

**Gi Group Spa  
Benefit Company**

# IMPACT REPORT

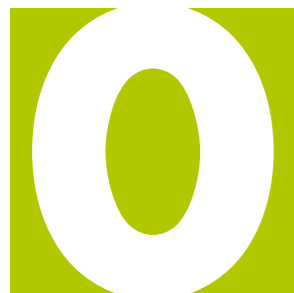
# 2021



**Group**  
YOUR JOB, OUR WORK

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# Letter from the Chairperson

On behalf of the impact manager committee, I have the pleasure of introducing **our first Impact Report**, the main document in which a Benefit Company reports on the value created for society and the biosphere in the previous year and plans the impact actions for the new year.

Gi Group Spa officially adopted the **Benefit Company** model by updating its corporate purpose **on 22 July 2021** and, thus, this report regards the year **2021**.

In January 2016, Italy introduced (the first nation to do so after the United States) the Benefit Company as a model for enabling entrepreneurs, managers, shareholders and investors to protect their company's mission and stand out in the market with respect to all other types of company through a **virtuous and innovative legal form**. Benefit Companies represent a veritable **paradigm shift** with respect to the traditional joint-stock company model: indeed, they have a dual purpose, i.e. creating value for shareholders as well as for other stakeholders. Therefore, the management has the mandate, laid out in the articles of association, to pursue the interests of both. The implications are profound in terms of governance, the value creation strategy, transparency and business management.

**The transformation of Gi Group S.p.A.** into this new legal form is a **natural consequence** of a **work culture** and **Mission** that have characterised our history since the founding of the company. Indeed, ever since it was established, the Gi Group has pursued its business targets by following a unique and clear purpose, which it has maintained even throughout its worldwide growth, and which is now therefore outlined in the corporate purpose:

**"...Through its services, the Company aims to contribute to developing the labour market and to educate people about the personal and social value of work, with the aim of creating standards of living and work that support persons in remaining active long-term, promoting and supporting those factors that favour the growth of employment opportunities and facilitate the entry and incorporation into the labour market..."**

The content expressed in our Mission represents the way in which the Gi Group plays its public role as a Benefit Company in day-to-day operations.

We can therefore affirm that the **Gi Group was founded by placing** the pursuit of **value creation** for all of society at the heart of its project. With the adoption of the legal form of Benefit Company, it consolidates this decision, which also incorporates many years of experience in **CSR initiatives and the more recent commitment to sustainable work**.

**The desire to provide a response to people's need for work** and all that accompanies it: financial autonomy, social and work inclusion, personal and professional development and the fulfilment of one's calling has transformed into a plethora of activities and services that cover all of the main development needs of human resource management processes. Therefore, not only work, but also: skills analysis, career advising, training, productivity development, transition management capacity, etc.

**The impact benefits** that the Gi Group strives to pursue with this decision are aimed at our main Stakeholders:

- **People: candidates, workers and our employees**
- **The community**
- **Institutions**
- **Environment and territory**

These benefits are not merely declarations of intent: they are concrete commitments and an important stimulus for our people to attain greater awareness of the significance of the work they do every day. Therefore, we intend to pursue them with the utmost consistency, with ad hoc activities and in a manner integrated with regular business activities in order to reach the specific objectives that we will define over time on our journey.

We will comprehensively and transparently report every year on the targets reached and the challenges we still face, beyond financial results which, albeit fundamental, must be increasingly integrated to qualify the role and purpose of a company in society.

Therefore, **a journey is not started, but continued**, in order to seek out increasingly advanced methods and models which, in continuity with the past, project us into **a new role for the future**.

Happy reading,

**Francesco Baroni**  
Chairman and Chief Executive Officer  
Gi Group Sp  
Country Manager Italia





# Introduction

## 1.1 Our History

The Gi Group is one of the very first Employment Agencies and was founded in 1998 in Milan based on the clear awareness of its founder who, within a more dynamic, transparent and competitive labour market, made a decisive contribution to our economy's competitiveness. The objective was, and still is, to promote a culture of work capable of integrating the interests of businesses, individuals and society by creating winning solutions for all parties involved.

In this relationship, work represents the opportunity for people to regain that profound sense of contributing to the creation of a good for themselves and for others, recognising and fuelling their individual and professional value.

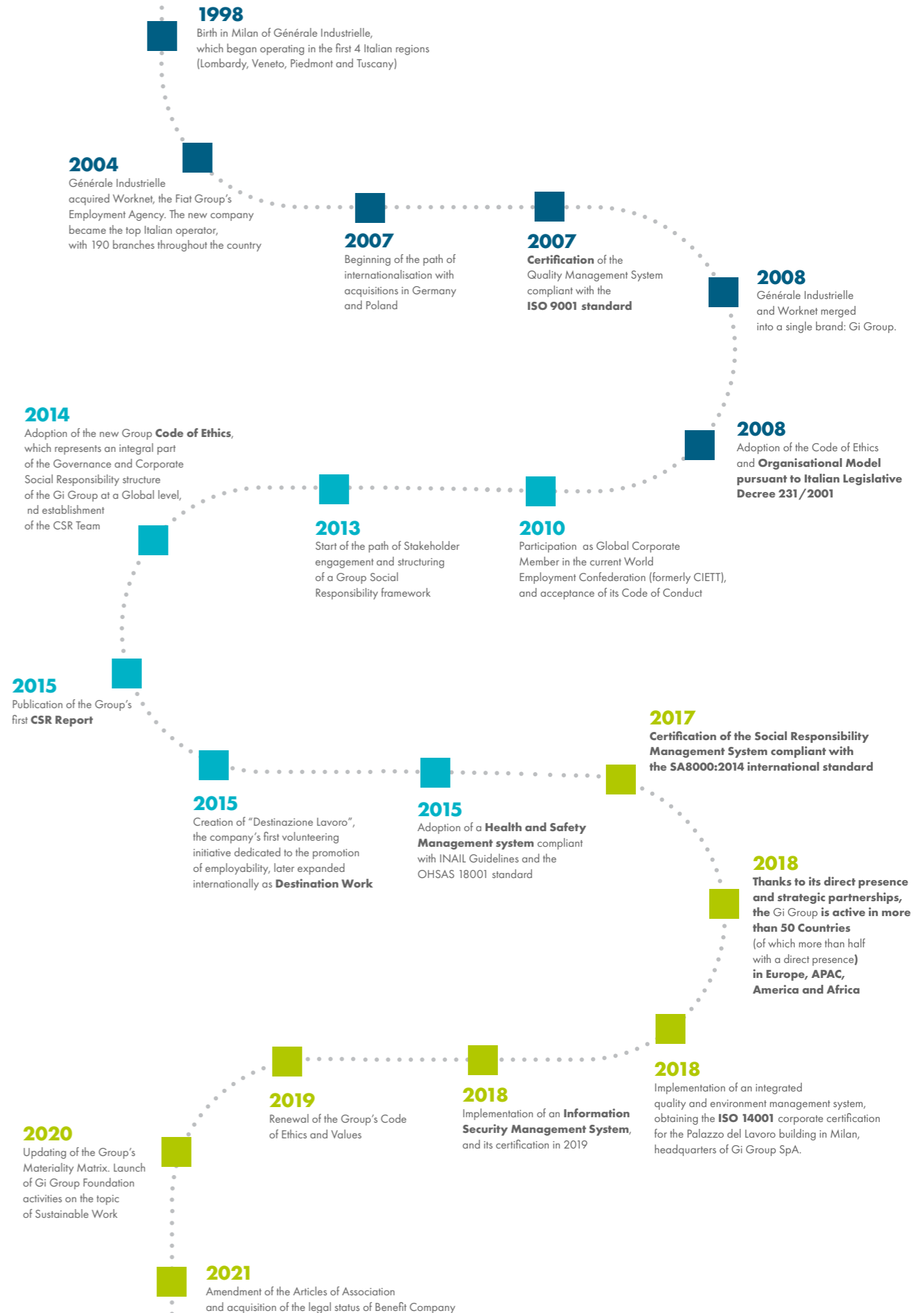
**The dream that drives the Gi Group, and its people, is that of "changing the world of work for the better", generating value in the short, medium and long term through the capacity to identify and meet the increasingly complex needs of candidates and businesses alike.**

In our evolution, we have continued to integrate a number of aspects of the world of work and different company identities, balancing our path of Social Responsibility between a sharp focus on the centrality of the person and the increasingly complex needs of small and large companies forced to deal with the increasing complexity of the global market.

The desire to internationalise and expand our borders has driven the need to reinforce a common ground of values and goals – starting from the very concept of the company we are part of – that helps to consolidate our corporate identity and embark with increasing determination upon the path of development for people and the Community with which we do business.

At the level of the specific company organisation, the pull towards continuous improvement has instead taken shape in the progressive – and still increasing – adoption of management systems, which have merged rigorous compliance and service innovation with effective work methods and conditions capable of meeting the requirements of all Stakeholders.

The continuous improvement philosophy is part of our DNA, and we are therefore convinced that we can still progress and evolve, and we strive to do so, with the involvement of all parties concerned.



# 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 emphasize the personal and social value of work.>>**

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

# Vision

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

Our Vision describes our Dream, the ultimate goal that we want to achieve through the delivery of our services. We want to highlight how our efforts are aimed at the creation of a Work that is not only flexible but also Sustainable.



## 1.3 Gi Group Code of ethics and values

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

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

On our path of constant evolution and reflection on our role in society, our system of values has gradually been updated, and the

concept of sustainability has assumed increased significance and strength in orienting our actions.

We have always seen Corporate Social Responsibility as an approach profoundly integrated within our corporate governance and the provision of our services. Our focus on the topic of **sustainability** has been a natural evolution for the labour market as well which, like other contexts, has finally developed greater attention for the preservation of resources and the construction of prospects also for the future generations.



### CARE

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



### PASSION

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



### CONTINUOUS LEARNING AND INNOVATION

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



### COLLABORATION

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



### SUSTAINABILITY

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



### RESPONSIBILITY

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

## 1.4 Our Stakeholders

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

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

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

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

### PEOPLE

**EMPLOYEES** – Organisations work better when they put the commitment, potential, creativity and capacity of their Employees at the heart of their work. Every company – and even more so a service company – must have strategies and policies capable of overseeing every facet of working conditions with a view to continuous improvement, developing a work environment that can evolve over time to meet the changing needs of their workers. The most recent context has done nothing more than reinforce the centrality of the topic of caring for people, in all of its dimensions, for us and for the entire market.

**WORKERS AND CANDIDATES** – By providing its services, the Gi Group intends to offer consistent, adequate employment opportunities that can meet the expectations of every person, and is aware of the fact that taking care of the quality of its Workers' professional activity means improving their quality of life. In the same way, the Gi Group's attention is increasingly distinctively targeted at the Candidate stakeholder – through dedicated services such as career advising and training – with the awareness of how one of the priority topics is increasingly breaking down barriers to entry into the world of work and supporting people in aligning their skills with those demanded by a constantly evolving market.

### INSTITUTIONS AND SOCIETY

The Gi Group is aware of its public and social role and intends to act as a primary point of contact for Institutions, Trade associations and Social Partners, to actively participate in the definition of new and better rules for the development of the market and Local Communities, importing and exporting global best practices. The Gi Group also serves the Community in which it does business by collaborating with non-profit organisations, NGOs and the people who live and work in those areas.

### ORGANISATIONS

**CLIENT COMPANIES** – The Gi Group acts as a privileged point of contact in the management of a topic that has become increasingly crucial for every organisation: worker selection, management and development. In reaching this objective, it intends to provide increasingly qualified services and also involve its client companies in healthy, competitive market development.

**SUPPLIERS** – The Gi Group intends to collaborate with businesses and professionals that do not only share the same values of respect for work and the laws governing its performance, but which are appealing in terms of the joint development of value throughout the entire supply chain, such as the increasingly widespread approach to Corporate Social Responsibility.

### ENVIRONMENT

The Gi Group also intends to play its role in the protection of the environment through initiatives that preserve and defend natural resources, even with an awareness that the company's environmental impact is secondary with respect to the social responsibility of our activities.

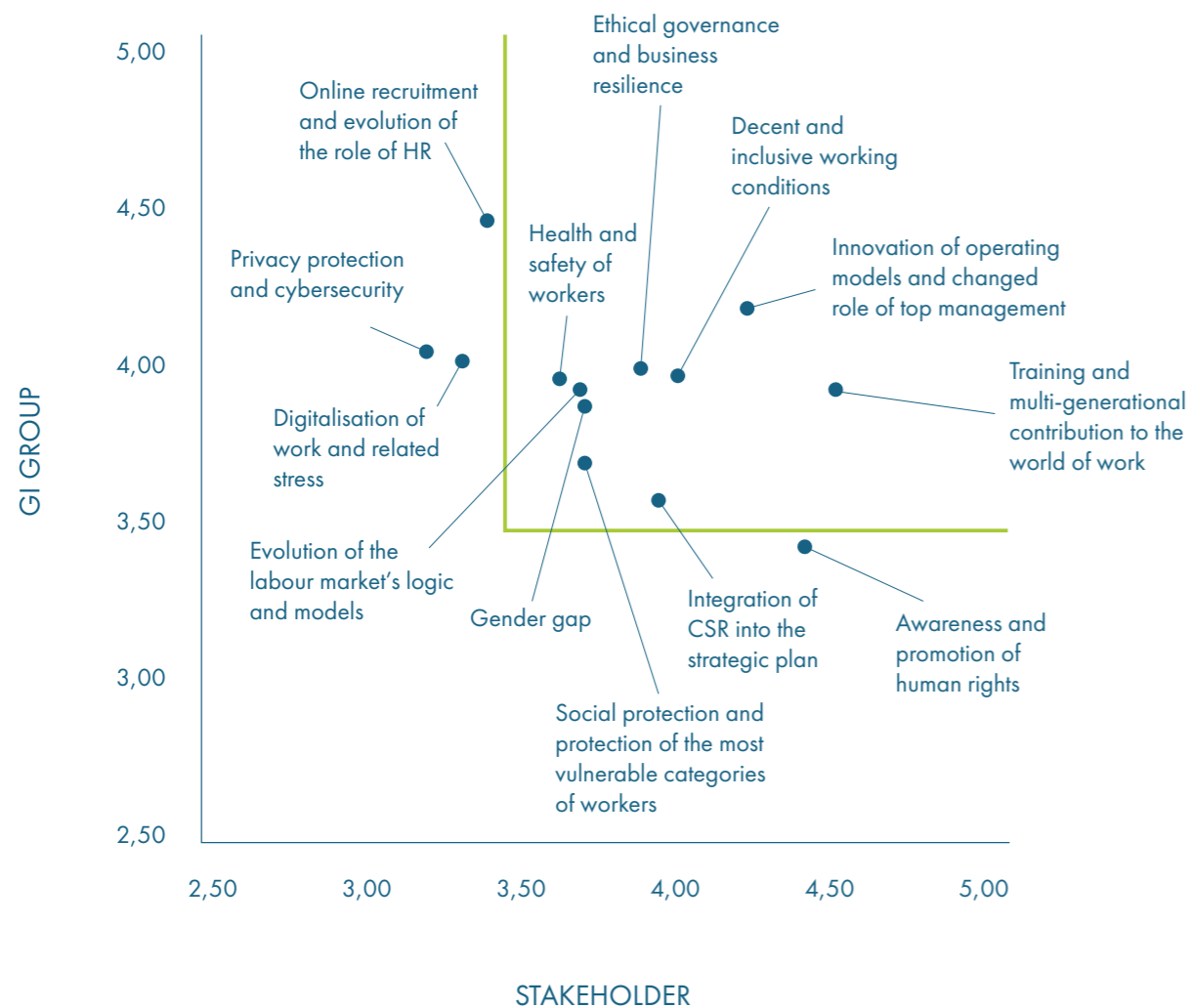
## 1.5 Materiality Matrix

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

Considering the strong impact of the SARS-CoV-2 pandemic on the context and the environment in which we work, we had the opportunity to more precisely identifying the new needs and expectations of our Stakeholders

Trough the Materiality Assessment we identified the list of topics that are most relevant within our specific context (the job market), which are assessed in two ways:

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



The **Materiality Matrix** is the main tool used by companies to:

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

It represents on a graph the shared priorities of the organisation and its stakeholders.

The Gi Group's Materiality Matrix was published for the first time in the **2015 CSR Report** (see Materiality Matrix), and in 2019 the global updating project was launched.

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

For each category of Stakeholders - inside and outside the company - a more or less broad panel of representatives was sampled, who received an online survey, through which each participant was able not only to assign a score for each topic that emerged, but also to convey proposals for shared initiatives or solutions, for the future development of virtuous networking.

The result of this context analysis and direct Stakeholder engagement process leads to the construction of the Materiality Matrix, in the form of a Cartesian graph in which each material topic is positioned in the matrix on the basis of its priority for Stakeholders and for the Company (each for its own reference axis).

The analysis performed at a global level, with a detailed focus on the group's most significant Countries, has highlighted how the Italian matrix is aligned with that on a global scale, with no differences in terms of the most important material topics, particularly considering the weight that our Country has within the group, demonstrated by the number of responses gathered at a national level (roughly 40% of the total).

Consistent with the guidelines of the GRI - Global Reporting Initiative international standard, the materiality analysis not only identifies the most material sustainability topics for our sector and our stakeholders, but as a result also underlies the content of our organisation's social reporting.

The materiality threshold, beyond which the topic is considered material, was set at 3.5 points for the Stakeholder assessment as well as for the company assessment.

With this threshold, 9 of the 13 topics identified by the documentary analysis turned out to be material for Gi Group Holding, with a strong emphasis on the first three themes, which are intrinsically linked to our CSR strategy.

## 1.6 Gi Group for sustainable work

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

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

By virtue of this, the reflection on the future of work which began in 2018 has been fully developed and, beginning with the topics emerging during the events of the Next20 cycle, a process has been rolled out of constructing a Sustainable Work framework which can concretely guide the impact that we want to have in our context.

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

### SUSTAINABLE WORK FRAMEWORK

#### INDIVIDUAL

- Decent work, meaning and value, awareness, satisfaction
- Physical and mental wellbeing, work life balance
- Skills development
- Positive professional relations



#### INSTITUTIONS - COMPANIES

- Industrial policies
- Fighting illegal work and evasion
- Active labour policies and public-private collaboration in labour services
- Sustainable flexibility
- Reduce training loss

#### ORGANIZATION

- Agility, change
- Innovation
- Human rights, decent work, inclusion of "fragile" people
- Education, valorisation, inclusion, meritocracy, equity
- Women enhancement, high seniority for young people, equity meritocracy, diversified solutions
- Reduce waste and environmental pollution, CSR



# Methodological note

Through this document, which represents year zero of the evolution of Gi Group Spa into a Benefit Company, we want to share with our Stakeholders the indicators, activities and initiatives relating to the year 2021, while at the same time highlighting **continuity** with the path that we have travelled to date

**Our Impact Report – drafted in compliance with Law no. 208 of 28 December 2015 – is therefore integrated with additional company disclosures such as the Annual Report, the CSR Report and the SA8000 Report, which are published on the company's websites.**

To ensure consistency with these documents, although the Articles of Association were amended on 22 July 2021, the Report presents a full overview of the 12 months of 2021, also in order to be able to compare results and targets in upcoming reporting periods.

By virtue of the presence of certified management systems and a Group-wide CSR and sustainability strategy, all of the main indicators used to evaluate impact are indeed also available in trends and may be found in the editions of the Gi Group Spa SA8000 Report and the Group's Global CSR Report.

Specifically as concerns the Impact Report, for us the focus on reporting impact benefits represents a strong stimulus interwoven with the topic of Sustainable Work and causes us to raise our gaze, to look increasingly further, moving the focus of our analysis from short-term outputs to the long-term outcomes and impacts of our activity.

To meet legal requirements<sup>1</sup> on Benefit Companies, the **Benefit Impact Assessment** (or BIA) was used, a non-financial indicator (with scoring from 0 to 200 points) developed within the context of the Benefit Corporation (B Corp) movement by the non-profit B Lab.

The scoring reflects the company's social and environmental impact evaluated through a questionnaire which investigates five different areas of impact: governance, workers (employees), community, environment and customers (aside from the "questionnaire on transparency", complementing the assessment but not contributing to the final scoring).

<sup>1</sup>The law requires the business impact assessment to be conducted using external assessment standards that meet specific requirements and concern the specific assessment areas laid out in the same law (see paragraph 3.4 REPORTING OBLIGATIONS)

More specifically, within the BIA process, the impact generated is analysed as follows:

- **Governance:** degree of transparency and responsibility of the company in the pursuit of common benefit goals, with a specific focus on the company's purpose, the level of stakeholder engagement and the degree of transparency of the policies and practices adopted by the company.
- **Employees:** relationships with employees and collaborators in terms of remuneration and benefits, training and personal growth opportunities, workplace quality, internal communication, flexibility and occupational safety.
- **Community:** relationships of the company with suppliers, areas and local communities in which it does business, volunteer initiatives, donations, cultural and social activities and every action supporting local development and its supply chain.
- **Environment:** impacts of the company, from the perspective of product and service lifecycle, in terms of the use of resources, energy, raw materials, production processes, logistics and distribution processes, use and consumption and end of life.
- **Customers:** identification of the company's products or services, designed to provide a significant specific positive impact for customers, above and beyond the value normally provided in the B2B and B2C spheres.

The data gathered in the scoring process are analysed based on a combination of multiple measurement standards recognised at international and national level. Some of the most important are the Global Reporting Initiative (GRI) and the Impact Reporting and Investment Standard (IRIS). The GRI standards developed by the Global Reporting Initiative have a modular, interconnected structure. The IRIS is an initiative of the non-profit organisation Global Impact Investing Network (GIIN), which aims to promote investments that generate a positive social and environmental impact along with a financial return.

Lastly, the decision to report self-assessment data through the BIA was made not only due to the reconciliation that this instrument represents between the B Corp model and the underlying GRI standards, but also due to the connection with the objectives included in the panel of the 17 SDGs – Sustainable Development Goals of the United Nations.

In the case of the Gi Group, the scope of assessment selected for the BIA was limited to Gi Group SpA. The platform was then set for a service company (specifically, “job placement and human resources”) operating in Italy (“developed market”) with more than 1,000 full time employees. The scoring obtained will therefore be compared against companies belonging to these clusters.

- In the chapter dedicated to the overall impact assessment, the positioning provided by the BIA is described, with details of the **current scoring of 106.7 points** (higher than the 80 points required to access the procedure for recognition as a certified B Corp), while the chapters dedicated to the individual impact benefits included in the Articles of Association include more specific KPIs referring to initiatives or services/products dedicated to the various Stakeholders, according to the impact business model highlighted through the BIA.

The section dedicated to the overall impact benefit – as evaluated through the BIA – and the section dedicated to the specific impact benefits defined in the Articles of Association should clearly be read in conjunction, as also specified in the following chapter, which clearly outlines the close relationship between the impact areas measured by the Benefit Impact Assessment and the top stakeholders identified by the Gi Group.





# Gi Group SpA Benefit Company

## 3.1 Acquisition of the Legal Status of Benefit Company

By the term "Benefit Company" we are here referring to a legally recognised status that a for-profit company can embrace (in Italy and in accordance with other national legislations), for the purpose of publicly stating one's commitment to the pursuit of shared long-term value creation, in addition to the profit goals.

As requested by the Law n. 208 of 28/12/2015 – "Legge di Stabilità 2016", the commitment statement is pursued by formally modifying one's by-laws, by including the common benefit purposes that one intends to pursue with one's activity, alongside one's standard business objectives.

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

This choice enables us and our trading partners to handle the risks and opportunities associated with ESG factors (Environment – Social – Governance) more effectively and organically, engaging management and all the company's employees to achieve higher standards in terms of purpose, responsibility and transparency.

## Purpose

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

## Responsibility

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

## Trasparenza

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

## 3.2 Amendment to the articles of association and the common benefit goals

The Articles of Association of Gi Group Spa were updated on 22 July 2021 with the specific impact benefits to which the company intends to commit.

Article 3 of the Articles of Association is transcribed in full below and, in the subsequent chapters, a description of provided of selected initiatives, activities and KPIs indicative of the Gi Group's commitment in 2021 which marked the formalisation of its transition to the Benefit Company model.

### "Article 3

**3.1** The Company holds the legal status of a benefit company, the purpose of which is to pursue, in addition to purposes of profit, also purposes of common benefit by acting responsibly, sustainably and transparently towards persons, communities, territories, the environment, cultural and social heritage, assets, entities and associations as well as other stakeholders.

Through its services, the Company aims to contribute to developing the labour market and to educate people about the personal and social value of work, with the aim of creating standards of living and work that support persons in remaining active long-term, promoting and supporting those factors that favour the growth of employment opportunities and facilitate the entry and incorporation into the labour market.

**3.3.** The Company also pursues the following common benefit purposes to the advantage of workers, communities, institutions and territories:

With regard to people: candidates, **workers and employees:**

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

With regard to the **community:**

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

- Promotion of studies and research, tabling of initiatives, even of a cultural nature, either directly or through networking in order to implement replicable economic models on the job market, including the dissemination of a "sustainable labour" culture for people, organizations and society;
- Collaboration with not-for-profit organisations, associations and other institutions engaged in the promotion of projects and services consistent with our benefit purposes.

With regard to the **institutions:**

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

With regard to **environment and territory:**

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

### 3.3 The Impact Manager Body

The adoption of the Benefit Company model requires the appointment of the company's Impact Manager, pursuant to paragraph 380 of Law no. 208 of 28/12/2015 - 2016 Stability Law.

The Impact Manager is a role assigned the duty of supporting the directors in pursuing the common benefit goals, as well as supervising to ensure that company procedures are consistent and suitable to guarantee the efficient achievement of the company's social targets: this body may be an individual or a board, as the regulations provide a good deal of discretion in this regard.

Therefore, the Gi Group decided to form a collegial body to act as its Impact Manager, consisting of company directors and the heads of the Human Resources, Marketing and Compliance – CSR functions, also including the participation of the Gi Group Foundation, so as to underscore the important and constant contamination between the Group hubs.

The Top Management's direct participation in the Impact Manager Body guarantees greater effectiveness in the communication and sharing of data, immediate alignment between the functions and business objectives and constant synergy with company strategies in terms of the business as well as internal governance.

The Body may develop its analyses and strategies based on a broad set of indicators and reporting, which provides an overview of the company's actions and is also developed in a manner integrated with the company's certified management systems.

The process of drafting this Report is facilitated by the corporate Impact Manager department, which involves the heads of the functions with the broadest oversight over impact and communication topics.

### 3.4 Reporting Obligations

The Impact Report that Benefit Companies – in compliance with Law no. 208 of 28 December 2015 – are required to prepare every year is attached to the financial statements and contributes towards increasing company transparency by complementing financial information with a series of important non-financial indicators regarding the Common Benefit Goals included in the articles of association, and the impacts that the Company has generated during the year through its activities.

In order to guarantee a transparent impact assessment, an external assessment standard needs to be adopted. The Law does not identify a specific standard, but lays out the requirements to be met:

- **Exhaustive and detailed** in evaluating the impact of the company and its actions in pursuing common benefit goals with respect to people, communities, territories, the environment, cultural and social heritage and assets, entities and associations as well as other stakeholders;
- **Developed by a third party** not affiliated to the benefit company;
- **Trustworthy** as it was developed by an entity with access to specific skills for social and environmental impact assessments;
- **Transparent** as the information regarding it is public.

#### Corporate Impact Manager department Members

<p><b>FRANCESCO BARONI</b> Chairman/Chief Executive Office Gi Group Spa Country Manager Italy</p>	<p><b>ZOLTAN DAGHERO</b> Chief Executive Officer Gi Group Spa Business Manager Gi Group Temp &amp; Perm</p>	<p><b>DAVIDE TOSO</b> Board member Gi Group Spa Global Corporate Affairs and Compliance Senior Director</p>
<p><b>BARBARA COTTINI</b> HR Senior Director Gi Group Spa</p>	<p><b>ELENA SENSI</b> Marketing &amp; Communication Director Gi Group Spa</p>	<p><b>SARA OSTI</b> Global CSR &amp; Compliance Project Manager Social Accountability Management System Manager</p>
<p><b>GI GROUP FONDATION</b> <a href="https://fondazione.gigroup.it/">https://fondazione.gigroup.it/</a></p>		



# 4

## Specific Purposes of Common Benefit

### 4.1 Common Benefit macro-areas

As highlighted in art. 3 of our Articles of Association, we have decided to formulate our impact benefits based on **four macro-areas** of stakeholders. However, it is important to highlight that the confines between those areas may be blurred, with overlapping areas that we consider an indication of greater impact.

We apply the same philosophy that guided us in the development of the Sustainable Work framework, which aims to highlight, also visually, the constant interaction between stakeholders, which should influence one another and reciprocally reinforce actions and levers to be able to really change the labour market.

1. The point of departure is represented by the Person who – in a human resources company – may be identified in three ways:

- our **company employees**, who also represent our top stakeholder;
- our **temporary workers** (hired with either open-ended or fixed term contracts) for whom we work with a view to increasing employment continuity and professional development;
- the **candidates** who turn to us to obtain career advising and training and increase their possibilities of effectively entering the labour market.

This broader gaze is what makes us different, and over the years it has been strengthened first by the adoption of the Gi Group Spa SA8000 management system – certified in 2017 – and then by the process of adopting the Benefit Company model.

Indeed, also in terms of impact benefits, we strive on one hand to confirm the focus on our main internal stakeholder – our company employees – while maintaining our commitment to talent enhancement and development, strengthening employability and a focus on work-life balance.

On the other hand, we aim to boost the positive impact we strive to have on the lives of our candidates and temporary workers who, within the **Impact Business Model** proposed by the BIA, represent our main **“Customers”**: in any event, we cannot help but recall that all Employment Agency services are offered at no fee to the people who come to the Agency seeking work, or career advising, training or work transition initiatives.

2. The **Community** we address is equally understood from the perspective of the core topic of work, and therefore we consider it to be comprised of individuals as well as organisations. For both hubs, we strive to contribute, on one hand, with more contextualised actions on the topic of seeking employment, and on the other with cultural and more specifically social impact contributions, also in collaboration with local non-profit associations.

3. A further cluster is represented by **Institutions**, highlighting our desire to put technical skill and vision at the service of the national economy, to generate effective not only cultural but also regulatory and legislative change, while also working in those areas of public/private partnership that are available to us.

4. Lastly, we aim to highlight our broader sustainability approach, taking into consideration not only the impact that a service company like ours can have in environmental terms, but also the possibility of redeveloping **Local Areas** that we can contribute to developing with our activities and collaborations.

## 4.2 Impact Business model

Starting from the assumption that Work meets an inviolable human need in terms of professional and personal realisation as well as access to financial independence, with our services we have the possibility to positively influence the life of hundreds of thousands of people every year, who enter into contact with our company through our more than 200 branches located throughout Italy, or by registering and applying through our digital channels and accessing our services.

Within this extremely broad panel, through the B Impact Assessment, we have identified the three areas that we currently believe have the most impact.

### Career advising and training

Candidates and workers who have access to career advising and funded **training** paths, to help them enter the world of work or for retraining and professional outplacement, with a view to an effective work transition.

### Vulnerability

Candidates and workers belonging to the most **vulnerable** categories in the labour market, particularly in disadvantaged categories according to the reference regulations, or also belonging to broader population clusters (particularly based on age, gender or nationality).

### Financial emancipation

Candidates and workers who by using our services can achieve greater **financial independence**, starting from the development of their employment continuity during their relationship with the Gi Group as well as the creation of conditions favouring their direct hire by our client companies.



## 4.2.1 Orientation and training

### EMPLOYEES

Continuous Learning is part of our company values, and in line with this internal drive, as well as in response to continuing market developments, the Gi Group has over the years become a learning organisation.

One vector of this constant evolution is B\*right – the Gi Group Holding University – which has inaugurated a different approach to training in the Group, with continuously updated methods for enhancing and boosting the wealth of internal skills and favouring the sharing of a common identity.

The opportunity to systematise available training content, which is increasingly broad and varied, to allow people to best gain their bearings within the Group's training offerings, evolves more every year with the commitment of always being at the cutting edge of training by continuously seeking and trying out new content, methodologies and training tools.

One element that has characterised B\*right since its inception has been a strong focus on the concept of Social Learning, in other words, learning through sharing and exchange between colleagues across geographical, hierarchical and departmental boundaries. The University has a team of Ambassadors, the B\*righters, individuals who put themselves forward for the role and who are representative of the Group's different divisions and companies; they help spread the word about learning initiatives amongst their colleagues and actively contribute to fostering these activities on the company Intranet.

The University is divided into 4 Departments, each of which is responsible for a distinct type of content and has its own managerial and organisational characteristics:

- B\*AWARE – Compliance & Codes: is responsible for training required by law, compliance with company policies and in-depth training on subjects governed by law, in order to ensure that personal and company conduct complies with standards of work ethics and transparency.
- B\*SKILLED – Technical Know-how: covers specialised content related to the different families of professions (job skills, services, processes and guidelines, company tools) in order to allow people to be always up-to-date, in step with developments in business and able to operate effectively within the company.
- B\*BETTER – Development & Management: covers all training related to transferable and managerial skills; it is the driver of innovation, of continuing improvement and professional development.
- B\*ENGAGED – Culture & Values: is the keeper of Gi Group's company culture; it encourages its dissemination and consolidation through cross-cutting initiatives focusing on values and identity that are aimed at the entire Group.

### CANDIDATES AND WORKERS

Through our **CAREER ADVISING** processes, we guide young people in dealing with the evolutions and opportunities offered by the labour market, helping them to develop an awareness of themselves and guiding them in selecting their path based on their talents and interests.

Our model also aims to work alongside Schools in the construction and provision of development paths for students and support Companies in promoting the placement and development opportunities they offer, to enter into contact with the young people who will participate in business growth.

The content is broken down into the classic pillars of professional career advising – like how to write a CV, how to prepare for an interview, how to use social networks for professional growth and how to read a pay slip – but it has also evolved to encompass a broader vision, especially capable of touching on topics linked to motivation and focusing on objectives.

The courses are provided completely free of charge, also via webinars, Instagram live broadcasts, video snippets and specific online initiatives. These **innovative methods** include:

- #gigroupwithyou@school: the more classic format, designed to continue to provide support to students discovering the world of work, even from home, while also keeping the fundamental content of the training offering basically intact.
- #GIWORKOUT: digital project developed in collaboration with our sports partners, with a view to updating participants concerning the key skills, particularly soft skills, needed in the world of work, by drawing parallels with the world of sport.
- Gi On Track: digital tour in which the young talents in the VR46 Riders Academy talk about which skills they employ in life and at work to achieve their goals.

Through synergy with Gi Formazione, in Italy we provide thousands of hours of **FUNDED TRAINING** every year for candidates and temporary workers who are permitted to access qualification and professional retraining paths free of charge, thanks to the Forma.Temp<sup>2</sup> fund in order to improve their employability.

The training offer is broken down based on beneficiary – students, candidates, fixed term or open-ended temporary workers, available, belonging to targeted legal categories – and within the areas of basic, professional and on-the-job training.

The basic training that may receive funding regards active job seeking and language skills and is concentrated primarily on necessary health and safety training.

<sup>2</sup>Forma.Temp is the Fund for temporary worker training and income support, established in the form of a free non-profit association. The Fund's shareholders are the two Employment Agency (EA) representative associations, the Trade Unions of temporary workers and the three Trade Union Confederations. The activities of Forma.Temp are carried out under the supervision of the National Agency for Operational Employment Policies (ANPAL) and are funded with a contribution equal to 4% of gross remuneration paid to temporary workers, borne by the Employment Agencies.

Professional training makes it possible to meet the needs of the market or individual client companies, through courses with a variable duration of between 16 and 240 hours or more.

Within these macro-areas, each EA has the possibility to commit its budget with differentiated solutions, to obtain the greatest possible impact in terms of career advising and training.

The Gi Group provides its **training** in forms ranging from training dedicated to safety according to the provisions of the State-Regions Agreement, catalogue-listed professional training courses, through to the more detailed **Academies**.

**The Academies are dedicated in particular to young people who need support to develop talent and skills to be able to enter the world of work and support their professional growth.**

Continuous changes in the market require new skills necessary to best meet daily challenges. Our Academies are free, highly specialised training courses that provide participants with specific skills in a certain sector and training with the expectation of being placed at the project's partner companies or companies located in the reference geographical area.

The Academies indeed take place in collaboration with top-tier Made in Italy businesses and with qualified partners that can provide all of the necessary tools to allow for a fast, dynamic and fun learning experience.

A Gi Group advisor accompanies participants throughout the course, from the phase of orientation and selection for entry into the classroom, up to interviews in the company, so as to handle the various needs of those seeking their first experience in the world of work and those who are trying to position themselves in a new sector (such as ICT, Mechanical, Telco, Engineering, Leather goods or large-scale distribution).

Training represents a fundamental pillar in the Gi Group's vision, to such an extent that a dedicated place has been created to represent this commitment: the **Training Hub**. Inaugurated in December 2021, it is destined to evolve and strengthen its operational and cultural role even more, starting from this year.

Three macro-areas are the distinctive features of the Gi Group Training Hub model:

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

In order to offer a broad range of effective services particularly for young people who want to enter the labour market, the Training Hub was also created to host important partners with which to develop high-impact projects, like the **ITS (Advanced Technical Institute) and IFTS (Instruction and High-End Technical Training) schools** – post-diploma training courses that aim to prepare young technical specialists by providing them with the hard skills that are essential to companies.



## 4.2.2 Vulnerability

The Gi Group sees work as a means for the realisation of People and their desires, and is aware of the great importance that work – or seeking work – has for every individual.

Although we pay equal attention and give equal care to performing our day-to-day activities for all of our customers, we are aware of the fact that our activity can play a decisive role in the lives of some people who, for various reasons, are some of the most vulnerable from the perspective of entering and remaining in the labour market.

For a clearer definition of these categories, we rely primarily on Italian legislation and regulations, which define specific clusters of **incentive** holders by virtue of their competitive disadvantage in the market, often in parallel defining **Active Labour Policy** measures dedicated to them as well.

Active Policies refer to Interventions aimed at placing or reintegrating people in the labour market and that strive to increase activity and employment rates, with a specific focus on people who intend to enter (or re-enter) the labour market and are disadvantaged to a certain extent, such as:

- young people,
- women,
- elderly workers,
- immigrants,
- residents of specific Regions,
- the differently abled,
- people who have been unemployed for an extended period of time,
- employees at risk of involuntarily losing their job.



To effectively develop this activity, the Gi Group is currently accredited for **Employment Services** with around 115 branches in 17 Regions, in which more than 270 of our accredited employees work, with outlooks for a continuous development of activities.

Following the institution of the new ANPAL [National Agency for Operational Employment Policies] – Italian Law no. 183 of 10 December 2014 and subsequent implementing decrees –, the Gi Group also has 102 accredited “ANPAL” branches for employment services nationally. It has operated the Assegno di Ricollocazione [Outplacement Voucher] scheme and, for some of these, also the Reddito di Cittadinanza [Italian Basic Universal Income].

Our activity for the application of Active Policies aims to teach beneficiaries how to leverage their technical skills and personal characteristics to become more attractive to companies, effectively participate in interviews and evaluate more suitable traineeship and/or work opportunities. All of this takes place through the following activities:

- **reception and information** – providing all information about local funded projects and providing the possibility of accessing services in line with the various requirements, such as:
  - basic and specialised career advising
  - job coaching
  - traineeship promotion
  - workshops and seminars on work topics
- **specialised** career advising and job orientation advice – supporting an effective definition of the work profile and employability in the market, creating an effective CV highlighting strengths, developing a personalised path which can enhance skills and identify the most suitable work areas to be reached with the appropriate channels and tools
- **job coaching** – through work placement or reintegration processes, also thanks to our network of client companies, particularly with active job seeking tools and preparation for job interviews.

## 4.2.3 Financial freedom

Citing the Research report "[Temporary work over the last ten years](#)". Big data for the analysis of temporary work in Italy<sup>3</sup>, recently made available by Assolavoro and developed by Roma Tre University.

<<Staffing significantly contributes to open-ended employment. Over the last ten years, on average more than 11 thousand open-ended employment contracts have been activated through staffing. The number of open-ended contracts in staffing is certainly not insignificant and the number of such contracts activated (and transformations of fixed term or apprenticeship contracts) has grown over time. In the first quarter of 2019, a historic peak was reached with nearly 18 thousand open-ended contracts entered into. In percentage terms, the growth was much stronger than that recorded overall in the labour market. Indeed, throughout 2019 open-ended contracts activated reached 50 thousand, marking growth in excess of 200%. On the other hand, in non-staffing contexts, the growth of such contracts was 8%.>>

<<Staffing contributes, more than direct fixed term employment, to worker employability. The likelihood of temporary workers being re-employed within 30 days is particularly high (55%) and nearly double that of workers with standard fixed term contracts. The total average figure points to a higher probability of temporary workers finding another job compared to direct fixed term employees. The distance between the two universes is particularly broad if we consider the rate of re-employment within 30 days: 55% of workers who end a staffing job sign a new contract within one month, compared to 29.4% of workers who end a directly subordinate fixed term contract. [...] Amongst the various age groups, the likelihood of re-entry after a staffing contract is always roughly 20 percentage points higher than directly subordinate contracts. The gap is even larger (26 percentage points) among younger people (15-24 years of age).>>

The Gi Group is fully aligned with this perspective for accessing stabilisation and therefore financial freedom and has increasingly extensively focused on the topic of **open-ended agency employment** over the years, structuring a process which has enabled candidates and workers to understand the actual benefits of this hiring method.

- Open-ended agency employment is an open-ended contract between the employment agency and the worker who works for a third-party company. This guarantees **work continuity** to the candidate, a **lasting relationship, training, professional growth and welfare**
- We evaluate technical and transversal skills as well as the candidate's abilities and experience and identify which jobs best match their profile.
- We select from amongst our thousands of client **companies**, including multinationals or top-tier local businesses, that which offers the best match between the candidate's professional background and the client's needs, and we support workers as they enter the company.

- **At the end of their job at the client company** – in any event a period during which workers have the right to indemnities and paid contributions – **we undertake to once again place workers in the shortest possible time**, through proposals aligned with their training and work experience and expectations, while continuing to aim for skill enhancement.

Apprenticeships also fall within the scope of open-ended agency contracts.

**Apprenticeships** are indeed an open-ended employment contract aimed at training and employing young people between 15 and 29 years of age, depending on type. There are three different types of apprenticeship:

- Apprenticeship for qualification and professional diploma
- Professional apprenticeship
- Advanced training and research apprenticeship

Also in this case, candidates are hired by the Gi Group – therefore making use of the same protections and facilitations already described – to then work at one of our client companies with an apprenticeship contract, during which time they will receive the necessary training to acquire skills – which will also be certified – that allow them to learn a profession.

Our commitment to this manner of accessing financial freedom not only gives rise to the desired employment continuity, but also aims to reach an increasing level of work inclusion and personal engagement, by making accessible and investing for them in a series of services such as:

- skills assessments, training, qualification and continuous retraining through Forma.Temp;
- income support services through **Ebitemp**<sup>4</sup> – a dedicated fund which provides access to healthcare, medical expense reimbursements and facilitations for geographical mobility;
- simpler administrative management of the contract (attendance, online signature, consultation of payslips) through our **myGiGroup** portal;
- **Gi4YOU**, our welfare platform dedicated to workers hired on an open-ended basis which provides advantages and special conditions on basic purchases, medical expenses, mortgages, books and recreational activities: we are the only employment agency in Italy that offers double welfare to open-ended agency workers, even when a job has finished.

<sup>3</sup> The information for this research was processed by Roma Tre University and LabChain (Inter-university centre of advanced studies on technological innovation, blockchain and labour policies), based on big data from administrative sources, provided on the basis of a specific agreement with the Ministry of Labour and Social Policies.

<sup>4</sup> Ebitemp is the national bilateral body for temporary work, which ensures to temporary workers a system of protections during work transitions and welfare to support them through benefits established by national sector collective bargaining agreements. Like Forma.Temp, it is funded through a contribution paid by the Employment Agencies determined on the basis of the remuneration paid to the individual workers, in the percentage established by the Social Partners.

## 4.3 Benefit Goals with respect to Workers (Employees and Temporary Workers)

### I) PROMOTION/TABLING OF INITIATIVES/SUPPORT ACTIVITIES IN ACCESSING THE JOB MARKET, CREATING AND UPDATING SKILLS IN LINE WITH THE MARKET, IN ORDER TO MAXIMIZE OCCUPATIONAL LEVELS



#### SPECIFIC GOAL

Easier and more effective access to the world of work through career advising, assessments, training, matching and onboarding activities

#### ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE

##### CAREER ADVISING COURSES AND INITIATIVES FOR YOUNG PEOPLE

In order to continue to be a **reference point for candidates** and to support them during a period in which the job market has been extremely volatile and uncertain, we have developed campaigns, events and activities to help them find their bearings and reinforce their work opportunities. Thanks to this effort and due to the restrictions that have limited the possibility of holding in-person events, the initiatives undertaken during the course of 2021 have been mainly held online, with a strong involvement of digital touchpoints.

Relationships with schools have been confirmed and even increased, particularly through **Candidate Management** activities, which considerably developed school career advising activities through online and other formats.

The career advising courses offered dealt with sector-specific and transversal professional career advising topics and are associated with the different approaches of #gigroupwithyou, #giontrack and #giworkout (also with the involvement of high-level athletes who promoted content relating to empowerment and soft skills).

Aside from activities specifically devoted to secondary schools, initiatives were also developed for university students and junior candidates (recent graduates) through job fairs, career days and partnerships with customers and local organisations.

#### KPI

Growth in activities between 2020 and 2021 amounted to 42% in terms of the number of events organised and 52% as concerns the number of young people involved.

#### ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE

##### BASIC CANDIDATE TRAINING FOR ENTRY INTO THE WORLD OF WORK

The last two years have brought into focus a need to reduce the number of in-person courses, favouring a reinforcement of remote formats: this drive has also represented a great opportunity to expand the scope of beneficiaries.

Also due to the specific attention on health and safety stimulated by the pandemic, the Gi Group has decided to reinforce its funded general training courses for workers in accordance with the State-Regions Agreement (which are completely free of charge for participants) by creating an additional specific module dedicated to limiting COVID risks, activated in particular at the request of companies in the reference communities.

Both with the presence of the COVID module and in the standard course, for us the goal was to provide our core candidates with a dedicated service intended to favour more immediate entry into the world of work by acquiring a **permanent training credit** when, in the selection phase, a candidate was lacking a suitable qualification.

#### KPI

Through a number of course types, 58% of participants received training on the State-Regions Agreement. Of these, 58% were trained not at the request of customers, but at the direct initiative of the Gi Group, with a specific focus on the 16% of students participating in the school project.

##### PLACEMENT OF YOUNG PEOPLE IN INTERNSHIPS/TRAINEESHIPS IN THE GI GROUP STRUCTURE

Traditionally, the Gi Group has always aimed for the job placement of young people, identifying the traineeship as a winning possibility for education and training, as it enables the company and the person to get to know each other, understand each other and develop a path forward together.

Over the years, traineeship placements have had an excellent redemption in terms of confirmation of the employment relationship on conclusion of the training period, which normally lasts for six months.

Currently, 35% of the young people who interned at the Gi Group in 2021 were hired, for 2022, with 91% accepting fixed term contracts.

**II) PROMOTION/TABLING OF INITIATIVES/SUPPORT ACTIVITIES FOR PERSONAL/PROFESSIONAL GROWTH AND THE MANAGEMENT OF JOB TRANSITIONS IN ORDER TO MAINTAIN A POSITION IN THE JOB MARKET;**



**SPECIFIC GOAL**

Easier and more satisfactory experience in the world of work, allowing for professional and personal growth and employment continuity not limited to being made permanent at the Employment Agency

**ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE**

**PATHS FOR CANDIDATE AND TEMPORARY WORKER STABILISATION**

Year after year, the Gi Group has increased its commitment to making its candidates and workers permanent, in order to allow them to achieve increased financial independence and improved career development.

The entire stabilisation process is based on coaching to enable people to become aware of their skills, identify areas for improvement on which to take action and understand professional relationships and working conditions, with the associated reciprocal rights, duties, protections and growth possibilities.

This induction, onboarding and stabilisation process is designed to be a moment of growth in personal resources and strengthening of the bond with the world of work.

**SKILLS ASSESSMENTS AND PROFESSIONAL RETRAINING OF TEMPORARY WORKERS**

The open-ended employment contract with the Employment Agency may call for alternation between jobs at different companies which, at times, includes periods of availability when resources are paid but not placed at customers. Extended periods of availability will open up access to skills assessment and professional retraining services, which define a growth path for resources aimed at increasing their employability in the market, on one hand, and regaining an awareness of their value and motivation, on the other.

Thanks to Forma.Temp funding, the skills assessment process may involve 8 hours spent with an external professional who will then define a specialised training plan, which also in this case is funded and therefore is provided completely free of charge for the worker.

**KPI**

The number of temporary workers with open-ended contracts at the Gi Group grew by 40% in 2021, accounting for more than 15% of the total workers entering into contracts with the Gi Group in 2021, compared to 13% in 2020.

4% of course participants in 2021 were temporary workers with open-ended contracts. Of these, 17% were able to also take advantage of a skills assessment process.

The replacement percentage for courses dedicated to personnel hired with open-ended contracts in conditions of availability was 32%.

**ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE**



**100% Employability Academies** began in 2021 as a concrete response to create the conditions for people to develop their professional skills and increase their employability.

They are not intended for temporary personnel who already with an open-ended contract but, instead, they aim to guarantee placement in the company to deserving, motivated candidates by offering them an open-ended employment contract.

Through these free training courses, we support people who are experiencing a difficult and uncertain historical moment, and who are most penalised by a labour market characterised by a skill mismatch, in enhancing and upgrading their skills, giving them agency in the world of work with a long-term professional path and project.



**THE CORPORATE UNIVERSITY FOR GI GROUP EMPLOYEES**

During 2020, knowledge sharing initiatives also met the need to maintain stronger engagement of our people to combat the grim impacts of the pandemic. With the progressive normalisation of the context, in 2021 there was therefore a slight downturn in the total number of hours of activities, while there were peaks of participation for particularly innovative initiatives, like B\*right UpSkill.

- **B\*RIGHT UPSKILL**  
B\*right UpSkill is the line of virtual classroom courses on soft skills open to all Group employees. Every employee can consult the training offerings and enrol in the courses on a voluntary basis, provided they comply with an internal Policy governing participation methods and access criteria. The courses, covering 4 theme areas (Energy Management, Leading People, Communication Skills, Building Solutions) are designed and created with a group of qualified partners and are restricted to a maximum of 15 participants per class, in order to allow the best possible interaction between the lecturer and the participants, while also Group colleagues get to know each other and form more established relations. Since 2021 at the end of the course the issue of an Open Badge has been introduced. This is a digital skill certificate recognised at international level that can also be exported onto one's LinkedIn profile.

**KPI**

Four Academies were held for 42 participants who completed the training courses (lasting a total of more than 606 hours/course).

**B\*RIGHT UPSKILL**  
Started as a pilot project in 2020, this initiative saw the involvement of 145% more participants. The internal offer expanded in 2021 by +120%, for a total of 3,356 hours of training and an overall approval rating of 4.9 out of 5.

### III) PROMOTION/TABLING OF INITIATIVES/SUPPORT ACTIVITIES FOR A CORRECT LEIFEWORL BALANCE



#### SPECIFIC GOAL

Favouring a better work-life balance for our employees

#### ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE

##### EXPANSION OF ACCESS TO CORPORATE WELFARE AND SUPPLEMENTAL INSURANCE OFFER FOR GI GROUP EMPLOYEES

At the start of 2021, a series of measures were also undertaken to support the well-being of employees and to increase their spending power. In particular, two actions had an effect across the entire workforce:

- Meal tickets: confirmation of the retention of the meal ticket scheme even when working remotely and an increase of the daily amount for all permanent and fixed term employees, including interns.
- Corporate welfare: expansion of those eligible to the entire company population, with a further expansion of the services offered as well.
- These were then joined by an action dedicated to employees at framework level.
- Health insurance: activation of a QUAS integration policy for all employees on a framework contract, with the aim of increasing coverage of incurred health expenses.

##### GI GROUP EMPLOYEE WELL-BEING INITIATIVES

###### ▪ B\*RIGHT RECHARGE

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

#### KPI

97% of those entitled made use of the services offered through the corporate welfare platform.

###### B\*RIGHT RECHARGE

Overall, more than 1,000 employees have taken advantage of the initiative, with an approval rating of 4.8 out of 5.



## 4.4 Benefit goals with respect to the community

### I) DEVELOPMENT OF INITIATIVES/TOOLS THAT PROMOTE THE MEETING OF OFFER AND DEMAND IN THE JOB MARKET



#### SPECIFIC GOAL

Easier meeting between supply and demand thanks to new work matching tools and formats

#### ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE



Destination Work City is the virtual city where, through webinars, analyses and career advising sessions, students, candidates and workers were able to find an answer to their questions about the world of work and best define their professional path with a view to strengthening their employability. In November 2021, an entire week of digital career advising was offered which, through Destination Work City paths, allowed initiative participants to access numerous webinars, initiatives and content dedicated to supporting them in orienting themselves in the world of work. Many events were offered, all available free of charge after registering with the platform, broken down into the following areas:

- Specialisation Park was devoted to information regarding the sectors that offer work opportunities in the immediate term and the trends characterising them;
- Opportunity Square was dedicated to contact with local Gi Group branches, to learn about job offers available in local markets;
- Career Advising Street offered videos and webinars dedicated to analysing useful tools in the job seeking process and opportunities for entering the market.

Lastly, Gi Group employees were able to contribute by making their time available in slots (a total of 180) used for career advising and career development interviews completely free of charge and personalised for the candidates who wished to make a booking.

#### KPI

More than 1,000 people registered on the platform, with more than 500 candidates enrolled in the webinars, 250 participants and over 50 personalised interviews.

#### ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE

##### CANDIDATE 4.0

In 2021, a complex research and development project named Candidate 4.0 was launched, with the general goal of creating an innovative platform of digital services for the development of the labour market which make it possible to:

- attract and engage in continuous relationships with candidates by offering highly personalised online services; identificare e gestire ruoli, competenze ed esperienze dei candidati, attraverso l'utilizzo di motori di ricerca particolarmente complessi;
- identify and manage candidate roles, skills and experience by using particularly complex search engines;
- optimise the search and selection process by identifying and offering job opportunities through the use of artificial intelligence technologies;
- improve the system user experience through mobile applications and a multi-channel candidate relationship management approach.
- The planned activities will have impacts on the career advising, training and social and work inclusion sectors, through the provision of attractive new online services - including in partnerships - that are valuable to Candidates and Client Companies alike.
- These services aim to make the existing job offer broader and more accessible and well known, while also impacting the enhancement of Candidate knowledge and skills through tools like self-assessments, tests, structured interviews, skills assessments and continuous feedback.

#### KPI

Of the many deliverables, in 2021 the candidate app was released to easily apply for jobs even from a smartphone; the digital career advising process was strengthened on the **MyGiGroup** portal, to have more immediate and effective visibility of training courses and vacancies aligned with individual skills and aspirations; and the user experience and accessibility of the portal and the website were improved (also through the use of SPID and AES).

**II) DEVELOPMENT OF INITIATIVES/TOOLS THAT FAVOUR THE EVOLUTION OF THE JOB MARKET IN A MORE INCLUSIVE, NON-DISCRIMINATORY AND SAFE WAY AND WHERE FAIRNESS AND MERITOCRACY ARE GUARANTEED;**



**SPECIFIC GOAL**

Stronger Equality, Diversity & Inclusion approach to/ of the labour market: breaking down barriers to entry and for the professional development of vulnerable categories in terms of work

**ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE**



**Women4** is the Gi Group project that aims to promote the employability of women in sectors typically considered male-dominated. By working on skills updating, we strive to give new opportunities to women who are living through this uncertain historical moment and contribute to overcoming work-related gender prejudices to foster a sustainable and inclusive future.

Our Group's aim is to promote the concept of sustainable work, or create and maintain dignified and secure working conditions focusing on worker well-being and personal and professional realisation.

We strive to create new paths with excellent partners that share our values and want to give hope and well-being to future workers.

**KPI**

The website dedicated to the initiative was opened in December 2021.

**ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE**



**The GIVE Project** (Governance for Inclusive Vocational Excellence), co-funded by the Erasmus programme + the European Union, involves the Gi Group on the front lines in the partnership consisting of IFP (Education and Professional Training) centres, companies and business representatives, Universities and political decision-makers from Italy, Finland, Spain, Malta, Romania and Belgium. The goal of the GIVE project is to plan and develop the European Centre of Excellence Platform that focuses on the innovation in the IFP sector, to promote a greater social inclusion of individuals that belong to disadvantaged groups, with particular reference given to learners with:

- a migration background
- disabilities
- low skills and obsolete qualifications
- a drop-out history
- a drop-out history
- difficult socio-economic background.

Starting from the set of methods and tools that excel at European and international level, the project, which lasts 4 years, will make strong contribution to the achievement of the objective by implementing and promoting:

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

Besides providing their contribution in terms of know-how and deliverables as regards the topic of work inclusion, from the perspective of the for-profit market, within the project the Gi Group is responsible for the Work Package dedicated to the creation of business models and networking, which make the project sustainable in the market. The goal is to allow for the dissemination and "exploitation" of products and services developed by the partnership (training guidelines, training courses, inclusion practices, etc.) and all of the elements (like knowledge, technology, processes and networks) that have the potential to contribute to further research or innovation in this arena, to favour a more inclusive labour market.

**KPI**

In 2021, the Gi Group developed and carried out the market engagement phase through a survey on the work inclusion of vulnerable parties, administered to a panel of organisations defined by the project's business partners, which was completed by 171 companies (80 of which directly engaged by the Gi Group).

**III) PROMOTION OF STUDIES AND RESEARCH, TABLING OF INITIATIVES, EVEN OF A CULTURAL NATURE, EITHER DIRECTLY OR THROUGH NETWORKING IN ORDER TO IMPLEMENT REPLICABLE ECONOMIC MODELS ON THE JOB MARKET, INCLUDING THE DISSEMINATION OF A “SUSTAINABLE LABOUR” CULTURE FOR PEOPLE, ORGANIZATIONS AND SOCIETY;**



**SPECIFIC GOAL**

Increase networking with third parties for the dissemination and implementation of the Sustainable Work paradigm

**ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE**

**“LIVING THROUGH WORK: A SHARED COMMITMENT FOR SUSTAINABLE WORK” EVENT ORGANISED TOGETHER WITH THE GI GROUP FOUNDATION**

During this historical moment characterised by demographic, technological and ecological transitions, it is necessary to support and facilitate cooperation between people, organisations, intermediate bodies, social partners, the world of school and institutions to contribute to achieving sustainable development.

The live streaming “Living through Work” event was the occasion for sharing the commitment of the Foundation and the Gi Group to defining a Sustainable Work model that is concrete, measurable and replicable, present the Observatory and create an initial moment of discussion and debate on the topic along with several members of the Scientific Committee.

The event materials and registration were shared and remain available to all interested stakeholders, even after the event, on the Group’s institutional pages.

**KPI**

The event was carried out on 8 June 2021 with the participation of more than 160 people, representing the four different Gi Group stakeholder groups

**CONTAGI D’ARTE [ART CONTAGION]**

The cycle of culturally focused webinars, initially dedicated to employees and later opened up to family members and customers as well, aimed to create moments of cultural enrichment and well-being, through art snapshots offered during the desolate lockdown scenario. During 2021 this moment opened up also on other themes like photography, cooking and news, creating new opportunities for dialogues and commonality between colleagues.

Deeply convinced of the educational value of beauty, we aim to contribute towards stimulating the knowledge and thought of our people to share not strictly work-related matters which can inspire us in our profession.

In 2021, 10 webinars were held, with just as many external guests, in which 500 people participated, including employees, family members and customers



**IV) COLLABORATION WITH NOT-FOR-PROFIT ORGANISATIONS, ASSOCIATIONS AND OTHER INSTITUTIONS ENGAGED IN THE PROMOTION OF PROJECTS AND SERVICES CONSISTENT WITH OUR BENEFIT PURPOSES.**



**SPECIFIC GOAL**

Increase in networking with third parties for the realisation of common impact benefits

**ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE**

**COLLABORATIONS WITH LOCAL NON-PROFIT ASSOCIATIONS AND ORGANISATIONS**

- **Cometa** is a family organisation committed to welcoming and educating children and young people and supporting their families. An old farmstead on the outskirts of Como becomes a place for sharing daily life and finding an alternative type of education for children and young people with expressive, recreational and sports activities. One hundred children are currently involved in daytime care. It is within this context that the Oliver Twist School was founded: an innovative education and professional training entity that offers four-year programmes to students between 14 and 18 years of age, with three different courses of study: textiles/fashion, wood/ furniture and restaurants. The school exemplifies the principle of Learning through experience, and to date has educated around 400 young people. For years now, the Gi Group and Gi Formazione have worked together on this path of growth, **by developing and funding courses dedicated to the professional training of the young people of Cometa.** In 2021, the "Hospitality Minimaster: This hotel is a home", lasting 400 hours, was completed and a second edition began in November 2021. Two additional courses were also developed and funded: "Housekeeping Minimaster: Hotel Room Attendant/Porter" and "Cook Course", lasting 150 and 200 hours, respectively.
- **ASLAM** ASLAM has the primary purpose of teaching a trade, a profession with the awareness that it is through their work that people can express all of their originality.
- With a mutualistic spirit, the cooperative aims to pursue the general interest of the community in human promotion through the management of educational and social services with a view to social solidarity and support for people and families in the sectors of instruction and professional training. The method is characterised by meeting, receiving and coaching along a pathway/proposal travelled together so that the truth of things becomes a discovery and a reciprocal validation. The training course and people (adults and young people) represent the reality which, if not constrained, once again causes the inevitable questions about the meaning of the things we do to emerge.
- Also with ASLAM, a collaboration has been developed over the years which led to the implementation and funding, in 2021, of two "Mechanical assembly worker academies" and one "Junior welder academy", with a duration of between 120 and 164 hours.

**KPI**

**Cometa**

In 2021, double the courses held in 2020 were developed and funded, with the involvement of 64% more participants.

**ASLAM**

In 2021, fewer courses were held compared to 2020, while the total number of training hours basically remained stable.

**4.5 Benefit goals with respect to institutions**

**I) FORMULATION/PROMOTION OF PROPOSALS THAT HELP THE EVOLUTION OF OCCUPATIONAL LEGISLATION, COMBINING MARKET FLEXIBILITY REQUIREMENTS WITH PEOPLE'S NEED TO BE CONTINUOUSLY EMPLOYED**



**SPECIFIC GOAL**

Presentation of labour market reform proposals

**ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE**

**POSITION PAPER ON ACTIVE LABOUR POLICIES**

The first position paper issued by the Gi Group Foundation was dedicated to active policies: **"Active labour policies: winning proposals** - Creating the conditions to guarantee sustainable employability over time".

With a view to understanding how Active Labour Policies can represent an "accepted" and "efficiently adopted" solution by people, organisations and companies, dealing with the operational, legislative and cultural implications, the publication offered food for thought relative to the contribution to added value that Employment Agencies can provide in this field, even through greater cooperation with employment centres.

**KPI**

The position paper was published in the Harvard Business Review in December 2021 and was also made publicly available to all interested stakeholders through the Gi Group Foundation website.

**II) WITH A VIEW TO PROMOTING SUBSIDIARITY, THE PROMOTION OF PUBLIC-PRIVATE COLLABORATION AIMED AT FINDING WORK OPPORTUNITIES FOR THE DISADVANTAGED.**



**SPECIFIC GOAL**

Implementation of a higher number of public-private partnership actions

**ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE**

**PARTICIPATION IN THE PROVISION OF SERVICES IN CONNECTION WITH ACTIVE LABOUR POLICIES DEFINED BY LOCAL OR NATIONAL MEASURES**

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

**KPI**

During 2021, for the Gi Group the management of tender procedures saw an increase of 20%, compared to 2020, with an increase of 12% in beneficiaries managed and an improvement in placement at the end of the process of 25%.



## 4.6 Benefit goals with respect to local areas

### I) PAYING ATTENTION TO THE SOCIAL AND ENVIRONMENTAL IMPACT, BY REDUCING WASTE AND ENHANCING ASSETS AND LOCAL INFRASTRUCTURE



#### SPECIFIC GOAL

Boosting our structures' energy efficiency, reducing emissions and the use of plastic and paper

#### ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE

##### MAINTENANCE OF THE ISO 14001 CERTIFICATION FOR THE GI GROUP HEADQUARTERS

ISO 14001 is internationally recognised as the reference standard for environmental management systems and applies to organisations of every size and sector. The ISO 14001 standard provides an operational structure for the integration of environmental management practices, pursuing environmental protection, the prevention of pollution and the reduction of energy and resource consumption. ISO 14001 certified organisations demonstrate their commitment to the continuous improvement of their environmental performance and, more generally, their attention to environmental sustainability policies. Considering the risk assessment performed on the impact of its activities on environmental resources, the Gi Group has decided to set up a certified management system, particularly for the Milan Headquarters, deemed to have the greatest environmental impact.

#### KPI

UNI EN ISO 14001:2015 – Certificate No. 26468 issued on 25/09/2018

##### PLASTIC FREE PROJECT

- The Plastic Free Project aims to reduce and, in the future, eliminate plastic consumption in the Gi Group's central offices. The project, initially developed at the Turin office, was progressively expanded to the other central offices (the "palazzi del lavoro") as well, and was implemented through the installation of:
- water dispensers, which can be used with a water bottle, which provide cool carbonated water, cool still water or hot water for making tea (also used for meetings);
- hot beverage distributors that dispense paper cups and wooden stirrers;
- snack & drink distributors that dispense exclusively drinks and water in cans.

Furthermore, every employee was given a Gi Group water bottle so as to completely eliminate the use of plastic bottles in the office. The project, slowed by pandemic-related restrictions, calls for new openings of "palazzi del lavoro" to already include that set-up.

Dispensers and distributors installed in 50% more of the central offices, during 2021.

### II) RECOVERY OF LOCAL STRUCTURES IN FAVOUR OF THE COMMUNITY



#### SPECIFIC GOAL

Recovery of local structures in favour of the community

#### ACTIONS / INITIATIVES SUPPORTING THE 2021 SPECIFIC BOUNDARY OBJECTIVE



##### TRAINING HUB

Investing in the development of people's skills, supporting them to remain professionally active, thus contributing to the sustainable development of the labour market: with this objective in mind in 2021 the Group inaugurated the Gi Group Training Hub, a space especially for training and orientation. With its premises in the Quarto Oggiaro district, the Gi Group Training Hub provides candidates with an offer of training on different levels, accessible either physically or through digital channels. The 5,000 sq. m. of the Gi Training Hub will host computer classrooms, augmented reality and simulators; a mechatronics lab, electronic mechanics; laser and mechanical cutting machinery, prototyping; leather product productions; kitchens and refrigeration systems; warehouses, storage and end-of-line; an external area for licenses and qualifications; an auditorium, a gym and an on-site restaurant.

#### KPI

The Training Hub was inaugurated on December 3, 2021.



# Overall impact assessment - BIA

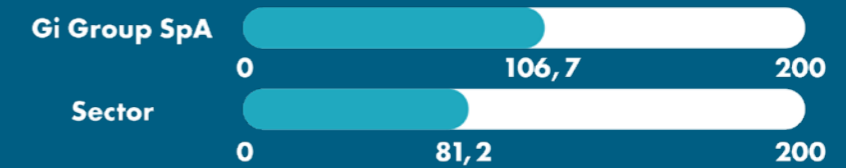
This chapter, as already described in the methodological note, provides the result of the B Impact Assessment (BIA), the tool used by the Gi Group to evaluate the company's social and environmental impact with respect to its main stakeholders.

The final assessment for 2021 is presented below, in terms of total scoring as well as specific impact area. The total assessment is equal to the sum of the scoring in the five specific impact areas described in the methodological note.

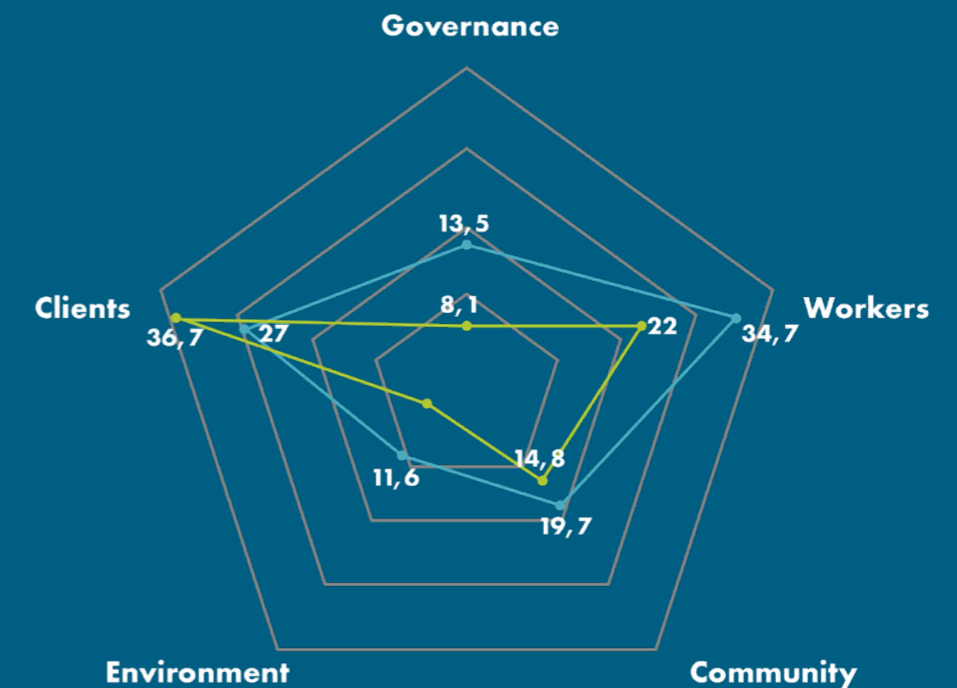
Both scores are compared with the average sector score, the benchmark calculated as the median result of the companies in the same sector that completed at least 75% of the questionnaire. In the case of the Gi Group, the benchmark refers to service companies.

## Overall Score: B Impact Score

106,7

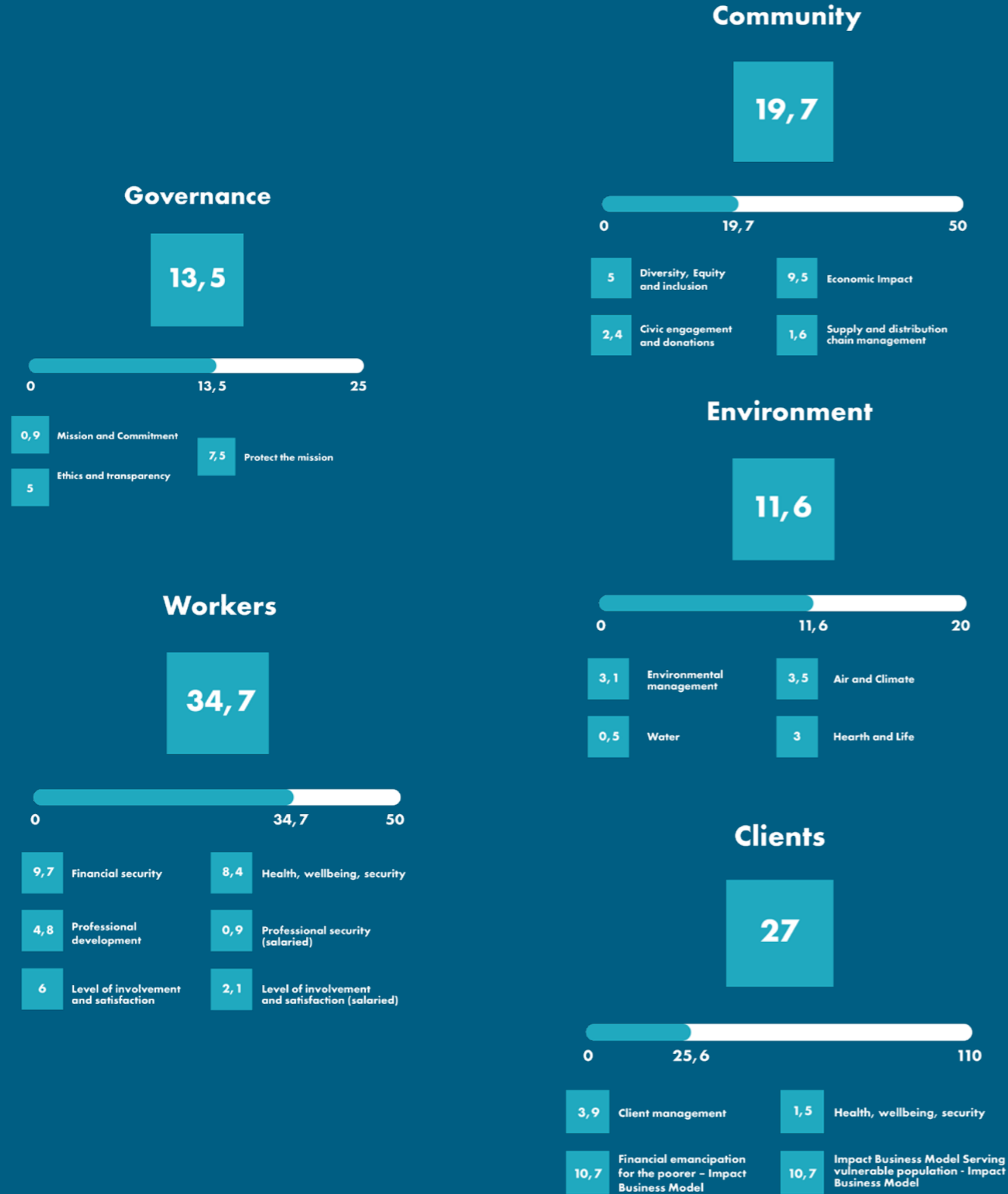


## B Impact Assessment 2021



Each of the five areas of analysis of the BIA is broken down into subsections which, added together, identify the area's total score. Aside from the assessment of the subsections, there is also a score called N/A, which is automatically given to questions not pertinent to the company type: the existence of this score is the reason that the sum of the subsections does not coincide with the total score.

The assessments of these subsections are provided below in order to present the assessment results with greater detail.





# 2022 Target

## CANDIDATES AND COMMUNITY

The paradox of a progressive and accelerated transformation of the labour market from “customer driven” to “candidate driven” and the increasing number of inactive people encourages us to focus once again in the course of 2022 on **career advising** initiatives that make it possible to reach the broadest possible number of potential candidates, not only with targeted job offers but also with assessment services, testing and professional training that reinforce knowledge, skills and proactiveness to favour job matching also above and beyond the work opportunities intercepted by the Gi Group. The actions to be prioritised will be the technical development of digital solutions relating to the Candidate 4.0 project and activities in schools.

We also intend to strengthen the development of initiatives dedicated to **work inclusion** and combating prejudice, which could represent barriers (or self-limitations) to entry into the world of work. Therefore, the Women4 platform will continue to be developed.

In terms of integrating the value proposition, we also intend to refine the offer and tools for entering the market and becoming financially independent by working on services such as traineeships and the 100% Academy professional training programme.

## TEMPORARY WORKERS

Also in this case, the two main areas that will guide our actions in 2022 are those of **inclusion** and **professional training**, in all of its forms.

For our temporary workers, the focus shifts to the development of products and processes which not only allow them to access work but, fully coinciding with the concept of Sustainable Work, have **employment continuity** as their main theme.

Therefore, on one hand, we intend to develop stabilisation processes (with Gi Group or with the user company) and on the other hand training, qualification and professional retraining initiatives that can foster workers’ professional growth. Thus, we intend to strike a balance between **employability** and **professional development**.

## INSTITUTIONS

The year 2022 could be decisive for the implementation of new active labour policies through the GOL programme. Our commitment will be aimed at the full adoption of those policies, from the perspective of participation in activities and roundtables which will allow for them to be effectively developed, and from the perspective of the organisational evolution that will allow us to effectively manage the beneficiaries.

We intend to make the market evolve towards the **Sustainable Work** paradigm through the weight that we can have within **associations** in our sector (Assolavoro and WEC) and as a valid and proactive point of contact for institutional parties, trade associations and training entities.



## EMPLOYEES

To handle market complexities and the growth of the organisation, it is necessary to work on the **strengthening of skills**. Therefore, we intend to improve our **Corporate University** courses dedicated to professional skills through blended training courses. We believe that boosting knowledge of one’s own role and the impact it has on the company is an essential requirement of our social commitment to **Sustainable Work**.

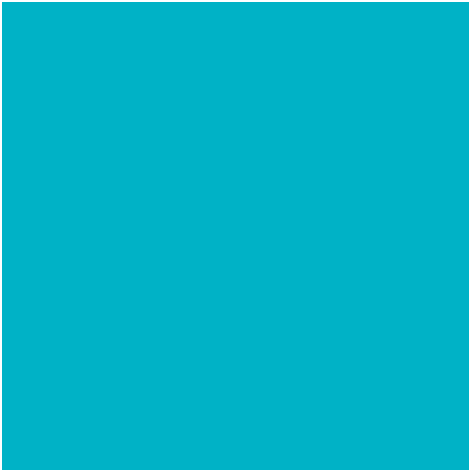
Our employer branding will adopt the claim **Change Lives**, with a revision of our external positioning and announcements and inspirational posts on social media channels in order to improve our talent attraction policy.

In parallel, our **Value Proposition** for the placement of trainees will be reinforced. A common guide applied throughout the country to fully promote the traineeship paths offered.

Our commitment to employees will take shape through actions on topics regarding **personal well-being**, with the promotion of dedicated initiatives; and through the new, innovative and more inclusive welfare portal, more services addressed at the entire company population will be promoted.

We intend to commit to redesigning a new way of working, which is flexible, inclusive and favours exchange and innovation through the establishment of **Flexible Worksites**.





**Group**  
YOUR JOB, OUR WORK

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