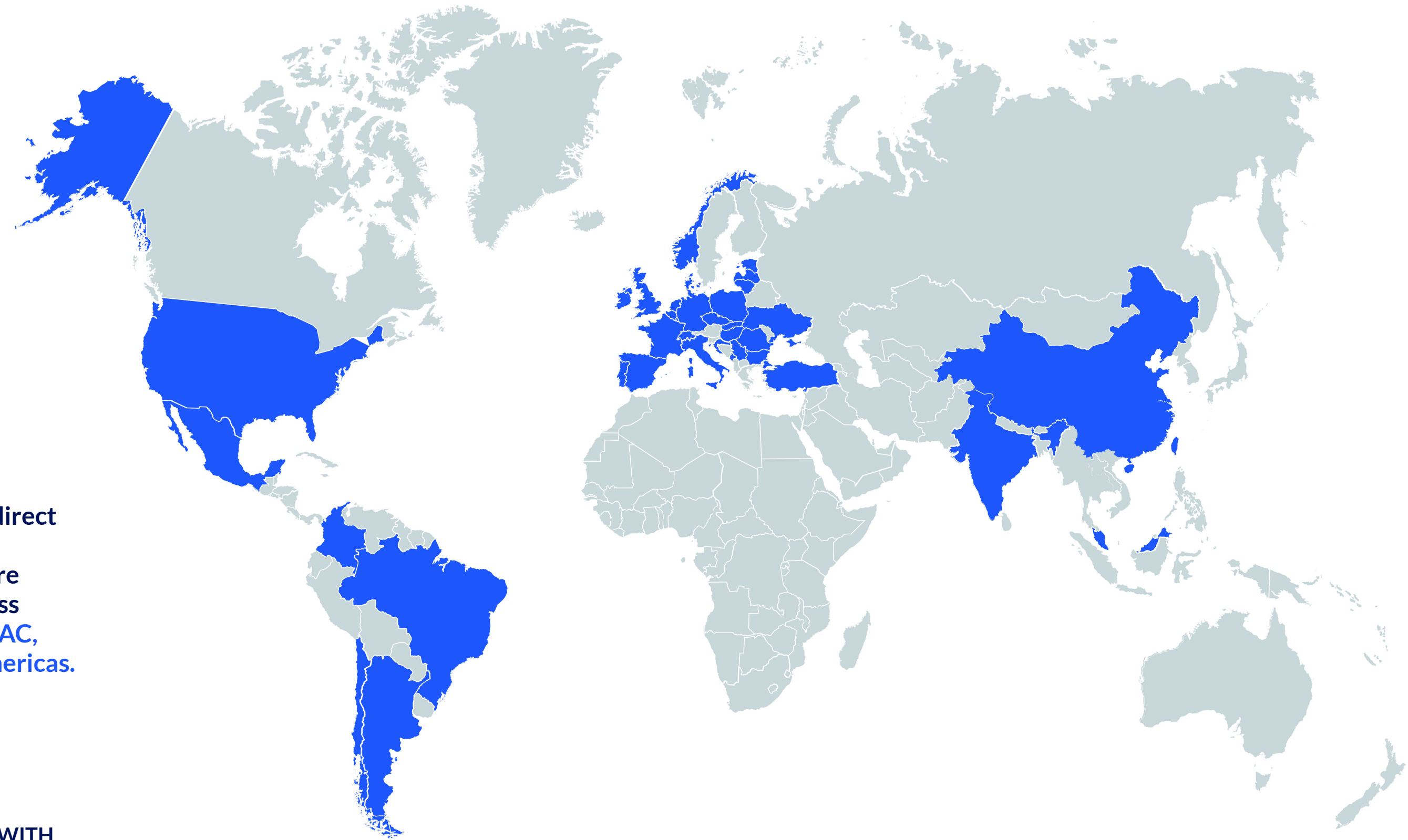
EMPLOYEES

+700

BRANCHES AND OFFICES

+25,000

CLIENTS



DIRECT PRESENCE

- | | | | |
|------------------|-----------------|--------------|-------------------|
| – Argentina | – France | – Lithuania | – Serbia |
| – Belgium | – Germany | – Luxembourg | – Slovakia |
| – Brazil | – Greater China | – Malaysia | – Spain |
| – Bulgaria | – Hungary | – Mexico | – Switzerland |
| – Chile | – India | – Montenegro | – The Netherlands |
| – Colombia | – Ireland | – Norway | – Turkey |
| – Croatia | – Italy (HQ) | – Poland | – Ukraine |
| – Denmark | – Latvia | – Portugal | – United Kingdom |
| – Estonia | – Liechtenstein | – Romania | – USA |
| – Czech Republic | | | |

2.6 Our Growth

The Group started its operations at the beginning of 2024 serving more than **25,000 customers** and with turnover of **EUR 3.9 billion**.

We are a **Global Corporate Member of the WEC** – **World Employment Confederation** – the international confederation of staffing agencies.



Ranked as one of the world's largest staffing firms:



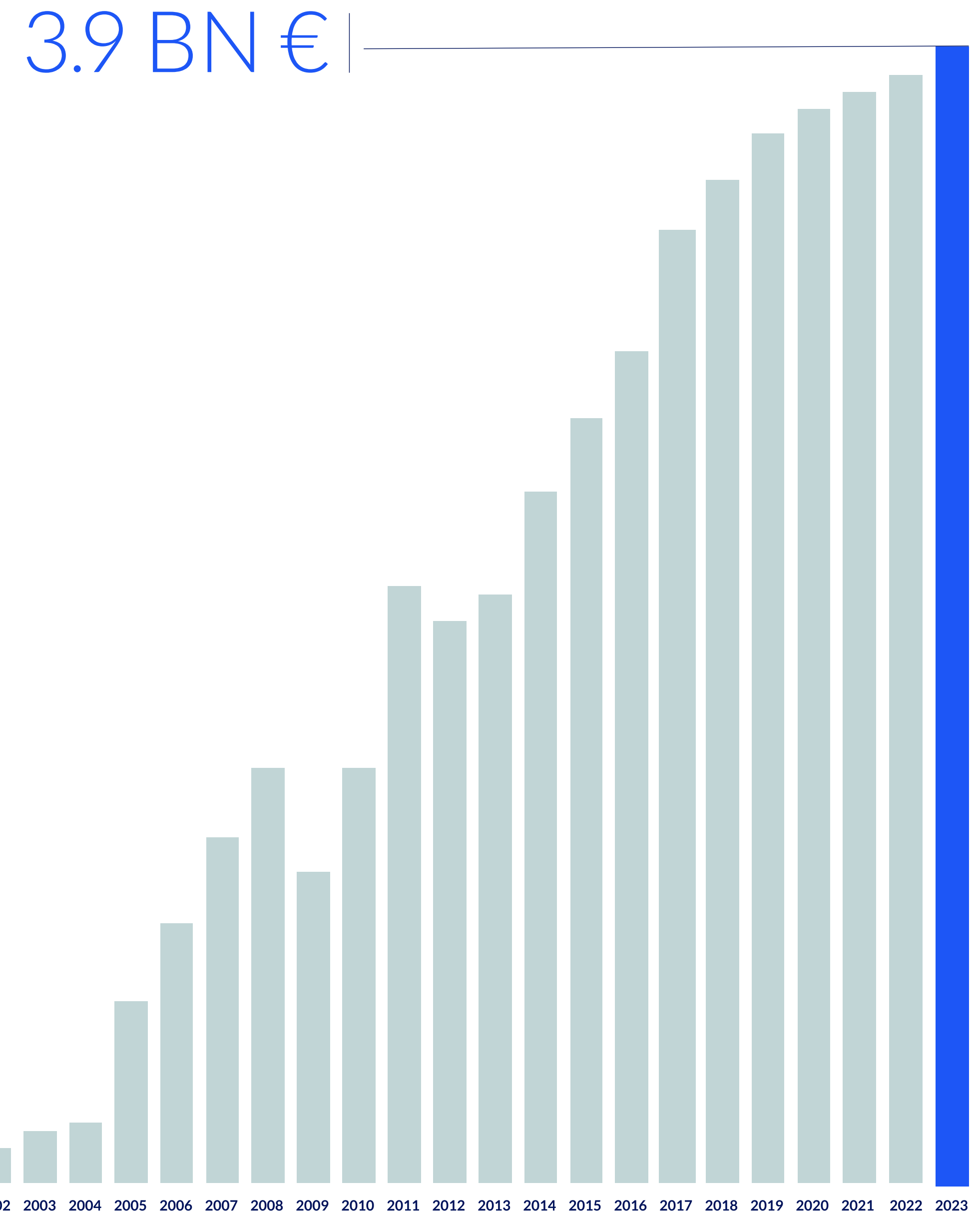
19th
WORLDWIDE

8th
PRIVATELY HELD



9th
EUROPE

3rd
PRIVATELY HELD



2.7

Our HR Ecosystem

We are the first **Italian multinational employment agency**, as well as one of the leading companies worldwide, to deliver a full scope of services dedicated to the development of the global labour 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 with our clients on their hiring needs and manage all sourcing and selection processes in order to provide candidates that fit the company culture and match the requirements of each role.



PROFESSIONAL STAFFING

We are a multinational recruitment agency established in Ireland in 1982.

We have served as a trusted, swift partner to companies who want to hire efficiently the best professionals; whether it be for a single position or for large-scale projects.



MIDDLE AND SENIOR MANAGER SEARCH & SELECTION

We partner with forward-thinking companies to identify and engage talented managers.

We do this using our deep market expertise, shared strategies and a tailored approach to consultancy.

We offer custom-made solutions based on a thorough understanding of the client's 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. We do this by leveraging deep empathetic relationships, a diverse collection of content, and brilliant learning experiences.

Using the latest in solutions design and technology, we offer the best services 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 processes and incorporating best-fit technologies and methodologies. This allows them to manage operations and processes more efficiently with greater flexibility for clients.



CAREER TRANSITION & EMPLOYABILITY

We help people adapt to change at work and organisations to evolve in their transformation processes. We offer hi-touch, people-centric coaching, mentoring, career development, change management and outplacement services.



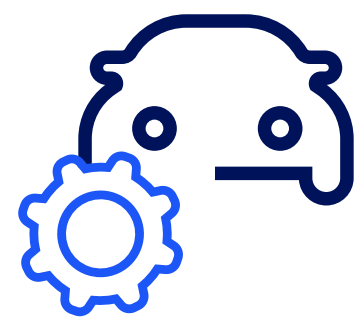
PROGRAMMATIC JOB ADVERTISING PLATFORM

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

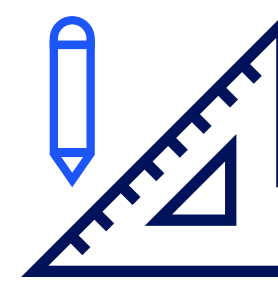


Our Specialised Divisions

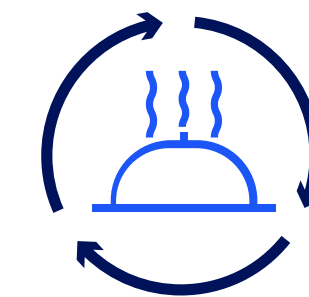
We use a **consultancy approach** across all our businesses to fully understand the dynamics of each sector and workplace.



Automotive
& E—mobility



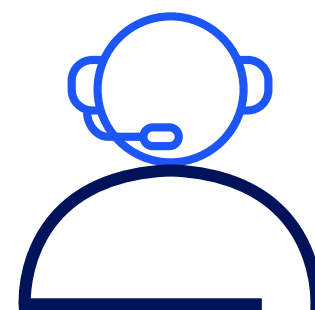
Engineering



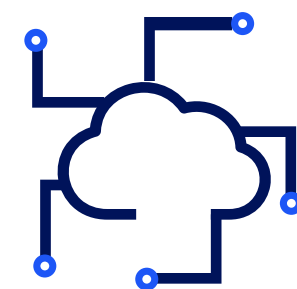
Fast Moving
Consumer
Goods



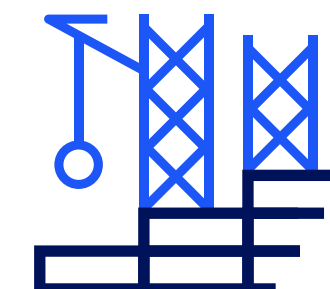
Banking
& Insurance



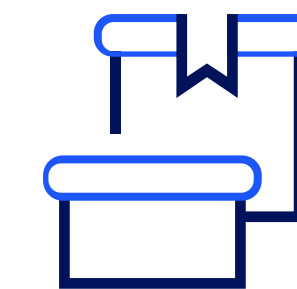
Contact
Centers



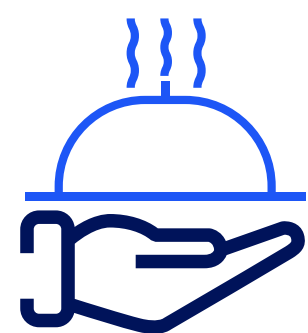
IT &
Consultancy



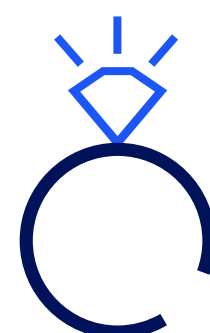
Building &
Construction



Life Sciences



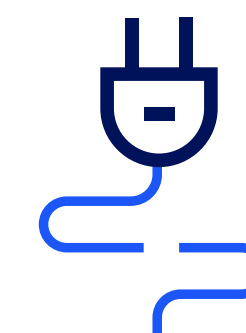
Facility
Management
& HORECA



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 9,000 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 corporate and personal 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 25,000 companies that rely on Gi Group Holding every day to manage their human capital by taking advantage of a broad range of services that support 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
GLOBAL CSR COMMITTEE	Sets and frames 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
GLOBAL 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 fulfil in real terms 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.

2023

May

Update of the Sustainable Work Manifesto in accordance with the Group's new objectives and strategies.

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

The approval of the **United Nations' Agenda 2030** represents a new starting point for discussion of the most crucial global social, economic and environmental challenges.

The 17 Sustainable Development Goals (SDGs) provide important indicators (guidelines) for companies to implement concrete initiatives that help achieve sustainable development for society and the planet.

The report by the **Sodalitas Observatory on Corporate Social Sustainability** (2023) shows an increased awareness on the part of companies of the environmental and social challenges we will face in the near future. Coupled with this, each company has become more aware of its role and, consequently, of its possibilities to take effective action to increase its commitment in the future.

Gi Group Holding consolidates its **awareness and willingness to engage** on a path to address the social challenges that await us. The area in which we operate makes us particularly attentive to issues of social sustainability and the impact on people's lives. Our commitment translates into concrete actions towards our employees and collaborators, but also towards external stakeholders, such as our customers and the community of which we are a member. We dedicate ourselves every day, in our activities and tasks, to cultivating and spreading a culture of sustainability, contributing to the promotion of, and engagement in, responsible behaviours.

The Sodalitas 2023 Observatory confirms that, for the companies involved in the study, the SDGs considered as priorities are 8, 5, 3 and 13 - respectively Decent Work and Economic Growth, Gender Equality, Good Health & Wellbeing, and Climate Action. Starting from a general sense of inadequacy with respect to what has been done so far, the companies party to the study are aware that they have taken on a central role in influencing long-term sustainability; especially in certain areas of action such as: supply chain control, gender equality, reducing inequalities, training and labour insertion of immigrants.

Concepts such as employee welfare have taken on new dimensions that go beyond their 'historical' and traditional meaning. At the centre of the debate today are topics such as psychological well-being, work-life balance, the importance of training, gender equality, and corporate welfare. The world and the environment in which we operate are constantly evolving and facing new crises that require speed and competence in dealing with changes that arise.

The responses to these changes translate into:

- **A greater commitment** to bringing young people into the world of work, responding to the needs and expectations of new generations
- **Promoting active training initiatives** and integration policies for young colleagues
- **Implementation of initiatives** aimed at improving the quality of life in local communities
- **Reducing situations of discrimination in the workplace**, starting with gender equality
- **Contributing to respect for human and social rights**

Considering the context in which we operate, the nature of our business and our main activities, our CSR Committee has identified the SDGs to which the Group believes it can contribute as a priority.



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 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 forward 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; and
- 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."



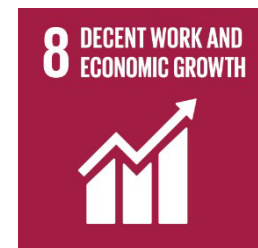
GOAL 5
Achieve gender equality and empower all women and girls.

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; and
- By supporting and training unemployed mothers with a view to their 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; and
- 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 Core 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 regulatory 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); and
- 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;
- Implement 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; and
- Protect labour rights and promote safe, secure work environments for all workers; including migrant workers, in particular women migrants, and those in precarious employment situations.



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; and
- 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; and
- 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; and
- 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.

By 2024, Gi Group Holding’s activities covered almost 37 countries, reaching a total of almost 10,000 employees.

Our people have always been our strength and we are aware of the impact our actions can have on the environment and society around us on a daily basis.

For this reason, we wanted to provide a clear indication of how many actions carried out by our colleagues worldwide fit within one or more of the SDGs.

Every year, Gi Group Holding employees around the world carry out concrete sustainability initiatives.

For us at Gi Group Holding, each action is part of a broader picture and an integral part of the change we want to introduce in the world of work in order to make it more sustainable.

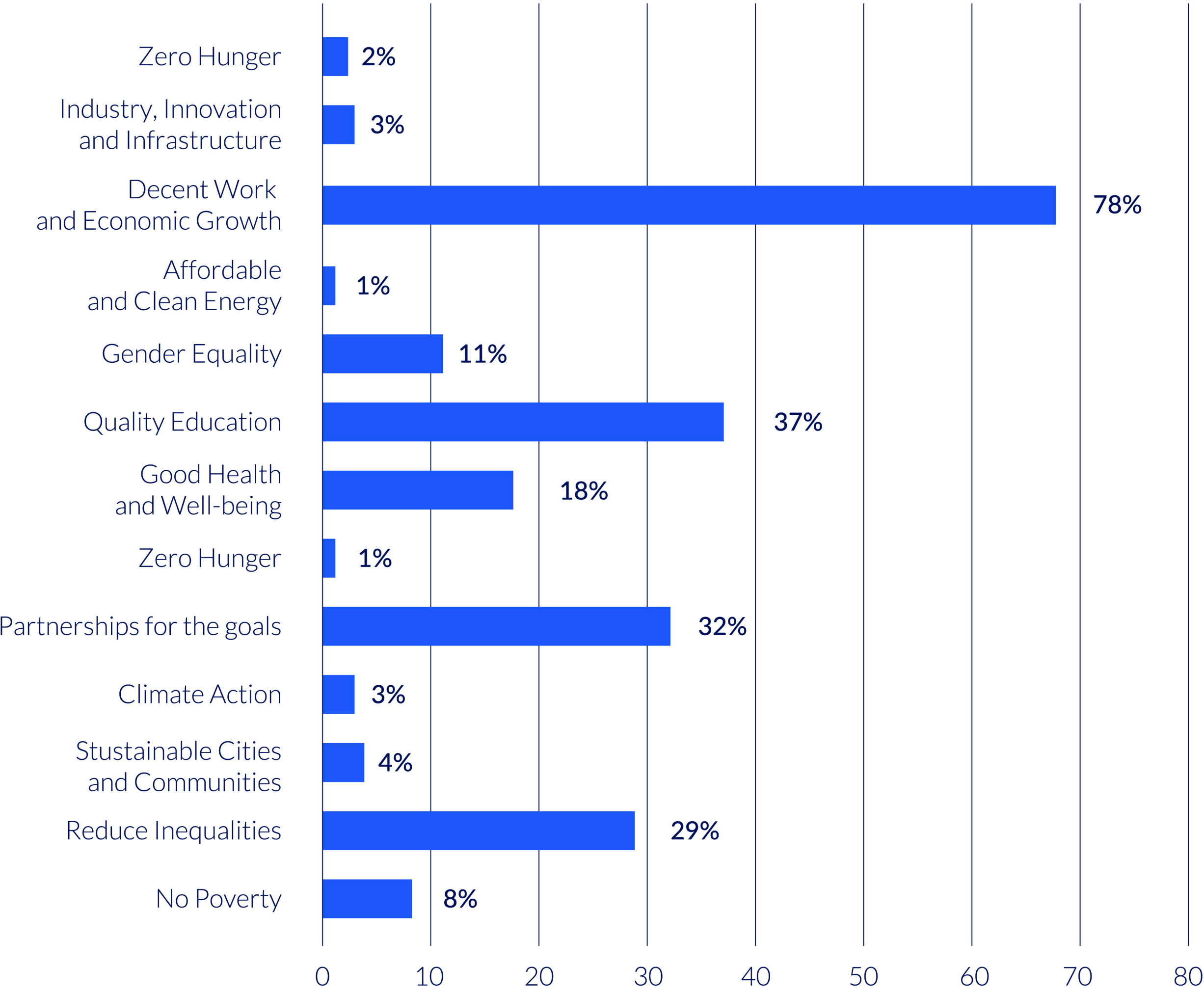
As tangible evidence of our commitment, **246 initiatives were organised worldwide in 2023; each of these is associated with one or more Sustainable Development Goals.**

You can find more detail in the graph.

Gi Group Holding wants to translate its commitment into concrete actions by building strong partnerships and introducing tangible changes to the labour market to reduce inequalities, discrimination of all kinds, and make the labour market truly sustainable.

To further strengthen its commitment, spread best practices and acquire further expertise from other stakeholders, Gi Group decided to join the Global Coalition for Social Justice, promoted by the ILO (International Labour Organisation).

The aim of this coalition is to advance social justice in the world and Gi Group Holding is proud and willing to commit itself to contribute as much know-how and draw as many lessons from this initiative as possible.



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:

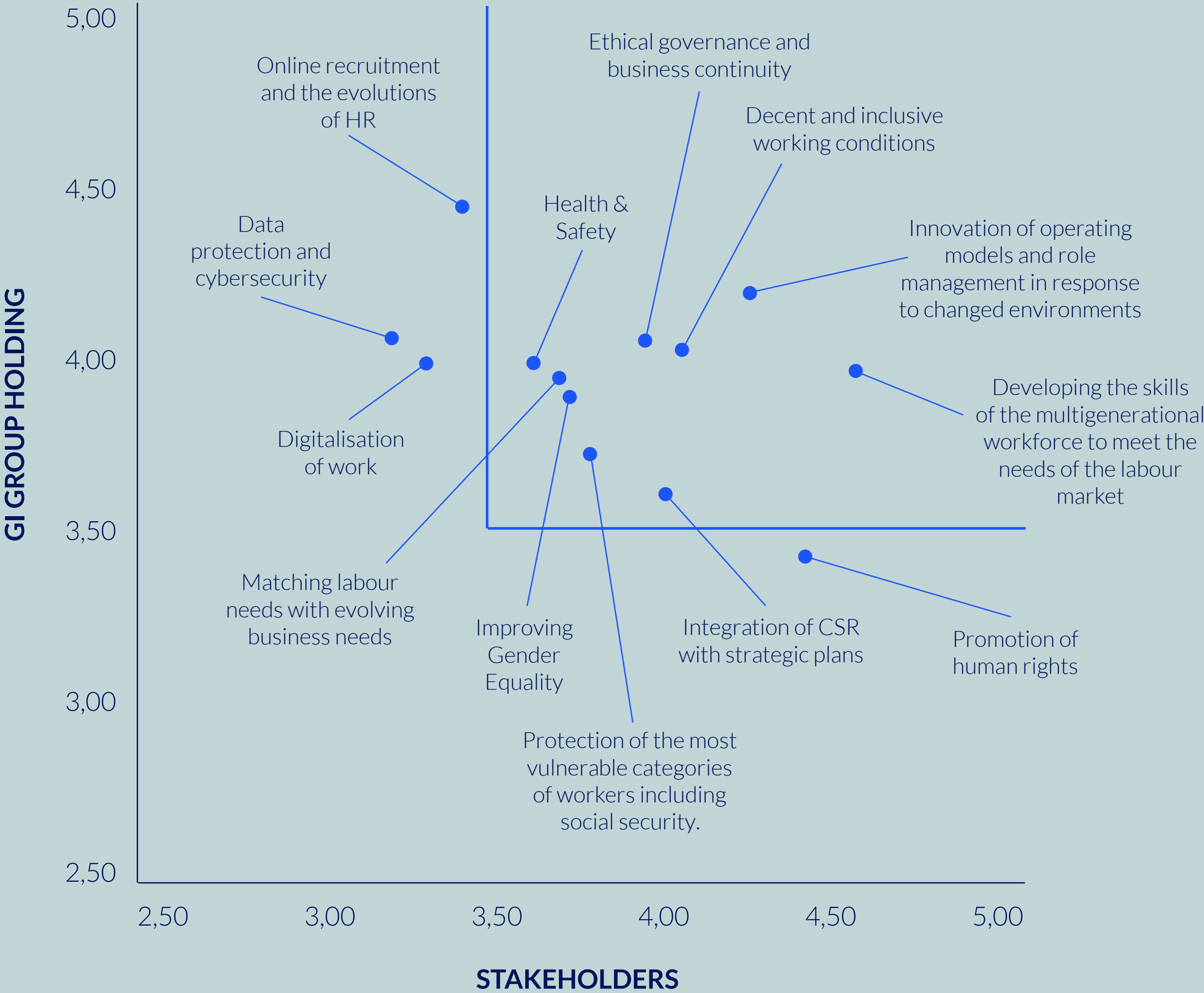
- **Recognise** the distinctive features of the Group's environment;
- **Understand stakeholder expectations** regarding the role the company should play in this context;
- **Identify priorities linked to ESG** (Environmental, Social and Governance) factors on which the organisation should focus its 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 build on results obtained last year.



4.2

The Result

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 2023). 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 Group for Sustainable Work
 - 5.2.1 History
 - 5.2.2 Identity Reset Path
 - 5.2.3 Initiatives
 - 5.2.4 Fondazione Gi Group's Main Project 2023
 - 5.2.5 Goals for 2024
- 5.3 Sustainable Work For Gi Group Holding
 - 5.3.1 Sustainable Work Manifesto
 - Glossary and Terminology References
- 5.4 Benefit Corporation - Gi Group Spa Italy



5.1

Our Path to Sustainable Work

Gi Group Holding is guided by a deep conviction that it is **through today's actions that we shape the future**. That is why we 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 ever truly completes; we know very well that there is much left to do in achieving our sustainability goals.

During this journey, Gi Group Holding, aware of its significant role in the world of work for companies, people and society, felt the need to establish a Foundation.

Our work in **training individuals to qualify for and match with professional profiles demanded by the market**, in facilitating a better, faster match between labour supply and demand, in directly creating both permanent and temporary employment relationships, and in supporting companies in the fair, inclusive management of their people all served as impulses for the Holding to use **a Foundation structure to share skills, knowledge and insights gained**.

Through Fondazione Gi Group, we maintain an intimate, profound exchange with stakeholders; allowing ourselves to be inspired, challenged and stimulated with respect to work topics and financing the Foundation's activities.

5.2

Fondazione Gi Goup for Sustainable Work

5.2.1 | History

At our company founder's behest and with the aim of developing, enhancing and disseminating a model work culture - understood as education on the personal and social value of work, Fondazione Gi Group was established in 2010.

From the outset, Fondazione Gi Group, through its study and research observatory, wanted to be both a source of 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 labour market developments; and
- III. **Labour law updates:** delivered through events and workshops on the main regulatory changes impacting the world of work.

After more than 10 years of activities mainly dedicated to study and debate, Gi Group Holding, in 2022, expressed the desire to reflect on the role, mission and strategic objectives of the Gi Group Foundation. Company leadership wanted to understand better how to increase, accelerate and maximise the Foundation's impact: both internally and externally. The aim of Fondazione Gi Group

is to become a leading voice on the issue of Sustainable Work, collaborating with all stakeholders to identify solutions that contribute actively to progress in this area in the countries where the Group operates; with a constructive approach based on Sustainable Work values and models.

In particular, Gi Group Foundation works to deepen knowledge of, as well as spread information on, the concept of Sustainable Work through the implementation of concrete, replicable initiatives and projects.

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 active operational role than in the past** - becoming the founding company's vehicle dedicated to studying, deepening, developing reflections and best practices, even entering into areas the company did not have the resources 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 Gi Group Holding Sustainable Work Manifesto - as also emphasised 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 plans 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 currently undertakes and will undertake in the future.

- I.** The Fondazione is the offspring of an **Italian 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 supports 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 Gi Group Holding 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; and
- 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:

- I. Share, deepen and 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**;
- II.** Help to promote and **enable inclusive and sustainable economic models** for creating professional opportunities. This includes **exploring new avenues to work possibilities** and restoring people's dignity at work: helping them to remain active by lowering barriers to entry into the labour market;
- III. 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 geographies** in which the founding company operates, the Foundation intends to identify, together with all stakeholders, **solutions for actively** contributing to **overall progress: starting from our national market in Italy** based on a generative (problem-solving) perspective incorporating Sustainable Work values and models.

INTERVATION TARGET

With the support of its in-house Research & Studies Department, Fondazione Gi Group aims to create conditions that 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 Pillars

The Foundation's operational model was built on three areas of intervention as explained in its 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 world of work. 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. It is 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 Company 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.

5.2.3 | Initiatives

To complete its holistic approach to the individual and the world of work, the **Fondazione also runs initiatives and projects** that, through different means, raise stakeholder awareness and strengthen the Culture of Work.

These include **two special projects** (aimed at sharing the culture of beauty) conceived as an important tool for individual, collective enrichment and development:

- **Contagi d'Arte** - a cycle of webinars and meetings with a cultural scope, dedicated to employees but also open to family members and customers. This activity aims to create moments of cultural enrichment by embracing topics such as theatre, photography and current affairs;
- **La Collezione** - a permanent exhibition space, housed in Gi Group Holding's Palazzo del Lavoro in Milan: a place dedicated to Art and available to Group employees and the community.

The Fondazione's work is carried out through the implementation of projects aimed at inclusion, interception of individuals with difficulties in accessing the world of work or who have been excluded from it, and collaboration with external Third Sector entities.

Fondazione Gi Group focuses its efforts on identifying, preventing and overcoming obstacles which inhibit people's self-realisation during their personal and professional lives. The goal is to create a clear vision of a future in which people's trust and knowledge in the labour market and world of work have been restored.

The main beneficiaries targeted by Fondazione Gi Group are the following:

- I. YOUNG PEOPLE:** to accompany them consciously to work and to prevent the NEET (not in education, employment or training) phenomenon;
- II. WOMEN:** to ensure equal inclusion in the labour market; and
- III. VULNERABLE GROUPS:** who live in situations of fragility or are marginalised in the world of work.

The Fondazione acts in the following ways:

- **PROJECTS:**

Projects target young people, NEETs, women and vulnerable people. They are the result of in-house study and design or co-design activities that arise from a desire to build solid foundations so that the conditions are in place to make Sustainable Work happen. A conscious and more effective orientation toward the world of work and labour inclusion are the pillars on which the projects are built. Through the know-how and expertise of its People in education and training, and as part of an HR ecosystem, Fondazione Gi Group develops actions and models that address specific needs and are replicable.

- **COLLABORATION:**

The activities planned within the framework of collaboration arise from the strong link between Fondazione Gi Group and the realities of the geographies with which it interfaces on a daily basis. By making its knowledge and expertise available, the Foundation fits into broader projects run by Third Sector organisations and into the realities of the corporate world.

- **CALLS FOR TENDERS:**

Fondazione Gi Group participates in activities financed by private and/or public funds that are part of the fight against high school drop-out rates, prevention of the NEET phenomenon and work inclusion. These occasions are critical for creating moments of sharing and exchange of expertise, for getting to know new realities, and for networking in order to spread the principles that guide our path towards Sustainable Work and for pursuing common objectives having a broader, positive social impact.

Fondazione Gi Group's Main 2023 Projects

“Oltre le Barriere, un lavoro per tutti”:

“Beyond barriers, a job for everyone” is a project born from our collaboration with AIPD (the Italian Association of People with Down Syndrome), with the aim of promoting the occupational inclusion of people with Down syndrome in Italy by dismantling clichés and overcoming widespread prejudices. The project helps businesses offer jobs that take into account the characteristics and attitudes of the individual.

The Gi Group Retail Division, with the support of the Gi Group Foundation, plays an active role in bringing the central HR of its customers into contact with the national AIPD Observatory on Labour, encouraging dialogue between organisations (NGOs and for-profit companies) who are used to operating with very different time-tables, languages and modes. The customer identifies, together with Gi Group and AIPD, the most suitable stores for welcoming and inserting (through internships or based on temporary staffing contracts) people with Down syndrome. After identifying the stores, specific training is provided to store managers and future colleagues of the person to be employed. With the help of an expert tutor provided by the AIPD, the employment relationship begins and is constantly monitored. The latter activity helps prevent or detect and resolve any critical issues. Regular alignment meetings are also organised between the national AIPD, the territorial AIPD, central customer HR, store managers, Gi Group and the Gi Group Foundation.

Activation of the internship or the possible temporary staffing contract by the Gi Group branch requires that our recruiters engage in consultations not only with the client and AIPD contact, but also with the family of the trainee. Activities carried out in 2023 led to the activation of 2 internships in 2 stores for a customer who already plans to launch at least 3 more positions in 2024. This will cover a total of 5 different cities. We have already presented the project to other customers who are interested in activating internships in 2024.



“Play for the Future”:

Sports can be a tool for both redemption and social rehabilitation. Such activities can offer young people in vulnerable situations opportunities for growth and change.

With this objective in mind, Fondazione Gi Group works together with the Milan Foundation on the ‘Play for the Future’ project, a programme implemented in the cities of Naples, Bari, Catania and Palermo to enrich the probation (an reintegration) programmes of young people in the penal system.

It offers these youth experiences in growth and orientation that boost their awareness of their own abilities and personal value, providing suitable tools and knowledge for the labour market.

To date, almost 60 young people have been included in sports and career guidance courses.

Four cities where the project was launched will continue run these activities until June 2024. Since the programme’s launch, a general improvement in the boys’ psychological conditions has been noted; with greater openness to dialogue, an increase in self-esteem and confidence in themselves and in the operators, and growth in social and relational skills.

“18+”:

Fondazione Gi Group supports the Centro di Aiuto alla Vita Mangiagalli (the Mangiagalli Life Support Centre) in a training and work project to support parenthood. Italy is a country where the birth of a child has a greater gender-differentiated impact on careers.

If, in the era of work-family-life balance, about 72% of women aged between 25-49 years who do not have children work, the percentage plummets to 55% with children of pre-school age.

A lack of professional economic stability is one of the main difficulties that also emerges from the experience of the Mangiagalli CAV: in 80% of cases, women who contact the Centre complain of socio-economic difficulties.

This is sometimes attributed to a lack of a solid care network. With the aim of making women active societal (and thus also of the labour market) participants, reinforcing personal resources, autonomy and responsibility, the “Diciotto Più” (Eighteen Plus) project by CAV Mangiagalli and Fondazione Gi Group was born.

This is a programme that, through pre-qualification activities, assesses the employability of parents: highlighting strengths and areas for improvement, guiding them towards the most coherent career paths, and providing them with the skills they need to be immediately employable on the labour market. Helping parents find a job or revamping their skills through a training course means giving them the chance to welcome a child with fewer worries, ensuring these youngsters grow up in a more serene environment and giving parents back their dignity by favouring their integration into society. During 2023, Fondazione employees met with 58 people and put 21 of them back to work.

Partnership with Opera San Francesco:

Fondazione Gi Group supports the training of Opera San Francesco's Social Area Work Project operators.

Plus, through the activation of Gi Group's PAL network, we have helped those who turn to the association and who live in difficult situations and want to achieve financial independence to reintegrate into the world of work.

Partnership with Fondazione Francesca Rava:

Fondazione Gi Group works alongside Fondazione Francesca Rava on the "Le borse del cuore" (Bags of the Heart) project: a path of personal training, work guidance and accompaniment for 12 young people aged between 14 and 22, who find themselves in disadvantaged situations and societal marginalisation.

The aim of the project is to make young people aware of their personal value, skills, competences by providing them with tools and knowledge about training opportunities and the labour market and also accompanying them during the transition phase towards personal autonomy.

In 2023 the Gi Group Foundation defined its scope of activity for involvement in this project; programme collaboration began in December and will continue until May 2024.



5.2.5 | Goals for 2024

STUDY

Fondazione Gi Group's commitment to promoting Sustainable Work is based on **a careful analysis of the world of work and its evolution**. This also applies at the international level. Through its Study Centre, the Foundation defines and develops its mindset; **interpreting needs, priorities, gaps to be filled and instances to be pursued**; structuring and developing concrete intervention projects operated by the Foundation or by Gi Group Holding. The Study Centre's main activities include publications, events and constant dialogue with its Scientific Committee and its Sustainable Work Observatory.

DO

Thanks to the continued **development of our network at several levels** (third sector organisations, public and private entities) and also through **partnership participation in public and private tenders**, there are more and more opportunities to start new collaboration efforts and projects.

First and foremost, the Gi Group Foundation will turn its attention **to the critical situation of young people with regard to entering the labour market**. This is because unemployment and inactivity figures for young people show an alarming levels detachment and lack of engagement. We want to test projects in the area of disorientation, school drop-out rates and inactivity. This will happen both from a preventive perspective and by working with persons who have succumb to exclusion or unwillingness to participate.

We will approach these issues in a project mode by **experimenting with new approaches toward career orientation**; configuring efforts as a conscious accompaniment for future planning: **through self-knowledge**, one's own aptitudes and training skills through experiential methodologies. Not only will the group dimension be very important, but also the accompaniment of the individual (in a formative perspective) during their choice of career orientation. To do this, coordinators will host **1:1 meetings**, both in-person and online, as part of group activities. In order to be able to implement this programme, we have chosen to continue the ***Destination Work (DW)** 2023 CSR initiative. In 2024, we will also use an online platform to offer career orientation talks, content and materials.

*** DW is intended for schools and young people who require an interview with experts with regard to orientation choices for training and work.**

The projects will be tested in collaboration with stakeholders who have an interest in, and know-how about, youth issues: both in different geographical areas and in different contexts.

This is done in order to be able to understand the differences behind the phenomenon of youth transitioning to the adult world and the world of work and to be able to verify, test and possibly scale the most effective approaches to problem-solving: in this case modelling the interventions

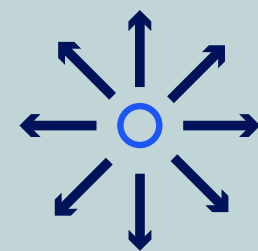




The Foundation will insert itself into project contexts in specific ways; respecting differences in territories (geographies), partners and types of young people involved, while always having as the programme’s focus and general objective the conscious orientation towards future career and personal development choices.

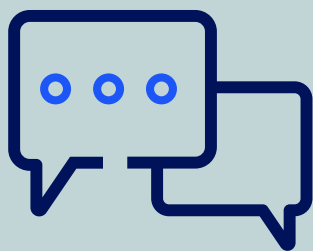
Fondazione Gi Group, as a business foundation, also plays an active role in **facilitating the implementation of functional integration processes**, through tools made available by the law, for people in disadvantaged conditions (migrants, persons with disabilities, prisoners, and women victims of violence).

As far as the **female population is concerned**, always traditionally at a large employment disadvantage in Italy, we are committed to **dedicating job-accompaniment services** to complement the work of third sector partners who support women in certain delicate phases of their lives.



DISSEMINATE

Fondazione Gi Group’s dissemination activities aim to positively influence target communities and stakeholders as concerns Sustainable Work issues. To do this, the Foundation develops initiatives and projects that, through different modalities, raise stakeholder awareness and reinforce the Culture of Work.



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, experience 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 the business. This creates important cultural enrichment opportunities for all parties involved.

5.3

Sustainable Work For Gi Group Holding

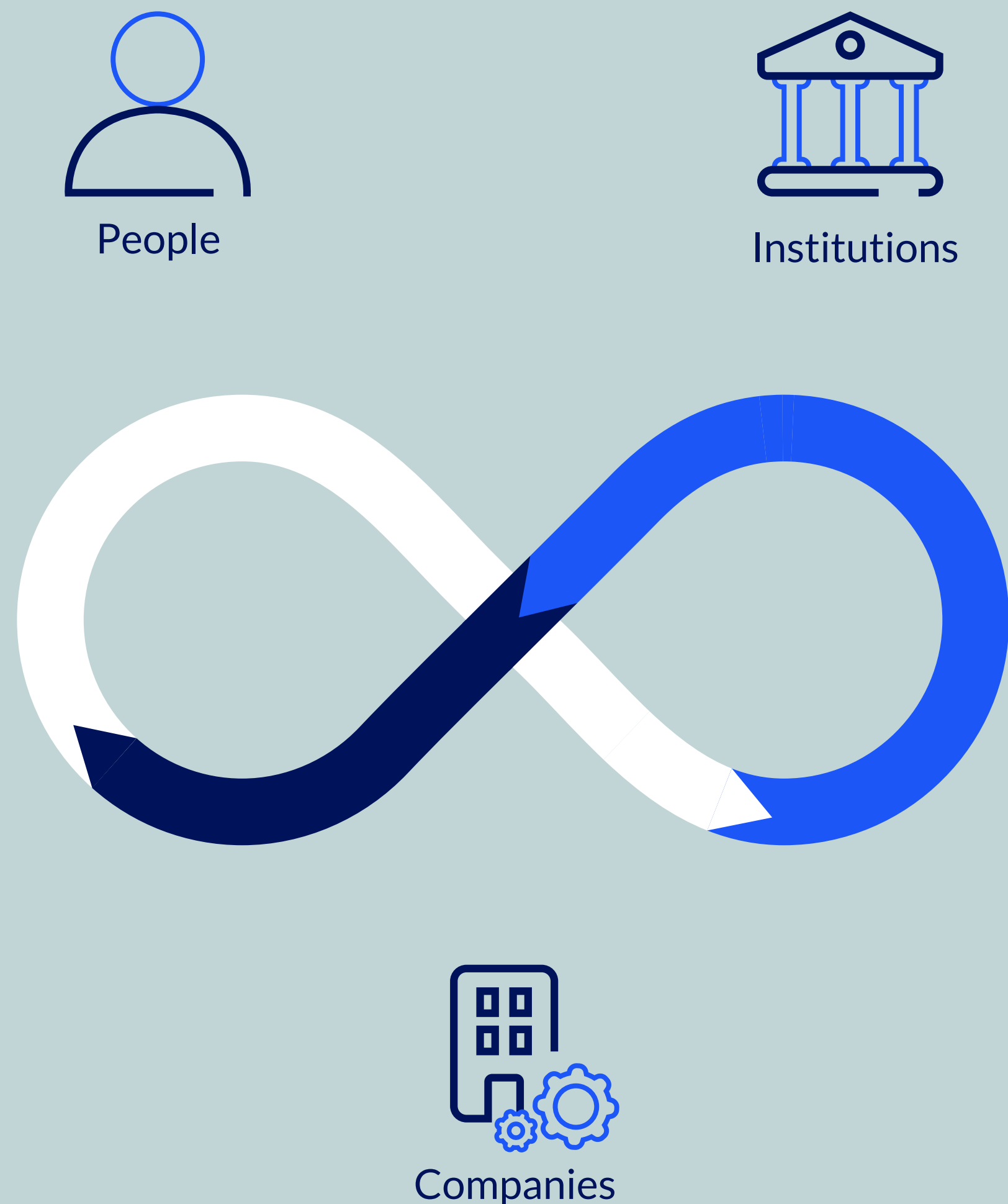
To trace or map the concept of Sustainable Work, it was necessary to start from an analysis of the current context.

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, a 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.”





Within this context, in an age of continuous, rapid change, work must be considered a central element in life and human happiness 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.

We are **also aware that the path towards sustainability is a perpetually evolving one**. No one can say, when of its evolution, that they are finished.

Precisely for this reason, we do not wish to consider our understanding of **Sustainable Work** as one that is definitive and unchangeable. In fact, we feel the need to continue questioning ourselves on the ability of Sustainable Work to **promote concrete change while accepting the challenges of the context in which we operate and of all our stakeholders**.

We prefer to consider it more as a reference framework: open to further evolution and change and also continued enrichment as times and contextual conditions change. Within this structure, work must take centre stage and must be made sustainable for people, organisations and society with the awareness that digitalisation and frequent transitions influence, and will increasingly influence, the very concept of work, as underlined already in **2015 by Eurofound**:

“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 wish 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 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 its specially-created Observatory on Sustainable Work and thanks to discussions with its Scientific Committee, **Fondazione Gi Group** has defined its own Sustainable Work 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**; generates **satisfaction** for both employees and their companies; **pays attention to promoting diversity, equity and inclusion**; and **employs resources** carefully without any kind of exploitation or waste, thus **safeguarding them for the future**.



The contents formulated in the **Manifesto** shared in 2022 were subject to greater in-depth **analysis and reflection by the Scientific Committee**, leading to the identification in early 2023 of a more precise articulation of the four pillars.

While maintaining a certain degree of overlap and interconnection between the parts:

- **The First pillar** focuses on adherence to the elements of regulatory compliance that underpin the guarantee of decent and safe work.
- **The Second pillar** aims to ensure conditions of employability by taking care of the development of skills required by the labour market and creating working solutions that enable people to grasp the meaning of what they do and to reconcile the demands of their personal and professional lives.
- **The Third pillar** looks at the need to create fair, inclusive work environments for all in which everyone can give their best.
- **The Fourth pillar** leads us to look to the future, calling for the development of an integrated ESG strategy that is attentive to environmental, social and economic impacts while paying attention not only to environmental resources but also to human resources with a special focus on young people who are destined to build a better future and who need intergenerational support to fulfil this challenging mission.

The 4 Pillars of Our Sustainable Work Manifesto:



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.

During 2023, with the guidance of the Gi Group Foundation, a series of meetings was held involving HR, Marketing and CSR managers at the Global and Italian country level to translate the concepts of our **Sustainable Work Manifesto** into concrete commitments that the Group chose to make.

The reflections were developed looking at several objectives:

I. How to be promoters of Sustainable Work in everyday office activities?

(Business perspective)

II. How to be promoters of Sustainable Work in the employment we offer our people?

(HR perspective)

III. How can we be promoters of Sustainable Work in relation to other companies in order to invite them to share the same path?

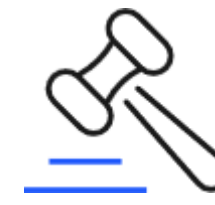
(Stakeholder / partnership perspective)

IV. How to evolve the regulatory framework in the direction of Sustainable Work?

(Institutional/regulatory perspective)

Based on these demands, the four cornerstones or pillars that make work sustainable have been articulated into actions that the Group is **committed to undertaking to promote and implement Sustainable Work**. These actions will take on different levels of priority, depending on individual countries and Group companies, in connection with the specific social and business contexts, and based on contributions from various stakeholders.

Our Actions for Sustainable Work:



1. CREATING DIGNIFIED WORKING CONDITIONS FOR ALL

- **We combat the exploitation of people** by promoting dignified working conditions, social security, and quality work for everyone.
- **We promote listening and active dialogue**, offering fair and non discriminatory economic conditions.



2. EMPOWERING PEOPLE AND BUSINESSES BY DEVELOPING SKILLS AND A HARMONIOUS, BALANCED LIFE

- We help companies and individuals **adopt a lifelong learning approach to careers** by investing in the creation of effective orientation services and tailor-made training interventions. These are built in **partnership with businesses and local communities** to develop skills capable of responding to changes in the labour market.
- **We support the development of a satisfying, balanced life in all its dimensions.** To this end, we raise awareness among companies and individuals of the need to adopt flexible working methods (e.g., hybrid work) to favour a balance between professional and personal spheres.



3. PROMOTING DIVERSITY, EQUITY AND INCLUSION

- **We promote respect, inclusion, and the well-being of all people** (including the most vulnerable) by encouraging companies to **focus on skills, meritocracy and equity** and by supporting them in **removing all types of barriers** to access or development.
- We support people in fully **expressing their talents and achieving their potential**.



4. CONTRIBUTING TO CREATING A SUSTAINABLE FUTURE FOR PEOPLE AND COMPANIES

- By **increasingly integrating the ESG approach** into our governance model;
- Supporting more effective **orientation and continuously boosting people's employability**;
- **Developing a non-competitive culture** based on listening, collaboration, participation, willingness to learn continuously, knowledge sharing, values, and personal accountability;
- **Reducing all forms of waste** and measuring environmental impacts produced; and
- Innovating through processes and people to support the **evolution of the company** and the entire community in which we operate.

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 appropriate work-life balance and satisfaction for individuals and companies;
- Is reconsidered 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; and
- 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 while nurturing skills, innovation and relationships.



5.3.1 | Sustainable Work:
Glossary and Terminology
References

In order to guide the Group globally in the creation of sustainable work, we created a multifunctional team assigned the task of **clarifying concepts contained** in the definition of sustainable work and translating them coherently into action plans for our different global realities.

We consider it important to share with all stakeholders some of the concepts mentioned in our **definition of Sustainable Work**.

GI GROUP HOLDING RECOGNISES THAT WORK IS SUSTAINABLE FOR PEOPLE AND ORGANISATIONS WHEN

It is dignified and guarantees contractual regularity, secure working conditions, fair income, equality, personal well-being and the possibility for people to have a voice on all issues above.	<p>By equality, the Group means emphasising its commitment to recognising people as equal in status, rights and opportunities. It means ensuring that every individual receives the same resources and rights to access opportunities to make the most of their lives and talents.</p> <p>The term personal well-being refers to the state of emotional, mental, physical, social and spiritual well-being in which the individual is able to make the most of their cognitive and emotional capacities, exercising their function in professional and private life, responding to daily needs, establishing satisfying and mature relationships with others, and participating constructively in changes in the professional context in which they are embedded.</p>
It creates living and working conditions that support everyone in engaging and remaining in work throughout their extended working life with an appropriate work-life balance ensuring individuals' and their companies' satisfaction.	<p>Engagement represents a positive, affective and motivational state of work-related well-being, characterised by vigour (expressed through high energy, broad flexibility, a desire to put effort and commitment into work and to persist in the face of difficulties), dedication (expressed by pride and happiness in the work performed) and absorption (represented by high concentration and emotion invested in work). People with high work commitment become active agents, behave well, engage in teamwork, tend to help colleagues, put full energy and potential into their work, are less prone to burnout, and tend to stay in the organisation longer to the mutual benefit of the individual and society.</p> <p>At the individual level, satisfaction expresses the psychological state resulting from a conscious judgement with respect to one's work based on a comparison between actual working conditions and one's own standards and expectations. Three components can be captured in satisfaction: an affective one (relating to the feelings and emotions that individuals associate with their work), a cognitive one (employees' opinions of their work situation) and a behavioural one (a person's behavioural tendencies towards their work). Job satisfaction has a negative influence on employee turnover intention and health problems. It is important to remember that a satisfied person is not necessarily an engaged person.</p>
Is reconsidered or redesigned to remove barriers that discourage or hinder people from entering, staying or growing in the labour market; creating conditions to enhance individual contributions while ensuring fairness and inclusion for all.	<p>Diversity expresses the multiplicity of differences and similarities that exist between people and that, when combined, generate the person's multiple and interconnected identities that define his or her uniqueness. This uniqueness is expressed in the way each person sees the world, lives in it and relates to others; thus influencing lifestyles, tastes, preferences and needs. This diversity has a strong impact on a person's work, attitudes and behaviour in the workplace, preferences and motivational factors, and ability to work well with other people inside and outside the organisation.</p> <p>Equity represents the state, quality or ideal of being fair and impartial in terms of procedures, results, information and relationships. Distributive fairness focuses on people's perception of impartiality with respect to resources and work results. Procedural fairness refers to their perception with respect to the impartiality of the procedures applied to determine the resources and results accorded to individuals.</p> <p>Information equity refers to the perception of impartiality and adequacy of information used as a basis for decision-making. Relational fairness (interpersonal fairness) refers to the perceived impartiality of the way relationships are conducted within the company (managers, team members, colleagues).</p> <p>Inclusion is achieved when individuals and the organisation are aware of the existence of diversity and show high respect for the feelings and rights of others; when everyone can express themselves freely, and diversity is combined in imaginative ways to create new ways of communicating and collaborating.</p>
It 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, while fuelling skills (competences), innovation and relationships.	<p>ESG represents both corporate governance and investment frameworks that are translated into specific standards used to assess a company's environmental, social and governance impact.</p> <p>Companies that adopt ESG principles will define a vision, mission, strategy, policy and values that consider, measure and evaluate the environmental, social and governance aspects of their business. Investors using an ESG framework base their investment choices on assessments of the actual and potential impacts of a company and its activities on the environment, people and management methods.</p>

5.4

Benefit Corporation: Gi Group

As of 22 July 2021, within the solid structure of Gi Group Holding, which expresses the Sustainable Work approach in the governance and operations of the Group, **Gi Group Spa** has assumed the legal form of a **Benefit Corporation**.

Consequently, its Articles of Association have been formally amended and all the **impact benefits** that the company intends to pursue through its activities have been included in the Corporate Purpose.

The adoption of the Benefit Corporation model confirms Gi Group's strong stance; this achievement represents a further strengthening of the company's approach to the world of work. The latter is guided by the Company's Sustainable Work framework, a document that today guides the entire Group.





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, is 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 – the **United Nations' Sustainable Development Goals**.

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.

6

Our People

- 6.1 Our Life Changers
 - 6.1.1 Employer Branding & Talent Acquisition
 - 6.1.2 Internal Communications & Engagement
 - 6.1.3 Learning & Development
 - 6.1.3.1 Learning & 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

In 2023, Gi Group Holding celebrated its 25th anniversary, an extraordinary opportunity to renew our commitment to our mission and values and to communicate even more intensively than ever before with our internal employees, our life changers.

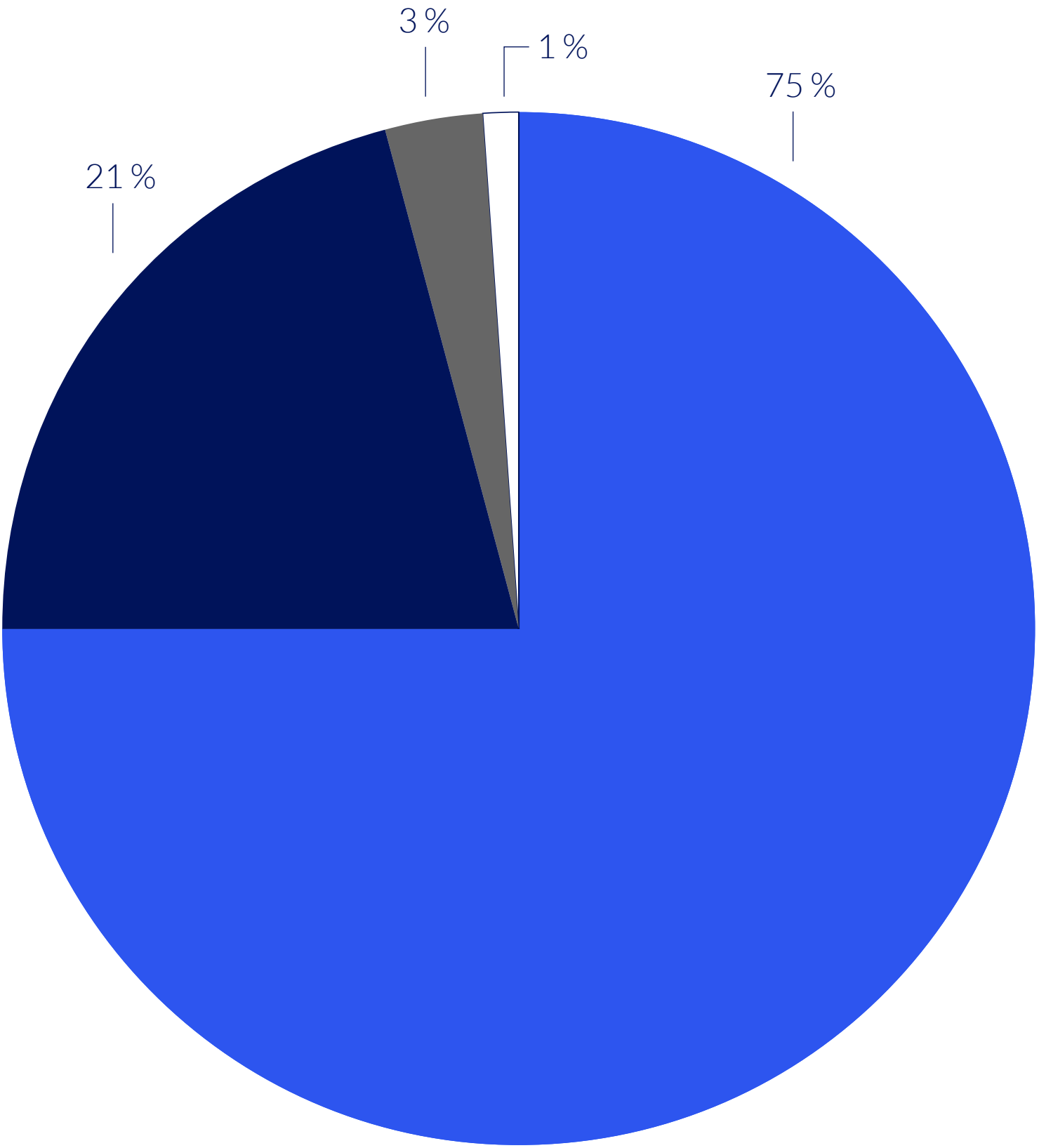
The HR function had a great responsibility in leading the initiatives related to this important milestone: from employer branding projects to our engagement activities. While managing this important year-long celebration, the HR function prepared itself both at the local and global levels for the project of integrating Kelly Services into our teams. 2023 was another important year to support how the Group changes and adapts in a constantly evolving labour market. Below, we provide some main figures that demonstrate the structure of our workforce.

Countries with the largest number of Group employees include Italy, Brazil, Poland and the UK.

COUNTRY	employees %share - Dec.2023	COUNTRY	employees %share - Dec.2023
ADRIA (CROATIA, MONTENEGRO, SERBIA)	0.7 %	MALAYSIA	0.1 %
ARGENTINA	0.3 %	MEXICO	0.1 %
BALTICS (ESTONIA, LATVIA, LITHUANIA)	0.8 %	POLAND	5.7 %
BRASIL	9.6 %	PORTUGAL	1.3 %
BULGARIA	0.6 %	ROMANIA	1.2 %
CHILE	0.3 %	SLOVAKIA	0.9 %
COLOMBIA	2.2 %	SPAIN	4.3 %
CZECH REPUBLIC	3.8 %	SWITZERLAND	1.7 %
FRANCE	3.7 %	THE NETHERLANDS	0.7 %
GERMANY	6.6 %	TURKEY	2.1 %
GREATER CHINA (MAINLAND, HONG KONG)	4.4 %	UK	7.2 %
HUNGARY	1.1 %	UKRAINE	0.1 %
INDIA	2.4 %	USA	0.6 %
ITALY	37.6 %		

The average age for company employees is 36 years; an age group representing **4 % of the Group's global population**. Average seniority is 4.5 years. The Group's age distribution is divided into the following five brackets:

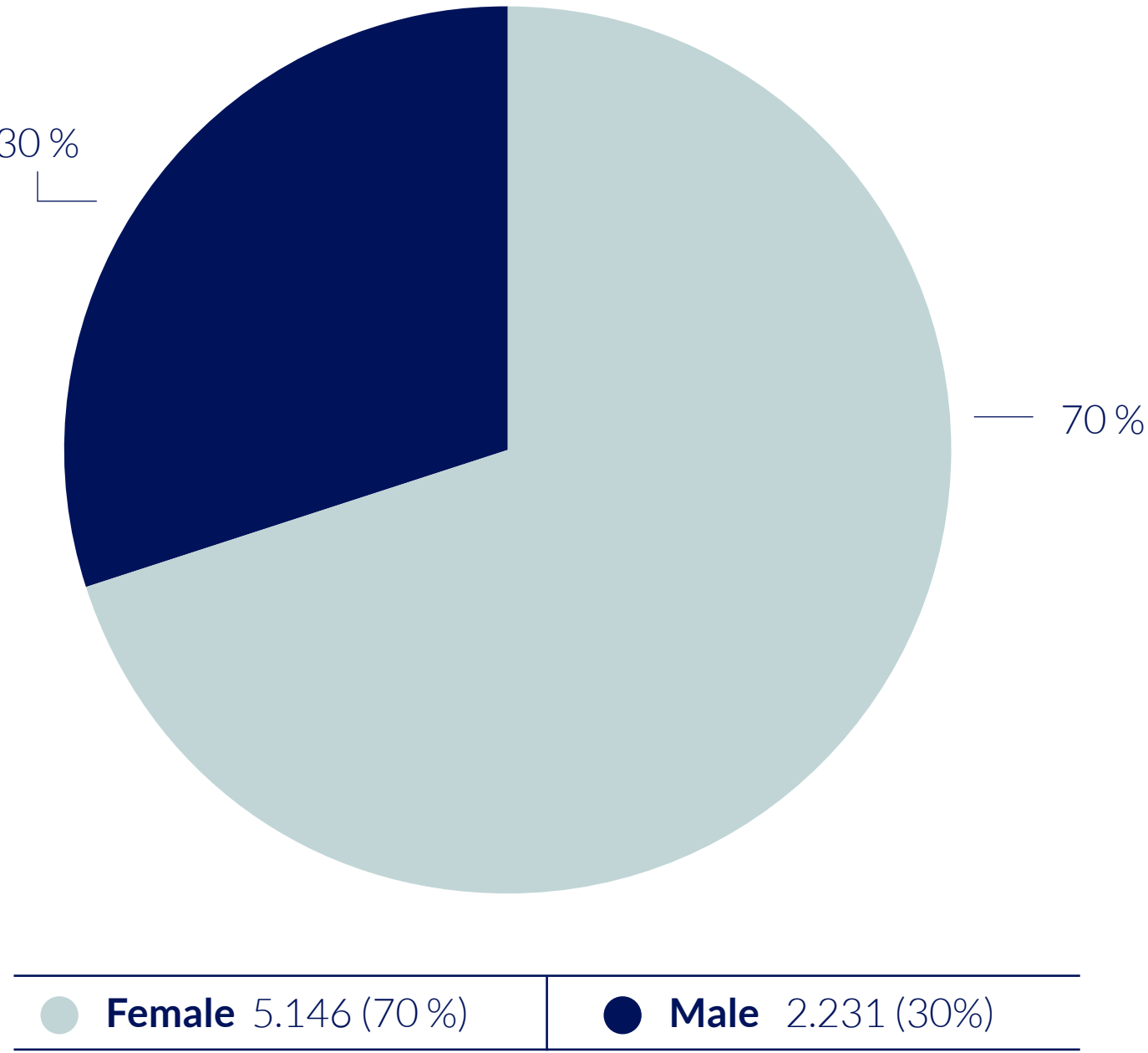
WORKFORCE DISTRIBUTION



GENERATIONS	Years
● Generation Z	>2000
● Generation Y (Millennials)	1980-2000
● Generation X	1980-2000
○ Baby Boomers	1946-1964

Moreover, **70% of our corporate population is female**.

GENDER DISTRIBUTION



We believe in being consistent and in pursuing our goals tenaciously. This is why for 2024 our HR objectives to support the company strategy remain the same as in 2023. They will focus on three main pillars:

- Reinforcing our employee value proposition and promoting it both internally and externally in order to engage our employees and candidates;
- Increasing the number of services we offer to better intercept and address our customers' needs; and
- Continuing to invest in supporting our change and learning initiatives.

6.1.1 | Employer Branding & Talent Acquisition

For 2023 our Employer Branding goal was to implement our communication activities and global/local initiatives in order to position the Group as an “Employer of Choice”.

Since the launch of the **Gi Group Holding** brand in April 2022, we have strengthened our talent attraction strategy: both in terms of brand awareness and sourcing. We shared our unique Employee Value Proposition globally and we engaged candidates target audiences at different levels.

Moreover, we have ensured that our global employer branding and talent attraction guidelines and strategies have been shared and implemented at the local level. This facilitates cooperation between our HR and Marketing departments to better scale our communications plan across all countries and business lines.

Consistent with the Group’s goals, the Global and Local HR functions have promoted, both internally and externally, the **Group Employee Value Proposition**, spreading our rallying cry “**Change Lives**” throughout online/offline channels.

“Change Lives” has been the Group motto for years, shared in our offices and among employees all over the world. Our global team is made up of talented people with different skills who come together to transform the industry and change people’s lives for the better. “**Give and Get**” is also an important asset in our employee value proposition. At Gi Group Holding, employees have an impact on the lives of others and there are a lot of benefits that this can bring to their professional journey.

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, one is spoiled for choice when it comes to opportunities to learn and grow. We trust our employees to navigate their own career journeys, but we will do whatever it takes to help them 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 one’s role, location or brand, at Gi Group Holding employees matter, are seen for what they contribute and are empowered to achieve even more.

Gi Group Holding is a **global ecosystem** of integrated HR services dedicated to reshaping and advancing the labour market by creating sustainable, enjoyable work environments that help change people's lives.

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

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 audience. Tone of voice, core messages, rallying cry, meaningful content, campaigns, testimonials and company brand ambassadors are the assets we use to attract and engage the best talent and nurture our reputation.

PROVIDE CANDIDATES AND EMPLOYEES AN UNFORGETTABLE EXPERIENCE

Every touch point with people speaks about us and who we are as a company: from the application experience (“find a job and get feedback”) to our employee advocacy (the Ambassador programme). Consistency in what we say and what we do is crucial. An unforgettable experience ultimately makes a difference in the success of our employer branding strategy.

One of the main Employer Branding projects supported in 2023 deals with **employee advocacy**. We involved global and local colleagues as **brand ambassadors**, producing and sharing content on our EVP, corporate identity, values and culture, etc. The main goal was **to position the Group** through these employees’ experiences and to **engage our target audience** (internal staff – new employees) while promoting our EVP: #ChangeLives.

- In detail, the communications mix included 30% #Changelives Ambassador articles on market trend-related topics, 45% #Changelives Ambassador videos focused on internal mobility and role continuity topics, and 25% Employer Branding corporate videos (EVP, Values & Culture, Assessment & Development, Career Journey, and Energy Matrix)

In order to amplify even more our **Employer Branding Communication** plan and support country communications locally, we **massively invested in Social Media sponsored campaigns in 2023**, specifically on LinkedIn, to increase the visibility of our initiatives globally. We focussed on 12 countries: (Portugal, United Kingdom, Italy, Czech Republic, France, Poland, Spain, Brazil, India, Germany, Colombia and Turkey). Below you can find the main data from our 2023 Social Media Analysis:

- 46 (+30 VS 2022) Global Employer Branding Campaigns launched, 17 mil. (+325% VS 2022) Impressions delivered, 105,000+ (+200% VS 2022) Engagement Clicks, 52,000+ (+300% VS 2022) Website Clicks, with an average 0.8% Engagement Rate.

During 2023 we asked our **#ChangeLives Ambassadors** to be part of the **#ChangeLives Ambassador Community**, sharing their experiences and good practices in being “Life Changers” and publish original and shared content on social media. This was the voice of a team of volunteer employees talking about our EVP and Company Values and they had a positive impact inside and outside the Group. They generated more than 1,500 social media posts during the first months of activity:

BRAND AMBASSADORS

190+ Volunteer Employees 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 or from different businesses or functions and serving at different seniority levels.

During 2023, we also launched an **external survey**, supported by a specialised provider. This project involved 12 countries.

The goal was to measure the ROI and first results of our Group EVP positioning. Below, we share the main key findings:

- In terms of awareness of companies specialised in HR, Adecco, Manpower and Randstad rank in the Top 3 in almost all European countries. Exceptions include the UK, with Hays in the top position and the Czech Republic where Grafton ranks in the 3rd position.
- Considering different countries and different brands, reputation is first of all driven by different levels of awareness as in the past. Awareness of Gi Group and its reputation is growing across countries.
- The launch of Gi Group Holding achieved a level of spontaneous awareness between 2% and 4% in European countries. It was higher in China and India (19% and 14% respectively), followed by Brazil (5%) and Turkey (6%). Total awareness of the launch (spontaneous + prompted) increased slightly in Europe with a 6% rate of average knowledge compared to 19.5% in non-European countries. Total awareness of Gi Group Holding is 13% for the total sample (considering both spontaneous and prompted awareness of the Holding + awareness of the logo).
- People aware of the creation of the Holding recognise its value for the Group. The Corporate Employee Value Proposition – #ChangeLives – shows great potential since it is well-known among persons familiar with Gi Group Holding. The EVP motto is also perceived as consistent with the Company's positioning.
- In the current labour market scenario, satisfaction with current personal work situation is good in all countries surveyed. This trend improved everywhere except in the Czech Republic where the level of satisfaction remains, however, within the range of sufficiency. The main strengths of the current personal work situation of our target candidates include work-life balance, earning a good fixed income, company values shared, equity, continuous training and internal mobility. On the other hand, challenges to be addressed differ from country to country.

Gi Group reaches interesting levels of awareness in Italy, China, India and Turkey. In general, Gi Group sub-brands are slowly increasing their brand awareness across countries.

In terms of operations, **2024** will thus see us engaged in the following Employer Branding & Talent Attraction activities:

- Continued **implementation of the Employer Branding and Talent Attraction** strategy and initiatives within the Group such as Global webinars/trainings on EVP topics;
- **Participation in Online/Offline events** as a leader in handling Employer Branding strategies to position the company as an “Employer of Choice” for our external target audience;
- Continued **activities, campaigns and content** for each touch point in our candidates' and employees' journeys;
- Delivery of the **2024 employer branding editorial plan** (social media, offline/online channels);
- Support for countries in **building and delivering local** Employer Branding plans and initiatives;
- Fine-tuning of the **Gi Group Holding Websites** (Global and Locals) giving proper visibility to EVP content and best practices around the world while ensuring that all Job Vacancies are published correctly and constantly and also updated;
- Reinforcement of the work done by the **#ChangeLives Brand Ambassador Community** (Brand Ambassadors, Super Ambassadors) by increasing the number of active members;
- Guaranteed Consistency among **External and Internal EB communications**;
- Strengthened **HR/Marketing Collaboration at the Global/Local levels**.

TALENT ACQUISITION

We are always focused on enhancing **candidate experience**; providing our candidates a meaningful experience when engaging with our Group. Every touch point with people speaks about us: from the application experience to interviews, continuing with the pre-onboarding and onboarding phases. Providing candidates and future employees (#lifechangers) an unforgettable experience is one of the pillars of our **Employee Value Proposition (EVP)** and one of the strategic

elements needed for us to be recognised as an Employer of Choice.

In 2023 we fine-tuned the **Gi Group Holding Career page**, involving our Global HQ along with our teams in Brazil, China, Czech Republic, France, Poland, Portugal, Spain and Switzerland.

To provide an out-of-the-box candidate experience, all people who apply to our job advertisements on the Holding career page have the unique possibility to start to develop their personal skills thanks to our **“Assessment & Smart Coaching tools”**. The assessment is based on our 6 Group Core Competencies and allows candidates to get an overview report on their skills and begin to improve them thanks to an 8-week programme that delivers specific tips and tricks. This tool has been translated into 16 languages and has been used by more than 700 candidates.

Last year we completed some developments in our smart-coaching assessment tool to enhance the candidate experience and usage of the final reports for our internal HR.

As well as a unique candidate experience, **Internal Mobility** is also a strategic pillar in our Employee Value Proposition.

All Gi Group Holding countries are involved in providing a common and meaningful **employee experience to our colleagues worldwide**. To support this strategic pillar, we continued offering in 2023 a **Gamification** tool that employees can take advantage of by applying for an internal position. The gamification tool has been translated into 16 languages and allows candidates to share a common employee experience across all countries.

The tool consists of a self-evaluation path based on the Group’s 6 core competencies and it provides a unique, unforgettable experience to all internal candidates. It raises awareness of internal opportunities and helps boost and advance employee’s career journeys. More than 200 employees have already taken advantage of the gamification experience.

2023 also saw an increase in employee counts at the **Global HQ** with a total of **66 new hires**.

This total number can be broken down as follows:

57 external candidates (86%) and 9 internal candidates (14%). Of these 66 new employees, 29 are formally in a new position, 15 are internships, 2 are post-internship hires and 20 are replacements. 82% of new hires were made in Italy and 18% were made worldwide; specifically in Brazil, Germany, Poland, Portugal, Serbia, Spain and the UK.

Considering the new hires’ ages, the majority of them (75%) are between 24 and

40 years old, i.e., consistent with our Talent Acquisition & Employer Branding candidate targets: people between 24-40 years of age with at least 1 year of work experience and with a master’s degree.

Last year we also launched a survey of all our 2022 & 2023 new hires in order to collect their feedback and to better understand which elements of our Company experience are most attractive for them, what elements are key for retention, and what are the main challenges to be addressed.

Since reinforcing the Global IT and Global Digital & Innovation Functions was one of our Corporate strategies, we launched in 2023 specific sourcing campaigns on our LinkedIn channel to attract specific profiles. Each of our selection processes was supported by the use of a **tool assessment**, with a main focus on potential performance, leadership, and behavioural traits acted out in the work environment.

Each of these employees took part in a significant **pre-onboarding and onboarding experience**, thanks to the digitalisation of this process. Alongside the Global HQ, this project involved some specific countries in 2023 (France, Germany, Portugal and Spain). We shared the project and the strategy behind it with these countries, and we shared the guidelines for local implementation. Other countries are sensitive to and aware of this topic, but they prefer to use other tools. In such cases, we pursue a knowledge-sharing approach.

Our **digital pre-onboarding** allows the Company to build an initial relationship with future employees; exchanging key information about the Company and the future team while gathering feedback and expectations before the candidates' starting date. The onboarding **experience is provided using a hybrid solution: the digitalisation of communications to convey standard and key contents and an in-person induction with the manager and colleagues.**

During 2023, we continued sharing with all Countries our guidelines on job posting and candidate interviews. Furthermore, we shared the Global and Local selection process guidelines where, at the Local level, the Global HQ supports the selection for positions reporting to Country Managers (CM-1).

For each of these touch points the **#ChangeLives** motto is expressed and represented as a common thread in the employee experience. This supports our efforts to become recognised worldwide as a **Top Employer** and an **Employer of Choice**.

2024 will therefore see us engaged, in our operations, in the following projects related to Talent Acquisition and Talent Attraction:

- Delivery of the **Global HQ** and **Local 2024 hiring plan**;
- Continued **analysis of the main Talent Acquisition KPIs**: both at Global and Local levels;
- Data collection and analysis data for the **Internal Survey with New Hires** in order to compare responses with the data collected on labour market trends;
- **Fine-tuning the #ChangeLives Career Page** in our Global Holding Websites – Candidate Application Experience;
- Creation of new **guidelines for local HR Managers** in order to better use the Assessment & Smart Coaching Tool – Candidate Application Experience;
- Development of **new sourcing campaigns and content** (social media, offline/online channels) to support Temporary Staffing and Professional Business through the launch of LinkedIn sourcing campaigns;
- **Review of impacts** from our new **Internal Mobility process** and the **Gamification tool**;
- **Update of our digital pre-onboarding and onboarding programmes.**

TALENT DEVELOPMENT

During 2023, this area focused on developing the Global HQ people and teams' competences, skills and career journeys.

The ultimate goal was to support our HQ people in being more efficient and effective when implementing our international strategies and more supportive and responsive toward Countries' needs. Below, we provide a list of the main development assets we invested in:

- **Middle management and senior professionals' role reinforcement and enhancement**

We focused on middle management and senior professionals' roles and we managed assessment centre initiatives on leadership topics. We proceeded with 1:1 coaching programmes on leadership and complexity management while involving almost all middle managers and senior professionals within our global function and practices. The assessment and 1:1 coaching initiatives have been managed by engaging certified external partners (assessors and coaches) who supported our people in addressing (and overcoming) their professional challenges while developing new skills and behaviours.

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

- **Team development**

For 3 specific global central functions (Steering Committee, IT and Marketing), we implemented a team development assessment and coaching programme aimed at increasing team strengths and collaboration.

We started with an individual and team assessment to identify attitudes, competencies, potentialities and behaviours. We then proceeded with workshops and coaching sessions to secure the team's agreement and define the next steps for better collaboration.

- **Intercultural Group Coaching Programme**

Intercultural awareness and cross-cultural communications are crucial skills to be effective in dealing with internal and external stakeholders around the world. This is why we decided to implement an "intercultural group coaching" exercise involving around 10 colleagues from our Global HQ. These were people coming from different practices, functions and countries. The goal was to provide them with knowledge and tools needed to address intercultural challenges. Furthermore, the group coaching methodology allowed them to exchange good practices while working with certified coaches who led them forward in their intercultural group journey.

- **Parents@work Programme**

Being a new parent is a challenge for any human being. This is why we want to help our employees with their "re-onboarding"

when returning from parental leave.

We launched the parents@work programme for new parents in 2023.

It consists of a group workshop and 3 individual coaching sessions to help each person to face this new challenge and find the right balance between their personal and professional lives.

At the end of each of the Development initiatives, we distributed a feedback survey to collect people's comments and to assess satisfaction levels. Calculating the average satisfaction level for all Development programmes combined, we achieved an overall score of 4.3 out of 5.

- **ROAD**

R.O.A.D. (Reward, Objective Setting, Appreciation, Development) is the Group methodology for performance review. Our goal was to guarantee its proper implementation at global and local levels. Here are the programme results in detail.

- 2022 Performance review: the overall evaluation addresses core group competences / role competences / individual goals. First step: head of functions/practices meets direct reports. Second step: first line direct reports meet their own direct reports.

Development initiatives (already planned) will be launched accordingly.

- 2023 Goal setting: for those who have a bonus scheme we need to guarantee consistency between bonus scheme goals and performance goals.

The core Group competences are the same for every function/role. The role competences differ based on function.

On top of the ROAD programme, which takes place in March-April, we foster a continuous feedback culture within the Group in order to ensure transparency and continuous learning during the year.



2024 will therefore see us engaged in the following projects in terms of our operations:

- **Continued development of managerial skills and competences** for our key people (executive roles, middle managers, professionals) through individual assessment and coaching;
- Fine-tuning of our mentoring methodology, train the **Mentor Team**, and implement several mentoring programmes at the global and local levels;
- Continued **investment in Intercultural Development Initiatives**;
- Continue **investment in our parents@work initiatives**;
- Further **management of teams' development initiatives** (focus on productivity, efficiency, effectiveness and collaboration); especially, for our fastest-growing global functions (e.g., Information Technology, D&I, Finance and Sales);
- **Collection of people's feedback** on development programmes and **monitoring KPIs** (e.g. percentage of completion and overall satisfaction levels);
- **Fine-tuning of the Group career journeys** at global and local levels: all functions and business lines;
- **Fine-tuning of the Business/Functions** role competences (starting from the T&P business competences model);
- Ensuring proper performance appraisal **strategy implementation** at the global and local levels (ROAD);
- Launch of investment in **special initiatives for Young Talents** to facilitate their professional development; and
- Fine-tuning of our **succession plan for key roles**.



6.1.2 | Internal Communications & Engagement

In order to support the celebration of the Group's 25th anniversary, reinforcing and enhancing the importance of our **#ChangeLives** employee value proposition was central to our internal communications and engagement approach.

Through **active listening** via pulse surveys, we gained valuable insights from our team members. This allowed us to identify areas for further improvement in their experiences within our work environment. Moreover, our commitment in 2023 extended to fostering a culture of **continuous learning and supporting** our ongoing digital transformation efforts.

Throughout the year, we remained dedicated to guiding our global team of Life Changers in understanding their roles within our strategy and also their future work by delivering a strategic narrative that felt not only actionable but also achievable.

As part of this, we shared inspiring success stories from our worldwide teams: both recognising and celebrating their achievements.

These efforts reinforced our dedication to cultivating an environment where every **Life Changer** has an enjoyable work experience.



MAIN ACTIONS

- **Annual Global Online Event (Global Business Meeting)**

Throughout a full week dedicated to key topics in our strategy, we featured 40 speakers and #Changelives Super Ambassadors who shared invaluable insights (knowledge) and experiences. This event provided all employees with the opportunity to explore the company's strategy, engage with our leaders, and celebrate the achievements of our teams worldwide through different recognition initiatives.

- **Internal Pulse Surveys**

Throughout the year, Gi Group Holding conducted Energy Pulse Surveys, a follow-up to our Energy Matrix Survey which was a global internal survey conducted every two years to gauge employee energy and engagement levels. Our Net Promoter Score showed a significant improvement of 17 points on average, compared to the previous Energy Matrix study.

In addition, we introduced a new factor to assess whether our Life Changers feel our company fosters an enjoyable work environment. Across the three surveys conducted we consistently achieved global results of above 4 points on a scale of 1 to 5.

- **Global HQ Team Open Sessions**

For our Global Team (Headquarters), dedicated to our matrix organisation, we invited them to participate in open sessions after each Pulse Survey. These sessions aimed to explore the results of the Headquarters team's Energy Pulse assessment. Furthermore, during these sessions, we shared our ongoing journey toward further developing Gi Group Holding as a great place to work. We also provided answers to any questions team members had and collectively explored ways to enhance their overall experience.

- **From Dream to Action**

Throughout 2023, we initiated the dissemination of achievements and best practices from different teams and countries. This approach enabled us to focus on key initiatives aligned with our strategy and values, demonstrating the tangible impact of our global efforts as a company.

- **Knowledge Sharing Tool**

We continued to strengthen our Intranet as the primary tool for sharing knowledge. This involved supporting countries in optimising their local intranets to serve as the central hub for their information sharing.

Additionally, we developed global features to engage our people by celebrating job anniversaries and birthdays on both a global and local scale while also enhancing access to information.

Through this central tool, we actively involved employees in discussions on key organisational topics and reinforced our employer branding journey, values, and mission. We also guided them through our company's digital transformation and business evolution, all while celebrating the main achievements of our various business lines and countries; publishing more than 750 pieces of news worldwide collectively getting more than seventy-nine thousand views.

In **2024**, we will be exploring new strategies to engage our Life Changers and cultivating digital communities to foster connections and nurture our culture of continuous learning. We will also launch a new edition of our Energy Matrix Survey to gather feedback from our team and take action to enhance members' overall experience. Through our internal communications, we will continue to highlight our long-term vision and the essential role each Life Changer plays. This will contribute to employees' resilience in the journey ahead and support Gi Group Holding in unlocking the incredible potential of our market.

6.1.3 | Learning and Development

Because of the continuously changing environment that our people are experiencing due to the **Digitalisation process** that the organisation is undergoing and the acquisition of the **European operations of Kelly Services**, we wanted to strengthen our people's ability to embrace change by broadening the scope of the Learning area to include **People Change**.

To do this, the HR team started working closely with all internal and external stakeholders involved in such company-wide projects so as to provide guidance and support to People Change activities. This includes the **GiSuite roll out in all countries involved** (with a focus on learning methodology, tools and monitoring, train the trainer, end user training, project management and so on) and enablement of a smooth transition in the learning topics, processes and tools for the countries impacted by the acquisition of Kelly operations. In addition to this, and in line with our Global HR Strategy and priorities for 2023, we went on **consolidating our digital learning activities** and **live classrooms** as well as our **onboarding initiatives** per the following details.



GLOBAL INDUCTION AND ONBOARDING

In 2023, we hosted 2 in-person sessions of our Global Induction which took place at our **Milan HQ**: one in the spring and another in autumn. These meetings involved more than 110 people from different countries and included team building and Lego Serious Play activities. We also, in 2023, dedicated a session to our people from the Global HQ to help them in navigating their roles within our complex organisational matrix and to aid them in dealing with multicultural communications. We renewed the **Welcome On Board eLearning** package during 2023. This included creating a dedicated package for Country Managers and HR Managers. To make it more enjoyable, fluid and structured, we included various videos, interactive activities and re-organised the information included therein. Since 2021, we have been using a specific platform to ease Global employees' onboarding and in-team communication flows. We have also extended use of the tool to some countries. It integrates the main information useful for orientation in the organisation into a single, direct-to-employee flow; starting from the date of signing the commitment – i.e., just before joining the company - up to the first day of work and again in the first few weeks after intake. Mentoring activity was also consolidated to support

the effective introduction into relevant roles (new country managers, business area managers, first reports to CMs, ...). To support language skills development, we confirmed usage of our self-learning platform offered to all employees but have enhanced the offer with a new platform, available 24/7, which includes all main languages in addition to English. The platform also provides 30-minute, live group conversation sessions.

DIGITAL LEARNING LIBRARIES

In 2023, we partnered with the **Global Temp&Perm Practice** team to co-design digital learning content focused on the Gi Pro area. It was published in January 2024 on the Global Digital T&P Practice Learning Library (topics include Mastering the Market through Core Profiles; Service Agreements: Balancing Candidate Market and Customer Needs; and Junior Talent Approach: How to Identify Junior Talent Candidates).

We also worked with the **Global Search & Selection Practice** to renew the Digital Learning offer both for the Professional and the Search & Selection Digital Learning Libraries. At the beginning of 2024, we will launch more than 30 new courses dedicated to these targets. They will cover topics ranging from Candidate Management (e.g., Qualification Calls, Interviews ...) to Client Development (e.g., Client Meetings, Business Development ...).

Our Digital Offer was enriched in 2023 with the release of our first trainings in the “Outsourcing Digital Learning Library” dedicated to its Business Model.

Three Core Competencies Learning Paths were launched in 2023 to help our employees develop knowledge of our Core Competencies (Continuous Learning, Human Leadership, Building Solutions, Collaboration, plus Results Driven and Change Attitudes). Each Learning Path is dedicated to a different target audience: all employees, new managers and/or experienced managers.

In continuity with our 2021 activities, we committed to providing interactive, engaging eLearning modules, including gamification and using alternative scenarios for real work situations to explain effective behaviours.

Likewise, building on our efforts in 2022, we expanded our Compliance Catalogue based on Group Policies to include an Anti-Corruption course. We will keep working on this topic in 2024 in alignment with our Compliance Team.

In 2023 we launched a **CyberGuru and Cyber Security Training Programme** to boost awareness of, and readiness against, cyber security threats. This project centres around a 3-year plan.

To support the Digital, Innovation & Analytics function we have designed and produced digital learning pills with a focus on our main tools: Spinner+ and GiRM. Moreover, we added to the Digital Library a

section dedicated to trainings on Microsoft Office Tools to boost our employees' digital knowledge.

GLOBAL SOFT AND MANAGERIAL SKILLS ENHANCEMENT PROGRAM

In 2023, we continued use of the **Train the Trainer**: Enhancing your transfer knowledge skills live course. This programme 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.

In addition, we ran other programmes 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). To support specifically the managers in the Search & Selection practice, we worked closely with the business to develop some dedicated activities for them such as: a **Coaching Programme** to help managers take some time for self-awareness and to reflect on how to navigate better the Change happening inside and outside our Company and related challenges; Hybrid Working and Remote Team Management Global Training Programme to upskill managers with the skills and mindset to lead a hybrid team; and the Key Account Management Global Training Programme.

MAIN 2024 PROJECTS

- Continued development of managerial skills and competences of our key people (executive roles, middle managers, professionals) through new, dedicated learning initiatives such as **Assertive Communication** and continuing with the existing ones;
- New initiatives to ensure people **learn faster** and **more efficiently** to boost productivity;
- Sustainment of internal knowledge sharing through dedicated initiatives and creation of communities for **peer-to-peer knowledge sharing**;
- Definition of a **Leadership Skills Learning Programme**;
- Sustained participation of the organisation in change initiatives from the **People Perspective** by providing operational support with guidelines, methodologies and content;
- Relaunch of the **Global Learning HUB** – Gi Group Holding’s way to boost people growth – with a proper internal and external communications plan to advertise learning initiatives and have an impact on employee engagement and employer branding;
- Continued investment in language **skills training** through a dedicated platform and extension of its **usage to a friend/ family member per each employee**; and
- Continued investment in **Compliance and Cybersecurity training**.



6.1.3.1 | Learning and Development Analytics

TRAINING ANALYTICS

In 2023 we increased our investment in Learning initiatives as part of the HR strategy so as to reach our business objectives as well as to support people engagement and development.

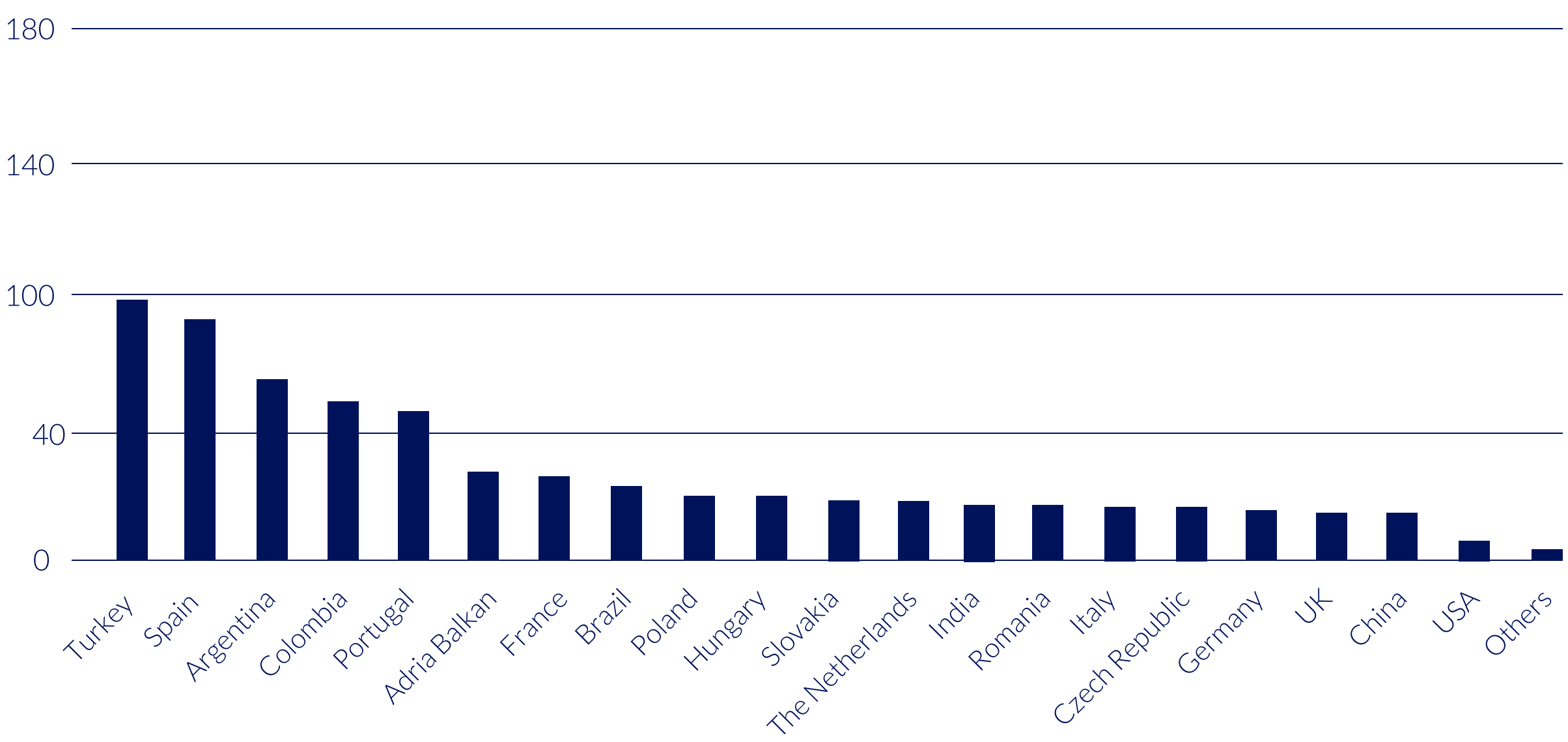
Overall, Total Training Hours have increased over the past years. Trainings delivered increased as well, with effort put into the enlargement of the eLearning library at both the Global and Local levels and the expansion of live classrooms:

- **204,099** (vs 168,240 in 2022): Total Training Hours, + 21% on 2022 and + 29 % on 2021; and
- **1,707** (vs 1,397 in 2022): Number of Trainings delivered – a 22% increase on 2022 and a 76% increase on 2021.

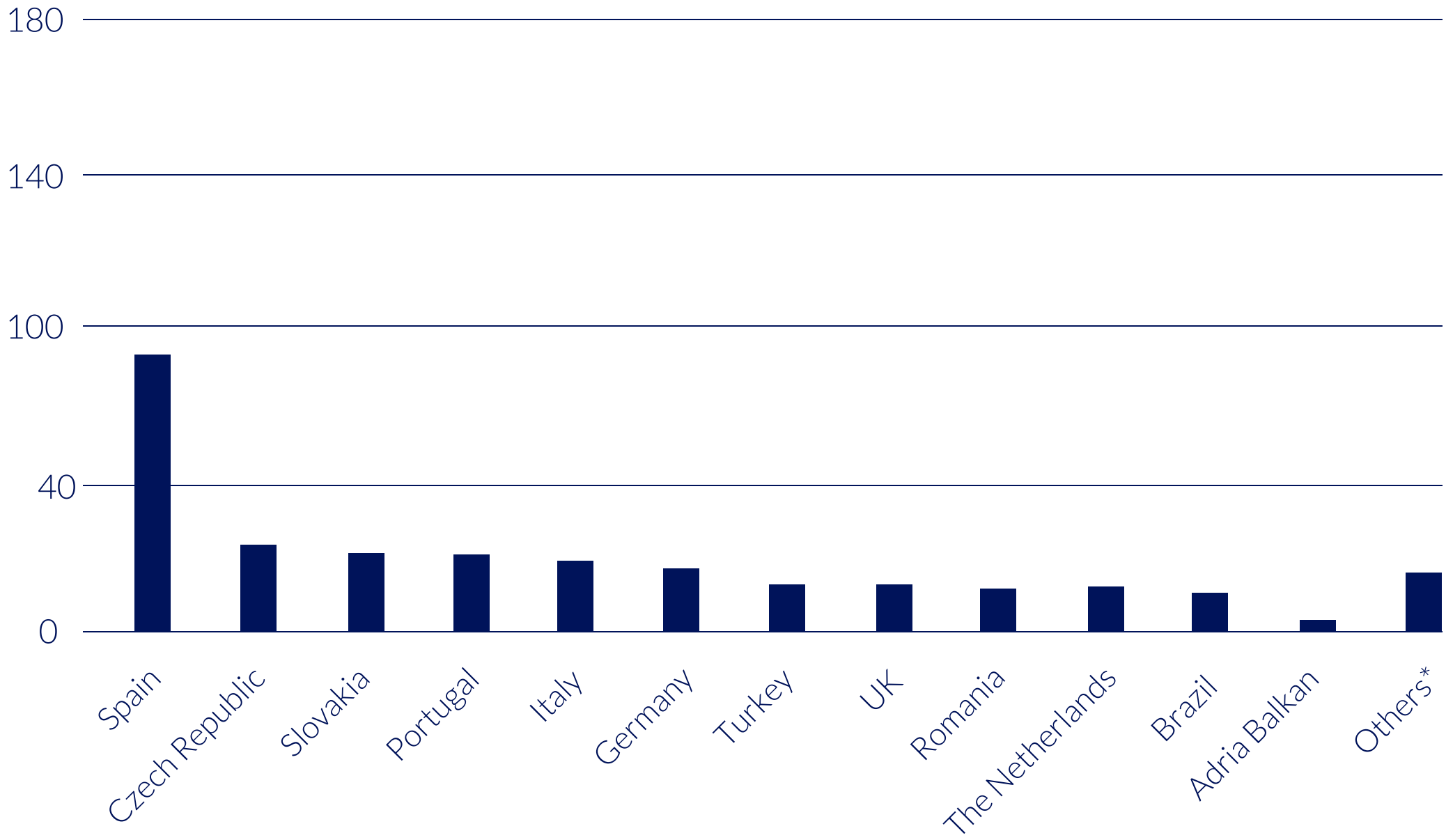
Total training hours per Gi Group Holding employee in 2023 equalled 26.4 - with a **23% increase** compared to 2021 (21.5).

This includes both Local Training Initiatives and Global Training Initiatives (organised directly by Global HR). The following graphs represent Training Hours per Employee in each country (Others includes the Baltics, Bulgaria, Chile, Mexico and Switzerland).

TRAINING HOURS / EMPLOYEE
(PER COUNTRY)
2023



TRAINING HOURS / EMPLOYEE
(PER COUNTRY)
2022

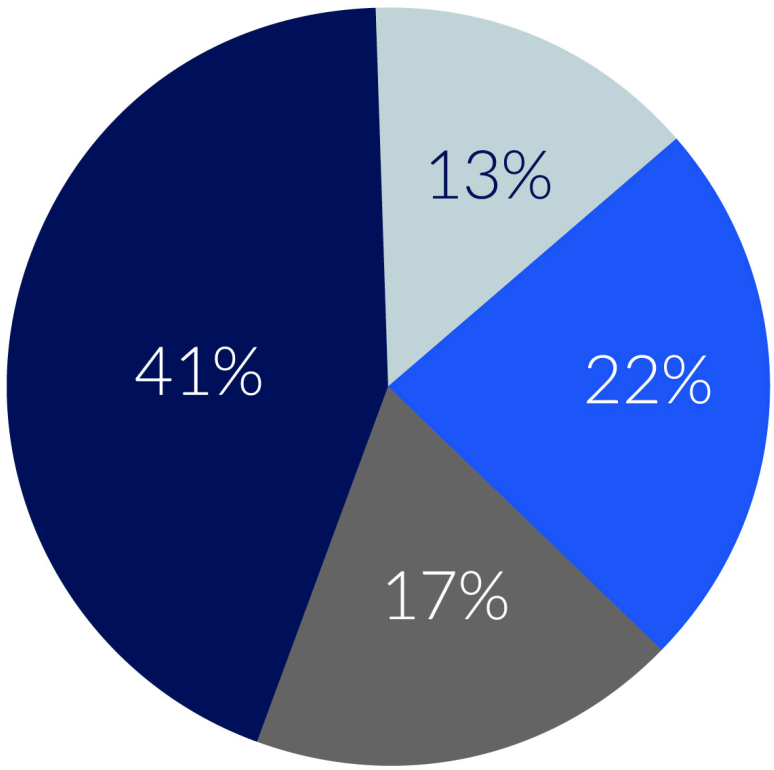


*Others: Argentina, Bulgaria, China, Colombia, France, Hungary, India and the USA.

Our learning strategy content is consistent with the Group’s strategy and business priorities in each country. In continuity with 2022, the main training content delivered can be summed up in 4 macro categories:

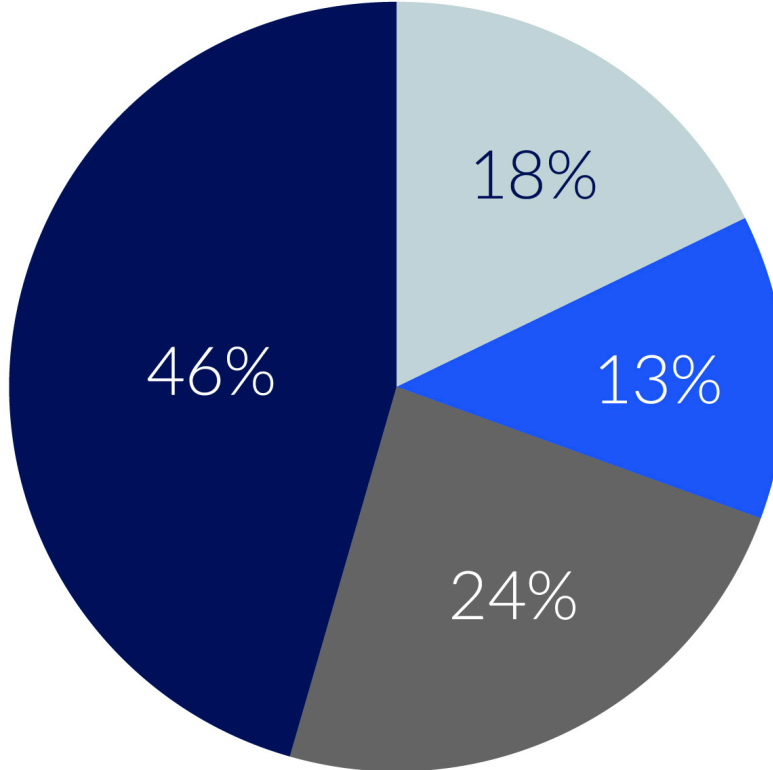
- a) **Technical skills** (linked to roles or processes)
- b) **Soft skills**
- c) **Onboarding**
- d) **Compliance trainings** (e.g., health & safety, laws...)

TRAINING MIX
2023



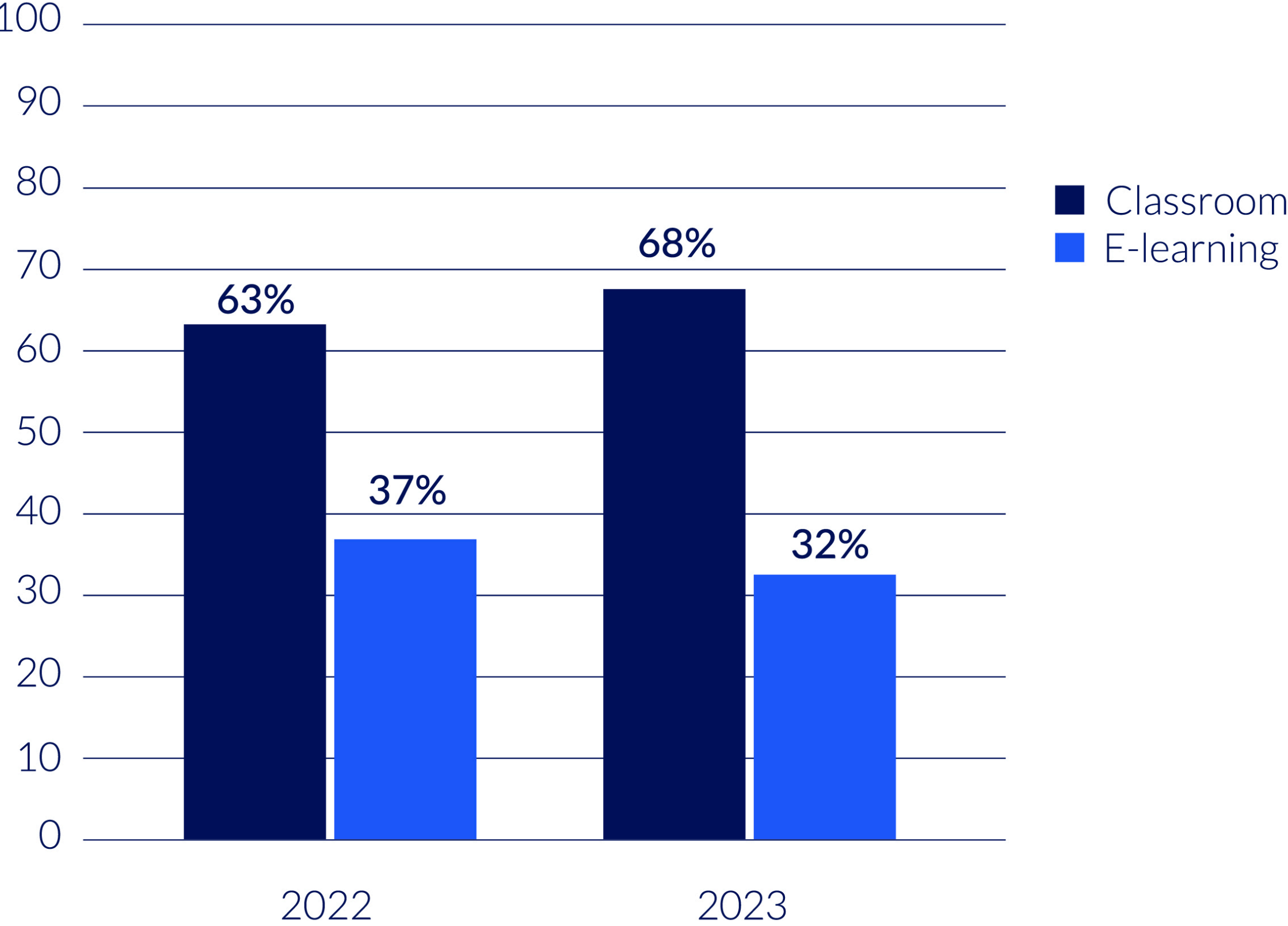
- Compliance training
- Onboarding
- Soft skills
- Technical skills

TRAINING MIX
2022



- Compliance training
- Onboarding
- Soft skills
- Technical skills

Training delivery consists of a blended approach. The distribution of total training hours per course type (eLearning and Classroom) is in line with 2022.

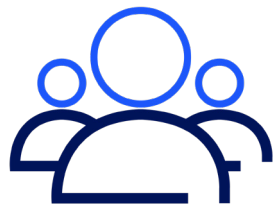


6.1.4 | HR Analytics

The Group continued, during 2023, to grow at an intense pace: both through **expansion in countries** where we have a direct presence and also through new acquisitions. This has presented an opportunity for everyone to **expand our community and our multiculturalism**.

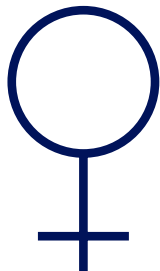
The countries with the highest number of employees (ranked in order of total employees) are Italy, Brazil, Germany, the United Kingdom and Poland.

The **average age of a company employee** is **35 years**, and the average seniority in the company is 5 years. **70% of our employees are women**, of which 9.8% hold managerial positions.



7,446

TOTAL EMPLOYEES



5,200

WOMEN



35 years

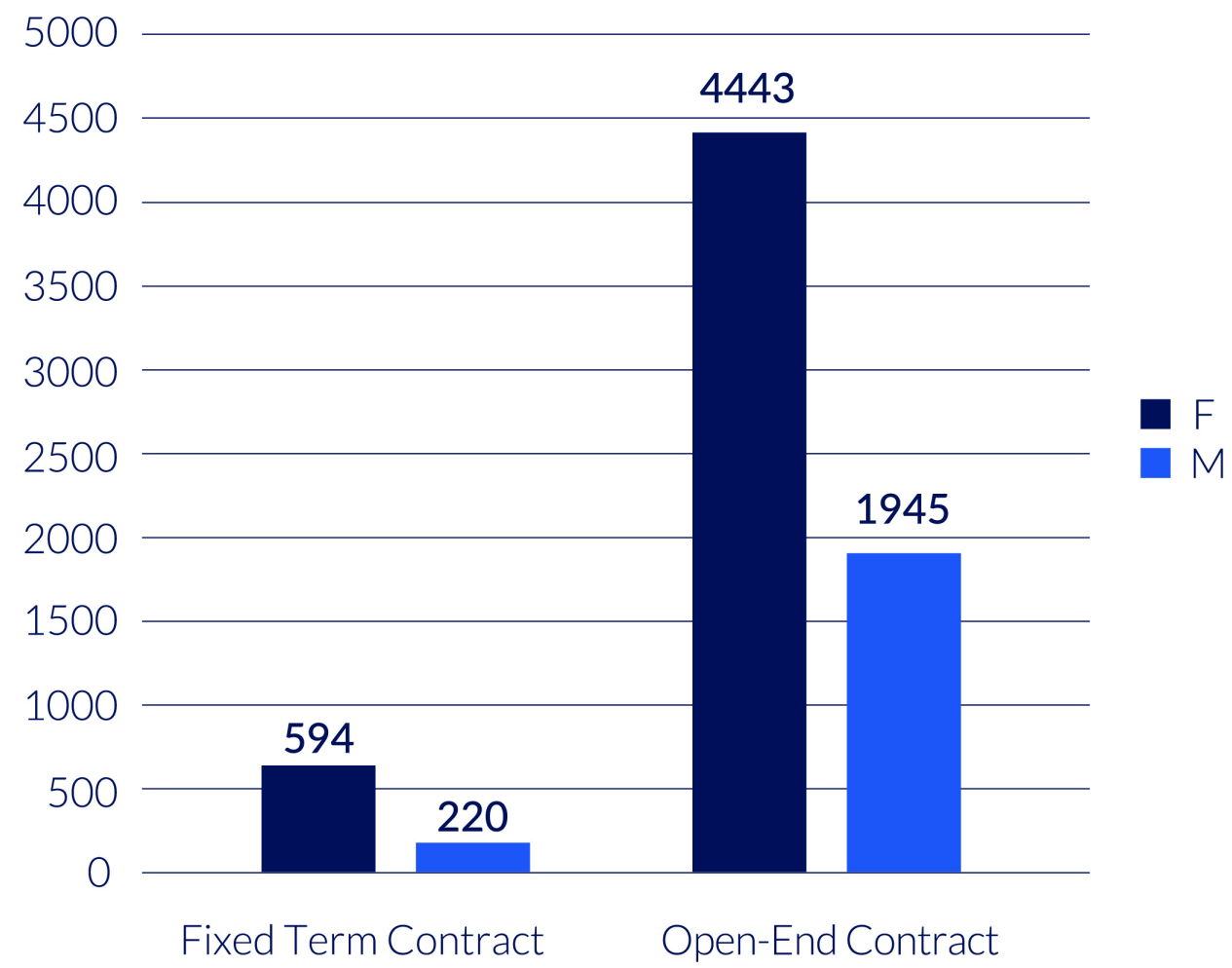
AVERAGE AGE



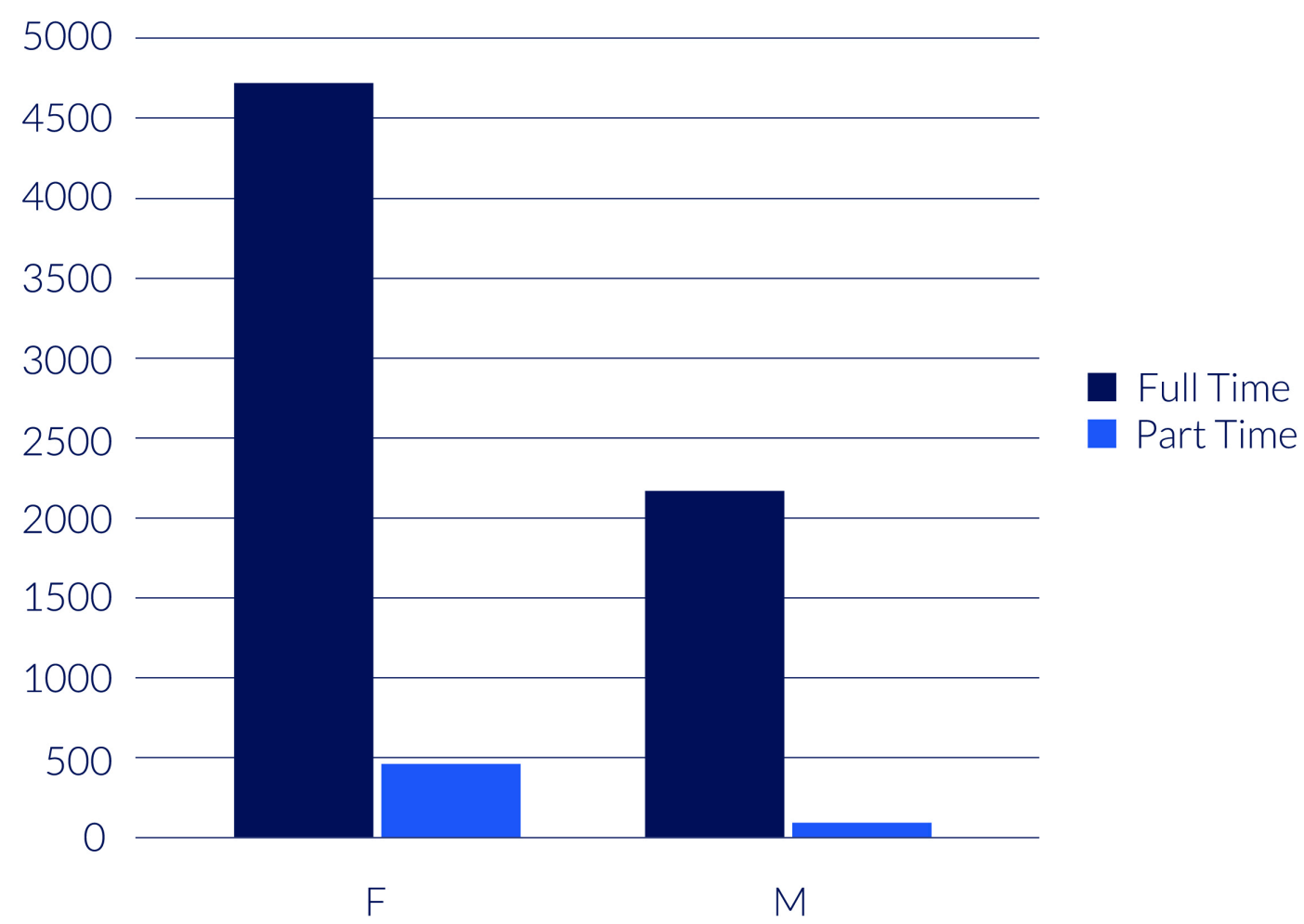
5 years

AVERAGE SENIORITY
IN THE COMPANY

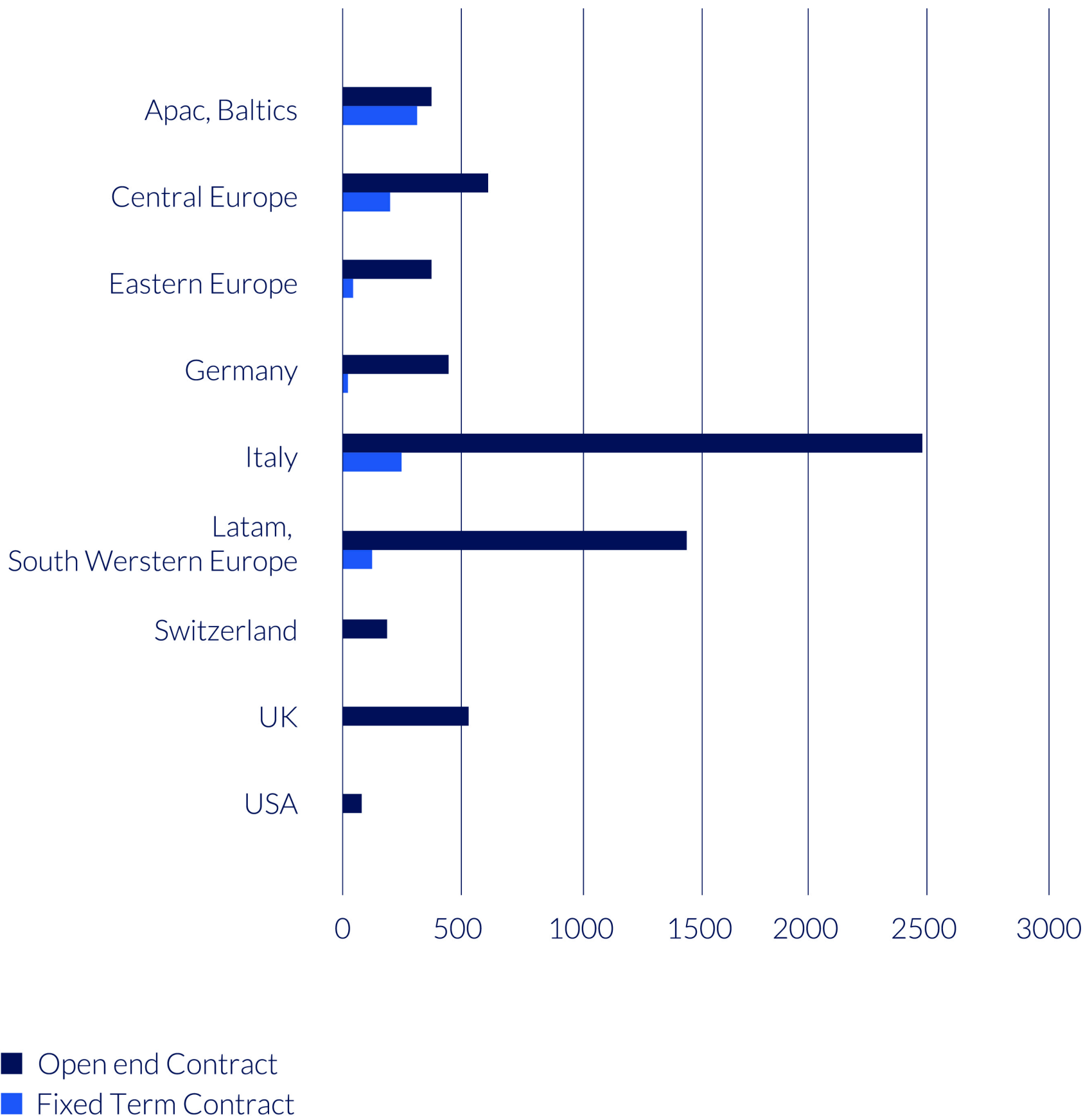
TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT (TEMPORARY/PERMANENT) BY GENDER (2023):



TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE (PART-TIME/FULL-TIME) BY GENDER (2023):



TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT (OPEN-ENDED / FIXED-TERM) BY REGION (2023):



6.1.5 | Local Initiatives

ITALY

The HR management function refers to the set of policies, practices and systems that influence the behaviour, attitudes and performance of an organisation's employees and which determines the application of appropriate interpretative models in order to optimise the relationship between professional resources and the objectives to be achieved.

In the face of technological, economic and social transformations and new modes of interaction, the role of the HR function is becoming increasingly strategic in promoting change within the organisation. The priority related to digital innovation, and the short-term priorities that may arise in a rapidly changing labour market, fuel challenges that can be addressed by focusing one's energies on the following issues:

- **Change Management and the Steering Role:** i.e., the ability to support all phases of change and growth in an organisation, foster skills development, and direct internal and business functions on the evolution of people's career paths;
- **People Care:** which translates into the opportunity to make the working relationship with individual employees increasingly personalised, based on their professional needs, and to accompany and support them during the various stages of their personal lives.

HUMAN AND ENVIRONMENTAL INFORMATION

2023 was characterised by a **desire to evolve the HR management system**, with the consequent development of a **Performance Management system**, which was also revised with a view to integrating all Group companies and simplifying the process that has been enriched and improved over the years.

For the 2023 performance management process, Gi Group introduced a new feature: self-assessment. In fact, it is considered important for employees to be able to enter their own considerations and make their goals explicit.

The new process therefore:

- Allows for greater awareness of performance;
- Generates faster and more effective learning that leads to reorienting behaviour proactively and developing skills;
- Increases the sense of self-efficacy, making people feel more ready and able, as they are more aware;
- Allows people's experiences to be expressed, making them feel more involved in the evaluation process and more engaged.

In order to give shape and strength to the project, the HR Department organised 12 training sessions dedicated to appraisers and evaluators in order to provide all the tools needed to manage feedback interviews in the best possible way and to outline the development plans that they will share with their collaborators.

In addition, within HRPRO (the HR management system) a section dedicated to development paths has been added. It clearly highlights, according to the role currently held and roles available in the company, growth opportunities that the company makes available.

With regard to the issues of **flexibility and work-life balance**, Gi Group is constantly attentive to the needs of employees and their families.

Our monitoring actions confirm that the use of the **SMART WORKING** tool and the flexibility it provides allow individual managers to tend to employee needs and ensure the achievement of the assigned company objectives.

In order to broaden awareness of the work-life balance concept, Gi Group participated in the **Bando Riparto** at the end of September and submitted all the documentation to be able to enter the ranking list.

The Call for Proposals, promoted by the **Department for Family Policies**, was dedicated to corporate welfare paths to facilitate mothers' return to work, encourage higher birth rates, and work-life balance.

Birth incentives, training and refresher courses for assisting mothers in their return to work after maternity leave, family support services, psychological and physical support, and support measures for female workers are among the initiatives promoted within the call.

A nationwide pilot project called '**Smart Week**' started in 2023.

We were inspired first and foremost by several programming principles that are part of our DNA: the Sustainable Work Manifesto, our Mission, and the desire to be continuous experimenters aware that change is intended as a growth engine for our business. Inspiring our colleagues and stakeholders and leaving a different, innovative company for those who enter Gi Group today, those who have been living and working in it for years, and those who will come after us, has led us to experiment with a new way of approaching work.

We shared the rules defined for the Smart Week pilot with all 92 employees involved in the trial.

The possibility of distributing the work week over 4 days for all colleagues who have been hired with at least 12 months of seniority and voluntary participation in the pilot are the plan's main features.

To support this new way of organising work (the maximum expression of flexibility promoted by the Agile Work Regulations), the Company has leveraged a programme called Planning Tool, which has allowed for the timely organisation of smart working and smart weeks and has helped managers in defining and managing the level of service being offered.

The tool was developed from our always listening to people and their experience within the "Cantieri Agili" initiative promoted in 2022.

B*RIGHT Recharge

Recharge

We developed a number of initiatives in 2023 that involved not only employees, but also their family members as part of our continuation of this line of activities that had been introduced in 2021 to support employee well-being and raise awareness of a culture of **well-being** inside and outside the company.

Family Recharge

We launched a series of online meetings with outside experts dedicated to parents. In the first meeting, a certified **personal trainer** was involved who spoke about the benefits associated with different sports

disciplines. The trainer's remarks supported the choice of the most suitable sport for participants' children and for encouraging an active lifestyle at a young age.

In the second meeting, a **yoga teacher** led participants in a hands-on session to connect and relax with their loved ones. The last meeting focused instead on **reconciling sleep, work and family**. It included valuable advice from Italy's first sleep coach, Loris Bonamassa, on how to rest better.

Fit Stop

A day dedicated to wellness in our Rome and Milan offices: employees who joined had the opportunity to take advantage of a free individual consultation with an expert who, with the help of an impedance scale, carried out a detailed body analysis and offered practical advice on nutrition, training and lifestyle to improve employee health and fitness.

Broadening access to corporate welfare

As the result of a rise in thresholds for tax exemptions on fringe benefits for the year 2023 for certain categories of employees, we ran expanded corporate campaigns aimed at inviting the use of corporate welfare credits. These actions led to an incrementally higher result compared to 2022 also thanks to the earlier-than-planned opening of the portal dedicated to welfare. Efforts in presentations of tax-free agreements on performance bonuses allowed staff concerned to allocate their bonuses or part of them to welfare, thereby increasing the net value of the bonus conferred.

The **Inside** initiative, a discussion space aimed at spreading a culture of integration and inclusion and promoting the values of openness and being welcoming,

was born during the first quarter of 2023.

Why did Gi Group want to embrace these themes? We believe they are important for creating a more open and positive organisation: one where we can all feel comfortable and do our best.

inside

That is why the concepts of **changing perspectives, greater self-awareness, discovering others and valuing everyone's uniqueness** are at the heart of our reflections and the content that has been proposed and will be proposed in the future.

At **Inside** there is room to go beyond what is on the surface, to take concrete actions to break down prejudices or stereotypes, and to be enriched through the discovery and knowledge of what is different.

The programme offers an "invitation to look inside and see others beyond the differences that characterise us. It helps us to see the brightest part of ourselves that brings us closer and unites us with others."

Thanks to our Group's exclusive partnership with the first association to promote gender balance and an inclusive culture in companies, we were able to participate in a series of discussions whose themes were change, inclusive communications, and the culture of failure.

LET THE OTHER B*RIGHT

Connected to the **Inside in 2023** initiative, this is an event open to all employees. It was organised with the aim to achieve increasing sensitivity and awareness about one's role as a **#lifechanger** and the importance of supporting and letting the Other shine. The programme was carried out in an unconventional way using an **improvisational theatre methodology**.

Through the various initiatives organised, participants had the opportunity to reflect on the **importance of listening to and welcoming the Other without prejudice**, being able to build on their ideas, and knowing how to enhance their talents.

TALENT ACQUISITION AND EMPLOYER BRANDING ACTIVITIES

On the Talent Acquisition initiatives front, work was done in 2023 to strengthen skills in company teams 1) by placing people with a higher level of seniority in HQ and 2) by ensuring candidates focus more on the challenges that the market brings with respect to Corporate customers and to the activities envisaged by the Active Policies.

The implementation of the Talent Acquisition Strategy has made it possible to respond more quickly and punctually to searches by sharing an increasingly qualitative database with the entire HR structure; including with resources located throughout all individual territories. Thanks to the TAS, there is the possibility to assess which selection channel gives more feedback and then subsequently target investments.

In addition, the introduction of the new tool has made it possible, in the area of compliance, to manage applications

properly by using the system as a tool for sharing CVs and assessments.

Gi Group has always focused on the job placement of young people, identifying internships as an educational and training opportunity. This allows the company and the person to get to know each other, understand each other, and develop a potential career path together.

The purpose of the search for young people for placements is as follows:

- To contribute to the training of future professionals in HR;
- To spread Gi Group values for responsible, conscious and ethical work;
- To facilitate the transition from university life to the labour market;
- To welcome and integrate new ideas and perspectives;
- To enable young people to experiment in a concrete and operational way; and
- To create career prospects for young workers.



For several years now, collaboration with **Promotional Bodies and Universities** has enabled the diversification of internship paths, adapting them to the training needs of the subjects.

Redemption understood as the transformation of the internship into an employment relationship at the end of the training period continues to have very positive values over the years.

In cases of unstable or poor cooperation, the exit phase from the company always includes a comparison with respect to the path. This is so that the training period aimed at achieving a specific end result can return value to the young person in relation to the skills gained and offer cues for improvement for future professional experiences. This is done through an exit interview carried out by our HR department.

INTERNAL JOB OPPORTUNITIES

The internal growth system (fully adopted in 2022) that goes by the name **“Internal Job Opportunities”** continued to be very successful in 2023.

Transparency, clarity of open positions within the Group, and feedback interviews for all employees applying for positions different from the one held are the winning ingredients in this Group initiative.

In addition to the Online Assessment that measures the company’s 6 core competencies, 2 “stimulus” videos are available on the Intranet for employees to measure their motivation for change and better prepare for the interviews.

Below are the numbers of growth paths managed in 2023:

- 47 vacancies opened in the Group;
- 89 colleagues who applied and were met with; and
- 17 colleagues placed, of which 10 were intra-group.

CONTAGI DI... a cycle of webinars and meetings with a cultural scope, dedicated to employees but also open to family members and customers. These aim to create moments of cultural enrichment by also embracing topics such as theatre, photography and current affairs.

STATI GENERALI DELLA NATALITA’

An event organised to reflect and try to make proposals for reversing the **country’s current demographic trend** of lower birth rates. Gi Group Foundation sponsored the event and Francesco Baroni, Country Manager Italy at Gi Group Holding, gave his point of view and contributions on the topic during the panel discussion **“CREATING THE CONDITIONS FOR NATALITY”**.

He also shared the results of the study “Women4: overcoming gender inequalities for a sustainable future of work” and put forward possible solutions for companies, institutions and people.

CERTIFICATION RECRUITERS

Aware of our People being at the centre of efforts to respond to the challenges of the Labour market, the Group promoted the launch of a national project in 2023.

This programme was strongly desired by the HR Department and led by the Corporate University b*right with a focus on promoting the **introduction in Italy of a certification dedicated to Recruitment Professionals** in accordance with the UNI 11803:2021 standard on the regulation of HR Professional Profiles.

Being a Search and Selection professional today means facing increasingly complex challenges: from candidate shortages to skill mismatches. It is vital to address these issues in a labour market characterised by constant

evolution in the needs of companies and candidates. This is why Gi Group, relying on an accredited third-party body with 30 years of experience in the Certification of People and their skills, started in November 2023 a selection process for the first pilot group of 30 employees working in the role of branch recruiters. They will participate in certification exams at the beginning of 2024.

An investment in the future of our people is a further testament to the company’s commitment to promoting a culture of Sustainable Work.

This also occurs through the development and enhancement of professionalism within the company.



TRAINING, DEVELOPMENT AND INTERNAL COMMUNICATIONS

As with every year, the collaboration between marketing, HR and the b*right Business University was productive and led to the creation of interesting engagement actions throughout 2023.

These initiatives have allowed us to continue collaboration, to hire staff, to develop and to introduce new strategic topics for the company. Our teams carried out **daily internal communication projects** in order to ensure **knowledge sharing and transparency** within the organisation. Other activities, already consolidated in the previous year, were accompanied by new initiatives that characterised 2023. Here are the main ones:

- **25th YEAR ANNIVERSARY**

2023 was the 25th anniversary of our company. The theme of the celebration permeated all our internal communication activities throughout the year. The festivities ended with an event that brought together both in-person and online all employees in **Italy at the Oscar Theatre in Milan**. It was an opportunity to listen to the leaders of the Group and to attend a preview of a play dedicated to the theme of the work.

- **ENGAGEMENT ACTIVITIES AND EVENTS**

On the occasion of special days, such as themed days, anniversaries or to celebrate sales goals, numerous activities have been created - **exploiting the dynamics of social interaction and contests**.

In 2023, we had a particular focus on inclusion issues thanks to two events organised in collaboration with the

Corporate University.

We give special mention here to the activities put in place to support the emergency situation in Emilia-Romagna: in moments of trials and distress, our colleagues had the opportunity to show their solidarity.

- **FOCUS ON THE ROLE OF LIFECHANGER**

This past year, we shifted our focus towards the role of the Life Changer, gathering testimonials and content from colleagues to share internally and externally while reinforcing the importance of the employee value proposition #changelives.

We ran a podcast featuring colleagues from all the Group's companies as part of our projects in this regard. This podcast, **Life Changer@Work**, was published on Spotify. It addressed various strategic issues relevant for the company. In addition, we organised an event dedicated to the figure of the Life Changer. It was based on drawing parallels with improvisational theatre, whose mantra is to make the Other shine.



Corporate University activity in 2023 was divided according to the four constituent areas of activity: achieving differentiated results, from the perspective of the development of hours for individual projects, employee participation, and budget allocation. Overall, training hours increased from a total number of hours of 18,427 (2022) to a total number of hours of 20,640 (2023).

- **B*AWARE**

A strong focus was maintained on activities in the Compliance area, also in light of the sharp increase in mandatory trainings for emergency teams.

- **B*ENGAGED**

Activity in the "Engagement and Corporate Identity" area grew with the resumption of teambuilding activities and the introduction of new initiatives related to increasingly strategic topics such as DEI and Sustainable Work.

- **B*SKILLED.**

The "Technical Skills" vertical remained stable. We saw the confirmation of upskilling and reskilling paths for several professional families in delivery as well as training for introductions to new roles.

Several model projects were then developed. They aimed both to enhance the onboarding moment for new employees and the professional growth of existing staff.



ONBOARDING PLAN

It consists of a week divided between cross-cutting content and technical training with paths profiled by a professional family (with more than 15 technical trainers). In addition to the Welcome Programme, **the e-learning course "Welcome to Gi Group"** is available for all new hires: including interns.

To indirectly strengthen the supervision of on-the-job training for new resources, we chose in 2023 to intervene

by consolidating the management skills of coordination figures/roles (UDC / AAC) through the “Managing a Team” training course.

In addition, to consolidate the technical skills of the more junior figures, at the end of 2023 and for 2024 some technical-professional courses in the **Leading Change Empowerment Plan** will be permanently introduced in the centrally-governed incoming training path.



LEADING CHANGE EMPOWERMENT PLAN

This project’s goal was to provide all technical and soft skills relevant to the evolution of the Delivery and Administrative Delivery roles within the organisation. This was done through an organic plan that integrated and harmonised all technical role training in a two-year plan: 2023-2024.

This involved structuring a project to accompany organisational change and to provide an opportunity to enhance and develop internal expertise with **Train The Trainer programmes (a faculty team of 60 internal trainers)**.

The final recipients included more than 800 Delivery Commercial colleagues with courses differentiated based on professional family. The project involved 120 classrooms (distributed among 10 types of courses based

on professional family and seniority) with courses planned for the period between September 2023 and April 2024.

B*RIGHT Upskil



Starting in 2020, Gi Group’s Corporate University established **a series of training courses focused on soft and managerial skills**. Classes were open to all Group employees.

In 2023, the schedule was further expanded to include 33 titles that are replicated several times throughout the year; some courses, in particular, have a focus on topics central to Sustainable Work such as:

- Cognitive Biases in Selection and Evaluation Processes
- Understanding and Orienting New Generations
- Time & Priority Management
- Emotional Intelligence at Work
- Generation@work

All courses are free-of-charge and voluntary for employees. Through these classes, the Group aims to offer people an additional opportunity to strengthen their professionalism and employability: both internally within the company and in the general labour market.

ON AIR



This programme highlights the success of initiatives dedicated to employees in which they apply for the role of lecturer by presenting and delivering training courses on topics where they have experience. The programme continued throughout 2023.

It had fewer meetings than in the previous year, but they were more focused on business-related topics and corporate culture (Solutions4business, Sustainable Work).

The numbers remain impressive:

- **731 ‘live’ participants** in 2023;
- **390 online library subscribers**; and
- **4.74/5 overall approval rating**.

ITALIAN DIVERSITY CHARTER

Gi Group Holding has signed the Charter for Equal Opportunities and Equality at Work - **Italian Diversity Charter** - promoted by **Fondazione Sodalitas**.

The Group decided to sign voluntarily a declaration of intent committing itself to the creation and spread of an **inclusive corporate culture** and human resources policies: free from discrimination and capable of enhancing talents in all their uniqueness.

BRAZIL

Following the creation of a Diversity Committee, Gi Group Brazil has, over the years, launched numerous initiatives with the aim of presenting ideas and implementing projects to create a psychologically and culturally inclusive work environment.

During 2023, the Committee had the opportunity to promote training initiatives such as webinars on persons with disabilities and discussions on gender; along with the promotion and dissemination of policies and campaigns.

INCLUSIVE LEADERSHIP TRAINING

Throughout 2023 and continuing into 2024, the diversity and inclusion team promoted inclusive leadership training for all company leaders. The initiative's main objective was to increase the leaders' awareness of their role within the company and its journey.

DIVERSITY WEEK

In 2023, Gi Group Brazil hosted the second edition of its Diversity Week. 2 events per day were organised over a period of 5 days. They focused on specific topics related to diversity, equity and inclusion. In addition to Diversity Week, throughout 2023 the team hosted several webinars and round tables on themes that address all aspects of diversity and inclusion in order to educate our employees and increase their awareness.

ERGONOMIC KITS FOR OUR EMPLOYEES

To help our colleagues perform their work at the best possible level and reduce the physical discomfort associated with desk work, we have equipped them with properly-designed ergonomic kits consisting of a desk, chair, mouse, keyboard, mouse pad and an armrest.

HEALTH & SAFETY TALKS + WEBINARS

At specific times of the year, health campaigns such as

Yellow September, Pink October and Blue November are promoted. These special days include participation in webinars to enhance our employees' awareness about specific topics and to encourage them to take care of their own health. In addition to that, throughout 2023, Gi Group Brazil's Health & Safety Department arranged several talks with important clients to discuss the topic of employee well-being, together with health and safety practices.

LEADERSHIP JOURNEY & DEVELOPMENT

In 2023, we ran the Leadership Journey programme: a learning trail developed for the company's leaders. We covered topics such as people management, feedback, situational leadership, and more.

In addition to this project, the BPO talent management cell designed and developed a leadership development path for some of our workers assigned to some of our clients, including Samsung, Ford and Saint-Gobain.

CHINA

THE GIARDINO

In cooperation with the charity association in Ningbo, Gi Group Holding China supported the sale of apples in Yanyuan, Sichuan, allowing local farmers to increase their profits. In addition, fruit was purchased and distributed as gifts to our employees in all branches in China.

This project was useful not only for the disposal of unsold fruit, but also as a thoughtful and caring gesture toward the Group's employees.

RESCUE WORKER TRAINING

We organised a one-day rescue worker training to improve personal rescue skills and to help others better when in need of first aid. The project was carried out in

cooperation with the Red Cross.

PHYSICAL EXAMINATION FOR EMPLOYEES

Gi Group Holding China purchased a package of clinical examinations from accredited institutes in order to increase colleagues' awareness of their physical well-being and health.

These examinations were available to all employees able to schedule them according to their time and location requirements.



GERMANY

“MORE THAN WORK” FOR DIVERSITY

The local team created a webinar was for all employees on the occasion of German Diversity Day. A speaker explained the importance of DEI and its benefits. All participants were able to test their knowledge of DEI and increase their emotional connection to it.

DEI E-LEARNING & FOR MANAGERS

Our local team integrated the DEI e-Learning course into all onboarding learning plans. Thus, it is now possible to provide employees with all the information from day one. A virtual function was also developed for managers to increase their awareness of DEI and to develop ideas about what measures we could use to anchor this in the company.

INDIA

“THE SAFETY NET” RESEARCH

Gi Group Holding India released its annual research report ‘The Safety Net: Supporting Employee Mental wellbeing with Psychological Safety’. The document highlights the importance of psychological safety in the workplace and how it helps shape employee learning behaviour and, in turn, motivates team performance and therefore helps achieve organisational goals. The report emphasises that both employees and employers alike consider it imperative and fundamental to address mental health issues; this need also translates into greater importance placed on instituting policies to eliminate prejudice and discrimination on these issues.

SESSION ON POSH (PREVENTION OF SEXUAL HARRASMENT)

The team organised an internal session on the prevention

of sexual harassment and creating awareness about individual rights and subsequent procedures for involved colleagues.

Gi JOSH

This activity involved the organisation of 4 fitness workshops with external trainers and quarterly challenges for employees. 200 employees took part to the initiative which aimed to increase employees’ sense of well-being.

Gi CARE – MENTAL PARTNER PROGRAMME

The partnership with BetterLYF, our collaborator for supporting the mental well-being of our colleagues, allows us to always focus on positive lifestyles and ensure good mental health within the company. This collaboration offers one-to-one, company-sponsored consulting sessions for employees, starting with an application. There are also quarterly workshops on generic topics and a consultant is present at a guest desk at HQ to discuss any concerns with employees.

Gi MITRA – MIDDLE MANAGERS DEVELOPMENT PROGRAMME

The initiative’s goal was to improve the skills of the Group’s middle management through the teachings of the Leadership team. In fact, we believe that middle managers are responsible for linking overall organisational strategy to day-to-day tactical activities. Indeed, it is critical to collaborate effectively across functions to get the job done successfully. Gi MITRA included 15 sessions delivered by the leadership team and addressed to target employees.

IIM COLLABORATION

Our team created a partnership with IIM Kolkata (Tier 1 management institutes, India) to develop our upcoming Leaders. Three employees attended a one-week workshop at the IIM Kolkata campus. They explored the topic of managerial leadership and conflict management.

MONTHLY NEWSLETTER

At Gi Group Holding, we believe in keeping our community informed and motivated. Our monthly newsletter serves as a comprehensive snapshot of our activities, capturing the pulse of the organisation with updates on key happenings and important communications. It is not just about relaying information; it’s a platform dedicated to recognising and appreciating the outstanding contributions of our team members.

Gi CARE – WORKSHOP

In collaboration with Max Healthcare, Gi Group India organised a workshop for women employees on Common Gynaecological Problems.

ORIENTATION PLAN

The initiative is aimed at new employees at the managerial and senior levels within their first month of work. There are 7 days of training with the referrers. This preparation is necessary for handling day-to-day operations such as induction and orientation for people in management roles. The initiative is useful for breaking the ice with the contact persons and also for setting expectations for both parties.

NEW JOINERS’ MENTORSHIP PROGRAM

This involves an initial 3-month mentorship program where a mentor to the new hired is assigned in order to support them in mandatory trainings and culture and organisational awareness. The mentor also helps and supports with tasks and KPIs, apart from the immediate reporting manager. This enables the new hire to understand the organisation’s processes and team culture along with creating a healthy work environment to ensure new employees acclimate themselves well in the organisation.

POLAND

VOLUNTARY BLOOD DONATION

Gi Group Holding Poland held an inter-company blood drive event at one of its offices (Midpoint Wrocław office). Employees from Gi Group Holding's Wrocław office took part in this charitable initiative. More than a dozen people from the company joined the initiative and donated blood.

CHARITY GAMIFICATION FOR TEAMS

In December 2023, a team gamification took place with the goal of supporting charity and well-being. All teams were invited to join a gamification project that include group counting of steps taken for one week. The winning team was able to choose an initiative, a foundation, or a family to which they wished to donate dedicated funds from the Foundation (according to the number of steps taken by everyone). 1,837,759 - that is the total of steps all teams took together in the December competition. Based on these results, the Gi Group Foundation allocated the maximum amount of support (PLN 3,000). In addition, the local team launched a dedicated webpage for the selected family in order to allow employees to make further donations.

CHARITY RUN

In September, Gi Group Poland once again took part in the annual Poland Business Run. The funds collected from the start blocks helped cover charges for the Poland Business Run Foundation. In 2023, the Polish team decided to run for people with physical disabilities, amputees and persons having undergone mastectomies.

The run was held in a virtual format: on a fixed date teams had to run 4 kilometres along a route of their choice and in any location in Poland or wherever they would be on the day of the run. The team measured its running time using any GPS-enabled application and sent the results via the

app or website to the run organiser. 75 employees took part in the run, participating as 15 teams of five.

LEARNING & DEVELOPMENT The Polish team counted a total of 29 hours and 40 minutes of training per employee in 2023. A total of 179 different training sessions took place, including internal training, knowledge sharing projects and external training sessions. 81 employees attended the two-day welcome meetings (onboardings).

PORTUGAL

WORK AROUND PODCAST

In the fourth episode of the Work Around podcast, our guest Rui Coimbra, one of the 20,000 Portuguese persons with cerebral palsy and president of the Federation of Portuguese Cerebral Palsy Associations, talked about the need for a revision of Portuguese legislation so that one day level of disability will no longer be a point of discrimination in access to job opportunities.

SPAIN

LGBTI D&I AWARENESS WORKSHOP

In 2023, Gi Group Spain started a partnership with REDI, the first ecosystem of companies and professionals in Spain that works to promote safe and respectful work environments for all people, regardless of their identity, sexual characteristics, gender expression or sexual orientation. In addition to this, the local team held an awareness workshop for all Gi Group Holding employees.

SWITZERLAND

MR & MR GREEN

In 2023 Gi Group Switzerland initiated a friendly competition to support and disseminate information on

the small sustainability activities that everyone carries out in their daily lives. The activity looked to spread best practices and increase environmental awareness among all employees.

TURKEY

HEALTH WORKSHOPS

In 2023, the local team arranged training sessions together with expert doctors in the field of women's health and breast cancer. These initiatives were organised with the purpose of increasing our colleagues' knowledge about physical health and well-being.

BREAST CANCER WEEK

To raise awareness of the importance of taking care of one's health, Gi Group Turkey involved experienced



doctors in the field of breast cancer treatment in training sessions where colleagues could ask questions and increase their knowledge on this topic.

UK

DONATIONS & FUNDRAISING ACTIVITIES

In 2023, our colleagues voluntarily participated in numerous collections in order to donate the proceeds to organisations and associations that support people in difficulty or need in various respects. Recipients of collected donations include institutions that support Ukrainian refugees, non-profit organisations that protect children with disabilities, and groups that support fragile and sick people.

NEW CSR & D&I COMMITTEE

We reintroduced a CSR committee in 2023 with the purpose of including representatives from our offices all over the country. In order to share and promote initiatives implemented and increase the awareness and sense of belonging of our colleagues, the CSR Committee decided to create a quarterly newsletter. In addition to that, a new D&I committee was created to replace the previous one.

INCLUSIVE LANGUAGE WEBINAR

At Gi Group we believe that language has the power to build strong working relationships, but at the same time language can create barriers and has a great impact on people's sense of belonging. For this reason, we believe it is essential to raise awareness among the stakeholders with whom we act daily (starting from our colleagues) on the most appropriate and non-discriminatory language to use.

INCLUSIVE LEADERSHIP TRAINING

This training programme was created to enable our leaders to acquire the skills needed to become inclusive

leaders. In addition, course directors took time to explain the benefits of being and having an inclusive leader and provided tools on how to support the team properly.

TIME TO TALK DAY

This is the nation's biggest mental health conversation. On this occasion, friends, families, communities and workplaces gather to talk, discuss, raise awareness and spread information on the theme of mental health.

INTERNATIONAL WOMEN'S DAY

On this occasion, our team ran a one-hour interactive session designed to give all employees a reality check on the fact that women still do not have full equality. The programme navigated through the barriers that many women still face throughout their careers and explored questions related thereto, while also looking at the fundamental, central role that men play in elevating their female colleagues and the commercial and human benefits to our businesses when women are equal partners.

LET'S TALK

During the year, the UK teams organised several training sessions on issues related to employee health and well-being. Topics such as menopause and anxiety were addressed. In preparation for these moments, local teams collected questions to be submitted to the experts in order to react and respond to participants' curiosity and doubts.

MOVEMBER

This is a special moment of the year dedicated to men's health. It has a particular focus on prostate cancer, testicular cancer, mental health and suicide prevention.

NEURODIVERSITY TRAINING

This webinar was hosted by an expert and focused on topics such as Autism, ADHD and Dyslexia. During the session, the expert explored the effects, benefits and opportunities

that come with Neurodiverse people and the importance of Neurodiverse role models in the workplace.

ADHD IN THE WORKPLACE

A colleague attended a webinar on ADHD held by an expert in the field. Participants discussed topics such as employer inclusiveness, the colleague's handling of this condition, and how to request support.



6.2

Our Candidates and Workers

6.2.1 | Local Initiatives

ITALY

The initiatives dedicated to candidates and employees pursued the Sustainable Work-oriented objectives on which the Group bases its activities. **Job orientation, training and support for employability** comprised the pillars on which the projects and events were developed, making tangible our commitment to have a positive impact on the labour market.

The latter continued to suffer from a severe shortage of skills and profiles in 2023.

Women and young people were at the centre of many initiatives as they continued to be strongly penalised in the world of work. New generations, in particular, were the main focus of initiatives carried out with the aim of making a concrete contribution to prevention of the NEET

phenomenon, which in Italy, in 2023, impacted almost 3 million young people.

GI GROUP TRAINING HUB

The Group's commitment to making work sustainable, and contributing as a protagonist to the development of the competitiveness of local companies and the placement of candidates in the world of work, is translated into numerous, consistent projects. These include the development and expansion of the training offer, during the two-year period 2021-2023, of the Gi Group Training Hub – Gi Group Holding's physical and digital space dedicated to guidance and training. The heterogeneous training offer proposed by this space has been the subject of numerous communication activities and initiatives.

During 2023, more than 64,000 people were trained (64% of whom were hired after training) for a total of 330,000 hours of training provided as part of a total of 10,500 projects.

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. The project's aim is to help people have a more aware and effective approach to the world of work. The 2023 edition was dedicated to the **newer generations** with the aim of **supporting the prevention of the NEET phenomenon** and offering young people a concrete perspective for the future: restoring their awareness and confidence.

The project, sponsored by the **Ministry of Education** and **Merit**, was led by **Gi Group Holding** and **Fondazione Gi Group** and involved partners such as **Fondazione Sodalitas**, **La Fabbrica** and **Skuola.Net**. At a delicate time like that of the post-diploma choices on career direction, Destination Work sought to offer students



in their three-year high school years opportunities for discussion, orientation and inspiration to support them in their choices for building their future. At the same time, the initiative looked to support parents and teachers in making a significant contribution to the choices of their young people, making the latter group reflect more deeply on their role and function.

More than 400 people, including parents and teachers, followed the project webinar, “*The contribution of meaningful adults in the life choices of young people: roles, functions and ownership of decisions*”, led by psychotherapist **Stefania Andreoli**.

More than 6,000 students, including those connected online and those in attending in-person, took part in ‘All you NEET is work’, an event dedicated to schools and students that provided an opportunity for exchange and dialogue to help newer generations orient themselves and build their futures. Professionals from the worlds of sport, education and training contributed to this occasion (Gigi Datome, Gloria Peritore, Stefania Andreoli, Pasquale Gravina).



Destination Work also involved more than 300 Gi Group colleagues who donated more than 350 hours for the orientation sessions with students.

Corporate University made its contribution to the success of the initiative by designing and organising a training day featuring internal experts and external speakers to offer fellow volunteers **concrete insights and tools to learn more about the world of youth, contextualise the NEET phenomenon, and effectively handle orientation interviews**.

Destination Work took place in a hybrid format (on a digital platform and via in-person events) from 27 October to 30 November.



ACADEMY 100% EMPLOYABILITY

Academy 100% Employability is one of Gi Group’s projects that supports Sustainable Work. It is committed to **offering concrete work opportunities**, providing the skills that the labour market most highly demands, and helping companies and candidates to network.

Through the Academies we **select talented and motivated candidates** whom we support in the enrichment (Upskilling) and retraining (Reskilling) of their skills. We do this through free training courses aimed at permanent employment in solid local companies. At the end of the Academies, the participants are hired by Gi Group on a permanent contract and with the possibility of working in one of our partner companies.

In 2023, we started 56 pathways for more than 400 trainees, totalling almost 6,000 training hours. 73% of the pathways were in mechanics, production and maintenance of machinery and equipment; 11% in textiles, clothing, footwear and fashion; 7% in construction; and 4% in transport and logistics.

Within the context of this initiative, in 2023 Gi Group branches in **Emilia Romagna** started a partnership with a mechanical engineering company, allowing five female workers to be trained for over 100 hours in theoretical and practical training between October and the beginning of November 2023. At the end of this training, the female workers were hired by the company itself, as well as other companies in the area, through an open-ended administration contract with Gi Group.

In **Abruzzo**, in 2023, it was possible to place five migrant workers in a company, a local leader in the logistics sector. This was made possible by the company’s openness. The business was willing to adapt its standard work models to match as closely as possible the new workers’ needs. The candidates were, in fact, placed in training classes together with other Italian candidates, and the presence of a mediator supported them when necessary. This project was born out of a supply-demand encounter between the needs of the company (finding resources to employ) and those of these migrants (finding a job). Following the trial period, all workers were confirmed in their roles.

This project enabled colleagues to strengthen their awareness of the issue of inclusion and the evolution of the world of work towards greater inclusivity. It also helped expand their collaborative network with local organisations that deal with inclusion issues, enabling other success stories related to the inclusion of migrants in the Italian labour market.

TECHNICAL Gi DAY

Events dedicated to orientation in the world of work and the presentation of local opportunities in high schools.

LA CASA DAVANTI AL SOLE

La Casa Davanti al Sole is a **Third Sector organisation** that **hosts** and works on the personal autonomy of **young people from difficult family backgrounds** and single mothers with young children. Gi Group Saronno has been collaborating with this organisation for some time, providing individual work orientation meetings and supporting the facility's guests in finding employment that will enable them to achieve complete personal autonomy within a defined period of time.

The project was enriched with **orientation activities in schools**. The school programmes sought to work on the definition of a life project for high school students and illustrate to them possibilities available following the completion of their schooling.

This initiative does not always lead to successful results from the point of view of job placement, but **for us at Gi Group** it is also important to **play a role in coaching** and introducing students and youth to the world of work.

COB23

The aim of the project is to **involve women** (between the ages of 30 and 44) residing in the municipality of **Milan**, who received a notice of termination from their jobs in 2022/23 and no subsequent notice to **restart their work**. The project intends to provide a quick entry into the labour market for inactive/unemployed women workers.

Gi Group participates in the project as an accredited body for employment services, reserving dedicated slots for the specific activity and proactively dialoguing with the **Milan AFOLMET agency** in order to develop

an effective, efficient project by enhancing public/private synergies. Thanks to this project, coordinators followed up on counselling 30 women; of them, 7 were initiated into new work roles: 6 with **non-Gi Group contracts**, 1 with Gi Group in **Staff Leasing**.

EMPORI SOLIDALI

In 2023, the Empori Solidali (Solidarity Empori) project was launched at the **Gi Group branch in Thiene**. These are places where one can do one's shopping, recovering products otherwise destined to be thrown away. Within this context, it was proposed to also create counters dedicated to employment, such as teaching people belonging to disadvantaged categories how to build a CV and how to face an interview.

Seeking a match with customer needs, an attempt is made to place as many resources as possible, otherwise candidates are referred to active policy colleagues or placed in academies. In 2023, 3 candidates were placed in the company, while other candidates were placed in training projects.

WOMEN4

Women4 is the Gi Group project created to disseminate and promote the concept of **Sustainable Work** by encouraging female employment in traditionally male-dominated sectors. The project aims to create professional **opportunities for all women**, dismantling clichés and stereotypes about the world of work and creating training and growth paths for female workers of today and tomorrow in collaboration with companies and institutions.

The platform was launched in December 2021 and has been enriched over the two-year period 2021-2023 with new data, surveys, studies, multimedia contributions, interactive tests and professional opportunities in order to provide users with a well-rounded experience.

The blog is an integral part of the project, collecting interesting insights on issues related to the world of work for women. The project's aim is no longer just to dispel false myths and go beyond clichés related to female employability, but to offer insights and content for female empowerment.

The numbers for project results in 2023 were particularly significant: we reached 15 partners in support of Women4, 3 exceptional Ambassadors and promoted 10 events at the territorial level or in cobranding with partner companies.

For communication and dissemination, we issued 28 press releases, ran 3 press ads, gained over 171,000 users on the platform, a ran a total of 257,000 sessions and got 203 applications through Google Ads campaigns.

In 2023, we launched **5 training courses** reserved for women only, for a total of 5 placements in the fields of production, packaging and metalworking.

WIN WIN – WOMEN 4

Starting in 2022, the **Como branch** of Gi Group initiated a project to **employ female workers** in a leading rubber and plastic processing company. In 2022, 7 women were successfully hired, all of whom were confirmed in their roles at the end of their probationary period. In 2023, the Como branch continued with the collaboration, organising mixed interviews to expand the percentage of female workers in the workforce.



INCLUSION

In October 2023, the Gi Group branch in **Caserta** started a collaboration with AIPD (Associazione Italiana Persone Down). A candidate with Down syndrome was placed in an internship and then later confirmed in a permanent contract role. This was done without applying the benefits of Law 68/99. Gi Group intervened and played a supporting role in the management and recruitment process.

This project led to the company's increased commitment in the space of supporting the management and hiring processes for differently abled persons. Collaboration with AIPD continues and has led to, and will undoubtedly lead to, other placements. The same company involved in the AIPD project is also committed to increasing pink quotas in the workforce.

“OLTRE LE BARRIERE, UN LAVORO PER TUTTI”

The project “Beyond Barriers, a job for everyone” was born from our collaboration with **AIPD (Italian Association of People with Down Syndrome)**. It has the aim of promoting the occupational inclusion of **people with Down syndrome** in Italy by debunking clichés and overcoming widespread prejudices so as to offer jobs that take into account the characteristics and attitudes of the individual. The Gi Group Retail Division, with support from the Gi Group Foundation,

has an active role in bringing its customers' central HR into contact with the **National AIPD Observatory on Labour**, encouraging dialogue between organisations (NGOs and for-profit companies) used to operating with very different timing, languages and modes.

The customer identifies, together with Gi Group and AIPD, the most suitable stores for welcoming and inserting (through internships or temporary staffing contracts) people with Down syndrome. After identifying the stores, specific training is provided to store managers and future colleagues of the person to be inserted. With the help of an expert tutor provided by the AIPD, the employment relationship is constantly monitored so as to prevent or detect and resolve any critical issues. Regular alignment meetings are also organised between the national AIPD, territorial AIPD, central customer HR, Store Manager, Gi Group and the Gi Group Foundation. Activation of an **internship** or a possible **temporary staffing contract by the Gi Group** branch requires that our recruiters engage not only with the client and AIPD contact, but also with the trainee's family. Activities carried out in 2023 led to the activation of 2 internships in 2 stores of a customer who already plans to activate at least another 3 candidates in 2024. This will make a total of 5 different cities. The project has already been presented to other customers who are interested in activating internships.

HOMO FABER

Cooperation with the non-profit social cooperative HOMO FABER continued in 2023. Working with the voluntary association **BITEB (Banco Informatico Tecnologico e Biomedico)**, it was possible to directly involve Gi Group employees, who collected and restored laptops recently discarded by the company. Gi Group Holding supports the association's activities through

the donation of used computer equipment and the reconditioning of computers and printers. In alignment with the Cooperative's objectives, work on the **Casa Semi Liberi (Semi Free House)** was finalised in 2023. This is a reception (reintegration) home destined to temporarily host ex-convicts (no. 8) and support them on their path to a new start.

UNIVERSITY NETWORK

Gi Group has always been committed to accompanying and guiding high school and university students in their discovery of the world of training and work: in fact, the Group has consistently supported young people in their choice of training and professional career paths and encourages opportunities to meet with companies looking for talent to develop their teams. It also supports dialogue between schools and businesses.

In recent years, this commitment has translated into numerous activities and partnerships that have seen Gi Group work on projects and in situations strongly oriented towards the newer generations of workers. These projects aimed to create new connections and opportunities to engage young people.

PARTNERSHIP EDUCATION with SKUOLA.NET

Together with **Skuola.Net - the EdTech platform of reference for study in Italy** - an editorial partnership was launched in 2023 with the aim of sustaining the awareness and positioning of the brand on **GenZ**. The project also worked to amplify activities aimed at orientation, training and placement in the world of work. Activities implemented together targeted students, graduating high school students, university students, undergraduates, recent graduates, as well as parents and teachers.

Some of the activities carried out include the following:

- **The 'Youth and Guidance Observatory'** survey investigating what to do after graduation. The results were disseminated to the press and were further collected, together with the views of parents and teachers gathered through other surveys, for a more comprehensive study by the Gi Group Foundation;

- **Skuola TV** (Apprenticeship 151K video views) is a live social on the theme "Apprenticeship: all the info you need to know to prepare you for the world of work" run in connection with Lorenzo Bruschi (Training Project Senior Specialist of Gi Group) to illustrate in a live format the advantages of this opportunity that allows for fast access to the world of work;

- **Social activities on Facebook, Instagram, Tik Tok** (Social ADV, News, Infographics); and

- a **VLOG**.

PARTNERSHIP EDUCATION with SCUOLAZOO

Our team also set up a partnership with **ScuolaZoo** - a media brand dedicated to Italian high school students. This project's objective was to support awareness and consideration of the Gi Group brand on GenZ by using an educational and **entertaining tone of voice to intercept students**, NEETs and young workers; thus improving the positioning of Gi Group by **communicating via formats most relevant** and appreciated by the target audience. Through the **RIS (Rappresentanti d'Istituto)** project, Gi Group visited 15 Italian schools, meeting over 10,000 students during school assemblies and 150 school-leavers during workshops.

PARTNERSHIP EDUCATION with UNIVERSITY NETWORK

Gi Group launched a partnership with **University Network**,

leader in Italy in the university space with over 1 million students, in 2023. The aim of this collaboration was to strengthen Gi Group's position among university target audiences. In May, Gi Group participated in the University Festival, the largest university event in Italy, with a dedicated information stand and two workshops on CV writing and LinkedIn profile creation.

On this occasion, Gi Group reps met more than 3,500 students. In October, on the occasion of an event dedicated to welcoming new freshmen for the academic year 2023/2024 in Milan, Gi Group took part in the "Welcome Kit" initiative with an information stand at the Student Village of citylife and by running thematic orientation and training workshops.

The aim of these activities was to guide these very young people to the discovery of numerous opportunities for approaching the world of work. This included a series of proposals designed to combine study with a first job in order to begin to gain experience in the world of work.

SUMMER OPEN DAY

Gi Group continued to plan activities targeted at young people also during the summer (during school orientation activities) with the initiative "**SUMMER OPEN DAY: Your mature choice!**". For the four Wednesdays in July, 78 offices throughout Italy opened their doors to recent high school graduates for sessions dedicated to post-high school guidance and training.

Our experts explained to attendees options for the best training and professional opportunities and deepening alternatives for continued education after high school graduation: from university courses to **IFTS** and on to how to start your own path to enter the world of work, how to build a CV, how selection processes work and much more.

52nd AIDP NATIONAL CONGRESS

This involved a **Learning Experience** that retraced the fundamental stages of a person within the company; analysing the difficulties and highlighting the support that people assessment tools (such as those from Thomas for which ODM is the sole distributor and certifier for Italy) can provide in all these moments. The session took place through a dialogue with 2 HR directors and constant interaction with the audience through instant surveys.

DIDACTA

Gi Group attended the most important **trade fairs dedicated to education and school innovation**. The event is aimed at teachers and school managers of all levels of education and training. We participated in this event as the only employment agency with a dedicated stand. On this occasion more than 100 contacts were made among teachers, school managers and Full-Time-Work-Placement referents from all over Italy (in particular Abruzzo, Campania, Emilia-Romagna, Latium, Lombardy, Marche, Molise, Piedmont, Apulia, Sardinia, Sicily, Tuscany, Trentino, Umbria) who wanted to deepen their knowledge of programmes supporting student orientation and featuring Education Specialists.

Participation in this event was a valuable moment for further exploring teachers' needs in a context where stakeholders were curious and willing to listen.

INCLUSION JOB DAY

Gi Group organised this virtual event on 8 June 2023. During the day, a debate took place between experts, companies and teachers on the topic of job inclusion, a fundamental condition for talking about and ensuring Sustainable Work. Following the panel discussion, participating companies who took part in an Elevator Pitch, during which they had the opportunity to present

themselves, had the chance to meet the candidates attending the event during one-to-one interviews. On this occasion, Gi Group uploaded onto the event-hosting platform all the jobs/positions available for registered users. Then job offers were promoted to the users that best matched the characteristics sought.

GRADUATION FOR THE "IT SUPPORT & CYBER SECURITY FOR REFUGEES" AND "EMPLOYABILITY" COURSE

Gi Group joined the event as a partner of Fondazione Accenture in the Social Responsibility project for training and mentoring young refugees and asylum seekers living in Italy (ReadyforIT). The project's aim is to promote their professional integration in the IT field. The event was held on 26 June in Milan and welcomed over 150 people.

JOBSTALENT DAY

Gi Group participated in this event held from 25-27 October in San Paolo D'Argon (Lombardy). Jobstalent Day is an event dedicated to supporting talent in the ITS JAC; the first ITS (technical college) in the framework of all professional technical training in Italy. In 2023, the event offered participants the opportunity to get to know the Gi Group company, and our representatives presented them with open job positions.

ASLAM

Aslam is a social cooperative established in 1996 to address the urgent need, expressed by businesses in Lombardy, for trained and qualified resources in the service and production sectors. The cooperative operates with the objective of teaching beneficiaries jobs and offering training and guidance services. Every day, it accompanies its students in discovering their potential, providing them with high-level technical skills and transmitting their passion for a given profession. Gi Group Holding supports ASLAM by

financing specialised training courses. In 2023, Gi Group and ASLAM launched a path to build and qualify the profile of Higher Technician for solution application consulting in the HR planning and costing space.

#GIWORKOUT

We ran this project in cooperation with our sports partners with the aim of educating candidates on the key competences needed to orientate themselves in the world of work by drawing parallels to the world of sports.

In 2023, we also addressed the topics of talent, soft skills and values in sporting professions and the world of work with the aim of guiding and accompanying high school students towards their choice of career path. In addition to webinars, we set up in-person events and initiatives for our candidates and also arranged some B2B networking. We believe in the importance of sport not only as a manifestation of talent and opportunity for competition, but also as a powerful means for inspiring, engaging and creating positive impact in society. In the world of sport, as in business, dedication, determination and teamwork are crucial, which is why we have decided to support sports teams and athletes who share our values.

During the webinar 'Professions in the World of Female Sport', together with Pasquale Gravina, Strategic Selling

Director of Gi Group and volleyball world champion; Elisa Persico, Communications Manager Atalanta BC; and Elena Cerioli, CEO Assistant Virtus Segafredo Bologna, we talked about some professions related to the world of basketball and football.

We also organised numerous in-person activities for candidates and clients including:

- 13 Mar. 2023- **B2B event - Virtus Segafredo Arena Lounge with Virtus Segafredo Bologna**
- 19 Apr. 2023 - We attended Olimpia Milano's **AJP Best Students** presenting **Jump into the Future with Us by Gi Group**
- 24 Sept. 2023 - **Walk About Torino FC** at the Stadio Olimpico Grande Torino
- 26 Sept. 2023 - **Recruiting Day at the Gewiss Stadium in Atalanta** in collaboration with Amazon
- 16 Oct. 2023 - **Sponsor Match** during the **Olimpia Milano vs Olympiacos match**
- **Women4motorchallenge**: in cooperation with Women4 we organised an **all-female initiative**, where girls, led by the 511 Racing Team, were able to get involved in **various activities**, including during an official race weekend at Vallelunga.

As part of the **#giworkout** project, we also produced a special meeting session within the framework of the Destination Work project. Thanks to direct interviews with some of our sports sponsors and ambassadors, e.g., Gloria Peritore, professional boxer, and Gigi Datome, former national team and Olimpia Milano basketball player, we were able to talk to high school students about the challenges and 'NOs' that changed their sporting and life paths.

Our aim here was to bring positive examples of resilience and help to counter the NEET phenomenon among the young people in the room and those connected remotely.

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 a more integral part of the company, Gi Group has created communication touch points and initiatives dedicated to these employees.

The communication activities include:

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

The initiatives include

- **a training catalogue** created specifically for these employees with the 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.

Starting last September, Gi Group also launched the Training initiative that rewards individual workers: this includes several training courses that not only enable most workers to acquire new skills, but also to receive rewards in their pay packages.



BRAZIL

PROMOTION OF JOB POSITIONS FOR DISADVANTAGED GROUPS

The T&P and BPO divisions of Gi Group Brazil promoted positions only for **black people** and **people with disabilities** for some clients.

CORPORATE UNIVERSITY

Following the launch of the **Corporate University (UNIGi)** in 2022, the local leadership team increased the number of individual development plans for employees in 2023.

To achieve this, new courses and content were designed to foster continuous learning and growth for our employees.

CAREER MONTH

In October, **six events** were held to **talk about building careers** that change lives and the need for professionals to play a leading role in building their own dream careers.

WADHWANI FOUNDATION PARTNERSHIP

In September 2023, the local team launched a partnership with the **Wadhwani Foundation**, a non-profit organisation that provides soft skills training to enable people to increase their chances of entering or re-entering the labour market.

YOUNG APPRENTICE PROGRAM & JOURNEY

Together with the client **Stellantis, T&P** created a project to recruit young apprentices, with a special focus on different categories.

Thanks to partnerships in different locations, out of a total of more than 1,000 vacancies, it was possible to fill 63% of the vacancies with women and 65% with young black and brown persons of colour. In the second part of 2023,

the talent management and development team organised a learning trail for young apprentices.

The aim of the course was to develop and enhance their **soft skills through six meetings** on specific topics such as time management and productivity. The sessions also taught them how to adopt a professional attitude and improve interpersonal communications.

LEADERSHIP DEVELOPMENT

During 2023, the **BPO division's talent management section** designed and implemented a leadership development pathway for a number of workers assigned to our customers such as Samsung, Ford and Saint-Gobain.

CHINA

CICC-TONGJI CAREER DAY

In November 2023, the **ICC-Tongji Career Day** event took place. It was organised through cooperation between **the Italian Chamber of Commerce in China and Tongji University**. The event was held at the **Operations Research Building of Tongji University in Shanghai** and was attended by around 37 Italian companies in China and more than 230 candidates.

The companies advertised more than 120 vacancies and Gi Group Holding China participated as a partner in the field of human resources management.

NATIONAL COLLEGE STUDENT CAREER PLANNING COMPETITION

The first national career planning competition for college students in **Jiangsu Province** took place in December 2023. The event was held at the Education Department of Jiangsu Province and was co-organised by the Human Resources

and Social Security Bureau of Wujin, Changzhou, Jiangsu. Dr. Sally, regional director of Gi Group Holding China, was invited by the Jiangsu Provincial College Enrolment and Employment Guidance Service Centre as a senior human resources expert to act as a judge for the vocational training competition on employment pathways.

CAREER CORNER

Wyser China prepared and disseminated employment guidance to college graduates so that they could choose jobs easily and do a good job in their transformation from students to workers.

EMPLOYMENT ASSISTANCE

Gi Group Holding China participated in employment assistance activity organised by the **Labor Union of the Minglou subdistrict**.

GERMANY

ESTABLISHMENT OF STANDARDS FOR INTERNATIONAL MOBILITY

This initiative was pursued with the aim of agreeing on **uniform standards for international mobility** within the employers' association.

These standards were then adopted and rolled out in the company through the creation of content available on the internal e-learning platform.

COLLABORATION WITH THE EURES NETWORK

Gi Group Germany joined the EURES network to facilitate the entry of foreign candidates into the German labour market. As a result of this partnership, training began for

internal EURES consultants who accompany and support foreign candidates entering the German job market.

JOBTURBO

In 2023 Gi Group Germany decided to join the **Jobturbo network**. This is a partnership that aims to facilitate the entry of refugees, with a special focus on Ukrainian refugees, into the labour market through language and integration courses. Also, employment contracts were made available in German, English and Ukrainian.

SUPPORT FOR MIGRANTS/REFUGEES TO ACCESS LABOUR MARKET

This involved support for the integration of foreign candidates into the **German labour market**. Having an open culture and employees with a migration background means Gi Group is even better able to build a trusting relationship with candidates with refugee backgrounds and to support them in entering the labour market.

INDIA

RETURNSHIP PROGRAM

This project started in 2022 and was successfully strengthened and improved in 2023. It is an initiative that aims to **bring women back to work and help them restart their careers**. The project looks to create sustainable and relevant jobs for women workers.

DESTINATION WORK

This is a partnership with **Sewa Bharat** to boost employability for underprivileged women and allow them to access the labour market.

SUSTAINABLE WORK WEBINAR SERIES

In 2023, under the theme of sustainable work, Gi Group

India held **two webinars** involving **Clients, Associates and Employees**. These webinars had as their topics the evolution of work and the labour market in order to emphasise employment's personal and social value and its social impact.

PORTUGAL

SUPPORTED EMPLOYMENT IN THE OPEN MARKET

The aim of this project, carried out together with a public unemployment agency, was to allow people with disabilities and with a **working capacity between 30-60%** access to the labour market. These workers were placed in assisted work positions and were integrated into a production organisation.

SUPPORTED EMPLOYMENT IN THE OPEN MARKET (LIDL PROJECT)

In this project, Gi Group Portugal supported a main client (**Lidl**) in the **Search & Selection process** of people with more than **60% work disability**.

PARTNERSHIP WITH THE PORTUGUESE ASPERGER ASSOCIATION

Through this partnership, Gi Group Portugal has provided content for training and skills development for **HR teams** to help them understand **autism spectrum disorders**.

In this way, colleagues involved in the management of recruitment processes acquire needed skills to select candidates with Asperger syndrome.

Project objectives were to provide business teams with a deeper understanding of Asperger syndrome; to provide greater preparation of HR management teams; and to acquire skills to manage and evaluate intake processes for people with Asperger syndrome.

SPAIN

PARTICIPATION IN JOB FAIRS

Company reps participated in numerous job fairs in different cities throughout the country to allow local candidates to approach the world of work with a partner of excellence such as Gi Group Spain. Our colleagues took part in both **on-site events** (with info stands) and in **virtual sessions** all over the country.

GiBUS TOUR

In 2023 we launched a new original initiative to **tour around the country** with a bus that allowed us to be close to **job seekers and provide advice on employment**. The target of this initiative was both people seeking



employment and those who wanted to relaunch their professional careers. During local stops, talks, discussions on job orientation, and custom interviews took place.

HAVING BREAKFAST WITH GI GROUP

Through this project, run in collaboration with the **Alicante Red Cross**, Gi Group Spain was able to come into contact with numerous unemployed people and counsel them on their professional futures by providing guidance and also showing them Gi Group's job opportunities.

SWITZERLAND

SWISS CHAIN OF SOLIDARITY

Gi Group Switzerland made a donation to sustain the **Swiss Employment Program** for young workers in Switzerland.

UK

MOCK INTERVIEWS

Several Mock Interviews were conducted in 2023 to support local schools in preparing young students to enter the world of work.



7

Our Clients

— 7.1 Local Initiatives



Gi Group Holding's core business consists of **Temporary and Permanent Staffing activities carried out under the Gi Group brand**. However, increasingly the need to broaden the Holding's value proposition and to see the customer in a holistic way, in order to **explore all possible ways of collaboration**, requires an approach that is both unified and diversified at the same time. In fact, the growing pervasive tendency to centralise purchasing and evaluating HR services means that large customers in particular require an interlocutor.

This means they need a partner capable not only of communicating across all territories where it operates, but also for all the HR services it may possibly need; according to the phase of evolution (growth or contraction) it is going through within its own business space.

The growing **shortage of candidates** on global labour markets has also started to affect strategic choices from a business point of view. Temporary Staffing has proven to be an inescapable legal resource for all markets in order to manage the **increasingly volatile (fluctuating) nature of business**. At the same time, the need to have competitive advantages over market or territory competitors has pushed large multinationals to increase direct contracts, thus having a clear impact on the strengthening of the Permanent recruitment sector.

Relative to this, needs for specific markets arose, which - following adoption of rules to regulate further the use of Temporary Staffing - led to **the growth of other parallel lines of business such as Outsourcing**. This was an initial solution for achieving greater flexibility for businesses with certain types of production that allow it. Moreover, it was precisely the shortage of candidates mentioned above that made companies themselves focus more on **training** - understood as **upskilling or reskilling** - of their internal workforces. They do this in order to avoid painful mass exits of blue and white collar workers on one hand and because of the difficulty in finding candidates on the other hand. All these elements have revitalised the role of **Learning & Development**.

Finally, the whole topic of **Career Development** was given a new lease on life by a historically vibrant and receptive market such as the one in North America. In this context, Gi Group Holding's clear strength lies in its ecosystem of services dedicated to human resources capable of **providing any type of response to structured interlocutors**. This includes the 955 Large Clients who use services that are part of the Group's traditional focus. That is why, over the course of at least a decade, we have been developing all the necessary strong relations with the headquarters of Big Corporations. These are businesses interested - according to their internal organisation - in the various services outlined above. Sometimes the point of reference is Procurement, sometimes HR, and less often Operations.



Within these categories, it may happen that there is centralisation and management on a global scale by a single function, sometimes there is a (sub)continental fragmentation, other times it comes down to country level.

All depends on the company's organisational matrix, as well as the company headquarters' perspective and opinions.

Numerous geopolitical factors such as the prolongation of the Russia-Ukraine war and the beginning of the Israeli-Palestinian conflict, logistics issues such as problems connected to the Suez Canal or the attempt to reduce the impact of pollution from vehicles (with an ever-increasing focus on sustainability), together with the slow recovery of an essential market like China, has created **a situation of considerable instability.**

This has forced businesses to favour only work with those agencies capable of **providing increasingly complex solutions**, where a 360-degree vision of rapidly-changing customer needs has made Gi Group Holding a highly appreciated counterpart. Clients today are constantly looking for partners capable of **intercepting and anticipating market trends** in order to design proposals capable of overcoming possible mishaps related to the volatile nature of today's world. Businesses often find themselves working with insufficient forecasts to guarantee the realisation of precise industrial plans. The Gi Group Holding team's increased maturity and legacy, the strong consolidation of its competencies, and the possibility for clients to always be able to count on the same names and faces has been an element of great interest for

the market; especially in a business age that provides no guarantees. Partners appreciate both the Group's ability to deliver solid results via a consistent team and the idea of proposing all services through a main interlocutor able to act at the HQ level.

Increased difficulties in closing the service loop, especially on crucial items such as International Mobility and the advanced use of Digital & AI, have allowed Gi Group Holding to gain further market share in decisive places (such as Germany), putting itself definitively **on the level of the three main global players in the industry.** We have been able to distance ourselves from competitors unable to express the same farsightedness in terms of investment and commercial proposition. All of this happens with an intense focus on **Sustainable Work** set out in a Manifesto to which all parts and divisions of the company closely adhere. The outlook for 2024 is even brighter, since the recent acquisition of **Kelly Services Staffing Europe** will considerably **strengthen the Holding's range of services** on offer (above all, recruitment process outsourcing (RPO) and white collar services).

Plus, the number of markets serviced has **expanded** to include Belgium, Luxembourg, Denmark, Norway and Ireland), while also strengthening several critically important, legacy markets such as France, Hungary, the Netherlands, Portugal and Switzerland among others.



7.1 | Local Initiatives

ITALY

Positively influencing the labour market and being acknowledged as a global leader in the HR sector and a reference point on **Sustainable Work** issues are two important pillars on which Gi Group Holding's Corporate Value Proposition lies.

PRODUCTION AND DISSEMINATION OF COMPANY CONTENT

In this regard, 2023 saw the birth of two important content production streams for Gi Group Holding. These streams revolve around the concept of thought leadership, which, expressed through **company publications**, allows us to influence industry discussions, be recognised and perceived by clients and candidates as experts in the sectors in which the Group operates, and create reliable sources of information that the public considers valuable. Plus, we serve **as a point of reference on issues related to sustainability in the workplace**.

The first stream brought together a series of publications that offered an interpretation and analysis of HR trends, at a **global level**, in the Logistics, Manufacturing and Automotive sectors; the second, by **exploiting Gi Group's proprietary Star Matrix methodology**, showcases the experience and know-how of the Group companies, gives an interpretation of the evolution of roles and competencies (at an Italian level), and in the next 3-5 years will grow to include the Banking, LSRD (Large Scale Retail Distribution) and FMCG (Fast Moving Consumer Goods) sectors.

Our informational materials also include the paper, Employer Branding & Talent Attraction - Phenomena, Transformations and Strategies, a research document realised with the purpose of investigating phenomena, changes and strategies related to the topic of Talent Attraction and Employer Branding in the current labour market context.

GI GROUP TRAINING HUB

During 2023, the Gi Group Training Hub hosted events and training courses, together with partners of excellence committed to building employment-oriented training opportunities, in its spaces.

In April, the Gi Group Training Hub welcomed a delegation from Giovani Imprenditori di Confindustria Lombardia. During the morning, in addition to a tour of the spaces, attendees engaged in an open discussion to talk about the NEET phenomenon, the challenge of skills mismatches, and opportunities and needs related to the employment of women.



FONDAZIONE GI GROUP

Updating and fine-tuning the evolutionary path of Fondazione Gi Group started at the end of 2022. New plans were later officially presented to employees in June 2023 and to external Stakeholders in September 2023.

During a special event, the Foundation presented its renewed commitment, its activities and the three operational lines (study, do, spread) on which it will continue to operate. Each of these lines or thematic pillars is characterised by a specific objective, but all of them include a common will to deepen and develop thinking and practices to realise the concept of Sustainable Work. The event **Together for a sustainable future: young people and work** was also an opportunity to present the international comparative study of the same name that the Foundation put together with its Scientific Committee and some of Italy's leading experts on demography, education/schooling and work, institutions, and companies and the world of education. The prevention of the **NEET phenomenon**, which in 2023 in Italy affected more than 3 million young people, is an essential mission for building a future of Sustainable Work as well as a priority for interventions by the Foundation.



The tripartite study *Orientation and Work* also relates to this phenomenon.

This research was carried out by Fondazione Gi Group, together with ODM Consulting - Gi Group Holding's HR consultancy company, Gi Edu - Gi Group's division dedicated to the development of guidance projects for schools and universities, La Fabbrica - Group leader in the design and development of projects that educate and inspire younger generations, and Skuola.NET - the EdTech platform of reference for study in Italy.

Bringing together the points of view of students, parents and teachers, the study takes stock of the topic of youth integration into labour markets; analysing the country's situation and the perspectives that the different targets involved have on the subject.



WOMEN4

Three events were held in 2023 as part of the Women4 Project. These focused on helping companies learn more about labour market needs and how to break down stereotypes and support women's employability.

- **Women4 more value for women, more value for companies:** This event dedicated to the Women4 project as a response to the needs of a changing labour market and the many stereotypes that characterise women's role in it. During the event, we involved some guests such as Gabriella Greison, physicist and writer on the topic of gender equality, and Ulrike Sauerwald, head of Research and Knowledge Management at Valore D, who shared data on women's employability. We also held a round table discussion involving HR directors.
- **Women4 women protagonists of change:** This was an event dedicated to telling the story of our Women4 project as a response to the needs of a changing labour market and the many stereotypes that still persist and

which need to be overcome. During the event, we involved guests from academia, sports groups and other societal institutions in an open discussion on the topic.

- **Women4 Internisa workshop:** We organised this activity together with the Arezzo Foundation with the aim of developing a network to help boost young women's digital skills. We also hoped to increase their employability and facilitate the matching of labour market supply and demand.

THE GIVE PROJECT

During 2023, Gi Group continued to enhance its output and involvement as a partner in the GIVE (Governance for Inclusive Vocational Excellence) project. This programme aims to support the design and development of a European Platform of Centres of Excellence dedicated to the innovation of the VET (Vocational Education and Training) sector. It also aspires to boost social inclusion of individuals from disadvantaged groups.

Throughout the year, the project and its outputs were shared and communicated through the Group's online and social media channels.

As a project partner, Gi Group participated in the *Forum on Vocational Excellence 2023*, held in September in Amsterdam, and in the event *Inclusive Excellence from Training to Work*, held in October in Como, Italy. Both occasions were important moments of engagement and interaction to talk about training, skills and how to make the most of inclusive excellence experiences in the world of work.

TOTAL REWARD TRENDS 2023

During its annual market trends event on compensation, welfare and wellbeing, and people development, ODM

Consulting focused on three key points:

- **Remuneration:** updated data for 2023 and trends for 2024 were analysed with a focus on the impact of inflation on the purchasing power of Italians and aspects of diversity and equity such as the gender pay gap and pay differences between generations;
- **Attraction, Retention and Engagement:** exploring the data of the latest ODM Survey, we talked about what employment means for Italian workers and which levers have the greatest impact on the ability to attract, retain and motivate them, what companies are focusing on, and what impact these trends have on the evolution of leadership models; and
- **Equity, Transparency and Participation:** we discussed the current situation of Italian companies on the path towards the pay transparency required by the latest EU directive, what tools to adopt, and how listening and participation can affect the process.

GENDER EQUALITY CERTIFICATION AS A DRIVER OF SUSTAINABILITY

This event, organised by ODM Consulting, addressed Gender Equality Certification as a tool for sustainable management of people in the company. Gender equality is an essential feature of a sustainable organisation, which is by nature fair and inclusive. However, Italy is extremely backward with respect to this issue. In this context, the Gender Equality Certification (Law 162/2021, according to UNI/Pdr 125:2022) is an opportunity to implement a sustainable HR management model, promoting a long-term change process that favours attraction and retention. During the event, the characteristics, requirements and advantages of Certification were analysed; including through a comparison with a company that already has experience with it, with a certifying body, and with some representatives of the academia.

PROFESSIONAL LONGEVITY. THE IMPORTANCE OF LONG-TERM EMPLOYABILITY

This involved four events organised by INTOO in 4 cities (Turin, Milan, Rome and Bologna). They explored the theme of maintaining employability throughout active work life and the enhancement of senior workers' participation in companies.

Life expectancy is getting longer; the standard retirement age will be delayed. The population in organisations is ageing, while skills and candidates are becoming more and more difficult to find.

In this context, there is a growing need for companies to work on long-term employability and to stimulate an awareness that brings to light all the areas of a person's life that need to be redesigned when approaching an older

age (longevity planning). The topic was addressed with the involvement of employability experts, legal advisors, representatives of institutions, and companies that have already made concrete choices to protect the professional longevity of their people.

SPORT AS A MEANS OF INCLUSION AND INDIVIDUAL DEVELOPMENT

This webinar took place within the 4week4inclusion initiative. Through the exceptional testimony of Daniele Cassioli - a multiple-time Paralympic champion - we talked about how the sporting experience fosters inclusion and how it can become an antidote for a very delicate issue such as feelings of loneliness or isolation. In an inclusive sports environment, in fact, each person can feel part of a team or of a community where diversity is a real strength: the ability to achieve individual and collective goals. Hence the need to promote environments and possibilities to practice sport for all, creating opportunities for meaningful social connections.

Other initiatives and events during the year:

- **Inclusiveness: the opportunities and benefits for your company (Working together for inclusion and collaboration to support employment)**

Gi Group and Il Faro - Società Cooperativa Sociale organised this event that was born out of collaboration between the profit and non-profit worlds with the aim of specifically supporting people in disadvantaged conditions and favouring their employment inclusion. During the event, we analysed the labour market in the Macerata area and the opportunities for companies to offer employment. This focused on various Gi Group projects including Women4 and the Cooperativa il Faro.

- **Webinar: "Work Decree: urgent measures for social inclusion and access to the world of work."**

This meeting had the aim of sharing new information and telling our clients about amendments to the Law (Act) No. 85, published in the Official Gazette on 3 July 2023, also known as the Work Decree.

GLOBAL HR TRENDS REPORT

Global HR Trends Reports are globally produced publications that are disseminated locally through different touchpoints.

They support brand positioning and provide stakeholders with timely analyses of trends and developments in specific industries, sharing useful tips and insights to address labour market challenges.

4 WEEKS 4 INCLUSION

The programme involved four weeks dedicated to inclusion in which more than 250 partners (including companies, universities, associations and non-profit organisations) took turns participating in a series of webinars and events dedicated to valuing diversity and inclusion. The programme, promoted under the Group's brand, featured two events involving two companies in our Group (Gi Group Spa and Tack TMI).

BRAZIL

YOUNG APPRENTICE PROGRAM & JOURNEY

Together with the client Stellantis, T&P created a project to recruit young apprentices with a special focus on different categories. Thanks to partnerships in different locations, out of a total of more than 1,000 vacancies, it was possible to fill 63% of them with women and 65% with young persons of colour. In the second part of 2023, the talent management and development team organised a learning trail for young apprentices. The aim of the course was to develop and enhance their soft skills through six meetings on specific topics such as time management and productivity. They also learned how to adopt a professional attitude and improve interpersonal communication.

HEALTH & SAFETY TALKS + WEBINARS

At specific times of the year, health campaigns such as Yellow September, Pink October and Blue November are promoted. These special days of observance include participation in webinars to enhance our employees' awareness about specific topics and to encourage them to

take care of their health. In addition to that, throughout 2023 the Health & Safety Department of Gi Group Brazil arranged several talks with important clients to discuss the topic of employees' wellbeing along with health and safety practices.

LEADERSHIP DEVELOPMENT

During 2023, the talent management section of the Gi BPO division designed and implemented a leadership development pathway for a number of workers assigned to our customers such as Samsung, Ford and Saint-Gobain.

INDIA

SUSTAINABLE WORK WEBINAR SERIES

In 2023, focusing on the theme of Sustainable Work, Gi Group India held two webinars involving clients, associates and employees. These webinars discussed topics like the evolution of work and the job market in order to emphasise work's personal and social value and its social impact.

COMPLIANCE NEWSLETTER

This monthly newsletter allows our clients and associates to be updated on the latest regulatory changes, notifications and legislative amendments.

INDUSTRY 4.0

Staffing webinar Industry 4.0: transforming Indian agriculture: catalysts for growth and employment involving clients and associates.

This webinar took place under an umbrella theme Industry 4.0. As part of this effort Gi Group plans to cover various industry sectors starting with Agriculture.

PORTUGAL

SUPPORTED EMPLOYMENT IN THE OPEN MARKET (LIDL PROJECT)

In this project, Gi Group Portugal supported a main client (Lidl) in the Search & Selection process of people with more than 60% of disability for specific work roles.



8

Society & Institutions

- 8.1 Public Affairs
 - 8.1.1 Local Initiatives
- 8.2 Community Support and Volunteering
 - 8.2.2 Local Initiatives



8.1

Public Affairs

Every year, the Group renews its collaboration and **partnership with global, European and national institutions**; this cooperation aims at actively **promoting and developing a sustainable labour market**: through efforts that include planning for and mitigating political risks.

Since the end of 2010, the Group has been associated with the **World Employment Confederation (WEC)**, an international confederation of employment agencies. In the confederation, Gi Group 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 levels, WEC is constantly engaging with the ILO (International Labour Organisation), a UN body dedicated to the promotion of just and fair working conditions all over the world. The WEC also collaborates with 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 2023 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. Consistent with the goal of making work more sustainable, Gi Group Holding committed to join the Coalition for Social Justice promoted by the **ILO (international Labour Organisation)**.

This partnership will promote collaborations that amplify the impact of the Sustainable Work path while also creating new ones so as to expand the scope of action and interventions to **build a future of social justice for all**.

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 and which is also a member of WEC-Europe, consolidated its role as an institutional interlocutor in 2023. 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.

These companies 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.

FORUM ON VOCATIONAL EXCELLENCE 2023

As a partner in the **GIVE** (Governance for Inclusive Vocational Excellence) project, Gi Group participated in the Forum on Vocational Excellence 2023 held in Amsterdam on 25 and 26 September. Building on the European Union's practice of centres of vocational excellence (CoVE), the event was an important opportunity for the main players in the **VET** (Vocational Education and Training) world to talk about **training and skills**. Gi Group intervened in the talk "Working on skills, what works?" sharing evidence and data from its international study "Young people and work".

CRESCO AWARDS

By participating in the Cresco Award Sustainable Cities contest, promoted by **Fondazione Sodalitas**, Gi Group has rewarded efforts to **invest in the talent of young people for the development of the territory or region**.

By nominating the project presented by the municipality of Treviso "FORMIDABILMENTE ATSTAFF" for the award, Gi Group recognised in the project a strong demonstration of a commitment to make work sustainable.

GERMANY

INCLUSION IN THE EURES NETWORK

In 2023, Gi Group Germany decided to join the EURES network as a partner. EURES is a cooperation-focused network engaging the European Commission and public employment services in Europe. It serves to exchange job offers and applications as well as information on living and working conditions.

The aim of this membership is to make it easier for foreign applicants to enter the German labour market. To this end, in-house counsellors have been specially trained to provide concrete and cooperative solutions for the benefit of workers and employers. We add value for stakeholders at member state and EU levels.

In Germany, Gi Group has an international recruitment team that can provide assistance in many languages for career choice decision-making within the country. In addition, our consultants also provide advice and support in all matters related to relocating to Germany; such as moving, finding a flat, registrations, social security, taxes, state benefits and subsidies available.

PORTUGAL

PARTNERSHIP WITH THE PORTUGUESE ASPERGER ASSOCIATION

Through this partnership, Gi Group Portugal has provided content for training and skills development for HR teams helping them to understand autism spectrum disorders. In this way, colleagues involved in the management of recruitment processes acquire the skills to select candidates with Asperger syndrome.

This project's objectives were to provide business teams with a deeper understanding of Asperger syndrome; to provide greater preparation of HR management teams; and to acquire skills to manage and evaluate intake processes for people with Asperger syndrome.



8.2 Community Support & 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 | Local Initiatives

ITALY

DESTINATION WORK 2023

Destination Work is the Group initiative that supports and guides candidates to have a more aware and effective approach to the world of work. In its 10th edition, consistent with the Group's commitment to Sustainable Work, Destination Work's efforts in 2023 were aimed mainly at young people. The programme set for itself the objective of intervening to support the prevention of the **NEET phenomenon and offering young people a concrete perspective of the future**. Activities looked to restore youth awareness and confidence. At the same time, the programme offered **initiatives addressed to parents** to make them reflect on their roles and functions and dedicated training to volunteers who took part in the one-to-one orientation sessions.

HOMO FABER

Cooperation with the non-profit social cooperative HOMO FABER continued in 2023. In cooperation with the voluntary association **BITEB** (Banco Informatico Tecnologico e Biomedico), it was possible to involve Gi Group employees directly. These were colleagues who collected and restored laptops recently discarded by the company. Gi Group Holding supports the association's activities through the **donation of used computer equipment and the repair of computers and printers**. In continuity with the Cooperative's objectives, in 2023 work on the **Casa Semi Liberi (Semi Free House)** was finished. The latter is a reception and transitional home that temporarily houses ex-convicts (No. 8) and supports them on their path to a new start.

FONDAZIONE BANCO ALIMENTARE E ASSOCIAZIONE HAFALIANA

The Banco Alimentare Foundation is an Italian **non-profit organisation** that collects **foodstuffs and recovers food** surpluses from agricultural and industrial production and redistributes them to charitable organisations scattered throughout regions (territories) that provide assistance to deprived populations.

Since 2010, the Hafaliana Association - La Gioia has been supporting the missionary work of a doctor and priest of the Order of the Friars Minor Capuchin, who has been living and working in Madagascar since 1983. The work of this Association is aimed in particular, through the collection of funds or goods, at helping children's homes to house boys and young people and ensure those **youth receive affection, care and education**. Gi Group Holding supports these associations through the organisation of one-off support initiatives.

CHARITY DINNER FOR CASA NOVELLA

Casa Novella is a shelter for **children, disabled and disadvantaged people** located in Italy's Emilia-Romagna region. Following floods that hit the region hard, Gi Group Holding and the Gi Group Foundation organised a charity event in July 2023. Proceeds from the event were donated to support Casa Novella in the continuation of its activities.



CHRISTMAS COLLECTION IN FAVOUR OF THE CAV

Fondazione Gi Group has strengthened its collaboration with the CAV also to include charitable works around Christmastime. Group employees based in Milan and the surrounding areas had the opportunity to donate food and clothing for children: these goods were then given to the **Centro di Aiuto alla vita Mangiagalli**, which provides support to children and families in difficulty.



PARTNERSHIP WITH COMETA

Cometa has been committed to welcoming and educating children and young people and supporting their families since 1986. It is a laboratory of social, educational and inclusive innovation that over time has developed projects with the aim of supporting the training of young people to combat school drop-out rates. It takes care of more than 1,300 children on a daily basis.

Cometa's work gave rise to the **Oliver Twist School**, a vocational training organisation for young people between 14 and 18 years of age that **organises vocational education and training courses**.

The school offers an educational **programme based on industriousness and defining work** as a field in which the cultural and professional growth of each young person occurs.

It also views work as a context in which the character and personality of tomorrow's adult workers is developed.

ASLAM

Aslam is a **social cooperative** established in 1996 to address the urgent need (expressed by the business environment in Lombardy) for **trained and qualified resources in the service and production sectors**.

The cooperative operates with the objective of teaching skills for a specific job, offering training and guidance services. Every day, it accompanies its students in discovering their potential, providing them with **high-level technical skills** and boosting or encouraging their passion for the profession.

Gi Group Holding supports ASLAM by **financing specialised training courses**. In 2023, steps were taken to build and qualify people for the profile of Higher Technician for solution application consulting in the HR, planning and costing areas.

BRAZIL

PARTNERSHIP WITH WADHWANI FOUNDATION

In September 2023, Gi Group Brazil entered into a partnership with the **Wadhwani Foundation**, a **non-profit organisation that offers training courses focused on soft skills**. Through the provision of these courses, acquisition of skills useful for personal growth and for the access (or re-entry) into the labour market is made possible.

PARTNERSHIP WITH CASA1

In 2023, **JUNTOS**, the pillar of the diversity committee and responsible for the **LGBTQIAPN+** community, implemented a partnership with Casa1, a **home for vulnerable LGBT+ people**. At the end of the year, the first edition of a soft skills training course for transgender people was held with the support of Tack TMI.

The course's main objective was to increase the possibilities for people in this demographic group to facilitate and support their entry or re-entry into the labour market. In addition, Gi Group Brazil participated in two sessions of the Trans Employability Fair promoted by Casa1. This fair aims to create a CV database of LGBT+ people to increase their presence in our company as well as in our clients' businesses.

DONATION CAMPAIGN

A collection of clothes, food and hygiene items was organised in preparation for the winter. The collected items were donated to NGOs near our offices around the country.

CHINA

THE GIARDINO

In cooperation with a charity association in **Ningbo**, Gi Group Holding China supported the **sale of apples in Yanyuan, Sichuan**, allowing **local farmers to increase their profits**. In addition, fruit was purchased and distributed as gifts to our employees in all our company branches in China. This project was useful not only for limiting waste of unsold fruit, but also as a thoughtful and caring sign to the Group's employees.

CHARITY ACTIVITIES

Gi Group Holding China made a donation to support the many ongoing **poverty alleviation projects** being carried out in the **Anxi She district** of Yunhe, Lishui, Zhejiang, China.

VOLUNTARY ACTIVITIES AT EACH EMPLOYEE'S CONVENIENCE

In 2023, employees who took part in these initiatives decided to **donate blood** to help people in need of medical treatment and also raised funds for Türkiye to be donated to victims following the earthquake.

GERMANY

AKTION MENSCH

Gi Group Germany supports the initiatives of **Aktion Mensch**, a **non-profit organisation** that builds up to 1,000 projects for **people with disabilities, children and young people** every month. Through all these initiatives, Aktion Mensch strives to advance the inclusion of people with and without disabilities.

JOBTURBO

In 2023 Gi Group Germany decided to join the **Jobturbo network**. This is a partnership that aims to **facilitate the entry of refugees**, with a special focus on those from **Ukraine**, into the labour market through language and integration courses. Also, employment contracts were made available in German, English and Ukrainian.

POLAND

VOLUNTARY BLOOD DONATION

An inter-company blood drive event was held at one of Gi Group Holding Poland's offices (Midpoint Wrocław office). More than a dozen employees from Gi Group Holding's Wrocław office took part in this charitable initiative and donated blood.

CHARITY GAMIFICATION FOR TEAMS

In December 2023, a team gamification was arranged with the goal of supporting charity and wellbeing. All teams were invited to a gamification activity involving group counting of steps walked for a period of one week. The winning team was able to choose an initiative, a foundation or a family to which they wanted to donate dedicated funds from the Foundation (according to the number of steps taken by everyone). 1,837,759 was the total of steps taken together by all local employees during the December competition. In light of the result, the Gi Group Foundation has allocated the maximum amount of support (PLN 3,000) for which participants competed. On top of that, we launched a dedicated webpage for the selected family in order to allow employees to make more donations if they chose to.

CHARITY RUN

In September 2023, Gi Group Poland once again took part in the annual Poland Business Run. The funds collected from the start blocks help cover costs of the Poland Business Run Foundation. In 2023 we decided to run for people with physical disabilities, amputees and persons having undergone mastectomies. The run was held in a virtual format - on a fixed date company participants had

to run 4 kilometres along the route of their choice, in any location – it could be in Poland or wherever the participant would be on the day of the run. We measured our time using GPS-enabled apps and sent results in via the app or website to the run organiser. 75 employees took part in the run, so we participated as 15 teams of five.

TURKEY

MEALS FOR THE HOMELESS

In 2023, 15 employees of Gi Group Türkiye were involved in the preparation of meals for 120 homeless persons.

CLOTHING DRIVES

Our employees organised a collection of clothes in order to donate them to children coming from low-income families. The clothes were delivered to the children in need; dividing the garments according to recipients' needs and age.

SCHOLARSHIP FOR STUDENTS

Gi Group Türkiye awards a scholarship to a successful university student every year to support talented young students in the creation of their own future and achieving their dreams.

UK & IRELAND

DONATIONS & FUNDRAISING ACTIVITIES

In 2023, our colleagues participated in numerous collections in order to donate the proceeds to organisations and associations that support people facing various types of difficulties. Among the organisations that have received collected donations there are institutions that support

Ukrainian refugees, non-profit organisations that protect children with disabilities, and groups that support fragile and sick people.



9

Environment

— 9.1 Local Initiatives



Environment

The social, economic and environmental targets of the **United Nation's 2030 Agenda** are key to guiding our path towards a sustainable future.

The escalating **climate crisis** is one of the most urgent challenges (with its tangible and growing impacts) that we face nearly every day.

This emergency has prompted governments and institutions to intensify their actions: implementing policies to reduce and mitigate the impact of human activities on the environment.

The urgency of containing the effects of climate change has also opened up new economic opportunities through the transition to a greener, circular economy.

However, addressing this crisis requires a collective, coordinated effort on a global scale; with close partnerships between governments, businesses and civil society. Only through joint efforts can we hope to achieve the 2030 Agenda's goals and build an equitable, sustainable future for all: one in which humanity and the planet can thrive in harmony.

With this in mind, Gi Group Holding continued its thematic initiatives in 2023. These contribute to limiting impact on the environment by promoting awareness and responsibility in the behaviour of our individual employees and in the entire workforce.

We are truly convinced that everyone, even in their own small way, can make small changes that, when applied on a larger scale, can lead to significant results that benefit everyone.

9.1 | Local Initiatives

SWITZERLAND

MR/MS GREEN In order to increase our colleagues' awareness of sustainability and environmental issues, Gi Group Switzerland created an internal endorsement of sustainable activities carried out in everyone's daily life.

ELECTRIC MOBILITY In order to reduce our environmental impact and provide tangible evidence of our commitment to the environment, we decided to replace our company cars. Our local offices turned to electric cars; choosing ePolo and ID3.

UK

SUSTAINABILITY ACTIVITIES A wide range of activities related to environmental sustainability were carried out by our colleagues across the UK in 2023. Their proposed activities included picking up rubbish/litter, a challenge to go vegan for a day, and a book exchange between colleagues. All of these initiatives were designed to raise awareness among our employees about different kinds of sustainability that relate to different fields of action outside those related directly to our business; thus, a greater focus on environmental sustainability. Furthermore, as a business decision, Gi Group UK decided to increase the company's fleet of electric cars; going from 15,735 (2022) to 61,632 (2023).

GLOBAL

MAINTAINING ISO 14001 CERTIFICATION FOR GI GROUP'S HEADQUARTERS

At Gi Group Holding we are aware of the authority of ISO 14001, which is internationally recognised as the reference standard for environmental management systems.

Indeed, this standard provides the framework for integrating environmental management practices, supporting environmental protection, preventing pollution and reducing energy and resource consumption.

At Gi Group Holding, we are accustomed to translating our environmental commitments into concrete actions. Through ISO 14001 certification, we want to continue to demonstrate our willingness and specific pledges to improve and increase our focus on environmental sustainability.

Following a risk assessment on the impact of its activities on environmental resources, Gi Group Holding maintains a certified management system.

As a further confirmation of the Group's commitment, the number of its 14001:2015-certified countries and companies increased in 2023:

Italy:

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

China

- ZHEJIANG GI HUMAN RESOURCES CO., LTD

Spain

- GI GROUP EMPRESA DE TRABAJO TEMPORAL S.L.

Turkey

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

UK:

- GI GROUP HOLDINGS RECRUITMENT LT

10

Sustainability Plan



Sustainability Plan

The changes and updates introduced in 2023 in the Sustainable Work Manifesto allow us to update the scope of our Sustainability Plan.

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

The four pillars of the Sustainable Work Manifesto represent the macro-areas on which we focus our actions. Each of the pillars is part of an area of action that is strengthened and developed each year through interconnected and synergic initiatives carried out by all Group companies. The four pillars serve as guidelines based on which we target and orient the Group's actions.

As a Group, we aim to position ourselves as a Champion of Sustainable Work and, consequently, 2024 will be characterised by actions that reflect this ambition.

Strengthen corporate governance and culture

- Further expansion of Global Policies and related training and monitoring courses directly related to our Code of Ethics with regard to ESG issues;
- Modification of data collection process and analysis activities to start integrated reporting for pilot countries and acquisition of skills and know-how in view of the alignment of CSRD requirements ;
- Continued implementation of the Employer Branding and talent attraction strategy and initiatives within the Group. This includes global seminars/ trainings on EVP topics as well as supporting countries in building and implementing local Employer Branding plans and initiatives;
- Continued development of projects, campaigns and content for each touch point in our candidate and employee journeys; and
- Strengthening of the #ChangeLives Brand Ambassador community (Brand Ambassadors, Super Ambassadors) by increasing the number of active members.

Spread the culture of Sustainable Work

- Supporting the activities of Fondazione Gi Group through their promotion at the local and global levels and through the involvement of internal and external stakeholders in the initiatives;
- Expanding designed initiatives to support Sustainable Work in order to disseminate the concept and content among both internal and external stakeholders; and
- Continuing the dissemination of the Sustainable Work initiatives and concept by activating partnerships with institutional and third sector stakeholders.

Strengthen our value proposition with a higher social impact

- Creating solutions for guidance and training, especially for young workers, with the aim of curbing the NEET phenomenon; and
- Continuing our work in support of labour inclusion through a constant search for services and tools aimed at all people (while maintaining a special focus on the most fragile groups) to enable them to enter the world of work.

	PEOPLE	COMPANIES	SOCIETY AND INSTITUTIONS
Decent & Safe Work	Continuing our work of building and promoting safe working solutions that comply with local regulations. We aim to always respect the dignity of workers thus also allowing them to achieve economic independence and to be aware of their rights and the rules that protect them;	Countering and denouncing any type of exploitation by promoting types of collaboration based on the recognition of workers as individuals and respect for their dignity; and	Strengthening the cooperation international and global stakeholders through participation in panels to ensure the widest possible dissemination, understanding and application of the concept of Sustainable Work.
Employability & Satisfaction	Continue to spread the culture of continuous learning so as to strengthen the skills and competences of candidates and workers; Continue with the initiatives and strategies for talent attraction (within the Group and at the local level) to become and remain the employer of choice for young talent;	Promote the training of candidates through investments in this sector while also supporting them with career guidance; and	Seek innovative solutions through the creation of projects and the dissemination of Sustainable Work Culture to combat skills mismatches and the NEETs phenomenon.
Diversity, Equity & Inclusion	Create and provide job satisfaction while always bearing in mind protection of the psychological and physical well-being of the individual and promoting inclusion;	Ensure respect for, and protection of, human rights by guaranteeing access to inclusive workplaces where diversity, equity and inclusion are a given and no discrimination is tolerated; and	Collaborate with public and private sector bodies to support clusters of more disadvantaged workers (such as young women or at-risk workers) in their access/re-entry into the labour market.
Safeguarding Resources for the Future	Encourage and support the establishment of professional relationships that foster team spirit and are based on feelings such as appreciation of talent and trust; Generate involvement in the working population. This includes sharing business objectives in order to create a sense of belonging, support involvement and share business objectives with the entire corporate population so that everyone can make a consistent contribution;	Prioritise innovation while finding new ways to combine efficiency and productivity and ensure respect for all stakeholders resorting, for example, to ethical and responsible use of artificial intelligence; Coordinate environmental and social impacts in the corporate governance agenda while further supporting the objective of increasing resilience and responsiveness to market changes;	Strengthen collaboration with institutions to make growth sustainable in the long run while increasing market efficiency to match labour supply and demand better; and Promote sustainable flexibility to make the labour supply and demand balance more dynamic while supporting people in labour transitions in a way that is truly effective.

11

Appendix

- 11.1 Note on Report Methodology
- 11.2 Index of GRI Indicators Present in the Report & their Relationship to SDGs



11.1

Note on Report Methodology

Gi Group Holding has continued its path towards reporting aligned with international standards. We chose to use **GRI Standards** as the reference guidelines for our 2023 CSR Report.

Although this 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 is 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 initiatives and projects developed and their impacts during the year.**

This document describes the initiatives that Gi Group Holding carried out during the 2023 calendar year (from 1 January 2023 to 31 December 2023) and the impacts of those efforts. For information relating to this report, please contact the Gi Group Holding Global CSR Function at CSR_Global@gigroup.com. Starting from fiscal year 2025, Gi Group Holding will comply with reporting standards set out in the Corporate Sustainability Reporting Directive (CSRD). To comply with these standards, we have initiated the first phase of a requirements assessment; including a fundamental gap analysis related to our current ESG reporting. From this information, we built a roadmap for CSRD; we constantly update this roadmap and enhance it to ensure maximum consistency of our ESG reporting with CSRD guidelines and requirements.

11.2

Index of Gri Indicators Present in the Report and their Relationship with SDGs

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