



Group
YOUR JOB, OUR WORK



CSR REPORT 2018



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Dear Stakeholders,

2018 was a very special year for Gi Group, celebrating our 20th anniversary we took this time to look to the future with greater awareness, setting new challenges and asking ourselves important questions. Going into 2019, we are conscious of the significant changes taking place in the job market and we foresee our role increasing as a guide and partner to companies, candidates, workers, employees and institutions.

To celebrate our 20th anniversary we launched NEXT20, a 1-year project through which we established and strengthened the connection with our employees. We embarked on a Gi Group roadshow in all the countries where the group is based, during this roadshow we communicated more than ever before with our 4,000 employees through GiNET, our new global intranet, and the Gi Group Energy Matrix, the organisational climate analysis initiated in December 2017, launching numerous local and global initiatives dedicated to the our people's satisfaction and engagement.

At the same time, we asked international experts from academia and institutions to share their thoughts on the future developments, and changes in the job market over the next 20 years. We want to prepare ourselves for the changes that lie ahead by sharing knowledge and investing in continuous learning.

Like every year, we continue to play an active role in society on an international level, through participation in the World Employment Confederation. We're also committed to strengthening our relationship with local communities, proposing collaboration initiatives and confirming our Destination Work project, as well as launching new activities related to skills and professional development.

Our plans for 2019 are no less demanding, and we aim to create value by contributing to the Sustainable Development Goals of the United Nations, focusing in particular on the goals that crossover with our services and solutions: Goal 4, "Quality education", and Goal 8, "Decent work and economic growth".

This is a brief look at how we've built our success story, to broaden our vision for the future: with this in mind, we invite you to read the fifth edition of the Group's CSR Report.

Stefano Colli-Lanzi
CEO and Founder Gi Group



1

ABOUT GI GROUP



Our Mission



**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 represents the foundation of the company's Corporate Social Responsibility and it shows the direction we want to follow. It describes the way in which we want to manage our business and how we want to play a part in the development of society.

**Above all, it describes the undeniable value of people
and their daily activity at work.**

Our Values

**Through our work,
we endeavour to contribute
to the efforts that all people
and all populations make
to lay the foundation
for their happiness.**



Our History

2004

Acquisition of **Worknet**, the employment agency of FIAT.

The new entity is now the largest Italian owned agency with a turnover of 320 million euros and 190 branches.

2007

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

Générale Industrielle

was founded in Milan, Italy, by Stefano Colli-Lanzi.

1998

The Group starts operations in the outplacement sector.

2005

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

2008

2009-2011

Further international expansion:
UK, Argentina and Eastern Europe.

Gi Group becomes a member
of **World Employment
Confederation** (formerly CIETT).

2014-2015

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

2018

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

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

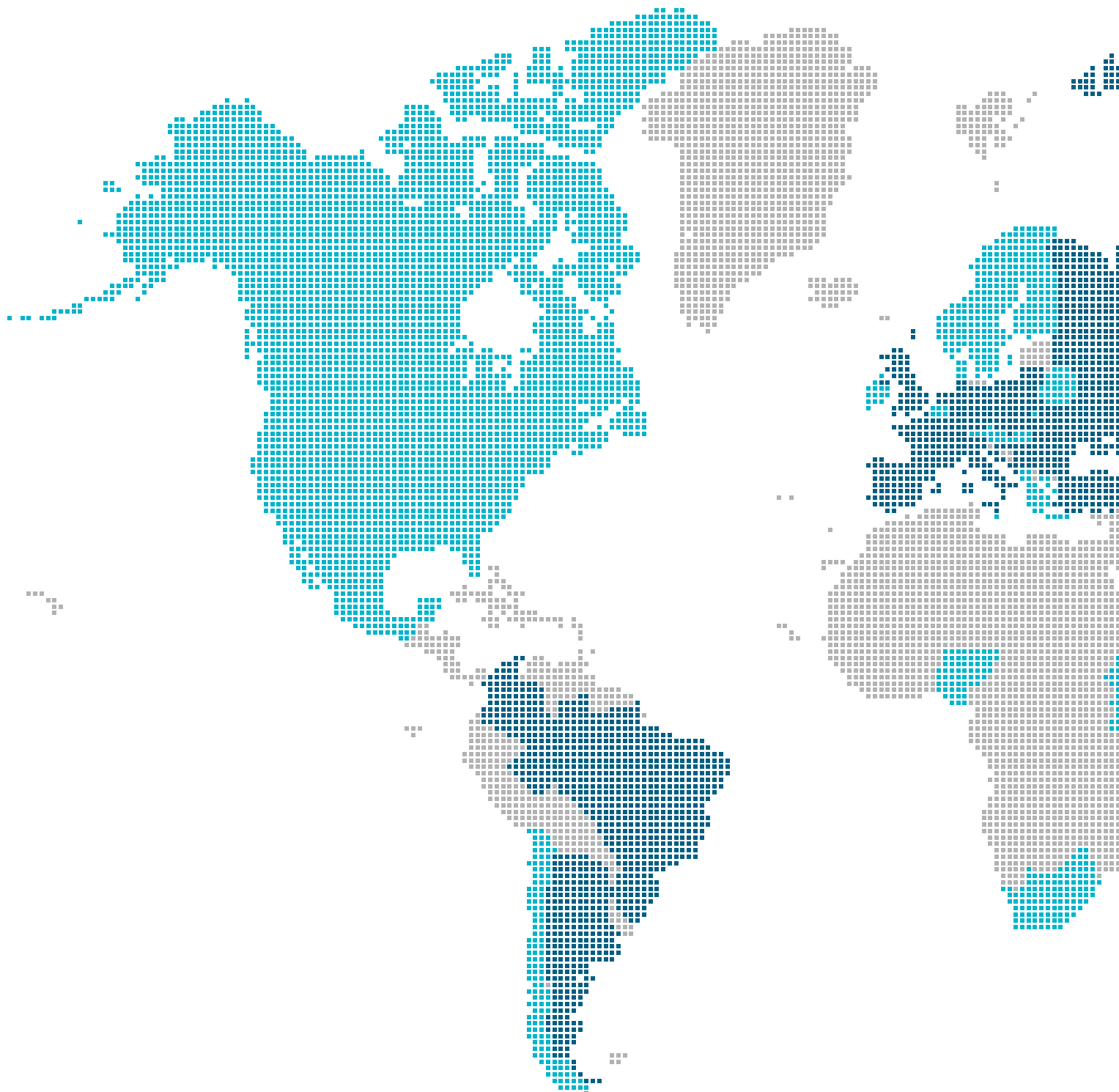
2013

Acquisition of **Tack
and Tmi**, global
leaders in training and
development services.

Opening of **Colombia**.

2016

Gi Group worldwide



Thanks to direct presence and strategic partnerships, today we are active in more than **50 countries across Europe, APAC, Americas and Africa.**

57 Countries – **28** Direct Presence
Over **500** branches and SMS
More than **4,000** employees

Direct Presence

Argentina, Brazil, Bulgaria, China, Colombia, Croatia, Czech Republic, France, Germany, Hong Kong, Hungary, India, Ireland, Italy, Lithuania, Montenegro, Poland, Portugal, Romania, Russia, Serbia, Slovakia, Spain, Switzerland, The Netherlands, Turkey, Ukraine, United Kingdom.

Strategic Partnerships

Thanks to partnership agreements, we are also present in:

Albania, Armenia, Australia, Austria, Azerbaijan, Belarus, Belgium, Canada, Chile, Cyprus, Denmark, Egypt, Finland, Greece, Indonesia, Kazakhstan, Kenya & Tanzania, Malaysia, Malta, Mexico, Middle East, Myanmar, Nigeria, Norway, Singapore, South Africa, Sweden, USA, Vietnam.

Our Figures

In 2018
we supplied over

20,000

companies

with a turnover of

2.30

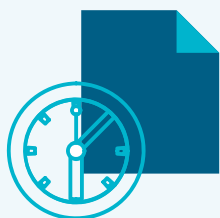
billion euros



Our Services

We are one of the world's leading companies providing services for the development of the labour market.

We are active in the fields of:



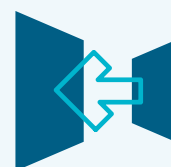
Temporary and
Permanent
staffing



Professional
Staffing



Executive
Search



Outsourcing



Search & Selection



Training



Outplacement



HR Consultancy



2

**NEXT20:
CELEBRATING
GI GROUP 20TH
ANNIVERSARY**

NEXT20

GI GROUP 20TH ANNIVERSARY

In 1998 Stefano Colli-Lanzi founded Générale Industrielle in Milan, Italy.

In 2018 we celebrated the 20th anniversary of Gi Group, reflecting on the learnings and achievements of the first 20 years of our organisation, and, most importantly, looking at its future. We launched the logo **“NEXT20 – Gi Group 20th Anniversary”** keeping this in mind: in addition to acknowledging the past 20 years, the logo represents an invitation to prepare for the upcoming 20 years, the challenges and changes that the market and the company will face.

With the NEXT20 project, we have implemented numerous initiatives to engage both our internal and external stakeholders, across all the Countries where Gi Group is present.

We have consolidated the relationship with our employees more than ever thanks to a roadshow of **21 events worldwide**, having our CEO and Founder himself sharing our culture and business strategy with **over 3,700 people**.

In fact, Stefano Colli-Lanzi not only discussed the future of work and the evolution of the role of Gi Group, but also about the history of the Group and our values. As he explained, since the very beginning we have been driven by passion, curiosity and the desire to contribute to create value for all our stakeholders through our work.

Across all the countries, the events agenda combined formal presentations with team building activities and celebrations. The NEXT20 events brought together employees from different functions, practices and cities, fostering a sense of belonging, a culture of collaboration and boosting the enthusiasm to keep on growing together.

In Italy, we have kept connected not only through the new company intranet but also through our mobile app, originally conceived exclusively for the Italian NEXT20 event, a convention with over 1000 participants. The possibility to keep on dialoguing and sharing via a mobile app was so appreciated by our people, that we extended it to everyone working in Gi Group Italy and kept it active for all of 2018.

The NEXT20 roadshow

21

Events

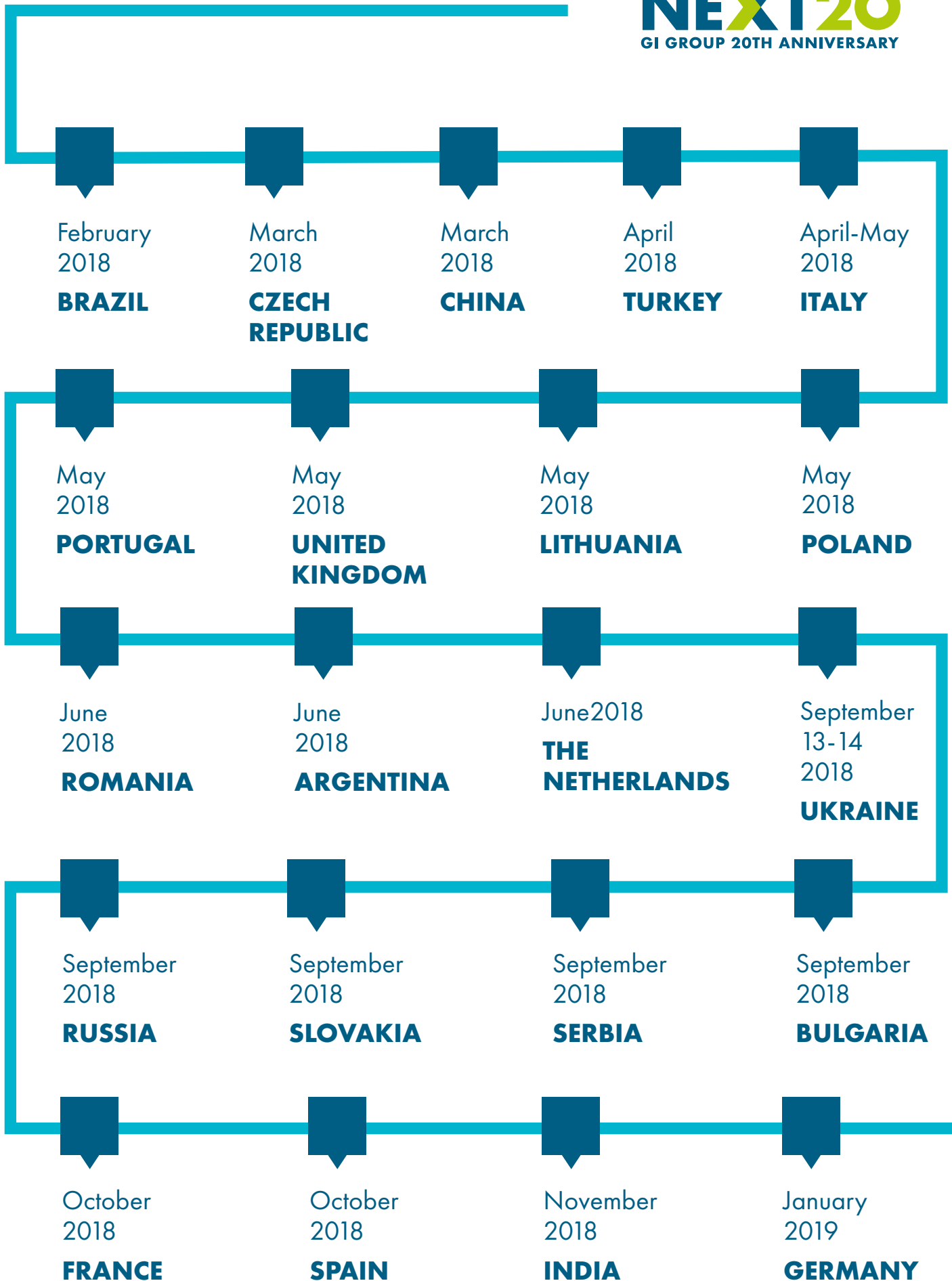
Over
3,500
employees
involved

196

**Clients
attending**

23

**Institution
Representatives
attending**





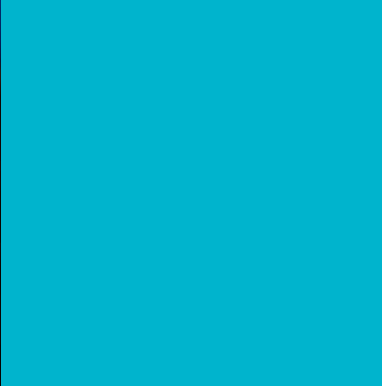
Some highlights from the NEXT20 roadshow

Italy



United Kingdom





Brazil



India



China



NEXT20: the future of work

In 2018, the Gi Group Foundation in collaboration with Harvard Business Review Italia published "NEXT20: the future of work", which includes a collection of contributions from 12 international experts from the academic or institutional world, who share their reflections on the possible evolution and transformation that will affect the world of work over the next 20 years.







3

OUR PEOPLE



Value creation through people that make a difference

We are a group of people with a highly ambitious mission that require engagement and passion, both as individuals and as a team.

In 2018, we took care of our employees, focusing on two main topics: engagement and skills development.

In the meantime, the group has grown and we have extended the most important initiatives to even more people.

HR numbers 2018

In 2018, we continued to grow at a strong pace in all the countries where we have a direct presence, extending our operations to two new countries: Hungary and Ireland (the number of Irish employees is included with the UK figures), following the acquisition of Grafton Recruitment Srl and Marks Sattin.

As of December 2018, our workforce comprised of more than 4,000 internal employees and it was made up as follows:

Country	% on global population (Dec 2018)	Country	% on global population (Dec 2018)
Argentina	0.1%	Montenegro	0.1%
Brazil	7.0%	Netherlands	0.4%
Bulgaria	0.8%	Poland	5.2%
China	5.7%	Portugal	1.4%
Colombia	0.1%	Romania	1.8%
Croatia	0.0%	Russia	0.3%
Czech Republic	5.1%	Serbia	0.7%
France	0.8%	Slovakia	1.4%
Germany	3.9%	Spain	4.6%
Hong Kong	0.0%	Switzerland	0.1%
Hungary	0.8%	Turkey	1.0%
India	4.0%	UK & Ireland*	10.0%
Italy	44.1%	Ukraine	0.1%
Lithuania	0.3%		

* Marks Sattin Included

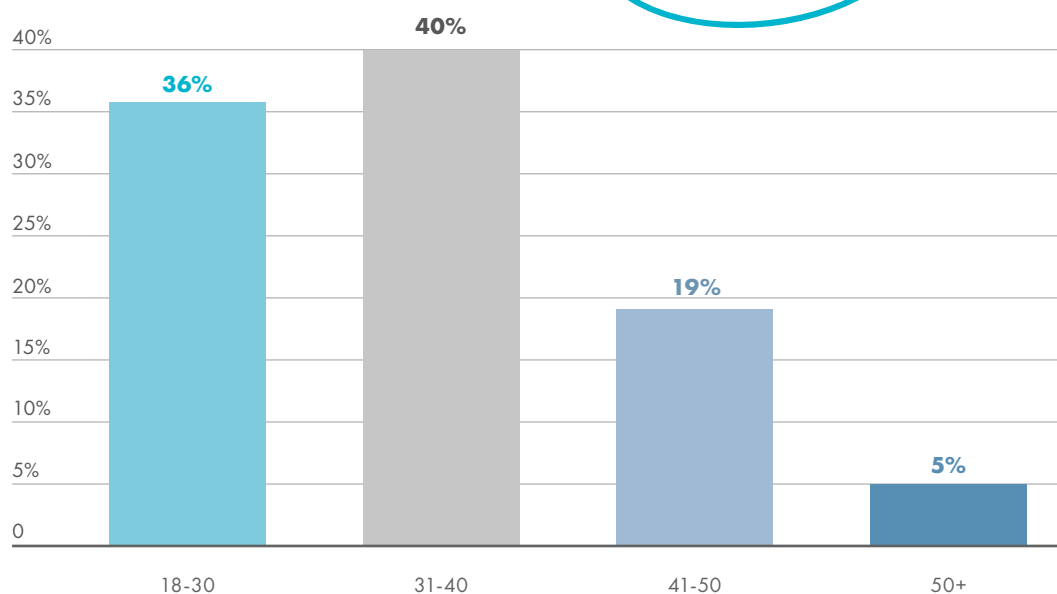
Gi Group workforce by age group

34

Average Age

3.8

Average Seniority



Gender Distribution


72.8%

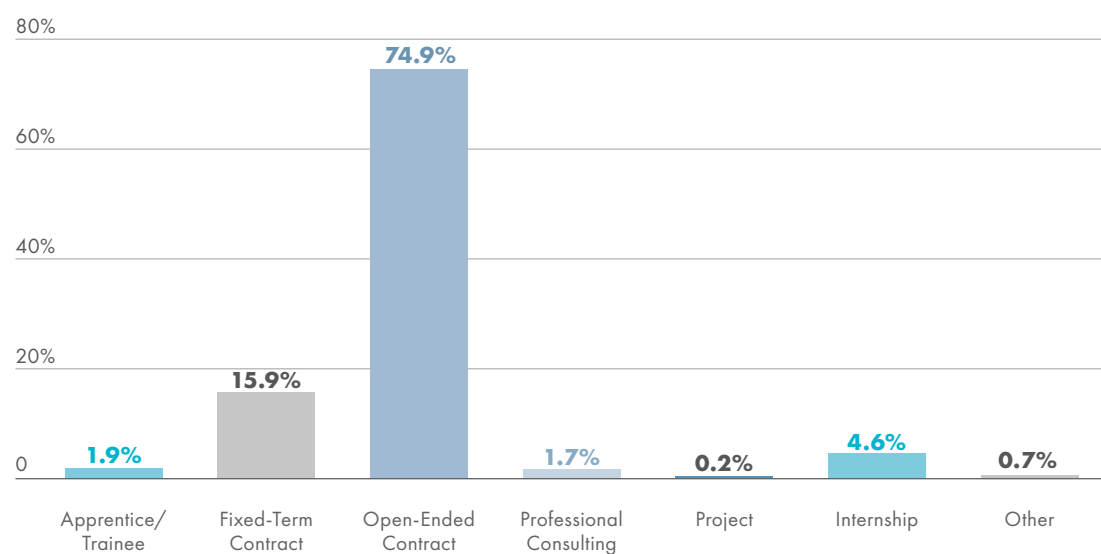
Female


27.2%

Male

72.8% of the population are female. The percentage of women holding top management position is 29.7%..

Gi Group workforce by contract type



Gi Group Energy Matrix

Measuring our people engagement and wellbeing

In December 2017 we launched our first global internal employee survey – the Gi Group Energy Matrix. Its purpose was to measure the level of energy, engagement, trust and the approach to change of Gi Group people both at a global and local level, allowing us to define the company's strengths and identify areas for improvement.

We were encouraged by the overall high level of participation in the survey, 72% - with some countries hitting an outstanding 100%. The Gi Group Energy Matrix focused on a number of different factors:

- **Organisational wellbeing** - the evaluation of employees' views on the organisation's performance against key criteria which included:
 - Management and leadership
 - Professional development
 - Quality of work life
 - Communication
 - Identity and values
 - Work organisation
 - Performance and reward
- **Employee wellbeing** - the overall "wellbeing" of our employees. This area evaluated:
 - Psychological wellbeing
 - Physical wellbeing
 - Relational wellbeing
 - Value-based wellbeing
- **Level of trust**, with regard to:
 - Colleagues
 - Direct manager
 - Management team
 - Company as a system
- **Approach to change**





		Organization Wellbeing	
		Low	High
People Wellbeing	High	Hold Energy Back	Spread Energy
	Low	Waste Energy	Absorb Energy

The respondents were grouped into one of four areas based on organisational and individual wellbeing.

Overall findings were extremely positive: 77,3% of Gi Group's population is made up of people who actively "Spread Energy", actively contributing to the development of the company.

Over the course of 2018, we have implemented specific actions and initiatives both at a global and local level, based on the Gi Group Energy Matrix results and inputs. Moreover, we have monitored the initiatives developed by each single country on a quarterly base.

68% of the actions undertaken concerned the organisational wellbeing dimension, mainly focusing on professional development, performance & reward and communication.

We will repeat the Gi Group Energy Matrix survey in 2020 to continue listening to our people's inputs and to assess their level of energy, engagement, trust and approach to change.

Employees who actively spread energy

77.3%



Promoting the wellbeing of our people

The Gi Group Energy Matrix survey showed us that, despite the high level of energy of our people, there is still room for improvement concerning our employee's personal wellbeing.

Therefore, we have launched numerous initiatives at a local level to take care of our people and enable them to improve their physical and psychological wellbeing.

Here are some of the main initiatives that took place over the course of 2018:

Spain

In January 2018, Gi Group Spain launched the "Gi Well" program, which consists of a monthly challenge related to wellbeing, with the goal of encouraging all our employees to achieve balance in their psychological and physical health.

A healthy diet compatible with our work routine, initiatives that make our facilities healthier work environments, guidelines that allow us to take care of our voice despite the many hours we force it on the phone, the importance of having a quality sleep to be able to perform at our best at work, or the stress management that often plays tricks on us: these have been some of the topics of the monthly challenges that have been addressed by Gi Well.

Normally, each of these initiatives consisted of a theoretical phase explaining the topic of the challenge and the guidelines to follow (shared through the employees newsletter, the intranet and on the corporate website), and then a training phase which consisted of workshops or courses, that helped and motivated our employees to put each of these guidelines into practice. Finally, every month workers have been encouraged to participate actively to the monthly challenge. For example, during the month dedicated to the topic of food, our employees shared their healthy recipes with their colleagues.

This program advocates the wellbeing of our teams and becomes an integral part of the company's Corporate Social Responsibility strategy on the one hand and internal communication on the other, with the aim of achieving a healthier and happier work environment.





LA LECTURA
GIWELL
Powered by GI GROUP



DEPORTE
GIWELL
Powered by GI GROUP



GIWELL
Powered by GI GROUP



Italy

In Italy, one of the key highlights from the Energy Matrix results was the need to enhance flexible working and welfare solutions. Therefore, starting from May 2018, the HR department of Gi Group Italy has launched an initiative which started from five pilot projects in some of the group's companies.

The projects were co-designed with our people, through 30 workshops which involved 300 people in total. The workshops allowed our colleagues to share and discuss the opportunities and challenges they might have when working more flexibly. The key words that emerged from the workshops were Collaboration, Self-Management, Innovation & Change. The outcome of the workshops were five regulations, customized for each company's business and needs. The goal for 2019 is to have everyone working smart in Gi Group Italy.

Romania

Following the Gi Group Energy Matrix results, Gi Group Romania launched a new program to give all employees the possibility to work from home one day per month.

People were able to provide a feedback on the initiative through GiNET, and 87% expressed very high appreciation for the project.



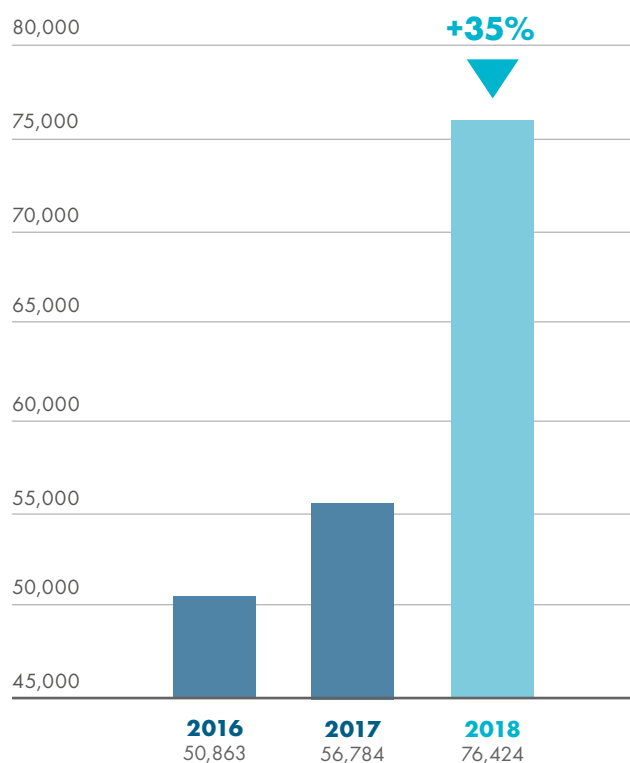
Learning and Development numbers

Learning activities aiming at developing the professional competencies of our employees remained a strategic priority for the organisation throughout 2018.

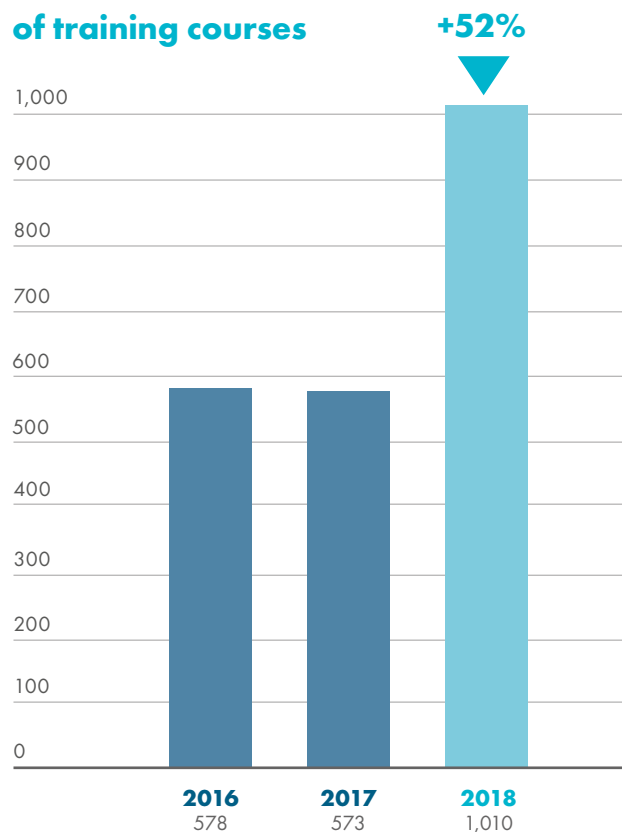
Investments in training are highlighted by the following figures:

- **A total of 76,424 hours of training provided** – with a 35% increase compared with 2017 and 50% compared with 2016
- **A total of 16,929 participants to training courses** – with a 52% increase compared with 2016 and 135% compared with 2015

Number of training hours



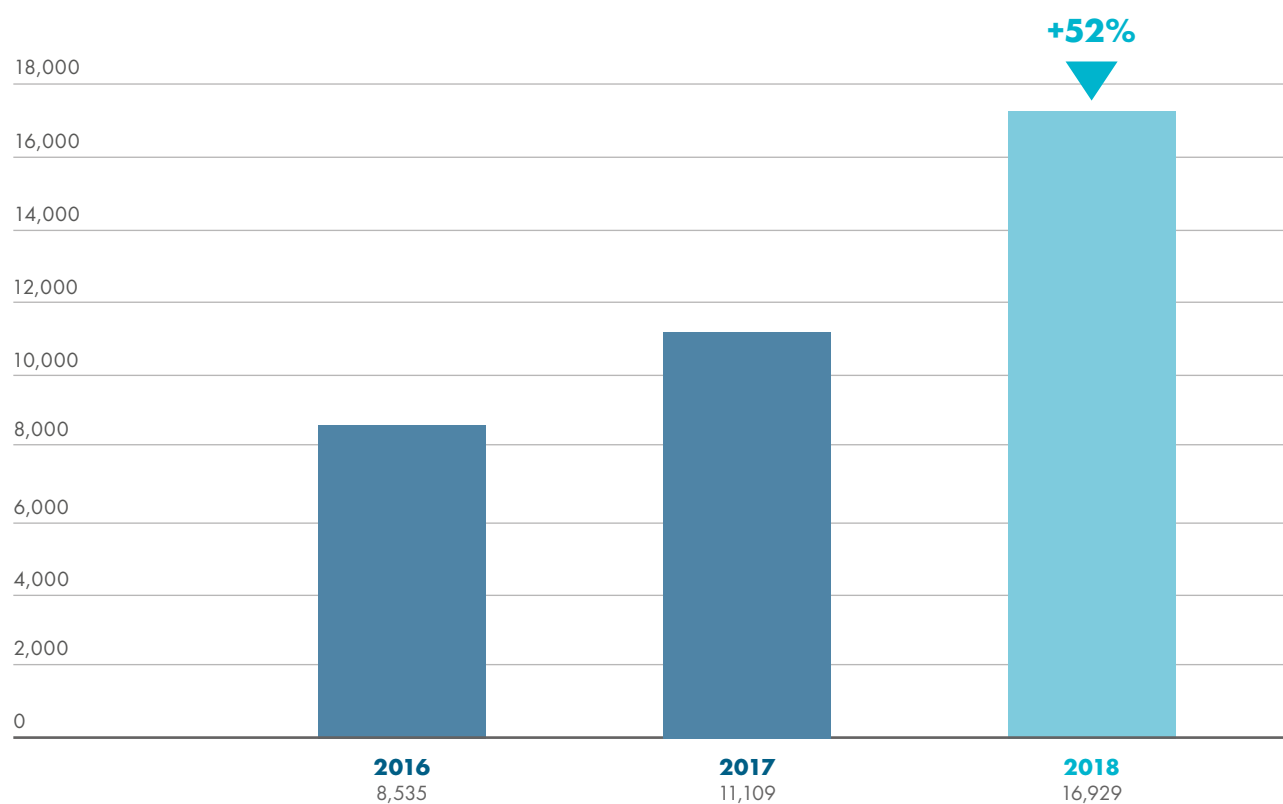
Number of training courses



Number of participants

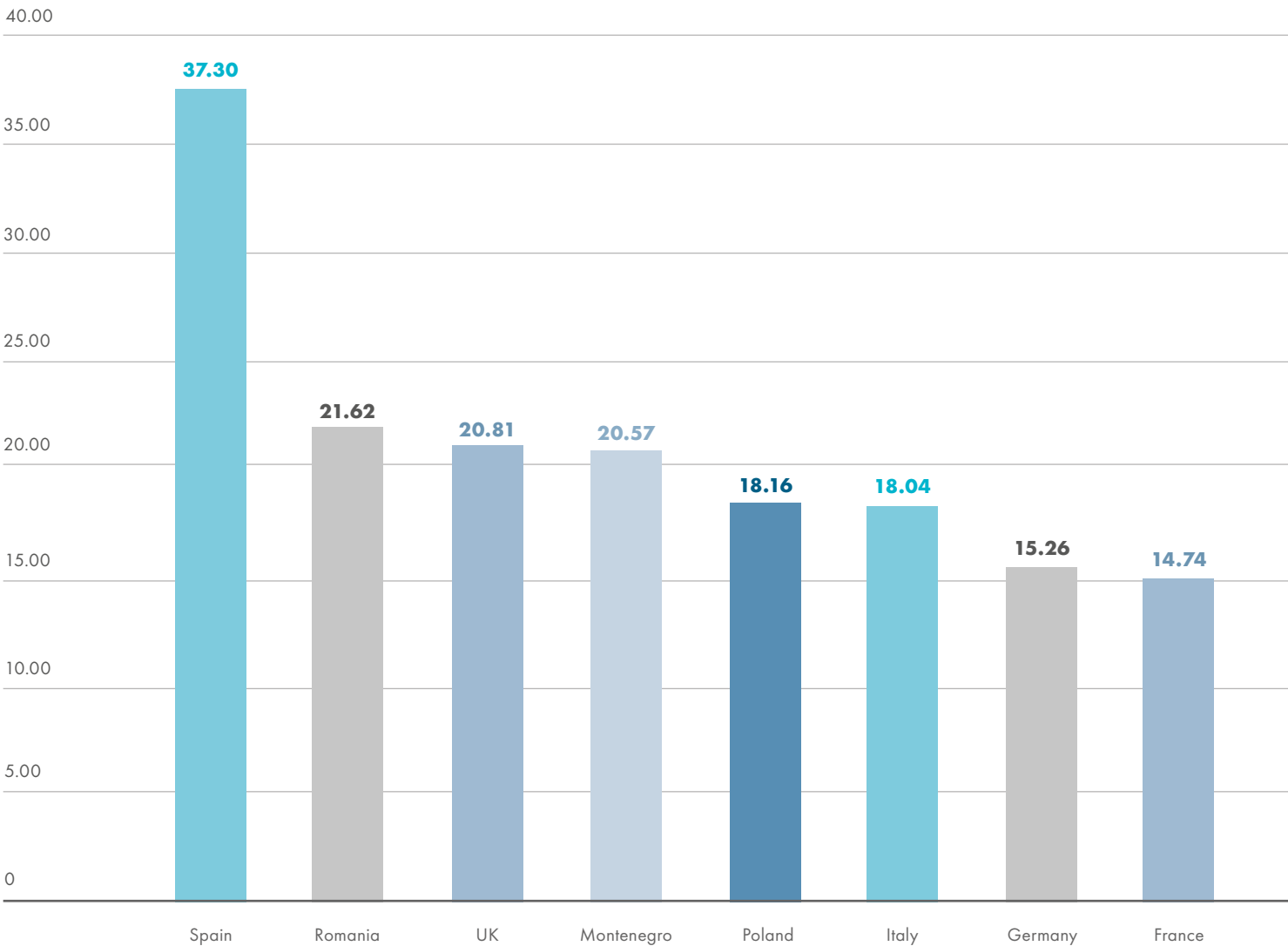
*includes the participation to multiple
sessions or trainings

In 2017
11, 109 VS In 2018
16, 929

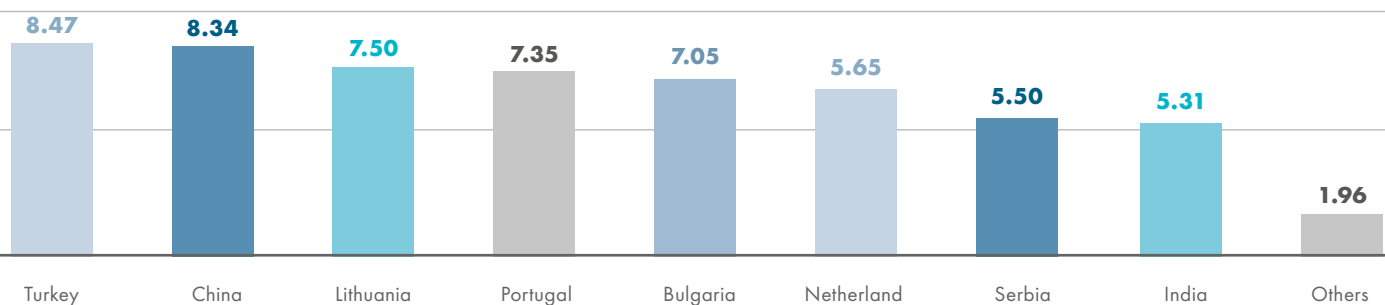


The average number of training hours delivered to each Gi Group employee in 2018 was 14.8 - slightly down on the average number in 2017 (15.1) due to an increase in the number of employees.

The graph below shows the average training hours provided in each country



The results presented are a combination of training activities carried out in the various countries that we operate in as well as training courses organised by the Global HR department.



The composition of the training mix

The composition of the training mix – in terms of content – is in line with the group strategy and with the business priorities for each country.

The main training content provided can be grouped into four main areas:

A) Technical-specialist skills

(related to the role or processes):

- **Sales training:**
to strengthen business development capabilities
- **Technical-professional training:**
aimed at strengthening skills specific to the role, consistent with the main responsibilities of each organisational function
- **Recruitment and selection:**
technical skills, strictly related to the group's core business
- **Administration:**
for the correct and detailed management of administrative practices – mainly concerning the management of temporary workers

B) Transferable skills

- **Soft skills:**
management and behavioural training
- **Language training:**
in line with the internationalisation processes undertaken by the group

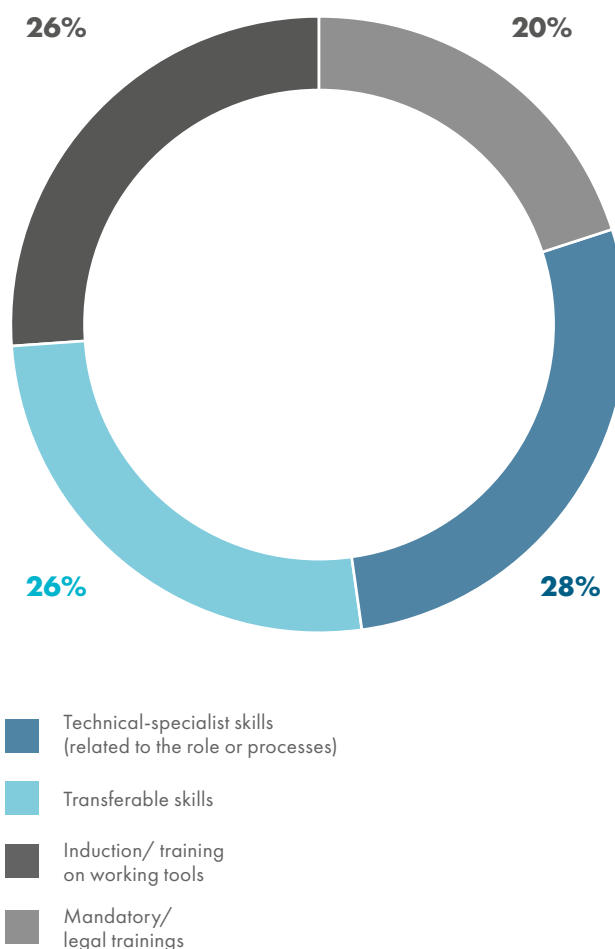
C) Induction/training on working tools:

- **In-house software and ict tools:**
in line with the group's technological innovation priorities
- **Induction:**
"welcome" training directed at new Gi Group employees and aimed at providing general information on Gi Group, on the organisational culture, on the corporate values and on the internal organisational structure.

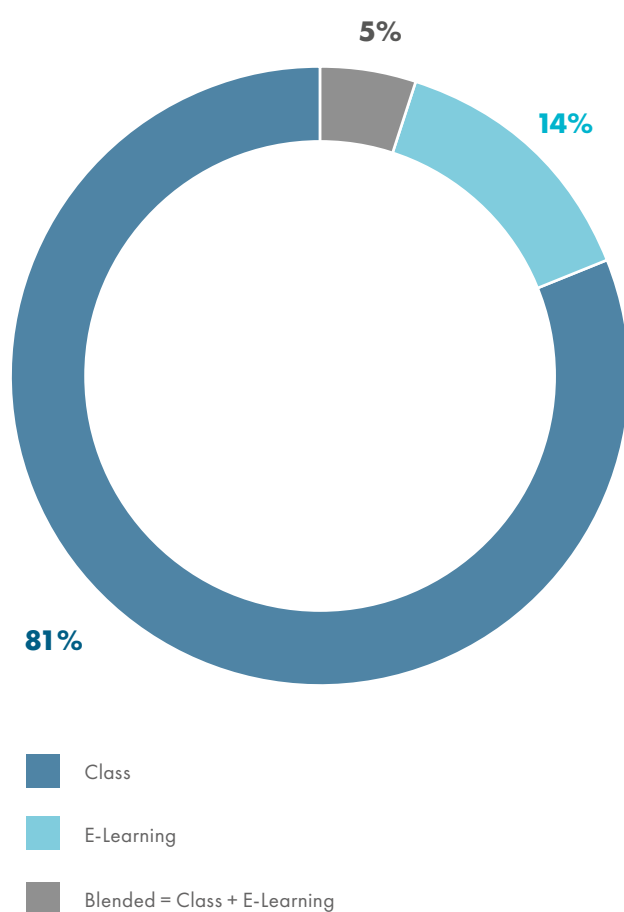
D) Mandatory/legal training:

- **Health & Safety and Compliance:**
mandatory training resulting from local and international legislation
- **Legal:**
skills of a legal nature based on the legislation in force in the individual job market

Training content



Thanks to the increasing use of our E-Learning platform, the online courses delivered in 2018 comprised 14% of the total. Classroom training continues to be the prevalent type.



We are continuing to consolidate the people development activities undertaken over recent years, such as, for example, the provision of “traditional” and digital training activities, thanks to the development of training content specifically created to be delivered online (as already highlighted above), professional coaching programmes, and the intensification of onboarding initiatives (both on a group level and dedicated to individual appointments in strategic roles).

Enhanced use of e-learning tools to boost skills development

In 2018 we enhanced our use of eLearning tools to sustain skills development and knowledge sharing. We designed and delivered a Welcome Onboard module to speed-up the onboarding process at global level for all new joiners in Gi Group, by providing the most relevant information about our company, organization, type of businesses and structure, along with practical tips about how to navigate our Intranet and join the conversations.

Digital content is both produced in partnership with specialized external providers and internally, such as videos and webinars, aimed at sharing knowledge internally and tips about specialized skills and ways of working.

Internal communication

In 2018, internal communication played a fundamental role in supporting the organizational changes and the integration processes of the companies acquired during the year.

In keeping with the attention paid to employee engagement and with the international growth strategy, we worked towards improving and innovating internal communication, on a global level and on an individual country level.

This happened through the creation of a new global role specifically for internal communication and employer branding, and thanks to the implementation of a new global social intranet.

The new internal communication platform, GiNET, was launched in March 2018 in Italy, and global implementation followed over the course of the year.

Through this tool, Gi Group personnel are given numerous opportunities, both on a local and global level:

- The opportunity to easily communicate and connect with all other company employees
- The widespread circulation of continuous updates on the organisation, shared with an international and cross-functional outlook
- The sharing of know-how and simplified access to documents and useful information
- Collaboration and participation in specialized or cross-functional and international workgroups and online communities
- The adoption of a language and work tool in line with technological trends, aimed at creating a more flexible, collaborative and efficient digital workplace

Sharing of the strategic objectives and dissemination of the Gi Group corporate culture and employer brand also occurred through special communication projects, including:

- The e-learning programme 'Hello Gi Group, Hello Grafton' for the onboarding and integration of Grafton Recruitment personnel
- The 'Our People, Our DNA' (in Italy 'Facce da Gi Group') internal communication and employer branding campaign, through which 38 employees in 19 countries shared their experience
- A series of articles in English dedicated to the NEXT20 celebrations in various countries

Our People, Our DNA

In 2018 we launched a global employer branding and internal communication campaign called '**Our People, Our DNA**': for the first time, we collected video testimonials from **38 of our employees** from **19 different countries**, asking them to share their experience being part of Gi Group.

With this initiative, we aimed at increasing awareness of the variety of people, cultures and professional opportunities as well as of the common values that are part of Gi Group's DNA.

In Italy, the project was named 'Facce da Gi Group' ('Gi Group Faces') and it has involved 13 colleagues from different functions and practices of the group.







4

COMMUNITY ENGAGEMENT



Destination Work



DESTINATION WORK

Powered by **GI GROUP**

'Destination Work' is Gi Group's global volunteering project, through which Gi Group employees organise and deliver workshops, trainings and presentations to help people from their local community boost their employability.

In 2018, the project took place across different countries where we are present. This was the 4th time the project was carried out in Italy and the 3rd one internationally.

Below is a summary of the main Destination Work events

Italy

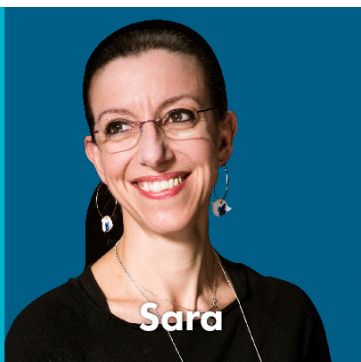
The fourth edition of Destination Work in Italy has undergone a change in format, with a time extension of the event from 1 to **5 days**. In addition, the project now pays particular attention to shared actions with industry partners in order to maximise the potential positive impact on participants.

The busiest day of events was Saturday 17 November, but the programme of initiatives started on Tuesday 13 with a series of special openings outside working hours. This involved **192 volunteers** who animated **21 branches, the HQ buildings in Milan and Rome**, as well as schools, associations and partners with whom the project was developed.

More than 2,000 people signed up for the organised events, including students, candidates and workers wanting to find their way in the job market.



Tommaso



Sara



Marta



Workshops were divided according to seniority and skills in order to manage the typical career guidance topics in a more targeted way, with the common theme of useful tools for dealing with the evolution of an increasingly digital job market.

In collaboration with **industry partners** – such as LinkedIn and Monster – and relying on Group know how, there were discussions about personal branding, new trends in recruitment, and the hard and soft skills required by different sectors. Those involved were able to grasp what is actually behind concepts such as networking, smart working, total reward, welfare and well-being that are increasingly central.

Focus on the technological innovation of the job market went as far as discussing in details developments envisaged for the next five years with the introduction of immersive realities (virtual and augmented) into companies.

On the other hand, our partnership with SHL – a world leader in talent innovation, helping companies improve performance by providing personnel insights – enabled us to offer, 50 undergraduates/junior profiles the chance to work on their individual development plan free of charge. Making use of innovative online assessment tools as well as the support of SHL experts to develop a solid development action plan for a more effective entry into the labour market.

Young people were offered a meeting with the **YouTube influencer** Luis Sal. Born in 1997, he has a million followers on his social media channels. During the interview called “A colloquio

(di lavoro) con Luis” (A (job) interview with Luis), he talked about his experiences and his vision of the work as a millennial, where creativity and innovation can grow through humility and determination.

Middle/senior profiles were provided with the opportunity for specific meetings (one-to-one or in peer groups), whereas specific entry-level groups for those with language gaps (particularly foreign women and young taken on by non-profit organisations in the area) were led by the HQ International team.

“The enthusiasm with which Destination Work was once again received last year led us to relaunch the initiative for the fourth year, with many new features to give people career guidance and the best tools to access a constantly changing job market, supporting them in being fully engaged and playing an active part”, commented **Stefano Colli-Lanzi, CEO of Gi Group**. “By building a network with the leading partners with whom we work in various sectors, we make ourselves available completely free of charge to help this year also the population of Genoa, who we regard with affection and send out a huge message of encouragement”.

The equivalent labour costs of the Gi Group personnel who signed up this year for the initiative were donated to charitable actions, supporting the red zone of Valpolcevera in Genoa, which was affected by the collapse of the Morandi Bridge.



Specifically, our support went to two projects:

“Varcare la soglia”: L’Albero della Vita Foundation

A Eurostat survey highlighted that today around 7 million people **in Italy live in poverty**. Roughly half of the **2 million 110 thousand children and young people** affected may not have proper nutrition, a suitable heated home, medical treatment and access to cultural and group activities.

“Varcare la soglia” (**Crossing the threshold**) is a project of **L’Albero della Vita Foundation**, established in 2014 in response to this situation. It aims to tackle family poverty by looking at the entire family unit (parents and children) and its participation along a path of social, financial and relationship reintegration.

The common goal is to help them to strengthen their skills and abilities, to independently respond to their own needs, and for the adults one of the key aspects to consider **is educational and career guidance**. A significant challenge, whose ultimate aim is to improve the overall well-being of the family unit.

Gi Group supported the project from the Sampierdarena office in Genoa, where the collapse of the Morandi Bridge (which ran through this area) worsened a situation where the percentage of families in difficulty was already particularly high. Our donation went towards paying, for six months, the costs of personnel dedicated to guiding and supporting 40 adults into employment; adults with shortcomings in terms of training and personal issues that have kept them out of the job market.

Istituto comprensivo Teglia

The second project that we supported thanks to the voluntary activities of Destination Work 2018 is the creation of a multisensory classroom within the school Istituto comprensivo Teglia in Genoa.

Multisensory classrooms are designed to help **students with serious disabilities** in the process of inclusion and integration with the people around them, primarily classmates

These classrooms become a real educational tool that stimulates the senses of children who, through **didactic-educational paths** and activities, are supported in the development of interpersonal relationships, learning about themselves and what’s around them and improving their communication skills.

India

In 2018, Gi Group India partnered with the non-profit organization **Shanti Bhavan** – a school for underprivileged kids near Bengaluru, popularized by a documentary on Netflix.

As Gi Group, we see work as a mean for people to fulfil themselves, realize their desires and to participate in the creation of a greater “wellbeing” that can endure into the future. This collaboration does exactly this: we help Shanti Bhavan towards the **creation of work opportunities for their kids** to allow them to experience a future that corresponds to their needs and expectations, based in the principles of **equality, impartiality and personal dignity**.

As part of its CSR strategy, in September 2018 Gi Group India organised its third edition of Destination Work, aiming at enhancing the employability of the participants, who came from Shanti Bhavan.

People from Gi Group India, including the Country Manager, Marcos Segador Arrebola, and other members of the Top Management team, facilitated the workshop together with some of Gi Group clients. Topics included general career Guidance, industry orientation, handling interviews and round table discussions followed by mock interviews.

Moreover, the collaboration between Gi Group India and Shanti Bhavan was presented through a video launched during the NEXT20 celebrations held in New Delhi in November 2018.

Lastly, Gi Group India was awarded with a ‘Special Recognition for Advancement in CSR’ during Gi Group’s International Business Meeting 2019.



Romania

On the **17th of November 2018**, the team of Gi Group Romania organized an interactive **CSR event**, called “Mai Angajabil in 2019” (More employable in 2019).

The volunteers were positively surprised by the average age of the participants, **mostly young people**, fresh graduates and employees in their early career years. They also came from **different backgrounds**: journalism, marketing, IT, HR and office management even entrepreneurship.

China

In October 2018, in Jinhua, Zhejiang Province our people delivered trainings to the local residents concerning employability skills, supporting and coaching them in finding a job opportunity.

Brazil

In August and December 2018, we have held workshops at the Coca-Cola Institute Brazil and in partnership with Coca-Cola FEMSA to help disadvantaged young people entering the labour market.



Evolution of the labour market

29,386

people impacted through employability initiatives

17,700

beneficiaries from schools and universities

8,452

beneficiaries of active labour market projects

More than

30

events organized for companies

One of the core elements of our Mission is to contribute to the evolution of the labour market. This occurs daily through the delivery of our services, aimed at creating value by meeting candidate and client needs.

Throughout 2018, we also developed various initiatives and projects specifically focused on promoting the development of the labour market in the Countries in which we operate.

The most significant projects were:

- **workshops** organised by Gi Group concerning the local and international labour market situation, its evolution and best practices;
- **job fairs and job talks** to directly facilitate employment and boost employability through proactive matching of candidates with job offers;
- **training and career counseling activities in schools and apprenticeship programs** to prepare students to successfully enter the labour market;
- **active labour market policies** aimed at supporting career transition (outplacement) activities (government-funded projects).





Some of the most significant programs delivered at a country level included:

Italy

Dignity Decree

The Italian decree Decreto Dignità (Dignity Decree), which came into force on 14 July 2018 and was converted into law with some amendments on 11 August 2018. It introduced significant changes to the regulations governing fixed term contracts, changing the methods of accessing flexible working. This regulatory change has significantly impacted the job market, making it necessary to activate a structured communication plan with the aim of keeping all Gi Group shareholders continuously and fully up to date.

A regulatory and operational approach was taken to internal communication and it was broken down into different methods in order to allow all employees and all companies to fully understand the changes that the sector was going through. Various types of content were developed to enable the entire company personnel to fully understand the changes introduced by the decree.

A communication plan was also developed specifically for candidates and companies in contact with the Group in order to update and support client companies in real time with regard to the changes made by the law: this included e-mails, e-books, infographics comparing temporary and fixed term work and with a focus on the main regulatory changes in the labour market, and webinars.

CV Tram

Now in its fourth edition, the CV Tram is a Gi Group initiative aimed at providing advice and information to anyone wanting to improve the presentation of his or her professional profile, as well as receive information on how to approach or improve his or her "digital reputation".

The Tram returned to travel through Milan city centre from 22 to 28 October 2018. As well as revising paper and electronic CVs on the tram, it was also possible for people to challenge themselves and test their knowledge on digital reputation. Candidates could also have a professional photograph taken to use for their CV. During the 2018 edition, more than 300 people came on-board and benefited from the advice of Gi Group recruiters.

Events for young people

In the 2017/2018 academic year, the Candidate Management department coordinated more than 100 events in Italy, involving 10,000 young people with over 1,500 hours of meetings dedicated to more traditional career guidance (in particular in high schools and universities) as well as more innovative types of candidate events.

Schools:

- 10 Technical Gi Days, meeting a total of 800 pupils
- 1 Salone Studente event: around 100 pupils

Universities:

- 16 Career Days: meeting around 2400 young people
- University guidance: meeting around 1000 young people
- 5 Makers' University Championships: around 500 young people
- 6 Cesop Job Meetings: meeting around 900 young people
- 10 Tutored On Tour events: around 500 young people

Recruitment Days:

- 4 'Melomerito' events
- 27 recruitment days involving clients
- 28 recruitment days divided by sector (Mechanical, Ricolloca, Logistics, GDO Che passione)



Events with Gi Group foundation

Conference “Il Decreto Dignità e la conversione in legge”

On 13 September, the Gi Group headquarters in Milan hosted the conference “Il Decreto Dignità e la conversione in legge” (The ‘Dignity Decree’ and conversion into law), organised by the HR directors association GIDP - Associazione Direttori Risorse Umane (HR Managers Association) - in partnership with Gi Group Foundation. The event was an opportunity to find out more about and discuss the changes and new developments related to the law converting the so-called Decreto Dignità’ (Italian Law Decree 87/2018 of 12 July 2018), thanks to the presentations and contributions of expert speakers.

“A scuola di azienda, in azienda” (Business school, in business)

The conference **“A scuola di azienda, in azienda. Quando l’orientamento tra scuola e impresa funziona” (Business school, in business. When career development between schools and companies works)** was held in November in the Auditorium at the company HQ in Milan. The event was organised with Nestlé and Enel Group and in collaboration with Allianz and Eni. It was an opportunity to share the experiences of schools and companies in apprenticeship programs and first level apprenticeships, as well as to present the results of Gi Group Foundation research on “La voce delle aziende su Alternanza Scuola-Lavoro e Apprendistato di I livello” (The voice of companies on Apprenticeship Programs and First Level Apprenticeships). Presentations given by institutions ended the morning session and the afternoon continued with two workshops: head teachers, teachers, students and companies discussed career development tools such as Apprenticeship Programs and First Level Apprenticeships.

Other events for companies

In 2018, Gi Group organised over 30 events dedicated to companies on subjects related to developments in the job market.

Apprenticeship programs

As part of the Apprenticeship Programs, in 2018, Gi Group took on 61 young people coming from 38 educational institutions in 34 of its branches and offices in Italy. Under the guidance of 39 colleagues in the role of tutor, the young people had the chance to understand internally how an Employment Agency works, becoming career ambassadors among their peers, in a job market which requires increasing awareness among young people.

Business lines dedicated to the needs of the community

Moms@Work

Once again, in 2018, Intoo had the opportunity to offer various client companies – active industry leaders both in manufacturing and services, or in the third sector – different Moms@Work services. These include individual coaching and group solutions, such as a workshop for mums and dads, or educational seminars open to parents to look at childhood and adolescent educational issues, and to provide strategies and respond to specific questions.

The services are aimed at improving the work-life balance, generating greater motivation and productivity for both parents, proposing concrete actions for the enhancement of parenting roles in the company and favouring an inclusive culture.

Through the Moms@Work services, companies improve their positive perception as workplace and get support in the training and management of the issue of balance with parents.

Family project

Family Project is a Gi Group service which resolves all issues centred on managing the home, children and the elderly. In 2018, the project registered 3252 home care contracts, 2324 of which were to provide support to dependent persons.

Active labour market policies

As every year, we were involved in providing services relating to Active Labour Market Policies, responding to tender notices and taking part in funding measures developed by institutions to support the employability of various weak segments of the population on a local and national level.

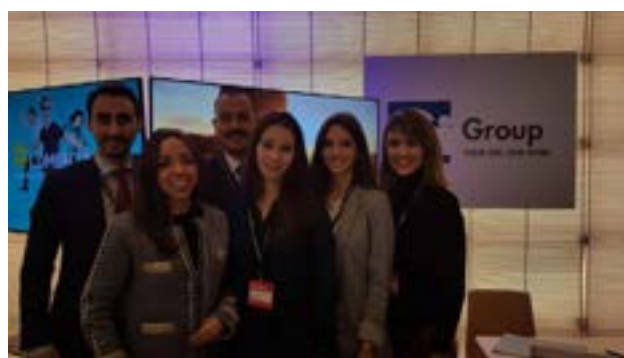
In 2018, the number of offices accredited on a regional level to provide Employment Services and Training Services grew by 15%, covering more than 80% of the Italian regions. In parallel to this, around 90 Gi Group branches have been accredited on a national level in the last two years, following the establishment of the new National Agency for Active Labour Market Policies (ANPAL). In 2018, services relating to Active Policies involved the management of 9,249 users (8,452 activated that year).

As an example of best practice for 2018, we would like to cite a training project financed by the Veneto Regional Council implemented by TACK & TMI (at the time called Asset Management) in collaboration with a local partner, which resulted in the provision of over 2100 hours of training as part of actions aimed at guaranteeing active social inclusion pathways for disabled people registered on targeted placement lists.

Spain

Over the course of 2018, we have organized various initiatives to enhance employability in the local communities where we are present in Spain, impacting a total of 9,722 people. This included:

- A collaboration with the Red Cross in the city of Vigo (Pontevedra) to help people at risk of social exclusion to improve their employability;
- The participation to job fairs in Burgos, Íscar (Valladolid), Almussafes and Sagunto (Valencia), Chamberí (Madrid), San Blas (Madrid) and Madrid;
- The sponsorship of events such as the Kühnel Talent Day (Zaragoza) and the conference 'Economic situation and expectations 2021' (Barcelona);



- Other events, such as the International Talent Forum, an online event dedicated to jobseekers, and an event which involved over 1000 attendees where our employees facilitated an escape room assessment centre and job interviews.

Adria-Balkans

Our people took part in several events related to empowering young people and helping them entering the labour market. The initiatives included lectures, job interview simulations, business cases and coaching sessions.

Brazil

Our company C2C cooperated with several NGOs to hire people from minorities and at risk of social exclusion.

Moreover, in Ipojuca (Pernambuco), we trained over 700 people coming from a situation of disadvantage to gain employability in the hospitality sector

Education

Candidates and workers training

Every year, Gi Group and Gi Formazione provide thousands of hours of funded training for candidates and workers who can access professional training and retraining courses free of charge in order to improve their employability.

Open end term/Retained/Apprentices



hours over

14,062

courses with

477

participants

663

Fixed end term



hours over

24,952

courses with

966

participants

3,225

Candidates



hours over

91,327

courses with

749

participants

26,067

Added to these 1,328 hours of Forma.Temp funded safety training over 332 courses involving 5,328 high school pupils.

The Academy model took on particular importance in 2018 within the funded candidate training segment. In view of the skills shortage and resulting mismatch characterizing the job market, the trial started three years ago in ICT with QiBit has now been implemented. Out of the total number of specialist candidates, 98% are school-leavers or new graduates in information technology-related disciplines, for example, maths, physics and statistics, and sometimes philosophy. This has given rise to the decision to concentrate on intensive training courses with a particular focus on the last mile of training, or rather on the ability to help people having more opportunities, becoming more employable and marketable thanks to the acquisition of more specific industry skills. On the one hand, a pathway was structured which integrates attraction, qualification, guidance and training.

On the other hand, the model was widened, expanding attention to other market sectors with similar opportunities, such as Engineering, Mechanical, Telco, GDO, food, leather goods and textiles.

Since 2007, Gi Group and Gi Formazione have financed vocational training courses for young people who are part of **Cometa Formazione** through the Forma.Temp fund. Cometa is engaged in caring for, educating and training children and young people, and supporting the families during their education.

In 2018, a 400-hour **Mini-master's in hotel management** was funded, with the aim of offering 16 Italian and foreign young people the opportunity to enter into the world of work, to fulfil themselves and express their personality, giving shape to the desire to build their potential.

The Mini-master's "Questo albergo è una casa" ("This hotel is a home") comprises mandatory training modules – such as safety and HACCP – and career guidance. It also enables the acquisition of language skills, and specific soft and hard skills that can be used in the hotel sector, including through workshops and real industry experience.

Special training projects:

The partnership with **Fondazione Milan**, starting from sports sponsorship and moving onto training, has led to the participation of Gi Group and Gi Formazione in the Sport for Change programme. This aims to support young people at risk of dropping out of education and of social exclusion, as well as those in trouble with the law (held in youth prisons).

The beneficiaries of the project were placed on a broader annual support path, promoted by Fondazione Milan. It was divided into sporting activities on the pitch (beneficial for the development of discipline and motivation) and educational/workshop activities aimed at giving these young people the opportunity to express their abilities and potential in different contexts, as well as the chance to acquire useful skills to help at school and career guidance.

Through the Forma.Temp funds earmarked for this Gi Group project, **two "Active Job Search" paths** were funded, aimed at actively involving young people from Vimodrone and Naples in the development of useful tools for integrating into society, providing tools to prevent youth unemployment. The course was conducted by training experts and psychologists, and involved the direct participation of colleagues in Milan and Naples with specific expertise in active labour market policies.

Other volunteering and charitable initiatives

Other volunteering and charity activities were carried out by Gi Group countries over the course of 2018. Among these, the most significant projects have been:



Italy

As well as Destination Work, in 2018, Gi Group employees offered 5,500 hours of voluntary services to support various charities, non-profit organisations and associations, including:

Homo Faber

Homo Faber is a non-profit social cooperative operating in the prison Casa Circondariale di Como in Como (Bassone) as a training centre and press office in the educational and social interests of the detainees. The Cooperative was set up in 2007 with the aim of giving them a chance at personal rehabilitation, and an opportunity for training and professional development.

Here, the detainees acquire the theoretical and practical skills necessary to take on the role of Graphics Operator and Office Operator, learning to plan and create various products. Through this activity, the Cooperative offers detainees the chance for a new start thanks to supervision in a personal job, assumption of responsibilities, technical training and experience of community life.

Gi Group supports Homo Faber Centro Stampa activities by including the Press Office among its suppliers and contributing to the implementation of training courses for detainees.

BITEB

Gi Group supports BITEB - Banco Informatico Tecnologico e Biomedico - a voluntary association that collects IT and biomedical equipment no longer used by companies and hospitals, refurbishing them and donating them to non-profit associations for social projects.

In order to close the technology gap between developing and more industrialised countries, BITEB operates through the biomedical and IT division. Any technology waste from industrialised countries, resulting from the need to keep up with state-of-the-art technological standards, are used in countries where technolo-

gical shortages act as an obstacle to the economic, cultural and social growth of people and organisations.

In its more than 10 years of activity, BITEB has supported over 2,000 organisations, distributing 15,000 workstations (PCs, keyboards, monitors, mice...) and 7,000 biomedical goods and equipment.

Gi Group supports the association's activities by donating used IT equipment, computers and printers refurbished by colleagues from IT and other departments.

The commitment of Gi Group and of all the other businesses that work with BITEB can be seen on many levels: firstly on a social level, but also on an environmental level, giving new life to discarded equipment.

Cometa

Cometa is a family organisation engaged in **caring** for and **educating** children and young people, as well as supporting families. They do this through activities carried out in a complex comprising spaces for education and care, the Oliver Twist School, a teaching restaurant, workshops, a teaching bar, pastry shop and sports services. Hundreds of children, young people, educators, volunteers – including Gi Group volunteers – professionals and supporters come to the **centre** every day, where learning and growth comes about through **experience**.

Cometa Formazione was established in 2003 to give a real opportunity to young people who have dropped out of school without any job prospects. The training provided by Cometa was developed to respond to a **serious educational emergency** through a path not just involving the teaching of content, but using a method based on the **practical experience and the promotion of work**, with a view to personal and professional guidance and motivation.

Moreover, Gi Group funds and delivers vocational training courses for these young people: real mini-master's in the professional skills required in the hotel and catering industries in particular.



Other Projects

Among the other NGOs and associations we support, we want to mention:

- **Centro Culturale di Milano** – an association that organizes events on topics such as philosophy, art, culture and literature, science, economics and medicine.
- **Officina Giotto** – a social cooperative that supports detainees at a Padua prison.
- **Banco Alimentare** – a non-profit organisation focused on reducing food waste.
- **Aslam** – a non-profit organisation that delivers industrial and manufacturing skills courses.
- Comunità Monastica dei SS. Pietro e Paolo at **Cascinazza di Buccinasco** – a monastic community with a special focus on producing craft beer.
- **L'Angolo del Pane** – a social cooperative that supports young women in difficulty (with special attention paid to victims of abuse) in order to enable reintegration into school and training programmes and gain independence.

Spain

Solidarity runs

As part of the employees wellbeing program promoted by Gi Group Spain, Gi Well, the month of October was dedicated to the topic of sports.

On this occasion, our people participated to several solidarity runs, with Gi Group employees running in Madrid, Valencia, Zaragoza and Jaén.

In fact, Gi Group participated for the fourth consecutive year to 'Challenge Intempresas', a solidarity run for companies organised by the NGO Action Against Hunger. The attendees were part of the central headquarters and the branches of Madrid, Coslada and Valencia. In addition to enjoying a morning of sports with their colleagues, all Gi Group employees who participated could support a good cause, since for every kilometre run, Gi Group donated 10€ that will make it possible for a child suffering from severe malnutrition to receive 10 days of therapeutic nutritional treatment. There were 17 Gi Group volunteers who, thanks to their effort, got a total of 98 days of nutritional treatment.

Also, one of our employees from Martos overcame the challenge "The Devil's Race", a 33 km long run, and almost the complete team from Zaragoza participated to a solidarity run for diabetes.

Solidarity concert

On November 21st we collaborated to the charity concert and gala organised by the Sesé Foundation at the Zaragoza Auditorium against childhood cancer. In total, 36,554€ were raised and all the funds were allocated to a project to build a movie theatre at the Miguel Servet Hospital in Zaragoza, so that all children hospitalized can enjoy their favourite movies while receiving treatment.



Portugal

On January 2018, Gi Group Portugal launched a sortition that employees could register to participate. The two drawn employees (one for region North and another from region South) could choose the institution they would like to donate to.

Gi Group Portugal also collected toys, clothing and books from all employees across the local and the employees drawn visited their chosen institutions to deliver the donations on behalf of Gi Group Portugal.

The two institutions supported were Aldeia de Crianças SOS, which takes care of children that cannot live with their biological families, and Instituto de Surdos Mudos da Imaculada Conceição, an institution that helps deaf-mute children with high need of continuous assistance.

Moreover, on the occasion of the International Women's Day 2018, Gi Group Portugal made a donation to an organization supporting women who were victims of violence.



Serbia

Gi Group Serbia organised various charitable initiatives over the course of 2018, including:

- collecting plastic bottle caps which are being collected by the NGO "Čep za hendikep" which uses the incomes of recycling to buy aids for people affected by a disability.
- collecting clothes, toys, hygienic products for children without parental care
- collecting clothes, hygienic products, medical supplements for elderly people's shelter
- donations for different organizations: UNICEF, "Mali veliki ljudi", an NGO aiming at improving the quality of life of socially disadvantaged children, NURDOR, a national association of parents of children with cancer, and a pet shelter.

Brazil

Donation of food, clothes, toys, personal care products to support underprivileged communities and disadvantaged children in São Paulo.

Romania

Around the Christmas period, Gi Group Romania organised a donation of food, clothes, shoes, and toys to people in need in Brasov.

Public Affairs

Gi Group is actively collaborating with institutions at a global, European and national level to contribute to the evolution of the labour market.

Gi Group has been a member of the World Employment Confederation (the international confederation of employment agencies, formerly Ciett) since the end of 2010, with the status of Global Corporate Member. It is also a member of the European branch, WEC - Europe.

At a global level, the WEC has an ongoing commitment to liaising with the ILO (International Labour Office), the UN branch dedicated to the promotion of good working conditions in the world, the OCSE, the WORLD BANK, and with trade union organisations in order to encourage appropriate national legislation, where private employment agencies are allowed to operate and the triangular relationship typical of agency work is well regulated. WEC-Europe works intensely with national associations to support them in the implementation of the new European privacy regulation, which came into force on 25 May 2018.

With regard to the Italian market, in 2018, Assolavoro, the Italian trade association of employment agencies and member of WEC-Europe, worked hard to try to rectify the critical regulatory aspects contained in the Italian "Decreto Dignità".

With regard to the commitment of Gi Group to young people, the activities implementing the European "Garanzia Giovani" (Youth Guarantee) programme continued, with particular success in Lombardy, where the existing active policy known as "Dote Unica Lavoro" has also proved to be successful in this specific field. Furthermore, in 2018, Gi Group continued to support initiatives as part of the Pact for Youth, promoted by CSR Europe, an organisation linked to the European Commission. The overall aim was improving the placement of young people in the job market, acting on three aspects: making apprenticeships the first training choice for young people; promoting permanently apprenticeship programs; and spreading entrepreneurial skills and culture.

Moreover, with reference to the subject of apprenticeships, since 2015 Gi Group has been a partner of the European Alliance for Apprenticeships, the network of government bodies and companies initiated by the European Commission to promote apprenticeships among schools, companies, young people and families.



About the World Employment Confederation

Established in 1967, the World Employment Confederation is the authoritative voice of the employment industry at global level. It connects labour market enablers from 50 countries and the major workforce solutions companies with a unique network that brings together international policy makers, social partners, the academic world and other relevant stakeholders.

Through its policy work the World Employment Confederation strives for recognition of the employment industry's economic and social role. It leads the way in defining better employment and recruitment standards and practices and is a thought leader in shaping futureproof and competitive labour markets.

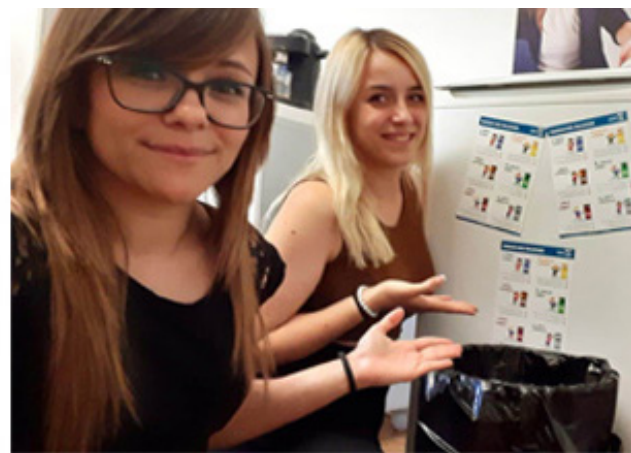
It acts as an advisor to the employment industry on new ways of workforce sourcing & deployment. With analysis and research covering 50 labour markets, it is able to provide members with a broad range of services, including support in capacity building and business development across the globe.



5

ENVIRONMENT





Despite the relatively low environmental impact of the industry in which Gi Group operates, we are still committed to acting responsibly and reducing our environmental footprint.

The most significant efforts in 2018 focused on:

- Ensuring quality environmental standards for Gi Group's central headquarters in Milan
- Energy consumption reduction
- Emissions reduction
- Recycling activities
- Paper usage reduction

The most significant local activities in 2018 were:

Italy

Paper

Thanks to the uniform computerised management of contracts within branches, and the growing and widespread attention paid to the preservation of environmental resources, in 2018, the Group companies in Italy recorded a **decrease of more than 20% in the per capita consumption of paper.**

Energy

By using **100% renewable energy**, Gi Group SpA, in 2018, avoided consumption of 3,716,291 kWh emitted 1,182.52 tons of CO₂ into the atmosphere.

By using **100% CO₂-free gas**, Gi Group SpA offset the emission of 394.44 tons of CO₂ due to the consumption of 200,594 Smc in 2018.

Environmental certification

In 2018, Gi Group SpA implemented an Environmental Management System for its HQ building in Milan in compliance with UNI EN ISO 14001:2015, which was certified in September. The certification was extended on a corporate level to three other companies (Gi Formazione srl, Intoo srl, Od&M srl), which already used a UNI EN ISO 9001 certified Environmental Management System, for the offices located in the building.



United Kingdom

- 5% reduction in electricity usage compared to 2017 at the head office
- +54% of fuel card drivers improved fuel efficiency compared to 2017
- 19% reduction in paper usage at head office compared to 2017

Spain

As part of Gi Well, the program by Gi Group Spain to promote wellbeing among its employees, we have worked on raising awareness on the importance of recycling. Over a dedicated month, all employees from Gi Group Spain have been encouraged to practice separate collection of waste, which can greatly improve environmental protection.





CSR AT Gi Group



Contributing to the Sustainable Development Goals

In September 2015, the United Nations General Assembly approved the 2030 Agenda for Sustainable Development, whose essential elements are the 17 Sustainable Development Goals (SDGs), comprised of 169 targets to tackle the world's most pressing social, economic, and environmental challenges.



The SDGs have universal validity, meaning that all countries must provide a contribution to reach the objectives based on their abilities. While ultimately it is governments who are being asked to deliver the SDGs, companies have an increasingly important role to play in achieving these goals.

Looking at the relationship between the SDGs and Gi Group's business activities and related social impact, our CSR Committee has identified the goals that we aim at directly contributing to through our work.

All of Gi Group's businesses are united in pursuing our Mission: "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."

This is directly related to the SDG 4, "**Quality Education**" and to the SDG 8, "**Decent Work and Economic Growth**".

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

At Gi Group we contribute:

- Through our services, particularly through our Learning & Development Practice;
- By focusing on learning as a key pillar of our people strategy targeting our internal employees, with increasing investments in training and knowledge sharing initiatives;
- By providing trainings to our candidates, permanent and temporary workers; in 2018, we have delivered over 131,000 training hours in Italy only;
- With our global volunteering program 'Destination Work', through our numerous initiatives aimed at enhancing employability in our local communities.

In particular, with our business activities and CSR initiatives we aim at contributing to the 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 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

At Gi Group we contribute:

- Through our services, having employed 110,000 FTEs and having served over 20,000 clients in 2018;
- With our commitment at enhancing employability, particularly through our initiatives targeting youth and vulnerable populations, which impacted over 29,000 people in 2018;
- By promoting responsibility as one of our core values, with absolute respect for human rights, the laws and in accordance with the principle of free, regulated and fair competition;
- By helping to establish a better labour market, supporting all legislation that provides greater protection to workers and taking an active role in eradicating corruption and any form of abuse or illegal behaviour.

In particular, with our business activities and CSR initiatives we aim at contributing to the following targets:

- 8.5 - By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value
- 8.6 - By 2020, substantially reduce the proportion of youth not in employment, education or training
- 8.7 - Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
- 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

Our Stakeholders

Individuals, groups or institutions whose engagement is needed to achieve Gi Group's Mission, and those parties with a stake in the company, can be considered as our stakeholders.

Gi Groups main stakeholders are:

Employees

Over 4,000 employees in Gi Group who support the company to achieve its objectives. Gi Group people are strongly involved in the CSR projects and they share their professional expertise, commitment and motivation during their daily work. We are proud to state that our CSR strategy is fully embraced by all our employees.

Candidates and workers

The thousands of candidates and workers that, every day, in all the countries in which Gi Group operates, expect a reliable service offering solution that meet their specific needs.

Clients

Over 20,000 companies that rely on Gi Group every year to manage their workforce thanks to our wide range of services. This involves every aspect of the relationship between a person and a company: recruitment and selection (IN phase), management and development (BETWEEN phase) and outplacement inside or outside the organisation (OUT phase).

The community and the environment

The communities where Gi Group operates represented by their institutions and associations and by the people living and working in those communities.

The environment, which is protected by developing initiatives that preserve and defend natural resources.

CSR governance

To build solid and outstanding programs, Gi Group has developed CSR governance bodies.

The current Gi Group CSR governance bodies are:

Csr governance body	Main responsibilities	Members
GLOBAL STEERING COMMITTEE	Approves the strategic objectives and the activities related to the Group's CSR implementation and management	Global senior management team
CSR COMMITTEE	Defines/implements CSR strategy and initiatives; ensures alignment with Group strategy; implements CSR reporting; monitors KPI's; assesses investments	■ Group CEO ■ Global HR Function ■ Global Marketing Function ■ Global Public Affairs Function ■ Members from at least 3 Gi Group countries ■ Members from Temporary & Permanent and Search & Selection Practices
COUNTRY MANAGERS	Responsible for the flow of communications throughout their country and guarantee the implementation of local CSR activities	Country Managers
CSR TEAM	Supervises application of the Code of Ethics, monitors information and training, receives and deals with notifications and complaints	■ Global Legal and Public Affairs Functions ■ Global HR Function ■ Regional Heads ■ Gi Group employees' delegate
VOLUNTEERS	Participate in voluntary work and contribute to its formulation and organisation	Gi Group employees

Our CSR path

Starting from its Mission and Values, Gi Group has developed some global initiatives aimed at developing its Corporate Social Responsibility strategy:

April 2014	International Code of Ethics publication and adoption
June 2014	CSR Team set-up, aimed at supervising adherence to the Code of Ethics
September 2014	Internal policy "Company Procedure – Adoption of the Code of Ethics, Management of requests, reports and complaints" issued
January 2015	Launch of a common volunteering activity for 2015 – aimed at organising local projects to promote employability
April 2015	First global Gi Group CSR Report issued
October 2015	New CSR governance body appointed: CSR Committee, aimed at creating and implementing the Gi Group CSR strategy
December 2015	Stakeholders' needs analysis: internal employee survey launched
January 2016	Stakeholders' needs analysis: local Institutions and Associations survey launched
April 2016	Global Gi Group CSR Report 2015 issued
September 2016	Stakeholders' needs analysis: temporary workers survey launched
October 2016	Saturday, 22nd Destination Work, first global Gi Group voluntary activity aimed at promoting employability among the communities
April 2017	Global Gi Group CSR Report 2016 issued
April 2017	Gi Group SpA Italy adopts the leading social certification standard for organisations across the globe: The SA8000® Standard. SA8000 measures social performance in eight areas important to social accountability in workplaces, anchored by a management system element that drives continuous improvement in all areas of the Standard. The Standard reflects labour provisions contained within the Universal Declaration of Human Rights and International Labour Organization (ILO) conventions. Gi Group SpA Italy is certified SA8000 by a third party organisation since April 12, 2017
May 2018	Global Gi Group CSR Report 2017 issued
September 2018	Certification of the Environmental Management System for our Milan headquarters building based on requirements of UNI EN ISO 14001:2015.
November 2019	Global Gi Group CSR Report 2018 issued

What did we do about the action plans for 2018

In 2017, we defined the focus for our CSR strategy in 2018, by taking into consideration the results of the Energy Matrix survey (our global employees survey). An employee survey specifically concerning our CSR initiatives, and looking at the upcoming 20th anniversary of Gi Group.

The most significant CSR commitments of Gi Group for 2018 were:

Destination Work

Keeping running "Destination Work", our global volunteering project aiming at enhancing employability in our local communities. In 2018, 235 of Gi Group's employees have impacted over 2,100 people through 945 volunteering hours.

Boosting e-learning tools and initiatives

We enhanced our use of eLearning tools to sustain skills development and knowledge sharing. We designed and delivered a Welcome Onboard module to speed-up the onboarding process at global level for all new joiners in Gi Group, and produced numerous digital assets.

Supporting an improved work-life balance

In 2018, various countries introduced smart working projects to promote employee wellbeing.

Digital transformation

In 2018 we worked on progressing the technology available to our employees, and implementing training initiatives to raise awareness and enhance our people's skills concerning new technologies impacting the labour market.

Connection of sports and career

The connection between sports and career was promoted especially through the activity of Pasquale Gravina - Group Strategic Development Director of Gi Group Italy and former professional athlete. Pasquale Gravina won 34 titles overall, 13 of which as part of the Italian National volleyball team, and since 2005 he has devoted his expertise to implementing the sports model in other fields as a trainer and manager. In particular, Pasquale Gravina has hosted a workshop for the students of the Galileo Galilei Sports High School of Legnano, where he spoke about values, team spirit, determination, resilience, encouraging the young audience to train on a daily basis to succeed, not only in sports. Moreover, Pasquale Gravina organised in partnership with Intoo a series of workshops for companies called "Preparati al successo: Le 5 top skills per affrontare il cambiamento" (Prepare for success: the top 5 skills to deal with change). This was hosted by Toyota Italia in Rome and Coca-Cola HBC Italia in Sesto San Giovanni (Milan). During the meetings, the changes to roles and skills required by the job market were discussed, as well as how to identify and bridge gaps focusing on the top 5 skills that characterise employability using terms from the business and sports field.





Furthermore, thanks to the collaboration with the Milan Foundation, we took part to the “Sport for Change” project, addressing disadvantaged youth at risk of dropping out of school. Through sports and training activities, with the support of educators and psychologists, this project offers its participants support, tools and opportunities to resume their life path, redeem themselves and mature as citizens.

Environment

in addition to local initiatives, in 2018, we have implemented an Environmental Management System for our Milan HQ building based on UNI EN ISO 14001:2015 requirements.

2019 CSR objectives

For 2019, the most significant CSR objectives for Gi Group are:

- **Code of Ethics review:** following the NEXT20 initiatives and the reflections coming from Gi Group's 20th anniversary, we will review our Values and Code of Ethics, to make sure they are aligned with the way our organisation is evolving and our future goals.
- **Materiality Matrix review:** in 2019 we will begin the review of the Materiality Matrix that links Gi Group's main priorities with regards to CSR and its Stakeholders' (employees, workers, candidates and institutions) priorities.
- **Employee engagement and wellbeing:** we will keep developing tools and initiatives to enhance collaboration and knowledge sharing, and we will enhance smart working programs across our countries.
- **Environment:** in 2019, we will focus on extending the corporate environmental certification to other Group companies, located in the Gi Group Global HQ building in Milan. Furthermore, we will promote initiatives aimed at collecting energy consumption data to develop awareness-raising actions or policies for managing energy resources that will gradually reduce energy consumption.
- **Diversity & Inclusion:** we will promote internal initiatives aimed at raising awareness on the topic of Diversity & Inclusion among our employees.

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