



2024

Sustainable Work Report

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1.

A Message From Our Founder and CEO



Stefano Colli-Lanzi

Founder and CEO

“ In recent years, we have embarked on a journey marked by challenges, growth, and transformation – one that has strengthened our role in the global labour market and deepened our sense of purpose. Looking at what we have built, I feel a strong personal responsibility to continue creating value, not only for our clients, but above all, for the people who place their trust in us every day: our employees, candidates, and workers.

At Gi Group Holding, we believe that work is **More than Work**. It is a powerful force for inclusion, dignity, and progress. That belief is what drives us: to help people find their place in the world, to support them as they grow, and to ensure that opportunities are available to those who often face greater barriers, such as migrants and people with disabilities.

This is why we invest in concrete solutions: from tailored training pathways to strategic partnerships, from local projects to global initiatives – all aimed at creating meaningful, long-term opportunities. And it is why we have adopted clear, Group-wide policies to ensure safe working conditions, ethical recruitment, and respect for fundamental rights. Our **Global High-Level Policies** are more than rules. They reflect the values we live by and the kind of society we want to help shape.



Stefano Colli-Lanzi
Founder and CEO

In a year when many companies around us have revised or reversed course on their commitments, we have stayed true to ours. **The values we believe in** – and work for – are not shaped by economic or political conditions. They **evolve with us, but remain constant in their essence. We see this consistency as one of our most important differentiating strengths.**

Fondazione Gi Group is a cornerstone of this vision. Through research, experimentation, and open dialogue, the Foundation gives us the tools to better understand the evolving world of work and the courage to help shape it. It enables us to imagine new, more inclusive models and to turn those ideas into action.

This **Sustainability Report** is not just a summary of projects and results. It is a reflection of who we are, and of the impact we want to have. In a world facing deep uncertainty and change, I remain convinced that our shared values will continue to guide us.





2.

Our Company

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Stefano Colli Lanzi founded Gi Group Holding in Milan in **1998** with a clear ambition: to **transform the Italian and global job markets by making them more efficient and sustainable** by building a work culture that creates value for companies, individuals, and society.

From the outset, we have believed that employment should serve the greater good, not just the bottom line. We have consistently challenged the narrow view of labour as a cost to be managed. People aren't resources to be used, they're **agents of value**. Work should recognise individual worth and enable people to contribute to society in ways that matter. The belief that **meaningful work shapes meaningful lives** guides everything we do. By understanding the shifting needs of candidates, companies, and communities create value – immediate and enduring – for everyone we serve. When we connect the right people with the right opportunities, we're not just filling roles. **We're helping write the next chapter in someone's life.**



From first jobs to fresh starts

Today, we are one of the world's leading providers of **labour market services**, shaping a global world of work that is sustainable and genuinely enjoyable. **We support people and organisations** whether they are starting out, stepping up, changing direction, or finding a new beginning. Through our services, we help individuals control their own narrative, and help companies shape the stories they tell through their people.

Our business ecosystem reflects this lifecycle, with our various brands specialised in attracting talent at scale, recruiting for specialist and high-skill roles, developing skills and leadership potential, and supporting career transitions with care and dignity.

Each brand plays a distinct role, but together, they offer an integrated, human-centred experience designed to meet the demands of a rapidly evolving world of work. Our connected approach gives us a rare vantage point across the labour market to anticipate change and act with agility. This vision is backed by **more than 25 years of action**. Thanks to the dedication of more than 8,000 people, Gi Group Holding now operates in 37 countries and over 700 locations worldwide.

We support more than 27,000 client companies and, in 2024, **generated €4.7 billion in turnover**. We create work stories worth telling, one career, one partnership, and one opportunity at a time.

Our History

1998

Founding of Générale Industrielle.

2004

Acquisition of Fiat's employment agency in Italy.

2005

Expansion of our range of HR services.

2007

International expansion in Germany and Poland.

2008

We become **Gi Group**. International expansion in China (Mainland & Hong Kong), France, Brasil, Spain and India.

2009-11

International expansion in UK, Argentina and Eastern Europe.

2013

Creation of the Global Practices.

2014-15

International expansion in Türkiye, Portugal, Netherlands and Slovakia.

2016

Acquisition of Tack & TMI. International expansion in Colombia.

2018

Acquisition of Grafton and Marks Sattin.

2019

Further acquisitions in Germany expand our International Mobility capabilities.

2020

International expansion in USA.

2021

Acquisition of Jobtome in Switzerland and Axxis in France.

2022

We launch the Corporate Brand **Gi Group Holding**. International expansion in Estonia, Latvia, and Liechtenstein.

2023

We celebrate our **25th anniversary and 50th acquisition**.

2024

We acquire the **European Staffing business of Kelly**. International expansion in Belgium, Luxemburg and Norway.

2.1 Our Purpose

We believe in sustainable work: creating the conditions for people to thrive through longer, more dynamic careers as populations age. This means more than fair wages and stable contracts, it's about building systems that support people, business, and society as the labour market evolves.

OUR MISSION

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

Our mission defines how we deliver our services: with a deep sense of purpose, shared values, and a commitment to the communities we serve. It shapes our identity as we grow—and ensures that no matter where we operate, we are always working towards a common good.

OUR VISION

We want to be recognised as a worldwide player responsible for creating a sustainable and enjoyable global market for both candidates and companies, reflecting labour market needs.

Our vision is what drives us. It captures the future we are working to create: a world where work is not only flexible, but sustainable—and where every actor in the labour market, from individuals to institutions, plays a role in shaping a more inclusive, resilient and human economy. Sustainable Work is the framework that connects it all.

OUR VALUES



Care

We take pride in the quality of our work. By delivering simple, clear solutions, we aim to create value for people, companies, and communities—with care at the centre of everything we do.



Passion

We are driven by purpose and energy. Each of us is committed to meeting the goals and aspirations of our colleagues, candidates, and clients.



Continuous Learning and Innovations

In a fast-changing world, we stay curious. We learn, we share, and we evolve—always supporting the growth of our people, our organisation, and our stakeholders.



Collaboration

We work as one team. No matter our role, we build a culture of cooperation that helps us achieve ambitious goals—and enjoy the work we do together.



Sustainability

We grow with care. Human, financial, and environmental resources matter deeply to us—and we act with the next generation in mind.



Responsibility

We promote inclusion, champion human rights, and uphold the law. We take a stand against corruption, abuse, and all forms of exploitation—because work should always be a force for good.

2.2 Our Rigorous Ethical Foundation

At Gi Group Holding, we take pride in making **firm, transparent commitments** around how we show up in the world. Our **Code of Ethics**, together with a comprehensive set of **Global High-Level Policies**, represents the foundation of our sustainability strategy and ethical governance.

These policies are applied across all companies within the Group, and they cover critical areas such as human rights at work, child labour prevention, the elimination of forced labour and modern slavery, anti-corruption, and diversity, equity and inclusion.



These are not just formalities.

They're a core part of how we do business and hold ourselves accountable to clients, candidates, colleagues and the wider society.

They reflect the values we live by **acting with integrity, promoting fairness, and protecting the rights and dignity** of everyone we work with.

Together, they anchor our sustainability strategy and shape our corporate governance. More than that, they ensure our actions reflect the kind of labour market we believe in: **open, inclusive and responsible**.

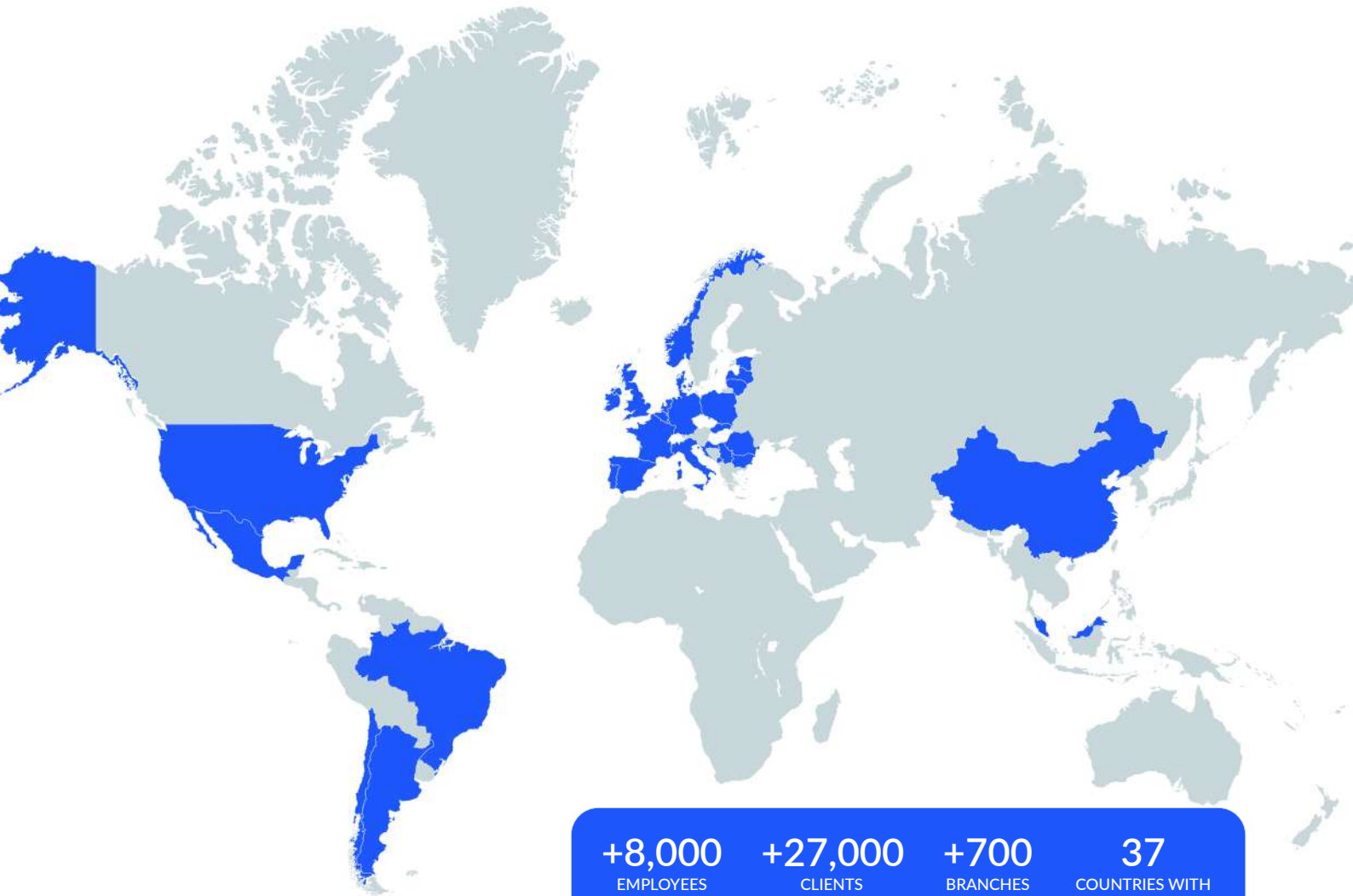
2.3 Our Expanding Global Footprint

In 2024, Gi Group Holding continued to grow at pace—expanding our presence in existing markets and entering new ones through targeted acquisitions.

At the start of the year, we completed the **largest acquisition in our history: Kelly’s European Staffing business** (Nasdaq: KELYA, KELYB), a leading provider of specialised talent solutions. This milestone transaction lifted Gi Group Holding’s annual revenues to €5 billion and marked a major step forward in our strategy to become a global leader in staffing and recruitment. The deal significantly expands our reach—**strengthening our position in key markets** such as France, Portugal

and Switzerland, while **opening the door to new ones** including Belgium, Luxembourg and Norway. With Kelly’s longstanding reputation in staffing, the acquisition deepens our expertise and reinforces our standing as a trusted, expert partner.

It also **enhances our service offering** in high-value areas such as life sciences, professional and office-based temporary work, and recruitment process outsourcing (RPO). These capabilities will now be integrated across our ecosystem—further strengthening our ability to deliver smart, comprehensive solutions to companies and candidates around the world.



DIRECT PRESENCE

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

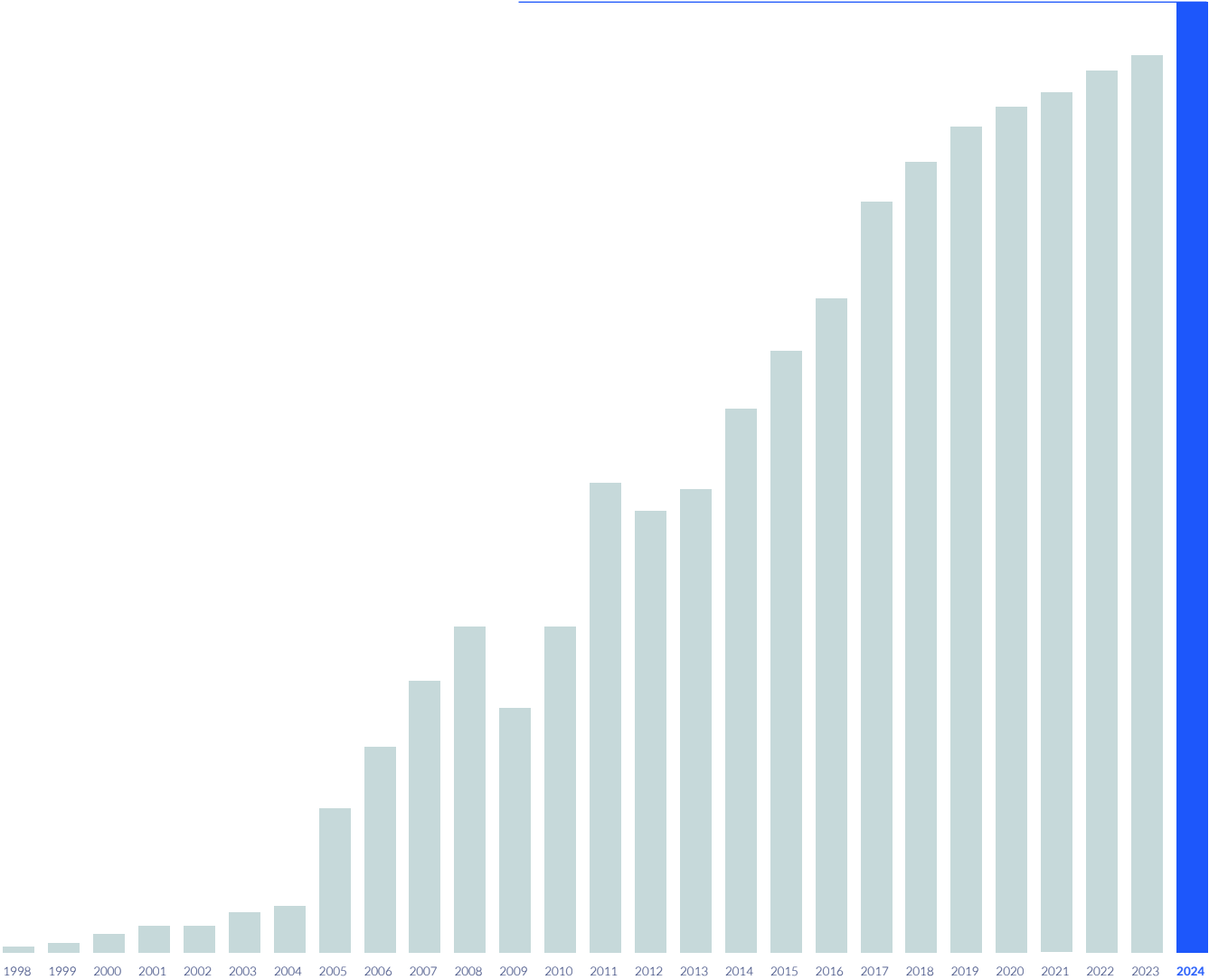
2.4 Our Growth

Gi Group Holding closed the 2024 financial year with revenues of €4.7 billion, marking a year-on-year increase of +22.7%—a clear sign of the Group’s continued momentum.

As of early 2025, we serve more than 27,000 client companies worldwide. According to Staffing Industry Analysts (SIA), Gi Group Holding now ranks among the **top 15 staffing firms globally** and holds the number 9 position in Europe.

Among privately held firms, we are the 4th largest in Europe and 7th worldwide. These rankings reflect not only the scale of our operations, but the strength of our strategy and the trust placed in us by clients across industries and markets.

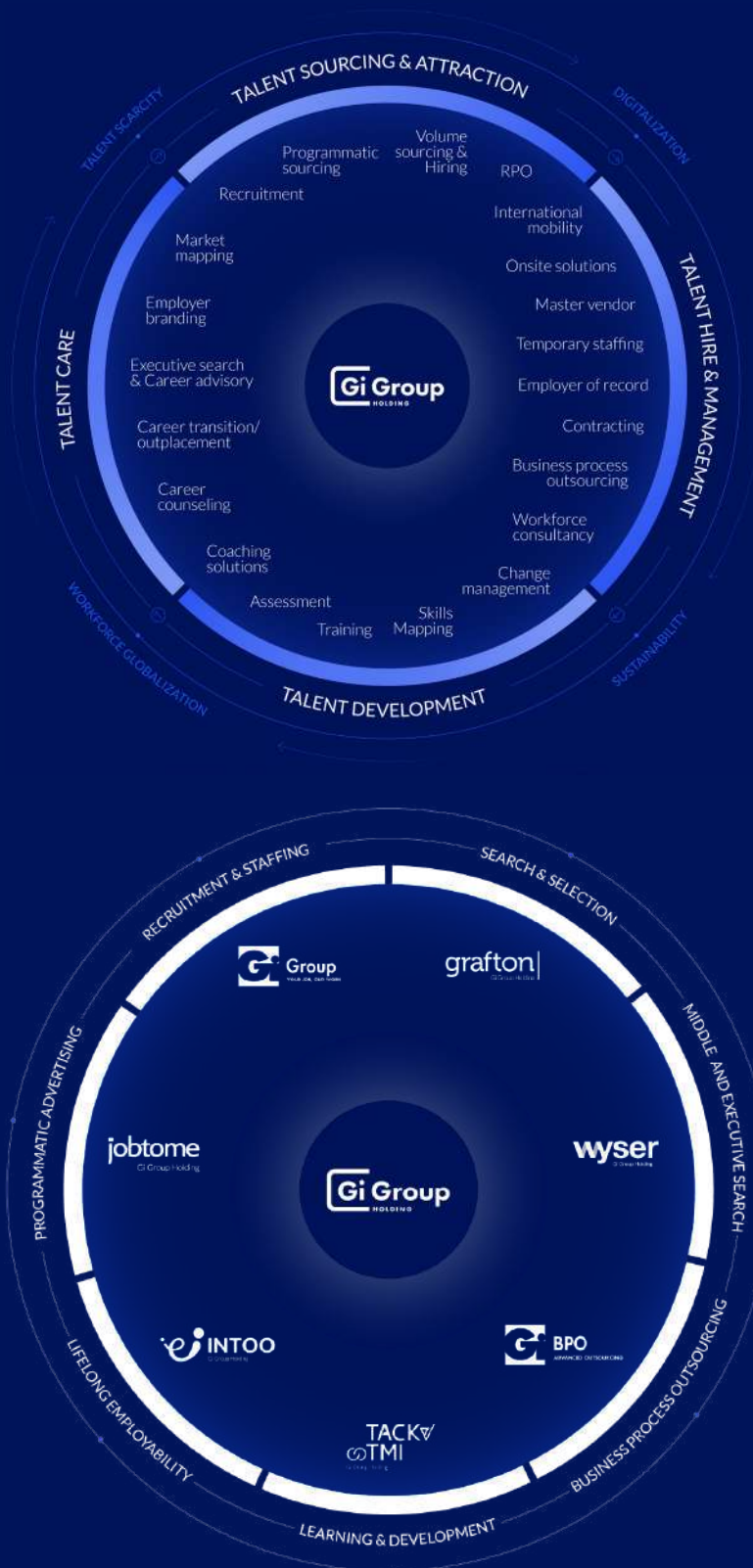
€4.7 BN



2.5 Our Integrated Talent Ecosystem

Gi Group Holding is one of the world’s leading providers of workforce solutions—delivering a **full suite of services** that support the evolution of the labour market. Through our portfolio of specialist brands, we support individuals and organisations at every stage of the

employment journey. From high-volume staffing to executive search, from learning and development to outplacement, we deliver flexible, insight-driven services across the talent lifecycle.





RECRUITMENT & STAFFING

We make workforce management **simpler, smarter, and more human**. From sourcing to scheduling, we deliver flexible staffing solutions with proven expertise across sectors and roles—managing large, complex workforces with precision and care.



SEARCH & SELECTION

Established in Ireland in 1982, we are a multinational recruitment partner known for speed, precision, and results. From one key hire to large-scale professional staffing, we help companies secure top talent—efficiently and effectively.



LEARNING & DEVELOPMENT

With over 110 years of experience, we empower people and organisations to grow. We design engaging learning experiences across formats—from in-person workshops to digital learning journeys—spanning individual assessments, training interventions, asynchronous learning, coaching.



PROGRAMMATIC ADVERTISING

We use data, technology and creativity to match people with the right jobs—and help companies reach the right talent at scale. Our programmatic advertising engine and media network enable smart, targeted job campaigns—connecting the right people with the right roles at scale.



MIDDLE & EXECUTIVE SEARCH

Established in Ireland in 1982, we are a multinational recruitment partner known for speed, precision, and results. From one key hire to large-scale professional staffing, we help companies secure top talent—efficiently and effectively.



BUSINESS PROCESS OUTSOURCING

We take care of complex operations so our clients can focus on what they do best. We redesign and manage outsourced processes with efficiency, flexibility and a results-driven mindset—backed by the right technology and talent for every challenge.



LIFELONG EMPLOYABILITY

We support people through change—and helps companies lead it with confidence. Our services include career development, mentoring, outplacement and change management, all delivered with empathy and impact to support lasting transformation.





Our Specialised **Division**

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

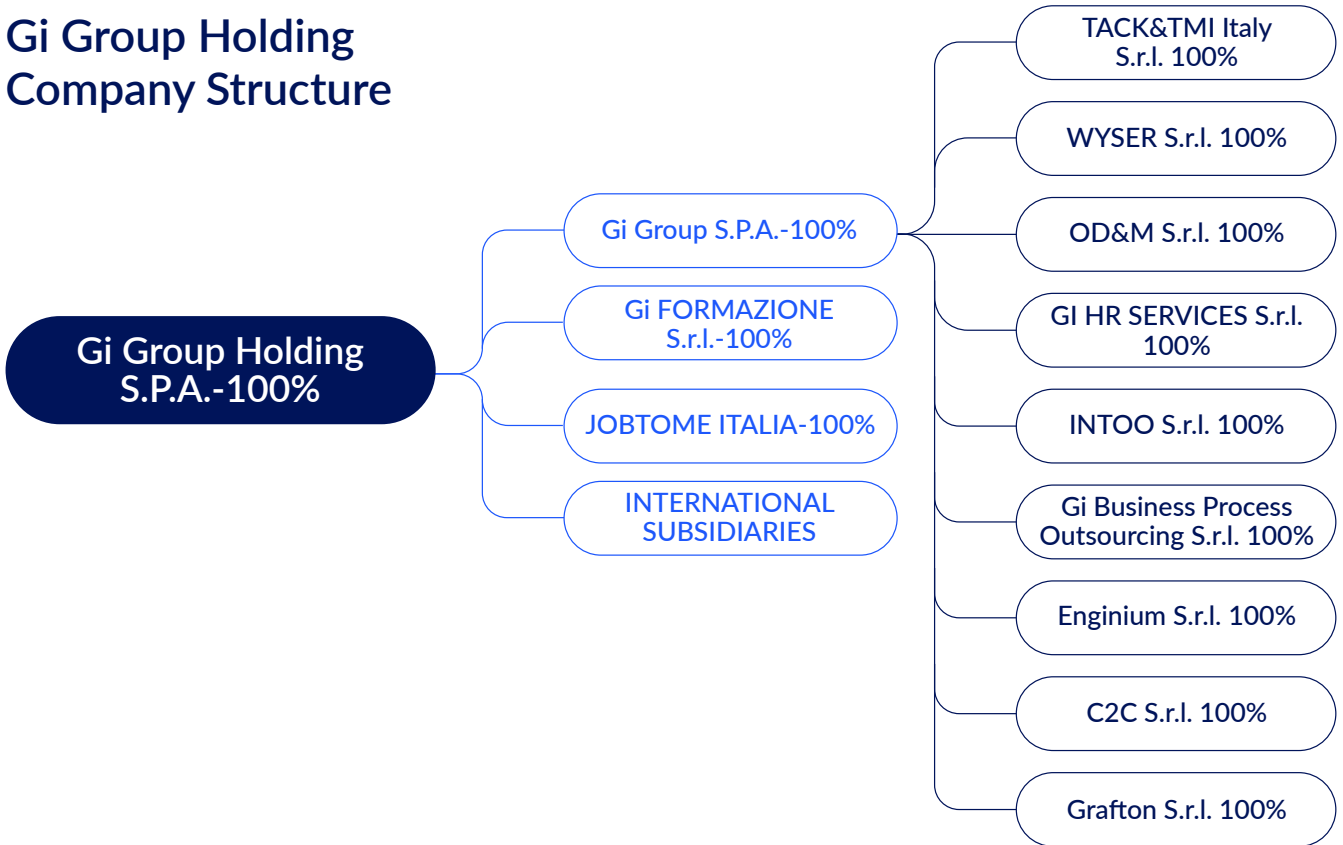
 Manufacturing	 Automotive	 Logistic	 IT & Consultancy	 Life Sciences
 Retail	 Engineering	 Contact Center	 Energy	
 Facility Management & HORECA	 Building & Construction	 Fast Moving Consumer Goods	 Banking & Insurance	 Fashion & Luxury

2.6 Governance Structure

Good governance is fundamental to how we operate. It ensures **accountability, safeguards stakeholder trust**, and supports sound decision-making. At Gi Group Holding, we see governance not as a set of obligations but as a culture—one that balances entrepreneurial ambition with **transparency and long-term responsibility**.

We have established a clear and unified ownership structure, with **Gi Group Holding** now directly or indirectly **owning 100% of all Group companies**. This structure provides oversight, consistency, and strategic alignment across our global operations.

Gi Group Holding Company Structure



GOVERNANCE BODIES

MAIN RESPONSIBILITIES

CORPORATE BODIES

Board of Directors

The Group's executive body responsible for carrying out business activities and implementing the resolutions passed at the Shareholders' Meeting. It is responsible for approving organisational strategies, developing management policies and ensuring the organisation's legal compliance with the relevant authorities.

- COLLI-LANZI STEFANO**
CHAIRMAN/CHIEF EXECUTIVE OFFICER
- UBOLDI MAURIZIO**
DIRECTOR
- BOMBELLI STEFANO**
DIRECTOR – external member
- DELL'EDERA NICOLA**
DIRECTOR
- TOSO DAVIDE**
DIRECTOR

Board of Statutory Auditors

The Group's controlling body with the duty of supervising the directors' activity and checking that the Group's management and administration adhere to the law, Gi Group Holding's articles of association, the principles of proper administration—particularly in relation to the organisational, administrative, and accounting structures adopted by the Group.

- COLOMBO CORRADO**
CHAIR
- PASSALACQUA SILVIA**
STATUTORY AUDITOR
- GIRELLI MARCO**
STATUTORY AUDITOR
- CARNEVALI FRANCESCO**
ALTERNATE AUDITOR
- GUSSO PIERGIORGIO**
ALTERNATE AUDITOR

Supervisory Board

The Group's internal control body responsible for overseeing the functioning of the Organisational Model and ensuring its observance, as well as updating it when necessary.

- CARNEVALI FRANCESCO**
CHAIR
- TRABUCCHI MARCELLO**
MEMBER
- FORTUNATO LUCA DANIELE**
MEMBER

Our governance model is reinforced by **Certified Management Systems**, adopted in line with international standards. These systems are a key tool for risk-based thinking and continuous improvement—enabling us to pursue our mission and business goals more effectively.

All certifications are issued by accredited, independent third parties. They reflect our ability to provide services that meet customer needs, comply with local regulations, and serve the interests of all our stakeholders.

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Italy						
Gi Group Holding S.p.a.	ISO 14001:2015	26468	Coordination and support of the Group's business activities in Italy	Certiquality	25/09/2018	23/09/2027
	ISO 45001:2018	58566	Coordination and support of the Group's business activities in Italy	Certiquality	29/03/2023	28/03/2026
	ISO/IEC 27001:2017	57774	ICT services delivery supporting the business processes of Group companies	Certiquality	20/02/2023	19/02/2026
Gi Group SPA	ISO 9001:2015	12236	Temporary work and staff leasing supply services; Human Resources search and selection	Certiquality	09/05/2007	16/04/2025 *
	SA8000:2014	50100 15917	Human Resources search and selection; temporary work supply services	TUV ITALIA	12/04/2017	12/04/2026
	ISO 14001:2015	26468	Temporary work and staff leasing supply services; Human Resources search and selection	Certiquality	25/09/2018	23/09/2027
	ISO 27001:2017	26899	Information security management within the ICT services provided to support the work administration, research and personnel selection processes for the Gi Group Spa Company.	Certiquality	30/05/2019	28/05/2025 *
	UNI/PdR 125:2022	64080	Measures to ensure gender equality in the workplace: temporary work and staff leasing supply services. Human resources search and selection and Public Employment Service	CERTIQUALITY	09/07/2024	09/07/2027
Gi Formazione S.r.l.	ISO 9001:2015	9356	Design and provision of training and vocational guidance activities	Certiquality	18/05/2005	04/04/2026
	ISO 14001:2015	26468	Design and provision of training and vocational guidance activities	Certiquality	25/09/2018	23/09/2027
INTOO S.r.l.	ISO 9001:2015	25509	Design and provision of support services for staff relocation, guidance services and business consultancy	Certiquality	31/10/2001	09/04/2027

*This certification will be updated in 2025.

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Italy						
INTOO S.r.l	ISO 14001:2015	26468	Design and provision of support services for staff relocation, guidance services and business consultancy	Certiquality	25/09/2018	23/09/2027
	UNI/PdR 125:2022	64080	Measures to ensure gender equality in the workplace: temporary work and staff leasing supply services. Human Resources search and selection and Public Employment Service	Certiquality	09/07/2024	09/07/2027
Gi HR Services S.r.l.	ISO 9001:2015	16311	Design, implementation and provision of personnel management and administration services with either outsourcing or SaaS (Software as a Service)	Certiquality	22/12/2010	03/12/2025
	ISO 27001:2017	50240	Design, implementation and provision of personnel management and administration services with either outsourcing or SaaS (Software as a Service).	Certiquality	30/03/2021	29/03/2027
TACK&TMI S.r.l.	ISO 9001:2015	17911	Design and provision of training services to develop managerial and organisational abilities and skills through classroom and experiential training certification and coaching	Certiquality	22/05/2006	04/08/2025
	ISO 14001:2015	26468	Design and provision of training services to develop managerial and organising abilities and skills by classroom and experiential training certificate and coaching.	Certiquality	25/09/2018	23/09/2024
	ISO 45001:2018	27632	Design and provision of training services to develop managerial and organising abilities and skills by classroom and experiential training certificate and coaching.	Certiquality	06/08/2019	04/08/2025

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Italy						
TACK&TMI S.r.l.	UNI/PdR 125:2022	64080	Measures to ensure gender equality in the workplace: temporary work and staff leasing supply services. Human Resources search and selection and Public Employment Service	CERTIQUALITY	09/07/2024	09/07/2027
OD&M S.r.l.	ISO 9001:2015	25462	Design and provision of training services to develop managerial and organisational abilities and skills through classroom and experiential training certification and coaching	Certiquality	15/02/2018	13/02/2024
	ISO 14001:2015	26468	Design and implementation of consulting services for HR enhancement and organisational and developmental models	Certiquality	25/09/2018	23/09/2024
	UNI/PdR 125:2022	64080	Measures to ensure gender equality in the workplace: temporary work and staff leasing supply services. Human Resources search and selection and public employment service	Certiquality	09/07/2024	09/07/2027
Gi On Board S.r.l.	ISO 9001:2015	731006 460	Design, sale and supervision of optimised outsourcing services for third-party logistics, production and customer care	TÜV PROFICERT	01/09/2025	01/09/2025
Wyser S.r.l.	UNI/PdR 125:2022	64080	Measures to ensure gender equality in the workplace: temporary work and staff leasing supply services. Human Resources search and selection and public employment service	Certiquality	09/07/2024	09/07/2027

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Italy						
Enginium S.r.l.	ISO 9001:2015	44 100 23 41 0174	Provision of specialised consultancy services in the information technology, technological and engineering innovation sectors. Design of complex electronic and mechanical equipment and systems. Design, development, implementation and support of software applications and systems. Design and development of new products such as displays, clusters, and telematic devices for the automotive, aerospace and railway sectors	TÜV PROFICERT	15/08/2019	14/08/2025
	ISO 14001:2015	44 104 2341 0174	Provision of specialised consultancy services in the information technology, technological and engineering innovation sectors. Design of complex electronic and mechanical equipment and systems. Design, development, implementation and support of software applications and systems. Design and development of new products such as displays, clusters, and telematic devices for the automotive, aerospace, and railway sectors	TÜV PROFICERT	01/11/2024	31/10/2027
	ISO 9100:218	N° 2418013	Definition of the specific Quality Management System requirements demanded by Aerospace and Defense Authorities and Manufacturers, starting with the fundamentals of ISO 9001 - Quality Management Systems.	Intertek Italia S.p.A.	06/09/2024	05/09/2027

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Italy						
Gi BPO S.r.l.	ISO 9001:2015	5010017143	Design, sale and supervision of optimised outsourcing services in the fields of third-party logistics, production and customer care	TÜV ITALIA	02/09/2019	01/09/2025
	ISO 14001:2015	E-IT-24304-02	Design, sale and supervision of optimised outsourcing services in the fields of third-party logistics, production and customer care	EUROCERTIFICATIONS	16/12/2024	15/12/2027
	ISO 45001:2015	OHS-IT-24304-02	Design, sale and supervision of optimised outsourcing services in the fields of third-party logistics, production and customer care	EUROCERTIFICATIONS	16/12/2024	15/12/2027
Brazil						
Gi Grup Holding Brazil	ISO 9001:2015	CQ 4966	Coordination and support of the Group's Business Activities in Brazil	SMC	05/05/2023	06/05/2026
C2C (Close to Consumer)	ISO 9001:2015	CQ 4968	Coordination and Support to the Group's Business Activities in Brazil	SMC	05/05/2023	06/05/2026
Gi Group Brasil Recursos Humanos LTDA	ISO 27001:2017	QMS - 02156	Coordination and Support to the Group's Business Activities in Brazil, specifically for the IT Department	QMS	30/01/2025	30/01/2028
Gi Group Holding Brazil	TISAX® ASSESSMENT	LM50WX	Coordination and Support of the activities of the BPO Practice	ENX Association	14/09/2023	03/10/2026
China						
Zhejiang Gi Human Resource Co., Ltd	GB/T19001-2016 idt ISO9001:2015	19818QA171R2S	Human Resources service outsourcing within the scope of qualification (with service outsourcing), domestic labour dispatch (Limit to HQ)	Beijing Xinjiyuan Certification Co., Ltd	31/12/2024	25/01/2027
	GB/T24001-2016 idt ISO14001:2015	19822EI2211R0S	Human Resources service outsourcing within the scope of qualification (with Service Outsourcing), National Temporary Staffing (Limit to HQ)	Beijing Xinjiyuan Certification Co., Ltd	18/09/2023	18/09/2025

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
China						
Zhejiang Gi Human Resource Co., Ltd	GB/T 45001-2020/ISO 45001:2018	19822SI 1065ROS	Human Resources service outsourcing within the scope of qualification (with Service Outsourcing), National Temporary Staffing (Limit to HQ)	Beijing Xinjiyuan Certification Co., Ltd	29/08/2024	18/09/2025
	ISO 14064-1:2018	55124TZ 00169ROS	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A1006, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
	PAS2060-2014	55124TZ0 0169ROS	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A1006, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
	DB44/T1994-2016	55124TZ0 0169ROS	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A1006, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
	CTS OYCC-ZY-34	55124TZ0 0169ROS	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A1006, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
China						
Ningbo Gi Supply Chain Management Co., Ltd	GB/T19001-2016 idt ISO9001:2015	25023Q11779R0S	Human Resources service within the scope of qualification, temporary staffing	Zhongqiu United International Certification (Beijing) Co., Ltd	23/10/2023	22/10/2026
	GB/T24001-2016 idt ISO14001:2015	25023Q11779R0S	Human Resources service within the scope of qualification, temporary staffing	Zhongqiu United International Certification (Beijing) Co., Ltd	23/10/2023	22/10/2026
	GB/T45001-2020 idt ISO45001:2018	25023Q11779R0S	Human Resources service within the scope of qualification, temporary staffing	Zhongqiu United International Certification (Beijing) Co., Ltd	23/10/2023	22/10/2026
	ISO 14064-1:2018	55124TZO0170R0S	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A1006-1, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
	PAS2060-2014	55124TZO0170R0S	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A1006-1, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
	DB44/T1994-2016	55124TZO0170R0S	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A1006-1, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
China						
Ningbo Gi Supply Chain Management Co., Ltd	CTS OYCC-ZY-34	55124TZ0 0170ROS	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A1006-1, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
Gepu (Zhejiang) High-tech Service Co., Ltd	GB/T19001-2016 idt ISO9001:2015	25023Q1 1796ROS	Human Resources service within the scope of qualification, information system integration, computer application software development and services	Zhongqiu United International Certification (Beijing) Co., Ltd	24/10/2023	23/10/2026
	GB/T24001-2016 idt ISO14001:2015	25023Q1 1796ROS	Human Resources service within the scope of qualification, information system integration, computer application software development and services	Zhongqiu United International Certification (Beijing) Co., Ltd	24/10/2023	23/10/2026
	ISO/IEC 20000-1:2018	0482023IT SM0228R 0SCMN	Provide information technology service management activities related to computer application software development and information system operations and maintenance services to external customers	Beijing Tirt Certification Co., Ltd	11/12/2024	23/11/2026
	GB/T45001-2020 idt ISO45001:2018	25023Q1 1796ROS	Human Resources service within the scope of qualification information system integration, computer application software development and services	Zhongqiu United International Certification (Beijing) Co., Ltd	24/10/2023	23/10/2026
	ISO/IEC 27001:2022	55124TZ0 0168ROS	Information security management activities related to computer application software development and information system integration. SoA: GPGK-IM-002 V1.0	Beijing Tirt Certification Co., Ltd	11/12/2024	23/11/2026

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
China						
Gepu (Zhejiang) High-tech Service Co., Ltd	ISO 14064-1:2018	55124TZO 0168ROS	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A4006, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
	PAS2060-2014	55124TZO 0168ROS	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A4006, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
	DB44/T1994-2016	55124TZO 0168ROS	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A4006, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
	CTS OYCC-ZY-34	55124TZO 0168ROS	Describe the boundary and scope of carbon emissions, such as direct emissions and indirect emissions produced by the fixed emission facilities of Room A4006, No.128 of Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
Colombia						
T&S. TEM-SERVICES S.A.S.	ISO 9001:2015	CO09/2784	Provision of management and HR (human talent) services	SGS	20/01/2009	19/01/2024

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Colombia						
ESPECIALISTAS EN SERVICIOS INTEGRALES S.A.S.	ISO 9001:2015	CO09/2785	Provision of outsourcing services in promotion and marketing; outsourcing in service commercialisation; outsourcing in cleaning, cafeteria operations, courier and general services; outsourcing in logistics and production services	SGS	20/01/2009	19/01/2024
Czech Republic						
Grafton Recruitment s.r.o.	ISO 9001:2015	25191/A/0001/Uk/En	Personnel consultancy services, recruitment and personnel solutions, Job Broker services, consulting for Human Resources activities	URS	02/02/2007	01/02/2025
France						
France	ISO 9001:2015	2001/16 023.12		AFNOR	26/12/2023	19/12/2026
France - Amiens	MASE	HDF 2023-5704		MASE	15/12/2023	14/12/2026
France - Calais	MASE	HDF 2023-5578		MASE	06/07/2023	05/07/2026
France - Compiègne	MASE	HDF 2021-5041		MASE	15/10/2021	14/10/2024
France - Dunkerque	MASE	HDF 2019-5674		MASE	07/12/2023	06/12/2026
France - Le Havre	MASE	2023-58		MASE	25/02/2023	24/02/2026
France - Marnage	MASE			MASE	16/01/2024	15/01/2025
France - Martigues	MASE	MM202 20261		MASE	03/06/2022	02/06/2025
France - Metz	MASE	EST 2023 - 2420		MASE	03/02/2023	02/02/2026
France - Valenciennes	MASE	HDF 2021-5040		MASE	15/10/2021	14/10/2024
France - Braud et Saint Louis	CEFRI/ SPE-I-0401	067 I		CEFRI	01/01/2022	31/12/2024
France - Cherbourg	CEFRI/ SPE-I-0401	067 I		CEFRI	01/01/2022	31/12/2024
France - Dunkerque	CEFRI/ SPE-I-0401	067 I		CEFRI	01/01/2022	31/12/2024
France - Le Havre	CEFRI/ SPE-I-0401	067 I		CEFRI	01/01/2022	31/12/2024
France - Metz	CEFRI/ SPE-I-0401	067 I		CEFRI	01/01/2022	31/12/2024

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
France						
France - Orléans	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/2022	31/12/2024
France - Pierrelatte	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/2022	31/12/2024
France - Saint Valery en Caux	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/2022	31/12/2024
France - Saint Vulbas	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/2022	31/12/2024
France - Tours	CEFRI/SPE-I-0401	067 I		CEFRI	01/01/2022	31/12/2024
France - Boe	CEFRI/SPE-I-0401	067 I		CEFRI	15/12/2023	31/12/2024
France - Dieppe	CEFRI/SPE-I-0401	067 I		CEFRI	15/12/2023	31/12/2024
France - Aix les Milles	CEFRI/SPE-I-0401	067 I		CEFRI	15/12/2023	31/12/2024
France - Dunkerque	HYPERBARIE	FR2023 209_2		AIO	29/09/2023	27/10/2027
Germany						
Gi Group Deutschland GmbH	ISO 9001:2015	10044168 88-MS-C-RvA-DEU	Management of temporary and permanent staffing for craft, retail, industry, office and management	DNV	10/11/2022	04/11/2025
	ISO 45001:2018	100039773 4-MS-C-RvA-DEU	Management of temporary employment and personnel placement	DNV	10/11/2022	04/11/2025
Poland						
Gi Group Holding Poland	Great Place to Work® certification	NA	A recognition for companies that create a top-level organisational culture and focus on creating favourable working conditions, thereby satisfying employees	Great Place To Work®	10/2023	10/2024
GISA	ISO 9001:2015	PW50811 23	Search & Selection processes, Temporary Staffing services, payroll outsourcing services	PCCerT	24/11/2023	11/2026
Gi Group Sp. Zo.o.	ISO 9001:2015	PW50811 24	Search & Selection processes, Temporary Staffing services, payroll outsourcing services	PCCerT	24/11/2023	11/2026

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Poland						
Generale Industrielle Sp. Z o.o.	ISO 9001:2015	PW50811 25	Outsourcing workforce services; payroll outsourcing services Outsourcing process management	PCCerT	24/11/2023	11/2026
Sellpro Sp. Z o.o.	ISO 9001:2015	PW50811 26	Outsourcing workforce services; payroll outsourcing services Outsourcing process management	PCCerT	24/11/2023	11/2026
Portugal						
GIETT – Empresa de Trabalho Temporário, Unipessoal Lda.,	ISO 9001:2015	PT07/02225	Recruitment and provision of temporary staff	SGS ICS - Serviços Internacionais de Certificação	22/11/2022	13/11/2025
Spain						
GI GROUP SPAIN ETT, SLU	ISO 9001:2015	ER-100/2006	Recruitment and provision of temporary staff	AENOR	25/01/2006	25/01/2027
GI GROUP EMPRESA DE TRABAJO TEMPORAL S.L.	ISO 14001:2015	GA-023/0067	Recruitment and provision of temporary staffing and personal selection	AENOR	14/03/2023	14/03/2026
GI GENERALLE INDUSTRIAL-LE RESEARCH S.L	ISO 14001:2015	GA 023/0067	Recruitment and provision of temporary staffing and personal selection	AENOR	14/03/2023	14/03/2026
GI GROUP OUTSOURCING 2016, SLU	ISO 9001:2015	ES-649/2019	Provision of logistics, production and industry services; back-office services, field and marketing services; auxiliary services and facilities services	AENOR	13/11/2019	13/11/2025

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Spain						
Gi GROUP OUTSOURCING 2016, SLU	ISO/IEC 27001:2013	ES- SI-0036/2017	Information systems that support the management of documentary and operational processes associated with Gi BPO's BackOffice division, with multichannel support, according to the current applicability document, from the issuance date of the certificate (SOA)	AENOR	31/08/2017	31/08/2026
Türkiye						
Gi Group And Wyser Türkiye Seçme Ve Yerleştirme A.S.	ISO 9001:2015	NS.KS.070/2021	Activities to provide temporary employees and to intermediate to find jobs/ support employee placement	KALITE YÖNETİM SİSTEMİ	25/04/2025	01/04/2026
Gi Group And Wyser Türkiye Seçme Ve Yerleştirme A.S.	ISO 14001:2015	NS.KS.060/2021	Activities to provide temporary employees and to intermediate to find jobs/ support employee placement	ÇEVRE YÖNETİM SİSTEMİ	25/04/2025	24/04/2026
Gi Group And Wyser Türkiye Seçme Ve Yerleştirme A.Ş.		786	Private Employment Agency Licence	ÖZEL İSTİHDAM BÜROSU LİSANSI	09/01/2024	08/01/2027
Gi Group And Wyser Türkiye Seçme Ve Yerleştirme A.Ş.		Za6	Temporary Employment Relationship Licence	GEÇİCİ İS İLİSKİSİ LİSANSI	24/08/2021	17/09/2024
Gi Group And Wyser Türkiye Seçme Ve Yerleştirme A.Ş.	ISO 45001:2018	U6505iN	Human Resource Service Outsourcing Within the Scope of Qualification (with Service Outsourcing), National Temporary Staffing (Limit to HQ)	UGMCERT	25/04/2025	01/04/2026
Gi Group And Wyser Türkiye Seçme Ve Yerleştirme A.Ş.	ISO 45001:2018	U63108756	Activities to provide temporary employees and to intermediate to find jobs/ support employee placement	NETSERT	30/03/2023	02/04/2024

UK						
Gi Group Holdings Recruitment Ltd	ISO 9001:2015	FS580144	Supply of temporary and permanent personnel to commercial organisations and industries, plus site managed services	BSI	21/10/2011	04/02/2028
	ISO 14001:2015	EMS619 537	Provision of Head Office support services to Gi Group UK	BSI	05/01/2015	04/01/2027
	ISO 45001:2028	OHS 640083	Provision of Head Office support service activities to Gi Group UK (delivered at Chesterfield - Units B&C).	BSI	09/12/2019	27/01/2028



3.

Corporate Social Responsibility

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3.1

Our Stakeholders

At Gi Group Holding, **we are committed to growing in a way that reflects our values. As our footprint expands, so too does our responsibility**—to the people, communities, and systems we touch.

That means aligning our strategy with broader sustainability goals, and making meaningful progress through how we work, who we work with, and the impact we strive to create. For us, growth is only progress when it stays grounded in the people and priorities that shape our business.

Our stakeholders are a key part of that picture. They include the individuals, organisations and institutions that influence our decisions, are affected by our actions, or have a stake in our mission. We engage with them through ongoing dialogue, regular surveys, and active participation in labour market research. Their insights shape how we prioritise, make decisions, and hold ourselves accountable.

Within the context of the labour market and based on our corporate Mission, our main Stakeholders at Gi Group Holding are the following:

OUR PEOPLE

With **more than 8,000 employees worldwide**, our people are both the driving force behind our success and the primary stakeholders in our mission. Deeply engaged in our CSR efforts, they share their expertise, energy and commitment every day—**bringing our values to life through their work.**

THE PEOPLE WE SERVE

In every country where we operate, **we work with thousands of individuals**—candidates, workers, career changers, learners—supporting their access to **fair, meaningful and sustainable work.** Our role is to understand their needs, respect their aspirations, and help remove barriers to opportunity.

THE COMPANIES WE PARTNER WITH

More than 27,000 clients rely on Gi Group Holding to navigate an **evolving labour market.** Through **long-term partnerships**, we help organisations engage talent responsibly, adapt to change, and contribute to more inclusive employment systems. This commitment extends across our entire value chain.

THE COMMUNITIES WE ARE PART OF

We recognise our responsibilities across every context we operate in. That means working with **institutions, social partners, and civil society** to advance inclusive growth and protect the natural environment that sustains us all. Together, these stakeholders shape our direction and define our responsibilities. Their needs—and the shared challenges we face—inform the priorities explored in the pages that follow.

3.2

CSR Governance

As Gi Group Holding continues to evolve, **we have strengthened the governance structures** that support our CSR strategy. Dedicated bodies oversee its integration across both corporate governance and business operations—ensuring consistency, enabling implementation, and guiding future development.

CSR GOVERNANCE BODY	MAIN RESPONSIBILITIES	MEMBER/FUNCTION REPRESENTATIVES
Global Steering Committee	Sets and implements international development guidelines, including CSR strategy.	<ul style="list-style-type: none"> • Top Managers of Global Practices and Functions • Country Managers
Global CSR Committee	Defines the CSR strategy and Sustainability Plan; coordinates internal and external communication; designs global initiatives on Sustainable Work; supports implementation; oversees social reporting.	<ul style="list-style-type: none"> • Group CEO • Global HR • Global Corporate Affairs & Compliance • Global Marketing • Fondazione Gi Group
Global CSR Team	Ensures the integrity and application of our Code of Ethics and Global High-Level Policies; reviews violations and manages reporting processes; monitors KPI performance at the country level.	<ul style="list-style-type: none"> • Legal • Corporate Affairs & Compliance • HR
ESG Project Steering Committee	Ensures that the Group's activities and the structure of the Sustainable Work Report adhere to the guidelines set out in the Corporate Sustainability Reporting Directive (CSRD) issued by the European Union.	<ul style="list-style-type: none"> • Group CEO • Global Corporate Affairs & Compliance • Global Finance

OTHER CSR BODY

MAIN RESPONSIBILITIES

MEMBER/FUNCTION REPRESENTATIVES

Country Manager

Ensures effective local communication and implementation of the CSR strategy.

Country Managers

Volunteers

Participate in volunteer activities and contribute to their planning and implementation.

Group of employees

CSR Community

Strengthens local CSR efforts while ensuring strategic alignment; shares best practices; builds institutional knowledge and consistency across the Group.

Local CSR references



3.3 Our CSR Journey

Our commitment to Corporate Social Responsibility has deepened over the past decade—rooted in our Mission and Values, and increasingly embedded across the Group.

April 2014

Published and adopted the Group's Code of Ethics.

June 2014

Established a CSR Team to monitor the application of the Code of Ethics.

September 2014

Introduced a formal procedure for managing requests, reports, and complaints relating to the Code of Ethics.

January 2015

Launched the first coordinated volunteering initiative, focused on promoting employability through local projects.

April 2015

Published Gi Group's first annual CSR Report, covering activities and data from the previous year.

October 2015

Created the CSR Committee, to define and implement Group CSR strategy.

October 2016

Launched first global round of Group-wide volunteer activities, focused on promoting employability in communities across all participating countries.

April 2017

Gi Group S.p.A. Italy gets certified under the SA8000:2014® Social Accountability standard.

September 2018

Environmental certification (UNI EN ISO 14001:2015) awarded to our Group's Milan headquarters.

July 2019

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

December 2019

Gi Group Holding CEO Stefano Colli-Lanzi signs CSR Europe's "CEOs Call to Action".

2020

Revision of the Group Materiality Matrix and development of the Sustainable Work Framework.

2021

Gi Group SpA adopts Benefit Corporation Status.

June 2022

First Benefit Corporation Impact Report released.

October 2022

Gi Group Holding publishes updated Code of Ethics and Global High-Level Policies.

September 2022

Fondazione Gi Group is officially recognised as a third sector (not-for-profit) entity.

May 2023

Updated the Sustainable Work Manifesto to align with the Group's new objectives and strategies.

February 2024

Initiated collaboration with a specialist consulting firm to support our Global CSR Team in implementing the EU Corporate Sustainability Reporting Directive (CSRD).

May 2024

Disclosed the Global High-Level Policies on Child Labour Prevention, Forced Labour & Modern Slavery, and Human Rights at Work.

October 2024

General review of the Global High-Level Policies on DEI, Forced Labour & Modern Slavery, and Whistleblowing—refining definitions and embedding new, measurable KPIs.

3.4

Contributing to the UN Sustainable Development Goals

The **United Nations' 2030 Agenda and its 17 Sustainable Development Goals (SDGs)** call on all sectors of society to confront the world's most urgent challenges—from climate change and inequality to decent work and inclusive growth. For those of us shaping the future of work, this is not a peripheral concern. It is the core of our purpose.

Work is one of the most powerful levers for sustainable development. It connects people to opportunity, dignity and well-being. It supports social mobility, strengthens CSRD multiple goals, we focus on those where our reach, expertise, and ecosystem can make the greatest difference:

SDG 4 – Quality Education

SDG 8 – Decent Work and Economic Growth

SDG 5 – Gender Equality

These goals shape our daily decisions—from expanding access to work for underrepresented groups to promoting psychological safety and inclusive leadership to reducing our environmental footprint.

As the world of work evolves, so must we. Our response is practical and forward-looking: engaging new generations, investing in lifelong learning, championing diversity, and designing policies that reflect the realities of modern working life. **Our CSR Committee ensures our actions remain focused where they matter most.**

The path to 2030 demands ambition, accountability, and, above all, action. We're proud to play our part—shaping a labour market that delivers economic growth, and human and social value, too.



SUSTAINABLE DEVELOPMENT GOALS

Our CSR commitments come to life through our concrete contributions to specific SDGs. The following pages outline how we're turning intent into impact—goal by goal.



Creating pathways out of poverty through decent work

Poverty is more than a lack of income—it's a lack of opportunity, inclusion, and access. Our work helps address these root causes by **making decent, sustainable employment a reality for more people**. Through our services, we contribute to **SDG 1** in two key ways:

- **Promoting social inclusion** for individuals from disadvantaged backgrounds, enabling access to suitable job opportunities that can improve their quality of life.
- **Providing affordable training pathways**, supported by publicly funded programmes, to strengthen employability and remove financial barriers to upskilling.

When matched with the right support, work becomes one of the most powerful tools to lift people out of poverty—and keep them out.



Promote healthy lives and well-being at every age

We champion **safe, supportive workplaces** that nurture both physical and mental health. In line with **SDG 3**, our actions include:

- **Building safe and healthy working conditions** for all our employees, candidates and workers, ensuring the well-being and health of employees across various industries.
- **Providing access to health and well-being programs** for job seekers and employees fosters a healthier and more productive workforce.

By supporting all our people — employees, candidates and temporary workers — with targeted initiatives, we turn a safe, healthy work environment into a driver of well being and performance.



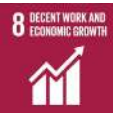


Empowering people through inclusive learning

We believe that **lifelong learning** must be for everyone, not just those who can afford it. Skills are the currency of the modern labour market, and we are committed to helping people acquire the capabilities they need to succeed at every stage of life. Our contribution to **SDG 4** focuses on expanding access to **education and training** that's relevant, practical, and inclusive. We act through:

- **Embedding continuous learning into our employee experience**, with growing investment in internal training, upskilling, and knowledge sharing.
- **Providing free, publicly funded training** for candidates, workers, and job seekers—helping them build the skills to (re)enter the labour market with confidence.
- **Running community-focused initiatives**, designed to boost employability at a local level.
- **Supporting school-to-work transitions** through orientation activities that help students and young people develop real-world, work-ready skills.

Through these efforts, we directly **support Target 4.4** of the 2030 Agenda: *to substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.*



Championing decent work and fair growth

We believe that work—when fair, secure, and meaningful—is one of the strongest drivers of **sustainable growth**. Our entire business is built on the conviction that employment should **create value** not only for economies, but for individuals, communities and society at large. Our contribution to **SDG 8** spans multiple fronts, aligned with both our core services and our wider commitments to responsible business:

- **Delivering services that put people first**, enhancing the quality and value of work across the labour market.
- **Investing in employability**, particularly for young people and vulnerable groups, through dedicated training, guidance and access initiatives.
- **Promoting responsibility as a core value**, along the entire value chain, with firm commitments to human rights, lawful conduct, and fair competition.
- **Working to strengthen labour market standards**, supporting better protections for workers and taking a proactive stance against corruption, abuse and exploitation.
- **Developing innovative pathways into work**, especially for young people not in employment, education or training (NEETs).
- **Driving inclusion** by supporting the employment of individuals from disadvantaged backgrounds.

We are convinced that **employment agencies play a crucial role** in promoting decent work and economic growth by supporting people in accessing and remaining active in the labour market.



Achieve gender equality and empower all women and girls

Gender equality is not only a fundamental human right: it's a prerequisite for a fair, inclusive, and thriving labour market. We're committed to **breaking down barriers and creating the conditions where everyone**—regardless of gender—**can participate fully and lead confidently**. Our contribution to **SDG 5** is grounded in practical initiatives that promote equality across the employment journey:

- **Expanding economic opportunities for women**, including in male-dominated sectors, through targeted training and skills development.
- **Embedding a bias-free approach** across all stages of the employment relationship—for our internal teams, our candidates, and the workers we support.
- **Empowering women in vulnerable situations** by providing personalised support, skills training, and pathways to sustainable employment.

Through both our business activities and our CSR commitments, we support the global effort to **end discrimination** and to **advance equal participation and leadership for women across all areas of economic life**. Progress on gender equality demands more than policy—it requires persistence, accountability, and action. We are committed on all three fronts.



Reduce inequality within and among countries

Our response to **SDG 10** focuses on **fostering inclusion** and expanding **access to opportunity**, both within our organisation and across the labour market. We do this by:

- **Promoting a culture of inclusion** and ensuring discrimination-free practices throughout every stage of the employment relationship—for our internal teams, as well as the candidates and workers we meet.
- **Delivering effective training and policies** structured around objective, meritocratic elements to enable access to the world of work and support career development for all candidates and workers.

Employment agencies play a key role in **promoting equal access to job opportunities**, supporting inclusive hiring practices, and reducing inequalities within the workforce.



Take urgent action to combat climate change and its impacts

Our commitment to **SDG 13** emphasises urgent action to combat climate change and its impacts, both within our organisation and throughout the community. We achieve this by:

- **Driving volunteering activities**—litter picks to reduce pollution, tree planting to combat deforestation, beach clean ups to protect marine life and sustainability workshops to raise awareness—across our Group entities to foster environmental stewardship.
- **Strengthening environmental data collection**, underpinned by the EU Corporate Sustainability Reporting Directive (CSRD), to monitor sustainability issues and guide targeted climate resilience measures.

Through our daily work, we contribute to SDG 13 by supporting climate resilience initiatives, enhancing climate literacy and embedding sustainable practices across our workforce and beyond.



Strengthen global partnerships for sustainable development

Our response to **SDG 17** focuses on building strong, collaborative partnerships to support progress in the labour market and beyond. We do this by:

- **Participating in international associations** dedicated to labour market innovation and engaging in working groups with leading companies in the sector.
- **Developing joint projects** with both local and international partners—from client companies and institutions to schools and NGOs—often across borders.
- **Acting in a spirit of shared responsibility** to enhance the impact and reach of our initiatives.

Through these efforts, we support **capacity-building in developing countries**, foster **cross-border and cross-sector collaboration**, and contribute to more effective, accountable partnerships—within public, private and civil society alike—in pursuit of the Sustainable Development Goals.



Our people are our greatest asset—and we’re acutely aware of the impact our actions have on society and the environment.

Every year, Gi Group Holding employees around the world lead **sustainability initiatives** that contribute to the change we want to see in the world of work: one that is fairer, more inclusive, and more sustainable.

As tangible evidence of our commitment, we carried out **more than 300 initiatives worldwide**, each of which is aligned with one or more of the UN’s Sustainable Development Goals.

In more detail:

3%

Climate Action

2%

Industry, Innovation and Infrastructure

6%

Partnerships for the goal

7%

Good Health and Well-being

7%

Sustainable cities and communities

16%

Reduced Inequalities

1%

Zero Hunger

6%

No Poverty

13%

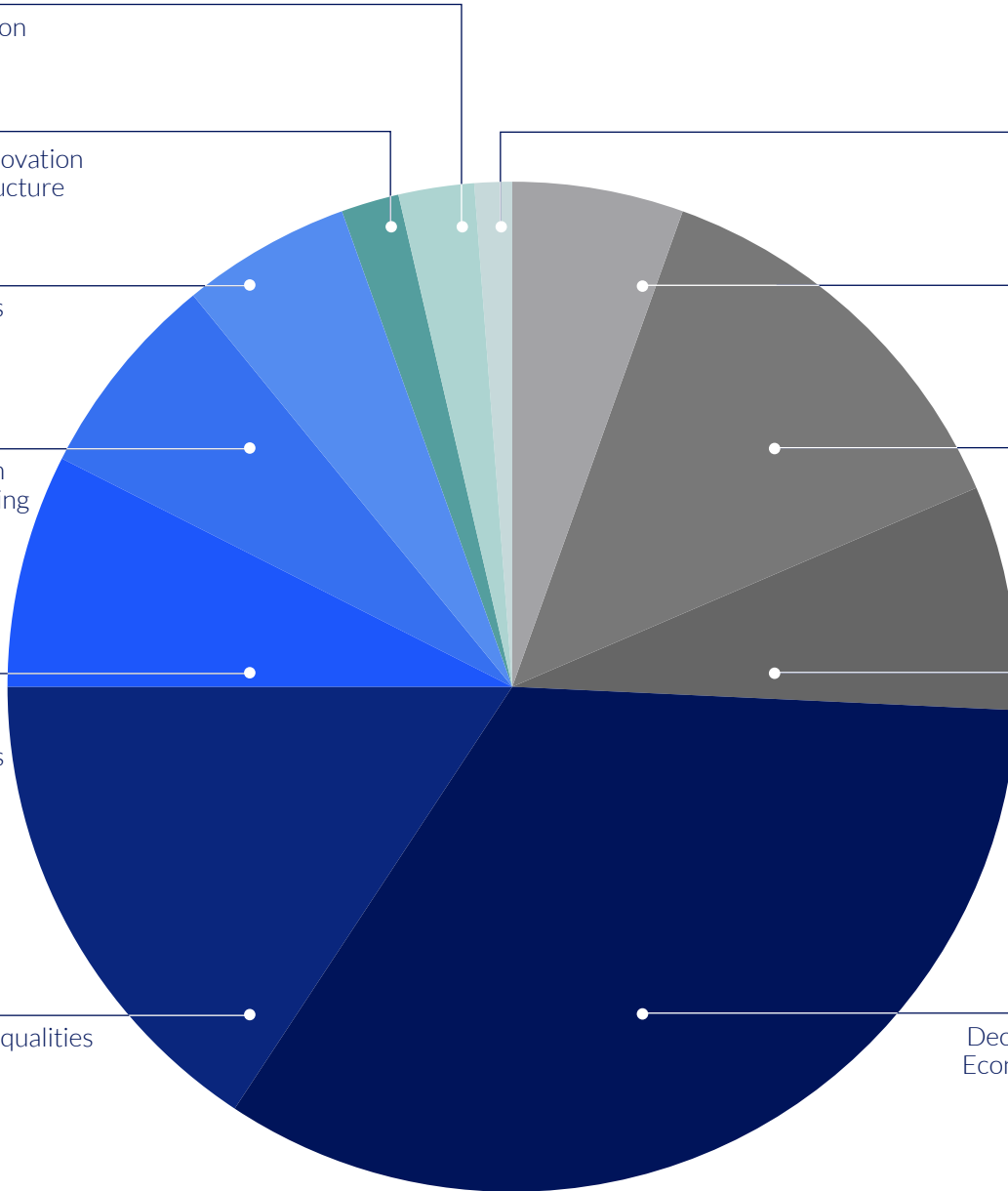
Quality Education

7%

Gender Equality

33%

Decent Work and Economic Growth



At Gi Group Holding, we are committed to **turning our principles into action**—by building strong partnerships and driving meaningful change to reduce inequality, eliminate discrimination, and help shape a truly sustainable world of work.

To strengthen this commitment and exchange expertise with like-minded stakeholders, Gi Group Holding joined the **Global Coalition for Social Justice**, promoted by the International Labour Organization (ILO). The coalition aims to advance social justice worldwide, and we are proud to contribute while drawing valuable insights from this global initiative.

We are also proud to share that, in 2024, five of our companies in Italy achieved **UNI/PdR 125:2022 certification**, an important milestone reflecting our ongoing commitment to gender equality and building inclusive workplaces where different experiences and perspectives are welcomed and valued. The certified companies include Gi Group S.p.A., Intoo Srl, Tack & TMI Srl, OD&M Srl, and Wyser Srl.



4.

Materiality Matrix

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In line with its commitment to sustainability and transparency, Gi Group Holding has taken a significant step forward in the preparation of its 2024 Sustainability Report by voluntarily revising its reporting processes to align with the principles set out in EU Directive 2022/2464 on corporate sustainability reporting (Corporate Sustainability Reporting Directive – CSRD).

This proactive approach underscores the Group's dedication to adopting best practices in corporate sustainability reporting, thereby enhancing accountability and clarity for all stakeholders. Within this framework, Gi Group Holding has introduced, for the first time, a Double Materiality Assessment (DMA) to more accurately reflect its positioning and priorities.

Through this initiative, the Group reaffirms its commitment to responsible business conduct and sustainable development, striving to meet the evolving expectations of legislators, investors, clients, and the broader community.



4.1 Stakeholder Engagement

With the advent of the CSRD, actively listening to and engaging with stakeholders has become increasingly essential to understanding their needs, interests, and expectations. A structured and proactive stakeholder engagement strategy not only fosters long-term relationships but also supports the Group's overarching strategic goals.

In 2024, Gi Group Holding significantly strengthened its stakeholder engagement efforts by inviting top management, employees, trade unions, institutions, clients, and associations to actively contribute in its inaugural Double Materiality Assessment. Through dedicated sessions, stakeholders were given the opportunity to explore the Group's sustainability initiatives, contribute meaningfully to the process, and provide valuable feedback. This inclusive approach ensured that their perspectives and priorities were

duly considered. The insights gathered through these engagements enhanced the Group's due diligence processes and informed the double materiality analysis. The stakeholders involved in the DMA and the purpose of their engagement are outlined below. All stakeholder clusters participated in informational sessions on double materiality and were invited to complete questionnaires and surveys designed to streamline and structure their input. Each stakeholder group was asked to provide feedback on specific thematic areas.

STAKEHOLDER	ENGAGEMENT	PURPOSE OF ENGAGEMENT
Top Management	<ul style="list-style-type: none"> • Double materiality training session • Questionnaires 	<ul style="list-style-type: none"> • Inside perspective • Top-down approach on strategy and business approach
Employees	<ul style="list-style-type: none"> • Double materiality training session • Questionnaires 	<ul style="list-style-type: none"> • Inclusivity • Constant dialogue across different departments and countries • Input on strategy and business model from their perception and experiences
Trade Unions organizations	<ul style="list-style-type: none"> • Double materiality training session • Questionnaires 	<ul style="list-style-type: none"> • Collaboration and dialogue • Talent's representations

STAKEHOLDER

ENGAGEMENT

PURPOSE OF ENGAGEMENT

Clients

- Double materiality training session
- Questionnaires

- Customers loyalty
- Delivering the Group's idea of sustainability and requirements
- External perspective

Institutions

- Double materiality training session
- Questionnaires

- Industry alignment
- Network growth

Associations (NGOs)

- Double materiality training session
- Questionnaires

- Initiatives development
- Communities support



4.2

Double Materiality Assessment

The Double Materiality Assessment (DMA) represents a fundamental tool for Gi Group Holding in gaining a comprehensive understanding of the significant **impacts, risks, and opportunities (IROs)** the Group faces. It plays a key role in identifying material topics both within the company's internal operations and in its external environment, integrating these perspectives into the Group's overall strategy and business model.

This process encompasses both an **impact analysis**—which considers the company's effects on the environment and society—and a **financial analysis**, which focuses on the risks and opportunities that the external context may pose to the organisation.

The assessment process was structured into four key phases:

CONTEXT OVERVIEW AND IDENTIFICATION OF POTENTIALLY RELEVANT TOPICS

The Group conducted a preliminary analysis to compile a broad list of potentially relevant topics. This process involved reviewing internal sources, assessing industry trends, aligning with ESG rating requirements, and benchmarking against peer companies. Before analysing the potential IROs, the Group carried out a thorough review of the resulting list to redefine material topics in alignment with the **Sustainable Work Manifesto**. This step—summarised in the table—was essential to gain a deeper understanding of the Group's strategic priorities and areas of interest, as well as their broader impact. It served as a critical foundation for building the IRO list, ensuring that the selection process considered both external relevance to Gi Group Holding and the organisation's internal influence on the environment and society.

DEFINITION OF SCALES FOR ASSESSING MATERIAL IROS

The evaluation was conducted using a scale from 1 to 4, where "1" indicates a non-material topic and "4" a highly material one.

Actual impacts were assessed based on their severity—defined by magnitude, scope, and (for negative impacts only) irreversibility. For **potential impacts**, stakeholders also considered the likelihood of occurrence. The severity of potential impacts was evaluated in light of existing mitigation measures, whereas actual impacts were assessed without accounting for corrective actions.

Risks and opportunities were evaluated based on their magnitude and likelihood. For risks, magnitude was determined by financial, reputational, business continuity, and strategic impacts. For opportunities, the criteria included financial impact, reputational benefit, cost savings, and potential market growth.

STAKEHOLDER ENGAGEMENT: EVALUATION AND THRESHOLDS

The Group engaged its stakeholders in evaluating the long list of IROs through a dedicated workshop and an online questionnaire. **Internal stakeholders** included members of top management and, while **external stakeholders** included representatives from trade unions, associations, institutions, and clients. Each group was invited to assess specific IROs based on their expertise and area of influence.

CONSOLIDATION AND APPROVAL OF THE SHORTLIST

The material topics identified through the analysis were mapped to the four pillars of the **Sustainable Work Manifesto**, ensuring continuity with Gi Group Holding's identity framework. This alignment confirmed the consistency of the Group's strategic vision, with no significant deviations from the themes previously identified in the Materiality Matrix.

Sustainable Work Manifesto	Material topics	Description
DECENT & SAFE WORK	Improvement of working conditions: awareness and promotion of fundamental human rights in the workplace	Ensure that the entire Gi Group Holding's workforce is treated with dignity, respect, and fairness. Combat the exploitation of vulnerable individuals and address critical issues such as non-discrimination, fair labour practices, freedom of expression, and the right to safe working conditions. Increase awareness and promote human rights within the labour market.
	Health, safety and employee's wellbeing	Provide adequate, accessible, safe, and healthy workplaces, and prevent occupational injuries and illnesses within Gi Group Holding's scope of responsibility. Promote both compliance and a culture of health and safety—physical and mental—and safeguard personal dignity and well-being, in order to create conditions that actively support employability and work-life balance in the labour market
	Data Protection and cybersecurity	Ensure a proactive approach to data protection and cybersecurity to mitigate risks and foster a culture of security awareness. Increase customer trust and maintain regulatory compliance, safeguarding sensitive information.
EMPLOYABILITY & SATISFACTION	Multi-generational workforce's evolution: Career and Vocational Guidance and Skills Development	Promote continuous learning to maintain a competitive advantage in a dynamic and technologically fast-changing labour market. Focus on career guidance, training, and professional development as essential vital components for fostering a skilled, engaged, and productive actual and future workforce. Foster intergenerational knowledge sharing to meet the different and evolving demands.
DIVERSITY, EQUITY & INCLUSION	Diversity, Equity and Inclusion: Attracting and Developing Diverse Talent	Strengthen and prioritise Diversity, Equity and Inclusion (DEI) initiatives and culture, contributing to the effective removal of factors that discourage or prevent individuals from entering, remaining, or progressing within the labour market. Create e conditions that value individual contributions, embrace diversity, equity and inclusion, and enhance Gi Group Holding's attractiveness to diverse talent. Referring to a robust DEI framework to ensure fairness and inclusion for all.
SAFEGUARDING RESOURCES FOR THE FUTURE	Governance, Ethics and Compliance	Build trusting relationships with stakeholders, ensure compliance with regulatory obligations in every country where the Group operates, and guarantee long-term sustainability by prioritising governance, ethics, and compliance.
	Social impact	Promote projects and initiatives to enhance the communities in which Gi Group Holding operates. Strengthen the commitment to social impact by keeping business objectives aligned with community needs, and in particular by engaging future talents
	Climate change	Prioritise climate change as a material topic by considering energy consumption and carbon emissions reduction into Gi Group Holding's global strategy. Promote more sustainable operations through energy efficiency initiatives and the gradual phase-out of fossil fuel-based energy consumption.
	Digital transformation and Innovation	Enhance operational efficiency by prioritising digital transformation and innovation to remain relevant in a rapidly evolving market. Adopt a proactive approach that enables Gi Group Holding to effectively respond to emerging challenges and opportunities, fostering a more agile and resilient way of working. Responsibly managing the scenarios opened by Artificial Intelligence, always with respect for and protection of people.



5.

Our Path to Sustainable Work

5.1 Fondazione Gi Group for Sustainable Work

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At Gi Group Holding, we believe **the future is built on the actions we take today**. That belief drives our commitment to sustainable development, not as a destination, but as an ongoing process of learning, adapting, and acting with purpose.

Real progress demands humility and persistence, and there is still much to do. But as a global player in the world of work, **we recognise our opportunity – and responsibility – to drive change for people, companies, and society.**

Sustainable Development has been defined as “*Achieving sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*”

But it is also a concept shaped by its context, and today, that context is one of constant, rapid change. Technological disruption, shifting demographics, evolving global power structures, environmental pressure, and changing social expectations are transforming our working world. **Together, they are reshaping the rules of work**, how we do it, for whom, and to what end.



In this landscape, people, companies, and institutions must **rethink their roles** in creating a labour market that is both inclusive and resilient. Sustainable Work, then, is not a static concept, but one that must evolve in response to the rise of non-linear careers, digital transformation, and the growing need for lifelong adaptability.

With that in mind, **work must take centre stage**, as a driver of inclusion, dignity, and resilience across people, organisations, and society. And it must be made sustainable in light of the ongoing transitions that continue to reshape it: from digitalisation to demographic shifts, and from policy reform to personal expectations. As Eurofound highlighted in 2015, “*working sustainably means, first and foremost, creating the conditions for people to develop their skills and remain active throughout their lives.*”

In this spirit, and in line with our mission to contribute to the evolution of the labour market and emphasise the personal and social value of work, Fondazione Gi Group launched its **Observatory on Sustainable Work** and

convening dialogue through its **Advisory Board**. Together, these efforts led to the development of a **Sustainable Work Manifesto**. Informed by the Group’s values, this framework is designed to be a living document, adaptable, practical, and embedded in the everyday work of all our #lifechangers.

Inspired by our Sustainable Work Manifesto, we generate a virtuous process of continuous improvement with strategic, complementary actions targeting **People, Companies and Society & Institutions**.



Our Pillars for Sustainable Work



Decent & Safe Work

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



Employability & Satisfaction

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



Diversity, Equity & Inclusion

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



Safeguarding Resources for the Future

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

Turning Vision into Action

In 2023, Fondazione Gi Group joined forces with HR, Marketing and CSR to explore how we could **make Sustainable Work truly practical**. From those conversations, we landed on four priority areas. What follows are our first **concrete commitments**—steps we'll take now, then measure, learn from and build on.

CREATING DIGNIFIED WORKING CONDITIONS FOR ALL

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

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

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

PROMOTING DIVERSITY, EQUITY AND INCLUSION

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

CONTRIBUTING TO CREATING A SUSTAINABLE FUTURE FOR PEOPLE AND COMPANIES

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

Gi Group Holding considers **work to be sustainable when it:**

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



5.1

Fondazione Gi Group for Sustainable Work

Established on the strength of decades spent supporting employment, skills and inclusion, we created Fondazione Gi Group in 2010.



Gi Group Holding and Fondazione Gi Group share overarching purpose: to build a fairer, more inclusive and **sustainable world of work**. Aligned in ambition but distinct in approach, each plays its part, Gi Group Holding every day in the marketplace, Fondazione Gi Group on the frontiers of research and social impact.

Gi Group Holding harnesses its global network and expertise to deliver responsible, future focused workforce solutions—matching talent with opportunity, upskilling professionals and advising clients—while generating sustainable returns.

Fondazione Gi Group translates the same purpose into an independent platform for research, dialogue and action.

MISSION

Fondazione Gi Group works to investigate, implement and disseminate the concept of Sustainable Work via the completion of initiatives and projects which are both concrete and replicable.

VISION

Fondazione Gi Group wants to become a leading voice on the issue of Sustainable Work.

We aim to work with all stakeholders to identify solutions which actively contribute to the progress of the countries where we operate, from a constructive perspective and based on Sustainable Work values and models.





Chiara Violini

President and
General Manager

“ At Gi Group Holding and its Foundation, we believe that work is central to human dignity, identity, and happiness. This shared belief drives both our efforts: to not only evolve the labour market, but also to highlight the personal and social value of work on a global scale. We see Sustainable Work as a journey, one that requires continuous reflection and action to stay relevant and adaptable to an ever-changing world.

Established in 2010 and born of a simple question: “How can work better serve society?”, Fondazione Gi Group has taken on an ever-broader role, expanding its mandate and deepening its contribution to the Group’s purpose.

In 2022, the Foundation formalised its status as a recognised non profit entity in Italy—reinforcing its independence, clarifying its governance and strengthening its capacity to act as a credible voice within and beyond the labour market. It also serves as a cultural reference point, inside and outside Gi Group Holding, promoting the principles of our Sustainable Work Manifesto and amplifying them through its renewed positioning, “For Sustainable Work.

Together, Gi Group Holding and Fondazione Gi Group are committed to **shaping the future of work**, ensuring it remains inclusive, fair, and sustainable. Our mission compels us to partner with institutions, businesses, and individuals, and to **create a labour market that is resilient, inclusive, and aligned with long-term social goals.**”

”

The Foundation's role spans across three dimensions:

- **Italian roots, global perspective:** Drawing on Gi Group Holding's international footprint, it gathers on the ground insights, observes emerging needs and builds a living knowledge base shaped by practice.
- **Social Impact:** Operating independently of commercial boundaries, it develops services and partnerships that widen access to opportunity and champion equity. It carries forward the Group's social mission—promoting human centred employment systems that balance inclusion, resilience and economic value.
- **Beauty as development:** The Foundation champions art and culture as essential to dignity, confidence and connection, enriching how we live and work.

Operational Architecture

Fondazione Gi Group **translates purpose** into action through three interconnected pillars: investigate, implement and disseminate.

Together, they reflect the Foundation's approach—combining research, direct support, and cultural engagement to address barriers to employability and promote Sustainable Work.

INVESTIGATE

Research and Insight

This pillar supports the Foundation's role as a thought leader in the evolving world of work. Through the **Study Centre**, it produces original research on key employment issues—from barriers to labour market access to national policy frameworks—always with a global perspective.

This insight provides the foundation for impactful projects and policy contributions. Core activities include white papers, public events, and close collaboration with its Scientific Committee and the Sustainable Work Observatory.

IMPLEMENT

Projects and Partnerships

This pillar focuses on delivering **tangible solutions** for individuals excluded, or at risk of exclusion, from the labour market. Its goal is to expand access to dignified, fulfilling work, particularly among young people, women, migrants, people with disabilities, and those involved with the justice system.

Collaboration with third-sector organisations and participation in public-private **partnerships** enable the Foundation to develop scalable, transferable interventions tailored to local needs and diverse geographies.

DISSEMINATE

Culture & Influence

This pillar focuses on **spreading the principles** of Sustainable Work, both within the organisation and across the wider communities it serves. Internally, the Foundation helps embed the values of the Sustainable Work Manifesto into the culture of Gi Group Holding. Externally, it creates space for **dialogue**, visibility, and cultural exchange—engaging institutions, partners, and the public through campaigns, events, and thought leadership.

By **connecting people and ideas**, the Foundation reinforces the role of decent, inclusive, and future-focused work in building a more resilient society.



Who We support

Guided by insights from its Study Centre, Fondazione Gi Group focuses on creating conditions that help people at the margins of the labour market access meaningful work.

Its efforts are particularly aimed at:

YOUNG PEOPLE

to support their transition into employment and help prevent disengagement (NEET).

WOMEN

to promote equal participation and inclusion in the workforce.

MIGRANTS

to support inclusion in the labour market and their social integration.

PEOPLE WITH DISABILITIES

to support work inclusion, raise awareness of the corporate world, and value the uniqueness of each person.

Together, the Foundation's three-pillar model—**Investigate**, **Implement**, and **Disseminate**—combines research, direct support, and cultural influence to unlock opportunity and drive change where it's needed most.



Opening Doors, Changing Lives: How We Made a Difference in 2024

In 2024, Fondazione Gi Group deepened its commitment to those furthest from the labour market. From hands-on support to moments of artistic and cultural connection, each initiative reflects a core belief: that work should be inclusive, dignified and deeply human. In an age of automation, the Foundation champions not only access to employment, but access to beauty, imagination and meaning—because the future of work must enrich lives, not just sustain livelihoods.

Culture and Awareness through Beauty

Fondazione Gi Group recognises the **transformative power of culture** in both personal and collective development. Alongside its social and employment-focused initiatives, the Foundation also invests in artistic experiences that encourage reflection, spark dialogue, and deepen our understanding of what it means to live—and work—with dignity. In 2024, two key initiatives brought this commitment to life:

- **Contagi d'Arte (Art Contagion):** A curated programme of webinars and events exploring themes such as theatre, photography, and current affairs. Open to employees, their families, and clients, these sessions are designed to spark inspiration and reflection through exposure to beauty and culture.
- **La Collezione (The Collection):** A permanent exhibition space within Palazzo del Lavoro, Gi Group Holding's Milan headquarters. Dedicated to the visual arts, it serves as a space for contemplation — a way of opening the workplace to the wider community, and to the human richness that culture can bring.



Focus Areas for Inclusion and Empowerment

The Foundation's operational projects in 2024 reflect its unwavering focus on supporting those furthest from the labour market by **removing barriers and co-developing solutions** with key stakeholders:

- Women, Work and Society:** In collaboration with Valore D ("Value D"), Italy's leading association for gender equity in business—Fondazione Gi Group led a multidisciplinary research project exploring the links between women's employment and broader social and demographic trends. Conducted across six European countries, the study examined policy frameworks, corporate practices, and public attitudes to better understand the structural causes behind Italy's low rates of female employment and fertility. The findings were presented at major national events, including the Stati Generali della Natalità—Italy's national summit on birth rates and demographic change. The research offers practical recommendations for policymakers and business leaders and is available in a dedicated publication.
- NEET Observatory:** To tackle the growing challenge of youth disengagement, Fondazione Gi Group will launch the **NEET (Not in Education, Employment or Training) Observatory**—a digital platform offering data, research, and practical insight into one of Italy's most urgent social issues. Designed in partnership with **Istituto Toniolo**—a leading research centre on youth and education—and the Foundation's **Scientific Committee**, which guides and oversees its research agenda, the Observatory will help raise awareness, inform policy, and support national efforts to reduce NEET levels below 9% by 2030. This EU-wide target is especially critical for Italy, where NEET rates remain among the highest in Europe.
- Oltre le Barriere – Un lavoro per tutti (Beyond Barriers – Work for All):** In partnership with AIPD (Italian Association for People with Down Syndrome), this project supports the employment inclusion of people with Down syndrome by helping companies create roles tailored to individual strengths. With the active involvement of Gi Group Italy, and its Retail Division and ongoing support from the Foundation, the initiative has already led to five internships in the retail sector—and is set to expand further in 2025.
- Edificando (Building):** Edificando offers technical training to support the integration of migrants into the Italian workforce. Its focus is on maintenance trades—such as plumbing, electricity, and masonry—alongside modules on labour rights, job search tools, and interview preparation. The result: practical skills and real readiness for the world of work.
- Destination Work – On the Road:** As part of Gi Group's global Destination Work programme, the Foundation brought its career guidance services directly into local communities. During events such as the F.A.R.E. Festival in Milan and the CFP Ristorazione Open Day in Rome, more than 90 participants took part in personalised, one-to-one coaching sessions—informal conversations that helped connect aspirations with the practical steps needed to realise them.



- Bridge Builder Project:** Gi Group Italy, in collaboration with a leading company in the paper industry, has developed a social and employment inclusion project for refugees. By networking with Gi Group and third-sector organisations (such as the SAI Network), the most effective channel was identified to reach the target group. Once the most suitable candidates for the project were selected—young refugees from Sub-Saharan Africa, Pakistan, and Bangladesh—through a dedicated assessment centre held in the presence of cultural mediators, a funded training programme was implemented to strengthen both language and professional skills. Participants were also provided with a tutoring service, including follow-up support to ensure the effectiveness of their job placement.
- Opportunities without Borders: Pathways to Integration and Employment:** In collaboration with Cooperativa Basiliade and Gi Group, a programme was developed combining Italian language learning, civic education, and professional training. This initiative, enriched by one-to-one sessions with participants, prepared 16 migrants for entry into the Italian labour market.





6.

Our People

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Maria Luisa Cammarata

Chief People Officer

“ 2024 was a defining year for Gi Group Holding’s HR community, not only because of the Kelly integration but because of the momentum it created and the collective effort it required across the organisation.

Welcoming Kelly into our ecosystem was a complex challenge, one that demanded alignment, resilience, and a strong sense of purpose. It tested our ability to work together across countries, cultures, and functions – and what truly made the difference was the **collaboration between global and local teams**, across HR and all other areas of the Group. Everyone played a role in navigating the complexity, overcoming obstacles, and laying the foundations for a more integrated, human-centred organisation.

But this milestone was about more than business growth. It gave us the chance to scale our commitment to **Sustainable Work** and reaffirm the role of our people function in shaping not just our workplace, but the wider labour market. **Cultural integration will take time**, intention, and continued teamwork – and we are fully aware that this journey is still in progress, with much still to learn and improve.

At Gi Group Holding, we believe that work has the power to change lives. We’re proud that every one of our employees, no matter their role, contributes to that impact. This is what lies behind our **#ChangeLives** motto: the belief that through ambition, innovative thinking, experience, and skills, you can change people’s lives – including your own. We are proud of the people who bring this vision to life every day – **passionate, responsible, proactive individuals, eager to learn, and driven to grow together.**

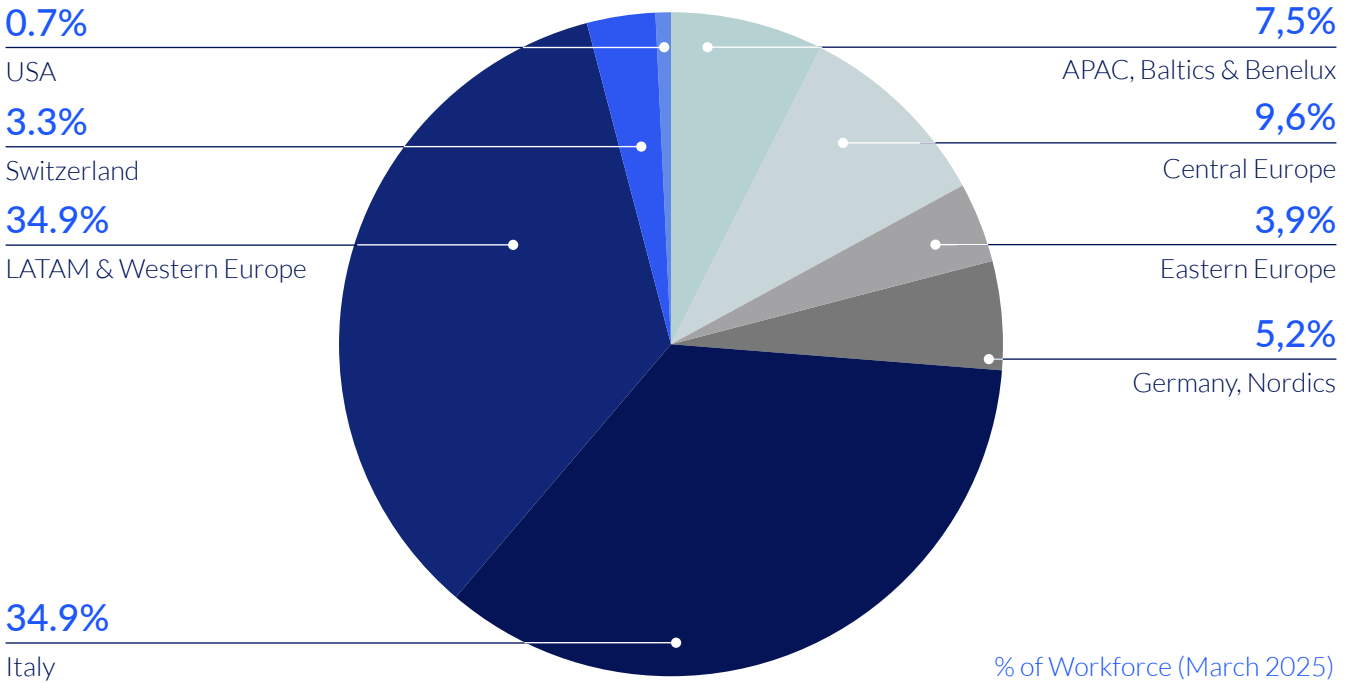
The scale and diversity of our workforce is one of our greatest strengths – and one of our most important responsibilities. The following pages offer a snapshot of our people: where they are, who they are, and how we continue to build a workplace that reflects the world we serve, while staying true to our purpose: to make work more meaningful, human, and sustainable for all. ”

6.1 Our Life Changers

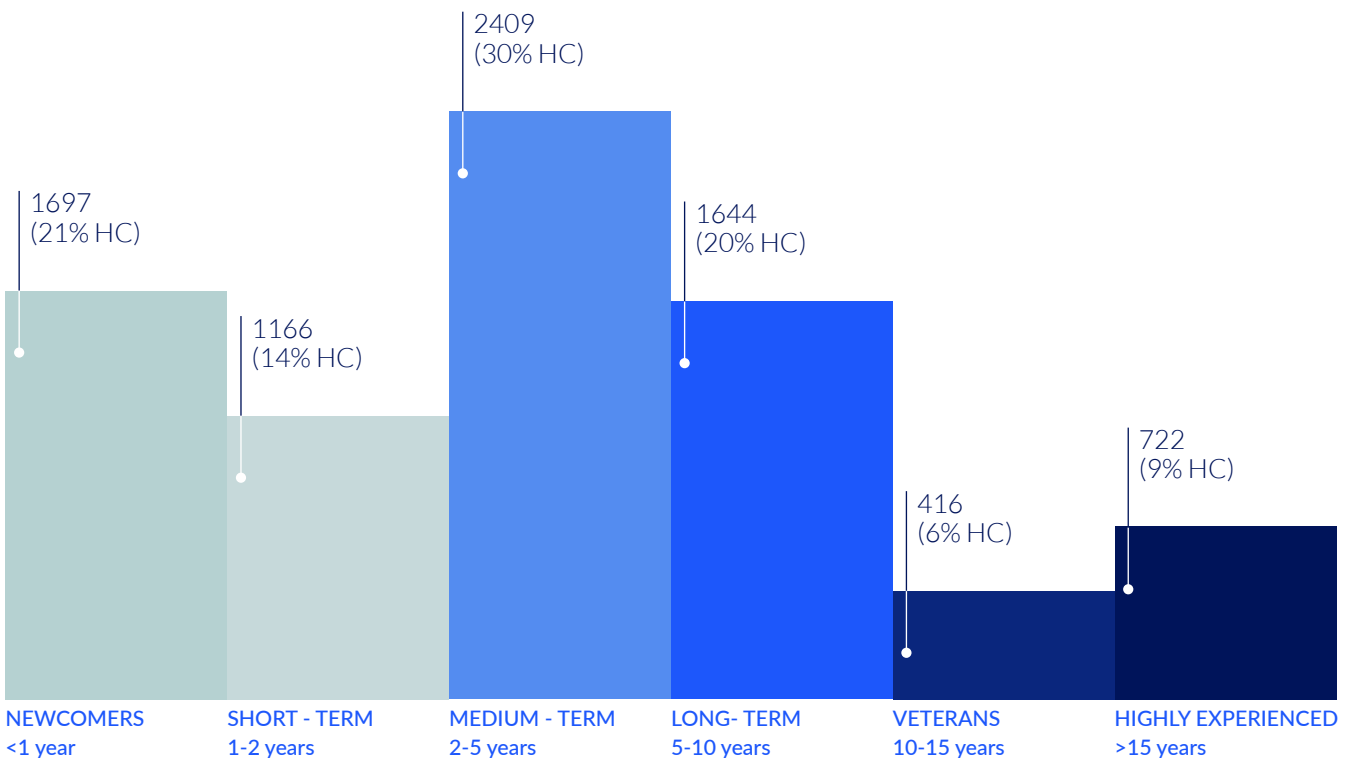


6.1.1 Our HR Analytics

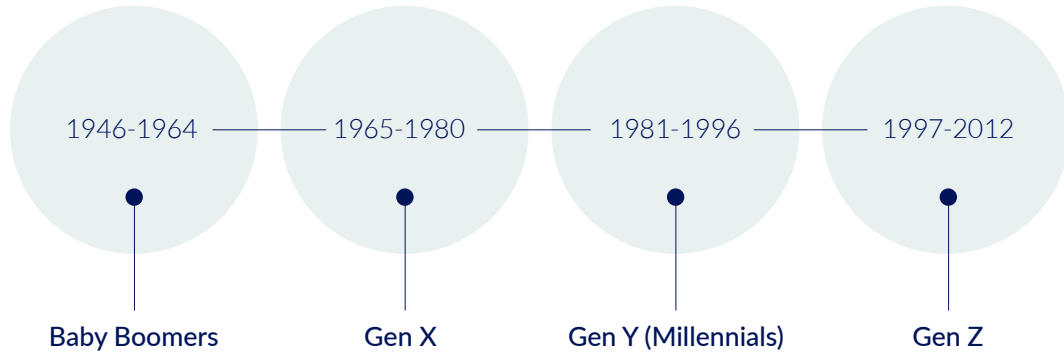
Headcount by Country and Percentage of each Country's share of the Total Workforce



The largest employee segment (30%) falls within the **2-5 years' tenure range**. In Poland (56%), Italy (46%) and China (40%), a notably high share of employees have been with the company for over five years, reflecting strong long-term retention in these markets.

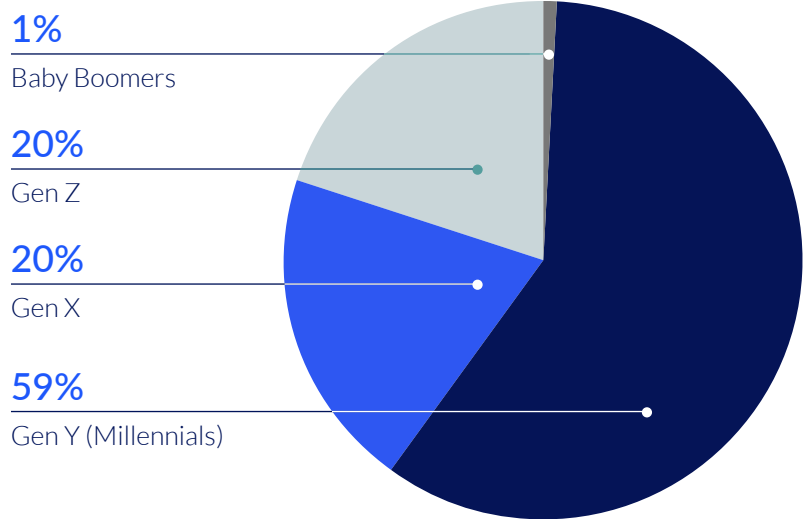


The average employee age across the Group is 36 years, spanning four distinct brackets:

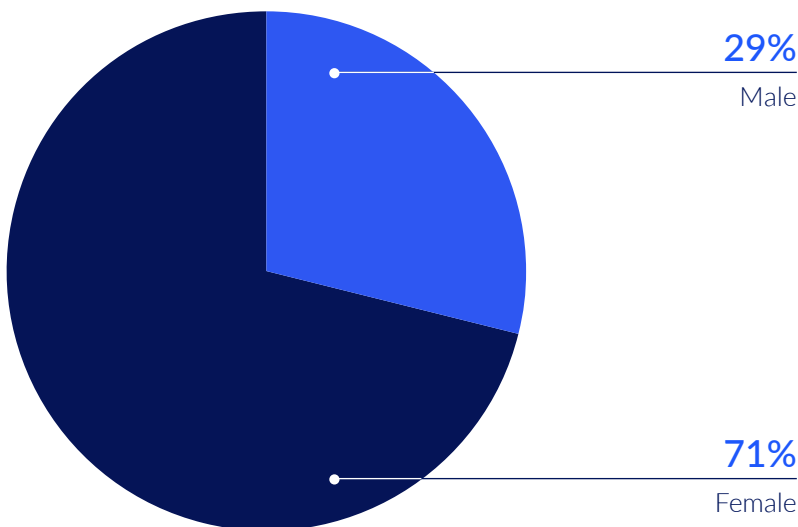


Workforce Distribution

This distribution indicates a significant presence of **Millennials**, reflecting their dominant role in the broader labour market. The equal representation of Gen X and Gen Z also suggests a **balanced mix of experience** and innovation.



Gender Distribution



As the graph shows, **women** constitute the vast majority of our Group's workforce, in line with previous years.

6.1.2

Employer Branding and Talent Acquisition

In 2024, we focused on strengthening **employee advocacy**, building on efforts from recent years.

Colleagues across the Group became **brand ambassadors**, sharing stories that reflected our culture, values, and identity. Their voices brought #ChangeLives to life in a more personal, relatable way, shaping how we show up to prospective hires and new joiners.

We also launched *The Human Factor: People and Companies in the New Global Dynamics of Work*, an international survey exploring how work is changing on the ground in 11 of the world's most dynamic labour markets, including Brazil, China, Germany, India, and Italy. In November, we brought these themes to the Future of Work Europe event in London, where our Global Chief People Officer delivered a keynote address on the role of sustainable work in a shifting global context.

- **Talent Acquisition: Creating Value Through Every Candidate Experience**

We believe every interaction with Gi Group Holding should offer candidates something of value, whether or not it leads to a job with us. We see each candidate not just as a potential hire, but as a person building their career. That's why we treat talent acquisition as **a chance to strengthen employability, build confidence, and reflect the values we live by.**

Delivering a meaningful, well-designed experience to candidates and future colleagues (#lifechangers) is central to our **Employee Value Proposition** ambition to be recognised as an Employer of Choice. From first click to final onboarding, we aim to make every touchpoint clear, inclusive, and human.

Boosting Employability at Scale

In 2024, we redesigned our careers pages across key markets to be more intuitive and content-rich. A standout feature is our **Assessment & Smart Coaching tool**, available to anyone applying via the Gi Group Holding site. Whether or not they go on to join us, candidates receive an instant snapshot of their strengths, based on our **six Core Competencies**, followed by an eight-week personalised coaching journey. Now live in 16 languages, the tool has already helped over 1,000 individuals improve their employability.

Tools that Build Confidence

In every country where we operate, **we work with thousands of individuals**—candidates, workers, career changers, learners—supporting their access to **fair, meaningful and sustainable work**. Our role is to understand their needs, respect their aspirations, and help remove barriers to opportunity.





• Developing Our People

Investing in people is one of the most powerful ways to shape a fairer, more resilient labour market. Our development programmes are designed not just to build skills, but to enable **sustainable careers, foster inclusive leadership, and connect colleagues across borders**.

In 2024, we focused on **developing the skills, capabilities, and career pathways** of our Global HQ teams. The aim: to help our people work more effectively across borders, supporting international strategy while staying closely aligned with local market needs.

Key development initiatives included:

Developing globally minded leaders

We invested in leadership capability across top and middle management, as well as key professional roles, equipping our leaders to **navigate complexity, manage across borders, and align global strategy with local realities**.

Nearly all senior professionals in our global functions took part in targeted assessment centres focused on leadership behaviours, followed by one-to-one coaching on themes such as leading in matrixed environments and managing ambiguity. **Certified external coaches** helped participants build confidence, address real-world challenges, and apply new skills in their day-to-day leadership.

Strengthening Team Performance

We ran a targeted **team development programme** for four key global functions: the Steering Committee, IT, HR, and Innovation, Digital & Data. The goal was to **strengthen collaboration** and unlock each team's potential. We started with individual and team assessments to explore working styles, strengths, and behavioural dynamics. These insights then shaped a series of tailored workshops and coaching sessions, where teams aligned on shared ways of working and defined concrete next steps to improve collaboration.

Unlocking Potential Across Borders

Working effectively across cultures is essential in a global organisation. It's a critical skill for building trust and navigating complexity with colleagues and stakeholders worldwide.

To support this, we launched an **intercultural group coaching programme** with 10 colleagues from across our Global HQ, spanning functions, practices, and countries. The aim was to equip participants with practical tools for navigating cultural differences through peer learning and guided reflection. Certified coaches helped surface shared insights and foster stronger collaboration across borders.

Making Wellbeing Part of the Workday

Talent Care is a core part of how we support our people, putting wellbeing and mental health at the heart of the work experience. We've introduced new initiatives to help colleagues feel supported, valued, and able to thrive, on and off the job:

- **Parents@work**
Becoming a parent is a major life transition, and returning to work after leave can be just as complex. Our Parents@Work programme is a mix of **group workshops** and **one-to-one coaching** designed to ease the return, offer space to reflect, and help people find a healthy balance between work and family life.
- **Mental Health**
We launched our **first global mental health programme**, designed to create a **psychologically safe space** for employees to focus on their wellbeing when they need it. The initiative offers up to eight sessions of individual therapy, fully voluntary and completely confidential.

Our post-initiative surveys show **stronger satisfaction** than in 2023, with an average score of 4.5 out of 5 - clear evidence that our development efforts are resonating.

Mentoring That Works Both Ways

We launched our **first global mentoring programme**, designed to support professional growth, **strengthen core competencies**, and share knowledge across the Group. It lets employees learn through experience: building skills, deepening expertise, and developing the behaviours that support long-term growth.

We introduced three mentoring formats:

Traditional mentoring helps transfer experience across generations, connecting seasoned professionals with colleagues ready to grow.

Reverse mentoring gives leaders a fresh lens, drawing on the insight of early-career talent to challenge assumptions and spark new thinking.

Peer mentoring creates space for reflection and shared growth between colleagues facing similar challenges and ambitions.

Each mentoring track ran for eight one-hour sessions. We supported over **20 programmes**, delivered **160+ hours** of mentoring, and involved colleagues from **15 countries**, Global HQ, and more than **10 functions**.



Reimagining Competency for a Changing World

As the Group continues to scale, we're proactively redefining the capabilities needed to thrive in a more complex global environment: **updating our core competencies** and developing tailored role profiles across functions and practices, starting with HR, Sales, M&A, and Legal at Global HQ.

A key milestone was the design of a **new competency model for our Global Temp & Perm Practice**. In 2025, we will roll it out across the Group to support alignment with our evolving structure.

Turning Feedback into Growth: R.O.A.D. Framework

We're building a culture where performance conversations do more than measure results. They inspire growth, sharpen focus, and connect people to purpose. Our R.O.A.D. framework (**Reward, Objective-setting, Appreciation, Development**) links individual goals with business priorities, making every review a meaningful moment to reflect, reset, and move forward.

We launched the **202 goal-setting cycle**, ensuring objectives are aligned with business strategy and tailored to the expertise each role demands. Beyond the formal cycle held each March and April, we're embedding a **culture of continuous feedback**, where constructive conversations become part of how we work, grow, and lead.





• Engagement, Leadership, and Learning: Our 2025 People Priorities

In 2025, we're doubling down on what matters most: building engagement, strengthening leadership, and expanding access to learning. Our key priorities include:

- **Employee engagement:**
Continue our global communication strategy and run three pulse **surveys** as follow-ups to our annual global engagement survey, supporting local action planning.
- **Organisational alignment:**
Consolidate structure and Group-wide initiatives across key countries.
- **Accessible development:**
Adapt the HR Handbook into an employee-focused version to improve visibility and **access to growth opportunities**.
- **Leadership learning:**
Launch an **executive programme** as part of a three-step journey: Lead Yourself and Others (new managers), Authentic Leadership (middle managers), and Executive Leadership (senior roles).
- **Knowledge sharing:**
Introduce a **Peer-to-Peer programme** built on the "Give and Get" principle to unlock internal expertise and collaborative learning.
- **Junior talent:**
Launch a new development initiative through an external **digital mentoring platform**.
- **Wellbeing:**
Continue investing in Talent Care, focusing on **mental health** and everyday wellness.

Together, these priorities reflect our belief that **sustainable growth starts with people**. By deepening engagement, expanding access to development, and strengthening leadership at every level, we're building the foundations for a more connected, confident, and future-ready organisation.

6.1.3

Internal Communications and Engagement: Connecting Our People to Strategy and Purpose

In 2024, we worked to deepen the connection Life Changers feel to Gi Group Holding, by **helping people see their role clearly**, feel part of something bigger, and **believe in the impact** we create together.

From onboarding to global events, we **created moments** that sparked dialogue, strengthened belonging, and brought our culture to life across teams and borders.

A Warm Welcome Across 14 Countries

In 2024, we welcomed **new Life Changers from Kelly's European Staffing business across 14 countries**. On day one, our CEO & Founder hosted a live webinar to personally welcome them and take questions. Ongoing communications supported integration and helped new colleagues feel part of Gi Group Holding from the start.

Global Internal Survey: Measuring Energy & Engagement

In June, we ran the **Energy Matrix**, a confidential global engagement survey reaching 8,000 colleagues, with a tailored version for new people from Kelly. With a 73.7% response rate, results showed **high levels of engagement**, autonomy, **trust** and psychological safety across the Group.

Leading with Impact: Open Sessions for Global HQ Managers

We strengthened leadership at our Global HQ with a series of Open Sessions for second-line managers, focusing on **enhancing team development, productivity, and engagement**. Over five sessions, we explored essential leadership topics and acquired valuable tools and resources.

Global Voices, Shared Vision: Annual Global Online Event & CEO Engagement Initiatives

At our Milan HQ and streamed worldwide, colleagues gathered to hear from leadership on strategy and celebrate achievements. Throughout the year, **CEO webinars** sustained engagement, while select colleagues from Brazil, China, Colombia, and Türkiye visited us at Milan HQ.

#ChangeLives Super Ambassadors Engagement

We activated **employee advocacy** through the #ChangeLives Super Ambassadors programme—upskilling colleagues in LinkedIn, social media, and storytelling to help them share **real, human experiences of work** at Gi Group Holding. Their voices are helping shape how we show up as an employer—and as a force for good.

GiNET: Our Digital Home

GiNET is our **global intranet** and central hub for engaging employees and reinforcing our #ChangeLives purpose. We shared over 1,000 global and local **news stories**, launched learning-focused video **content**, and published **updates** on everything from AI guidance to new company policies to interviews with our Life Changers.



6.1.4

Learning and Development: Scaling Skills for a Changing World

In a year of rapid growth and digital transformation, we streamlined our learning approach to support more **consistent, inclusive, and high-impact development**, helping people grow their skills, confidence, and careers in a changing world.

We supported the shift toward more **agile, tech-enabled learning**, helping teams across countries align on priorities, share what works, and embed development into daily routines. As a Centre of Expertise, we worked alongside local HR and global functions to **guide people-focused change and overcome implementation challenges**.

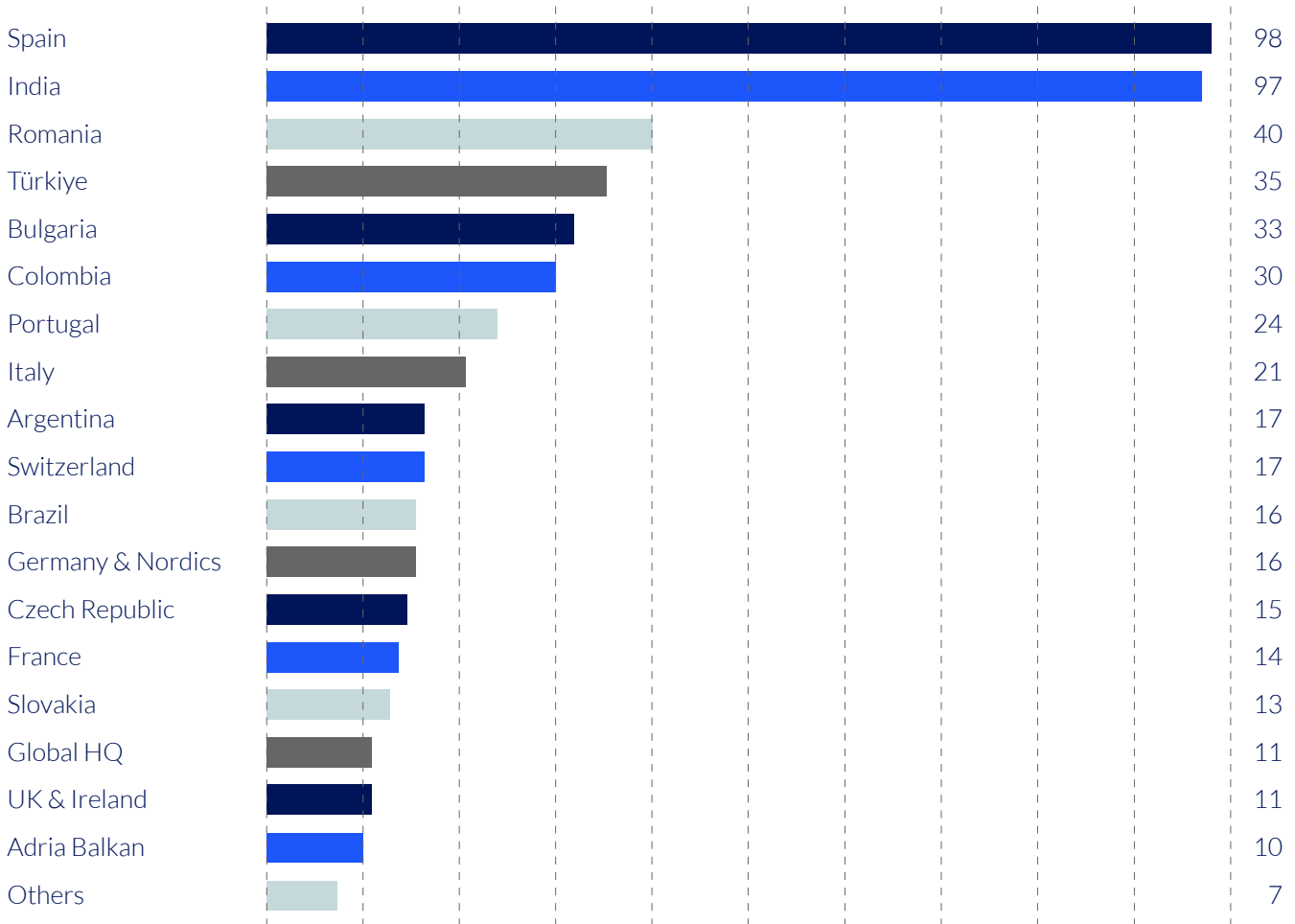
We also **expanded our global learning offer for HQ teams**, with a focus on **human skills**, like communication, leadership, and collaboration, and continued to invest in high-quality digital content. To drive engagement, we launched an internal campaign spotlighting the **Global Learning Hub**: our central platform for development, and a key enabler of our learning culture.

• Measuring Learning Impact

Training activity remained strong in 2024, reflecting our **continued investment** in both digital content and live learning across global and local teams. As our workforce grew, we maintained focus on quality, access, and consistency, ensuring learning remained a powerful lever for personal growth and organisational performance.

- **198,000 training hours** delivered (vs. 198,000 in 2023 and 167,000 in 2022), stable year-on-year and up 19% from 2022.
- **1,900 training sessions** held (vs. 1,700 in 2023 and 1,400 in 2022), a 10% increase from last year and 35% higher than in 2022.
- **23 training hours per employee** on average, down 9% from 2023, largely due to a 10% increase in headcount. Compared to 2022, the upward trend remains strong, with a 13% overall increase.

Training Hours per Employee (per Country) 2024

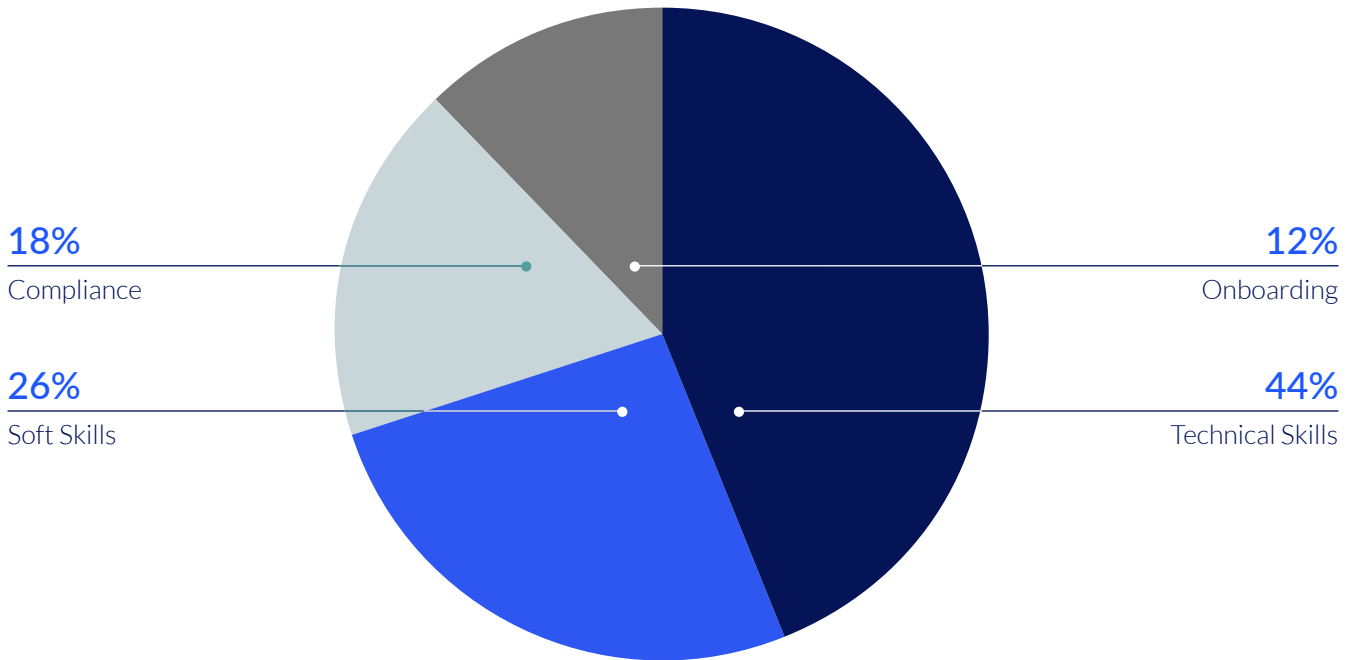


*Others: Baltics, Benelux, Chile, China, Hungary, Mexico, Poland, USA

Our learning strategy remains **closely aligned with business priorities** while adapting to local market needs. In 2024, as in 2023, training content focused on **four key areas** essential to sustainable performance and employee growth:

- **Technical skills** - tailored to roles and operational processes
- **Soft skills** - including communication, collaboration, and leadership
- **Onboarding** - to support confident, values-led integration
- **Compliance** - covering health, safety, and regulatory requirements

Training Mix 2024



We maintained a **blended learning approach**, combining **eLearning** with **in-person sessions** to meet diverse needs across the Group. Instructor-led training continued to grow, reflecting our belief in the value of face-to-face learning for deep engagement, connection, and impact.

Course Type



Key initiatives included:

From Day One: Making Induction Meaningful

In 2024, we welcomed over 100 international colleagues to **two in-person Global Induction sessions** at our Milan HQ, designed to foster **cross-cultural connection, build networks, and strengthen alignment across teams**. We also refreshed our Welcome On Board eLearning package to reflect the Group’s evolving structure and priorities, tailoring content for employees, Country Managers, and HR leads.

Supporting Seamless Integration

Our **external onboarding platform** continued to play a key role in streamlining processes across countries, improving access and consistency. We also maintained investment in language development, offering all employees access to a **self-learning platform**, alongside tailored individual solutions where needed.

Building Confidence in a Digital World

We supported change initiatives across countries and functions, helping employees adopt new tools and processes with confidence. Through clear, people-focused methodologies, we enabled smoother transitions, stronger collaboration, and a more digitally capable workforce. We made the **Digital Learning catalogue** easier to access, featuring it on the homepage with new content on digital tools and a dedicated Search & Selection library. We also expanded our compliance offering, including new cybersecurity training.

Human Skills for a Changing Workplace

We **expanded our learning offer** to strengthen leadership, communication, and influencing skills. We continued key programmes including **Train the Trainer**, which builds ability to share expertise and lead learning sessions, and **Leading Without Authority**, which supports cross-functional collaboration without formal reporting lines. **Lead Yourself and Others** helped new managers develop core leadership skills, while **Women in Leadership** focused on confidence and presence for emerging female leaders. New this year, we introduced a global, in-person **Assertive Communication** programme, using behavioural training, role play, and real-world scenarios to help employees communicate clearly, respectfully, and with impact.



6.1.5

Local Action, Global Values

Many of the priorities in our global people strategy take shape through **local initiatives**, tailored to reflect the needs, cultures, and realities of each country. From work-life balance to skills development and wellbeing, these efforts bring our values to life in practical, locally relevant ways.

Italy

Smart Working

Our Group-wide **flexible work policy** launched in 2022—continues to gain traction, especially among younger talent, parents, and caregivers. Still going strong in 2025, it remains a **key attraction for candidates** and a valued option for employees.

We also confirmed the **Smartweek pilot** (shorter working week) in our Northeast Operations Directorate, supported by a Planning Tool that helps teams coordinate hybrid schedules while maintaining service levels. The tool gives managers visibility and supports more collaborative, balanced planning across teams.

Supporting Working Mothers

In 2023 we participated in *Bando Riparto*, a national initiative that **supports women returning from maternity leave**, led by Italy's Department for Family Policies. Through return-to-work training, wellbeing support, childcare assistance and other targeted measures, it helps working mothers regain financial and emotional stability, and broader work-life balance.

One of the first initiatives we will launch in 2025 **Sportello Mamma**: a dedicated support channel for women returning from maternity leave. It offers access to family services, health and wellbeing support, and tailored resources for working mothers, including collective discounts to ease the cost of living.

We also planned our **Maternity Angel programme**, which will help mothers on leave stay connected to their teams and feel supported throughout their time away.

Gender Equality Certification: A Milestone for Inclusive Work

In June 2024, we achieved Gender Equality Certification (**UNI PDR 125:2022**), a key milestone in our commitment to creating **more inclusive, equitable workplaces**. This journey began in 2022 with our signing of the Italian Diversity Charter, a national commitment to equal opportunity at work, promoted by Fondazione Sodalitas, a leading Italian foundation for corporate social responsibility.

Gender equality is central to our vision of Sustainable Work. By pursuing certification, we've taken concrete steps to embed fairness and inclusion into how we hire, train, reward, and support people. We have also strengthened parenting protections and continue to promote more conscious, respectful communication across the organisation. Real change is ongoing, and we remain committed to building a workplace where everyone can grow and thrive.





Recharge

Investing in Health: B*RIGHT Recharge

Through our Corporate University, **b*right**, we delivered a structured **wellbeing programme focused on physical, mental, and emotional health**, reaching 543 employees in 2024. Highlights included a motivational stairwell campaign in our Milan and Rome offices to encourage daily movement; a webinar on nutrition and productivity; a three-part series on sleep health and recovery; a personal finance session led by a wealth management expert; and workshops on stress management through body awareness, relaxation, and breathing techniques.

Ideas Are For Sharing: the Virtual Gift Box

We celebrated our Corporate University's 5th anniversary with a virtual Gift Box where employees could **volunteer their time and talents to share with colleagues**. The initiative ran between July and September 2024, generating much enthusiasm. Among the many colourful 'gifts' donated were mentoring meetings, image consulting, travel itineraries, Russian lessons, culinary recipes, crochet and yoga classes, and much more, reflecting our people's diverse talents and interests.

Wellbeing Support That Scales: WellHub Partnership

Employees and their families can take advantage of **wellness services** with subsidised monthly subscription plans. Subscriptions include access to an **extensive network of sports facilities** throughout the country, nutrition video counselling, psychological support, mindfulness and sleep quality apps, audiobooks and more.



Embedding Equity, from Policy to Practice

Five Gi Group Holding companies in Italy achieved **UNI/PdR 125:2022 Certification for Gender Equality** in 2024, formalising their commitment to track, improve and embed gender equality at every stage of the employment relationship. Training played a key role in informing, engaging and equipping employees and leaders with the knowledge and skills to make it a reality.

This milestone builds on the Corporate University's 2023 launch of **Bright Inside**, an open forum for employees to explore issues around Diversity, Equity and Inclusion (DEI).

In 2024, we deepened that commitment by targeting three areas where awareness becomes action, and values become everyday practice.

Inclusive E-learning

We launched **virtual DEI training course** for managers and an e-learning course for all employees, covering bias, inclusive communication, gender harassment, and the UN's 2030 Agenda and Goal 5 on Gender Equality. Later, we added a follow-up series, Building Inclusion, with practical tools on disability, gender, culture, and generational diversity.

Challenging Bias, One Word at a Time

The innovative **DE&ICTIONARY** initiative confronts harmful stereotypes and non-inclusive language in a novel and engaging way through our 'DEI dictionary contest'. We sent packs of cards, each with a QR Code to enter, to all offices and branches. To participate, employees had to debunk gender clichés. Winners were awarded prizes, and their contributions integrated into our DEI dictionary, published on the intranet.

Having the Hardest Conversations

Our **chat series *Fragile as Diamond: Knowing How to Include Neurodiversity, Disability and Victims of Violence*** explored some of the most sensitive issues in the DEI space. The series explored urgent topics, including: re-employing female victims of violence, people with neurodivergence, and people with disabilities. B*right Inside created the series in collaboration with MamaChat, a leading Italian provider of online psychotherapy services.



Mobility that Drives Careers

In 2024, we **expanded internal mobility** to keep people engaged, progressing, and contributing. It's a way to reduce workforce dropout—while **supporting longer careers, meaningful work, and a more inclusive, resilient society**. Internal mobility is gaining momentum – and delivering results – across the Group. In 2024, we saw a marked increase in employees moving within and between our companies.

To support this, we've kept the internal mobility section of our intranet updated and accessible to all. Our HR system, **HRPRO**, features a **dedicated careers area** highlighting role-specific growth paths based on each employee's current position. In 2024, we also introduced **self-appraisal** into our annual review process, encouraging open dialogue and shared development plans between managers and their teams.



Raising the Bar in Recruitment

Launched in 2023 by B*right, our **certification programme** aims to professionalise the Search and Selection Specialist role, in alignment with the **UNI 11803:2021 standard**. In 2024, a second cohort of **30 recruiters was certified**, bringing the total to 60. **Candidates were selected based on their skills, performance, and seniority**. This investment in skills sets us apart in the market and offers clients and candidates a clear mark of quality and professionalism.



In 2024, we expanded our **Corporate University's activities**, in terms of the number of people involved and the total number of training hours, an **increase of 10.5%** on the previous year.

In 2024, we launched a total of **418 courses in the physical or virtual classroom** in addition to the more than 150 courses available in e-learning mode, amounting to 57,055 hours of training delivered and an average of about **18 hours per employee**. Focus areas included technical-professional skills, soft skills, managerial skills, and content characterising the Group's culture and values, such as those related to DEI and Sustainable Work.

We enhanced professional growth, facilitated the integration of our new colleagues from Kelly, and strengthened inclusion and collaboration skills across the organisation.

Destination Work continued to support women in vulnerable circumstances, helping them build confidence, gain financial independence, and re-enter the workforce.

B*right **trained over 170 employee volunteers** through a dedicated session led by internal and external experts. The training equipped them with practical tools to support beneficiaries, covering topics such as self-worth, employability, and job search strategies. The impact was twofold: beneficiaries gained vital support and direction, while volunteers developed new skills and deepened their connection to the Group's social mission.

Stronger Starts, Smoother Transitions: Our Onboarding Plan

We were pleased to facilitate **290 new employees** in our *Welcome Programme*.

The programme helps newcomers settle in, build core skills, and feel part of the Group from day one. We introduced several new features to improve the new employees' experience, such as extending the duration to two weeks, tailored technical tracks for three new job families, and an action plan to boost feedback response rates. We also created a bespoke edition for 80 new colleagues from the Kelly acquisition, helping them integrate smoothly and get up-to-speed with our tools and ways of working.

Upskilling at Scale

Leading Change Programme

Launched in 2023, this upskilling initiative supported over 800 Delivery and Admin Delivery colleagues through **role-specific learning paths** tailored by job family and seniority. The programme wrapped in 2024 after delivering **116 training sessions** - 41 this year - led by more than 60 in-house trainers. Participants gave an average rating of over 8 out of 10.

B*RIGHT Upskill

Since 2020, B*right Upskill* has **offered open-access employee training**, boosting soft and technical skills, and long-term employability. In 2024, we added 12 new courses, bringing the total to 32, with multiple sessions held throughout the year. Topics reflected our Sustainable Work agenda, including "Cognitive Bias in Hiring," "Coaching Skills," and "Assessing Skills for Career Guidance."

Most courses offer exportable Open Badges for LinkedIn, with select modules now awarding Competence Badges for certified skills. Participation remained strong in 2024, with over 800 enrolments and a 91% attendance rate - clear signs of sustained engagement.



Brazil

Empowering Inclusive Leadership

In 2024, we continued rolling out **inclusive leadership training to all managers**, building on 2023 efforts. The goal: to equip leaders to drive diversity within our teams and expand equitable access to the Brazilian labour market.

Diversity Week: Keeping Inclusion on the Agenda

Since 2023, Diversity Week has become a staple of Gi Group Holding Brazil's calendar: five days of **webinars** with experts on DEI topics. In 2024, we extended this with webinars and **roundtables** throughout the year to educate and engage employees across all inclusion dimensions.

Supporting Health, Proactively and Personally

From awareness campaigns like Yellow September (mental health and suicide prevention), Pink October (breast cancer awareness) and Blue November, to ergonomic onboarding kits for all new hires, we are proactive about employee health, **promoting awareness, preventive care and everyday comfort**.

UNIGi: Learning, Personalised

Launched in 2022, UNIGi continues to expand **learning opportunities**, with new courses and content added regularly. Leaders are also encouraged to co-create personalised development plans with their teams, reinforcing our culture of continuous growth.

Better Leadership

The Leadership Journey programme - launched in 2023 - offers **tailored training for managers** on leadership, feedback, and situational management. In parallel, our BPO Talent Management team created bespoke leadership training for on-site client teams, including Samsung, Ford, and Saint-Gobain.

Building a Culture of Trust

To reinforce our culture of transparency, accountability, and trust, we run a series of webinars each year. Topics include data privacy and compliance, during **Compliance Week** in September and a dedicated workshop in May, led by our external Data Protection Officer.

Ergonomic Kits

Since 2023 we have been distributing **ergonomic onboarding kits** for the new employees. These kits consist of a desk, a chair, mouse, keyboard, mouse pad and an armrest.



China

First Aid Readiness

We organised a **one-day first aid training** in partnership with the Red Cross to strengthen employees' personal rescue skills and readiness to support others in emergencies.

Honouring Generations: Double Ninth Festival

The *Double Ninth Festival* celebrates **longevity and respect for elders**, honouring one of China's most enduring cultural values. To mark the day, we invited employees to share photos and stories about their relationships with their elders, promoting intergenerational connection.

Celebrating Women at Work

On International Women's Day, all female employees received a half-day off - a gesture of our **appreciation and a reminder of our commitment** to equity and recognition.

Better Workspaces, Happier Employees

We **renovated our offices** in Wuhu and Dongguan to create more comfortable, engaging environments, enhancing both workplace wellbeing and day-to-day brand connection.



Celebrating THE SPRING Festival

To celebrate the Spring Festival, China's most important holiday and the start of the Lunar New Year, we prepared **festive gift packages for all employees**. A time for family reunions, good fortune rituals, and shared meals, the Festival symbolises renewal, belonging, and hope for the year ahead. Our gesture reflects those values, strengthening the sense of connection across our teams.

Annual Health Check-ups

To support employee health, Gi Group Holding China provides an **annual physical examination package** through certified providers. Employees can schedule their check-up at their convenience.

Germany

Core Standards From Day One

All employees now have access to **e-learning modules on company standards** through our learning platform. These are integrated into onboarding to ensure consistent understanding from the start.

Making Inclusion Non-negotiable

We've embedded an **Equity, Diversity & Inclusion (EDI) e-learning module** into all onboarding plans, making inclusion a visible, shared priority from day one.

India

The Great Indian Consumption Story

In collaboration with Valuvox, a Bengaluru-based analytics and research firm, we released the latest edition of The Great Indian Consumption Story. This flagship **report** delves into evolving **consumer behaviours and market dynamics across retail, logistics, and e-commerce**. The insights help leaders navigate India's rapidly changing economic landscape with clarity and foresight.

Respect Starts Here

In 2024, we ran a hands-on **Workplace Sensitisation session** focused on what respect looks like in practice: clear communication, personal boundaries, and knowing your rights. The training also covered POSH (Prevention of Sexual Harassment) regulations, making sure every employee knows how to speak up, and what protections are in place when they do.

Wellness in Action

In 2024, Gi Group Holding India expanded its **Gi JOSH wellness initiative**, promoting healthier lifestyles and stronger team bonds through four fitness workshops and corresponding challenges. Each cycle paired expert-led sessions with friendly competition, supporting sustained engagement and physical wellbeing.

Recognising the importance of comprehensive health education, we partnered with Max Healthcare - one of India's leading healthcare providers - to host a **women's health workshop**. The session focused on **gynaecological wellbeing and early intervention**, aiming to foster informed, respectful dialogue and empower women to break through stigma and prioritise their health.



Aligned from Day One

We introduced a **structured orientation plan** for new hires at lead level and above, spread over seven days within the first month. The initiative pairs new managers with key stakeholders across the business to break the ice, clarify roles, and align mutual expectations early.

Celebrating and Connecting

Our **monthly newsletter** keeps teams across Gi Group Holding informed and engaged, with updates on key initiatives, important announcements, and standout employee contributions. It's a space to recognise impact and strengthen connection across the business.

Women's Day: Celebrating Leadership and Impact

With women making up 70% of our leadership, Gi Group Holding India marked International Women's Day by recognising the contributions of our female workforce. We reflected on **progress, celebrate achievements, and reaffirm our commitment to equality**, in principle and practice.

Mentorship for New Joiners

To support smoother transitions, every new hire is paired with a **mentor for their first three months**. Beyond their direct manager, the mentor helps navigate training, culture, team dynamics, and KPIs, creating a trusted support system that builds confidence and connection from day one.

Mental Wellbeing, Proactively Supported

Through **Gi CARE**, we partnered with Amaha, a specialist mental health platform, to support employees' **emotional wellbeing, with professional, confidential care**. The programme includes company-sponsored one-on-one counselling via a secure app, quarterly workshops on mental health themes, and access to digital tools like self-assessments and curated content.

Quarterly Townhalls: Staying Connected, Staying Aligned

Every quarter, Gi Group Holding India hosts organisation- and business-specific townhalls to keep **teams informed, aligned, and engaged**. These sessions offer updates on company performance, priorities, and progress, while creating space for open dialogue and shared direction.

Strengthening the Middle Layer

Middle managers are the bridge between strategy and execution, translating big-picture goals into daily action. With **Gi MITRA**, we invested in this vital layer of leadership by selecting **25 high-potential managers for a six-month development programme**, delivered by an external expert and backed by the leadership team. The initiative focused on building cross-functional collaboration, communication, and executional excellence.

Portugal

Advocating for Disability Inclusion

Our *Work Around podcast* creates space for open conversations on equity and access to work. A recent episode spotlighted the ongoing legal and societal barriers faced by people with disabilities and called for reforms to ensure fairer access to employment. It's part of our wider effort to raise awareness and advocate for a more inclusive labour market.

Workplace Gymnastics: Moving for Better Health

To help prevent strain and improve daily well-being, we introduced **workplace gymnastics classes** focused on reducing repetitive stress injuries and musculoskeletal issues, common risks in many office-based roles.

Hearing Health Matters

To mark World Hearing Day on 3 March, we offered **free hearing exams to employees**, raising awareness of one of the world's most common but overlooked health issues: hearing loss. According to the WHO, 60% of hearing problems can be prevented or treated through basic care.

Accessible by Design

Our offices in Leiria, Porto, and Lisbon have been **equipped with accessible technology**, including tactile paving and braille signage, making our spaces safer, more inclusive, and easier to navigate for employees and visitors with visual impairments.



Slovakia

Health Day Preventive Care in Practice

Our *Work Around podcast* creates space for open conversations on equity and access to work. A recent episode spotlighted the ongoing legal and societal barriers faced by people with disabilities and called for reforms to ensure fairer access to employment. It's part of our wider effort to raise awareness and advocate for a more inclusive labour market.

Switzerland

Protecting Data, Respecting Rights

All employees in Switzerland completed **GDPR training** in 2024, reinforcing our commitment to data protection and ensuring a shared understanding of privacy rights and compliance standards.

Flexibility that Works

We continued to offer **flexible work arrangements**, including remote working options, supporting work-life balance, personal wellbeing, and productivity across diverse roles and needs.

Türkiye

Access to Movement, Every Day

Through our partnership with Benefit Systems, employees in Türkiye receive **monthly Multisport membership support**, giving them access to a wide range of fitness and wellbeing activities. The programme promotes healthier lifestyles, personal growth, and daily opportunities to stay active in ways that suit individual preferences.

UK

Giving Back

UK colleagues channelled time, energy, and resources into **fundraising and donation** initiatives. Beneficiaries included organisations supporting Ukrainian refugees, children with disabilities, and individuals living with illness or financial difficulty.

Talking About Belonging

We hosted a **webinar on inclusive language** to explore how everyday language shapes people's sense of inclusion and connection at work. By **raising awareness** among colleagues and stakeholders, we aim to foster more respectful and accessible communication.

Building Safer Workplaces

We delivered **sexual harassment training** to ensure employees understand how to identify, prevent, and respond to inappropriate behaviour, for a workplace grounded in **safety and respect**.

Women's Health & Equality at Work

To mark **International Women's Day**, we hosted a session focused on women's health, including fertility, endometriosis, PMDD, PCOS and menopause, alongside broader discussions around barriers in business, female talent gaps, and lived experience.

Let's Talk: Real Conversations, Real Support

Throughout the year, the UK team ran **Let's Talk sessions on some of the most important topics impacting today's workforce**, including mental health, racism, and the challenges of working parenthood. Employees submitted questions in advance, creating space for expert-led dialogue that reflected real needs and lived realities.

Health & Neurodiversity Guides

We produced two key **internal guides**: one focused on women's health (covering menstruation, menopause, PCOS and more), and another exploring neurodiversity—offering insights into recognition, science, and workplace support.

Costs of Living Support

To help employees - temp and perm - navigate economic pressure, we developed a Cost of Living Guide with **practical advice, budgeting tips, and support resources**.

Inclusive Leadership in Action

As part of our senior leadership programme, 48 managers completed Inclusive Leadership **training**, equipping them to lead with **empathy, equity, and awareness** of how to foster diverse and inclusive teams.

6.2

Our Candidates and Workers

At the heart of Gi Group Holding's commitment to Sustainable Work is our core business, temporary staffing.

This makes our responsibility even more critical: to ensure that flexible work is not precarious work, but a **meaningful, secure, and dignified part of modern labour markets.**



6.2.1

Local Initiatives

Many of the principles behind Sustainable Work take shape through local action: initiatives designed to improve **employability, strengthen career pathways**, and make work more accessible and inclusive. Across our markets, we're working to ensure that flexible work opens doors, builds confidence, and supports people through every stage of their working lives.

Italy

Career Guidance and Employability Pathways for Young People

We are dedicated to **closing the gap between school and work** and enhancing young people's **employability**. That's why, in 2023, the Group created *Gi EDU*, a dedicated division supporting students and teachers. *Gi EDU* brings much-needed **career guidance** expertise into Italian schools – support that was previously out of reach for most institutions – and provides technical support that helps schools tap into public funding opportunities.

By collaborating with education specialists, schools, and our in-house Tender Office, we've developed a deeper understanding of the education sector and can now offer more targeted, effective solutions. We continue to **design new content and explore innovative ways** to guide students, starting with self-awareness and soft skills, and building toward informed, confident career choices.

For teachers, *Gi EDU* offers tailored training and expert advice to strengthen guidance capabilities and simplify school operations.



Self-Awareness Tools for Smarter Career Choices

To help young people better understand themselves and their strengths, we offer **two psycho-aptitude questionnaires** developed by Thomas International, tools for which we are the exclusive distributor in Italy.

The tests are delivered via PC, tablet, or smartphone by certified Practitioners, who guide students through the results with a personalised, motivational debrief.

To support teachers in their personal and professional growth and help them better support their students, we offer **two psycho-aptitude assessments**, also developed by Thomas International. These provide insights into strengths and development areas, particularly around communication, behaviour, and how teachers respond in the school context.

Education Partnership

Gi Group Italy, our core business, has always been committed to **supporting and guiding students and university graduates** in discovering the world of education and work, assisting them in choosing their educational and professional path and facilitating encounters with companies seeking talent to develop their teams and promoting dialogue between schools and businesses. In recent years, this commitment has been at the heart of numerous activities and partnerships that have seen Gi Group Italy working alongside organisations strongly focused on the younger generation with the aim of creating new connections and opportunities for young people to get involved.

#GIWORKOUT

What if the mindset that wins games could also launch careers? That's the idea behind **#GIWORKOUT**, a **career orientation initiative** that uses sport as a framework to help young people and job seekers build the skills they need to succeed at work.

In 2024, we continued the project with our **sports partners**, focusing on **talent, values, and soft skills** as shared foundations in sport and professional life. Through webinars, in-person events, and B2B networking, we reached high school students, professional candidates, and employers, helping bridge the gap between personal potential and career opportunity:

- **Turning Setbacks into Growth**

At one of our **#GIWORKOUT** sessions, professional basketball player Gianpaolo Ricci (Olimpia Milano) and motorsport champion Sara Sanchez shared how they turned defeat into momentum. Their stories offered students and candidates a powerful reminder: resilience, reflection, and mindset matter, on the field and at work.

- **Athletes Guiding the Next Generation**

At the Gi Group Training Hub, young athletes heard from professionals navigating life beyond sport. Andrea Bertoldini (alpine skiing), Alessandro Falleni (Atalanta B.C.), and Gianpaolo Ricci reflected on post-graduation choices, purpose, and preparing for long-term success both on and off the field.

- **Inspiring Values Through Sport: Olimpia@School**

We're proud to Olimpia Milano's educational initiative, Olimpia@School. It brings core values like teamwork, discipline, and commitment into the classroom. These aren't just sporting values, they're essential foundations for the world of work.

- **Sport, Art, and Business**

This special B2B edition of **#GIWORKOUT**, hosted by the Fondazione Gi Group, explored what unites the performance-driven worlds of sport, art, and business: discipline, identity, innovation, and the power of community. It brought together voices from seemingly unrelated fields—Sara Sanchez (511 Racing Team), Mario Fioretti (Olimpia Milano), and Sergio Gaddi (art critic)—to show how these sectors often rely on the same human fundamentals.

- **Lessons from the Locker Room**

In Turin, we hosted a dedicated session for job seekers in collaboration with Torino FC. Emiliano Moretti, now a leader in the club's technical team, spoke about overcoming fear, finding focus, and building a lasting career, lessons that resonate far beyond football.

Investing in Skills: Training for a More Sustainable Labour Market

In 2024, we kept funded training at the heart of our strategy, strengthening our focus on longer, more impactful upskilling and reskilling programmes to help candidates build the skills they need for lasting employment. At the same time, we continued to offer accelerated training programmes co-funded by national and regional authorities to give job seekers rapid labour market access.

Between 2021 and 2024, the Gi Group Training Hub grew into **a vital space, both physical and digital, where candidates gain the skills, direction, and confidence to take their next step.** The Hub offers practical support for job seekers, training aligned with local labour market needs, and pathways that connect people with real work opportunities.

It's a place to reorient: to understand one's strengths, sharpen in-demand skills, and explore new possibilities. Whether online or in-person, the Hub is helping people move forward, and helping businesses access job-ready talent that matches their needs.

Academy 100% Employability

With this initiative, we offer concrete opportunities by **equipping candidates with in-demand skills and connecting them with solid, long-term employers.** Through free training programmes, selected participants undergo targeted upskilling or reskilling with a clear path toward permanent employment. Each participant is **hired by Gi Group** on a permanent administration contract, with the opportunity to begin work at one of our trusted partner companies, closing skills gaps while supporting inclusive, future-ready employment.



Pathways To Employment Stabilisation For Candidates And Temporary Workers

At Gi Group Holding Italy, stabilisation is about making sure every role, no matter how long it lasts, contributes to long-term growth. Whether someone is on assignment or between jobs, our goal is to **support their independence, development, and confidence in the labour market.** Each path is designed to help individuals recognise their strengths, identify areas for development, and move confidently through key phases like onboarding, induction, and follow-up. **Structured check-ins** are part of the process: for workers on assignment, they offer feedback on the mission. For those between roles, they help **clarify their position** in the labour market and next steps. The aim is to turn each transition into a moment of growth, and to be the partner people trust with their career plans.

E-Learning 100%

Rewarded with Training is a project aimed at Gi Group workers employed on permanent contracts. Workers can voluntarily enrol in **asynchronous e-learning courses**, which can be taken outside working hours. Workers who complete the course within the specified time frame are entitled to an incentive paid in their pay packet. The course catalogue is constantly evolving to respond more and more precisely to the needs of users. To this end, a survey was also conducted to gather training needs, adapt the content provided and verify the effectiveness and suitability of the delivery method to the needs of workers. The courses are mainly aimed at increasing cross-cutting skills to promote a learning mindset, basic digital skills to promote digital literacy, and language skills.

Destination Work

Destination Work is Gi Group Holding's **flagship CSR initiative focused on employability**. Through **webinars**, tailored **content**, and **one-to-one conversations** with our HR professionals, the programme helps individuals take a more informed, confident, and effective approach to the world of work. In 2024, our corporate volunteering efforts centred on two key strands of Destination Work, both closely aligned with our Sustainable Work agenda.



DESTINATION WORK
for YOUNG

Digital Career Orientation for Students

Aimed at upper-secondary students, the programme was developed to **help prevent school dropout** and reduce the risk of young people becoming NEET. Throughout 2024, it took the form of a digital platform offering **free orientation sessions** to support students in making informed post-graduation choices. By registering online, participants could book a one-hour virtual session – available Monday to Friday – with a Gi Group HR professional.



DESTINATION WORK
empowHER

Transforming Solidarity into Opportunity

Launched in 2024, *Destination Work empowHER* **supports women in vulnerable life situations** by promoting employment as a pathway to dignity, autonomy, and renewal. In collaboration with 36 associations across Italy, we held three sessions focused on three pillars: recognising one's value, building financial independence, and navigating the world of work. Over 170 Gi Group volunteers supported more than 200 participants, facilitating small-group and one-to-one sessions.

Skill Assessment and Upskilling for Temporary Workers

Permanent employment contracts with staffing agencies may involve alternating assignments with different companies. In some cases, this includes periods of work availability during which workers remain on payroll but are not currently placed with a client. When these periods are extended, workers gain access to **skills assessment and professional requalification services**. These services are designed to support both career development, and personal growth, by helping individuals regain awareness of their value and motivation.

Thanks to Forma.Temp funding, an 8-hour skills assessment pathway led by an external professional can be activated. This process results in the definition of a tailored training plan, also fully funded and provided at no cost to the worker.

Championing Female Talent in Male-Dominated Sectors

Women4 is Gi Group's flagship initiative to promote women's employment in sectors traditionally dominated by men. Working in close partnership with companies and institutions, we create real professional opportunities, challenge long-standing stereotypes, and build training and development pathways for current and future female professionals.

Launched in December 2021, the Women4 platform offers a **360-degree experience**, continuously enriched with **data, research, multimedia content, interactive tools, and job opportunities**. It shares practical insights and reflections on women's experiences in the world of work. By 2024, the project's ambition had grown, from dismantling myths to actively **driving empowerment**. One standout initiative was **Women4 On Tour**, a video series featuring four women thriving in roles and contexts still considered male-dominated, offering powerful role models for what's possible.



More Unique Than Before: Rebuilding Careers After Breast Cancer

Returning to work after breast cancer is a key part of **rebuilding confidence, purpose, and financial independence**. *More Unique Than Before* is a special edition of **Gi Group's Academy programme**, created in partnership with local healthcare and employment organisations to support women through this transition. In 2024, **five participants** were selected through Associazione Crisalide, a non-profit that supports women affected by breast cancer. They completed a 40-hour **training course focused on both hard and soft skills**, including work-life balance, and were then placed in administrative roles with Vici, a local company, and other regional employers.

Opening Doors for Women in Tech

To promote women's access to high-value roles, we launched a 500-hour **IFTS training programme** in 2024, **exclusively for women**. The pathway included a Level 1 apprenticeship running from July 2024 to February 2025 with Accenture Technology Solutions Srl and Eurosoft Institution. Participants trained for the role of *Application Design and Development Technician - Full Stack Developer*. All 13 women who participated completed the programme and final exam, and by March 2025, 95% had transitioned into a two-year professional apprenticeship through staff leasing. The initiative was made possible thanks to the collaboration of the Regional Government of Campania, the University of Naples Federico II, Eurosoft, and others.

Breaking Barriers: Real Jobs for People with Down Syndrome

Globally, employment rates for individuals with Down syndrome remain low. One initiative helping to close that gap is *Oltre le Barriere, un lavoro per tutti* (“Beyond the Barriers, a Job for Everyone”), developed in collaboration with the Italian Association of People with Down Syndrome (AIPD). It promotes **occupational inclusion by challenging stereotypes** and focusing on each person’s strengths and preferences.

Gi Group’s Retail Division and **Fondazione Gi Group work** with corporate HR teams and AIPD to identify store locations suited for internships or temporary placements. Before onboarding, store managers and colleagues receive targeted training, while AIPD provides dedicated tutors to support the employee and team throughout the integration process. Regular alignment meetings help keep everyone connected. In 2024, the number of internships tripled, reaching six across Rome, Mestre, and Bari, three of which the Gi Group’s internship office coordinated. These built on two earlier placements in Taranto and Caserta in 2023, one of which became permanent employment.

FORM.INTEGRA: Supporting the Inclusion of Refugees

Form.Integra is a measure aimed at facilitating the inclusion of refugees, with the following objectives:

- to support economic, social and cultural integration,
- to support integration into the labour market.

It allows for three different types of activities to be provided to support candidates:

- skills assessment: an individual assisted analysis-self-analysis process aimed at identifying the skills, aptitudes and potential of the beneficiary in relation to a professional development project;
- language and culture course: aimed at learning the Italian language and the basics of civic education and Italian culture;
- vocational training: aimed at acquiring specific knowledge and skills that will ensure better integration into the labour market.

Bridge Builder Project

Gi Group, together with a leading company in the paper industry, has developed a **social and work inclusion project for refugees**.

By networking with the Gi Group Fondazione and third sector organisations (such as RETE SAI), the most effective channel for reaching the target group has been identified.

Once the most suitable resources for the project (young refugees from sub-Saharan Africa, Pakistan and Bangladesh) had been selected through an ad hoc assessment centre, carried out in the presence of cultural mediators, a funded training course was implemented, aimed at strengthening language and professional skills.

A mentoring service was also provided for participants, with follow-up to support the effectiveness of job placement.

Opportunities without Borders: Integration and Employment Pathways

In collaboration with Cooperativa Basiliade and Fondazione Gi Group, an **Italian language, civic education and vocational training course was developed** which, combined with individual meetings with participants, prepared 16 migrants for entry into the Italian labour market.

A Second Chance Through Work: Reintegration With Dignity

For people leaving prison, the transition back into society is often marked by stigma, instability, and limited opportunity. Access to meaningful work can be the difference between reoffending and rebuilding. That's why we collaborate with Homo Faber, a social cooperative whose name, Latin for "*man the maker*", reflects the belief that **human dignity is forged through purposeful action**. This work is about unlocking potential, not only for individuals, but for the labour market as a whole. Inclusion isn't a cost; it's a long-term investment in social and economic resilience.

In 2023, this partnership supported the completion of **Casa Semi Liberi**, a transitional home for eight people exiting the prison system. More than just a shelter, it offers a foundation for reintegration: structured support, responsibility, and the beginnings of a working life.

In 2024, we deepened this commitment with the launch of the **Academy for Logistics Professionals** inside Como Prison. Co-designed with participants and prison staff, the 56-hour training programme balanced technical instruction with a strong focus on interpersonal development and employability. All 15 participants received an attendance stipend, recognising both their time investment and their commitment to change.



Brazil

Inclusive Hiring to Break Systemic Barriers

In Brazil, Black candidates and people with disabilities continue to face unconscious bias in recruitment. In response, Gi Group Brazil's and BPO divisions worked with select clients to create **targeted job opportunities exclusively for these underrepresented groups**, a proactive step toward correcting structural imbalances and promoting fairer access to the labour market.

Career Month: Inspiring Purpose-Driven Careers

Every October we host Career Month, a series of **events designed to inspire people** to take ownership of their professional paths. The focus is on building careers that not only change lives but also align with personal ambition, values, and long-term goals.



Joining The Labour Market With Confidence

We continued our partnership with the Wadhvani Foundation in 2024, a global non-profit focused on **job creation and family-sustaining employment** in emerging economies. Together, we offered soft skills training to boost job seekers' career readiness and enter or re-enter the labour market.

Leadership Development for Outsourced Talent

Gi Group Brazil's BPO division launched a leadership development programme for outsourced workers placed at client companies, including Samsung, Ford, and Saint-Gobain. Introduced in 2023 and expanded in 2024, the initiative aims to **unlock growth potential** and **support long-term career advancement**.

Young Apprentice Journey

Following an apprenticeship programme launched in late 2023, we rolled out extended soft skills training in early 2024. Sessions covered key topics like **time management, professional mindset,** and **effective communication**. A graduation event in March 2024 celebrated the progress of participating apprentices and their readiness to take the next step.

China

Guiding Global Careers at Tongji University, Shanghai

At the 2024 Italian Career Day and Job Fair at Tongji University in Shanghai, Gi Group Holding China offered more than job listings; we provided **real support for students preparing to launch their careers**. As the event's exclusive human resources partner, we hosted the only dedicated career consulting desk, where our team offered one-on-one guidance on résumé building, career planning, and making confident early-career decisions.

The event, co-organised by the China-Italy Chamber of Commerce (CICC) and Tongji University, brought together over 20 Italian companies and hundreds of students and graduates. Now in its second year, this growing collaboration reflects our continued commitment to helping students build the cross-cultural skills and confidence needed to thrive in today's global job market. Henry Zhang, Business Director of Wyser China, a Gi Group Holding brand, delivered keynote talks on effective CV writing and interviewing in cross-cultural business environments.

Empowering Young Talent at Beijing Career Day

Gi Group Holding China was one of just two human resources partners at Beijing Career Day in May. **The event gives young professionals the tools, confidence, and cross-cultural awareness** they need to thrive in a competitive global market. At our career consulting desk, we gave one-on-one guidance on résumé writing, career planning, and navigating early professional transitions. Our Regional Head for Gi Group China also delivered a keynote titled ***From CV to Dream Job: Bridging the Gap***, sharing practical advice on building a strong résumé, managing a professional online presence, and preparing strategically for interviews, whether entering the workforce for the first time or making a career shift. The event was co-hosted by the China-Italy Chamber of Commerce (CICC), the Italian Embassy in China, the Italian Cultural Institute in Beijing, and AGIC, a non-profit association supporting young Italians living in China.



Inspiring Young Minds Through Real-World Learning

As part of our long-term commitment to education-focused CSR, Gi Group Holding China organised a **unique hands-on learning experience** in October: a factory visit to automotive components manufacturer Geely Aisin, known for its innovation and precision engineering.

Nearly twenty children, accompanied by professionals and parents, took part in the visit, exploring the technology, craftsmanship, and complexity behind a modern manufacturing facility. The aim was to spark curiosity, foster creativity, and cultivate a deeper understanding of how things work.

By creating **immersive, real-world learning moments** like this, we hope to broaden children's horizons, encourage independent thinking, and lay the foundation for a lifelong interest in innovation, science, and problem-solving, skills so essential for the workforce of the future.

Strengthening Career Readiness and Local Employability

In 2024, we expanded our commitment to **inclusive employment** by participating in a local employment assistance programme organised by the Labour Union of Minglou Subdistrict, supporting community-level efforts to connect job seekers with opportunities.

We also continued to grow our **Career Corner initiative**, a public career consulting service launched in partnership with the University of Nottingham, Ningbo China. Designed to support university students as they transition into the workforce, Career Corner offers monthly online and offline activities including one-on-one coaching, group consulting, career talks, and industry-specific workshops. This practical, professional guidance builds confidence and sharpens workplace skills.



Germany

Opening Pathways for Refugees and Migrants

Gi Group Holding Germany strengthened its commitment to **inclusive employment** by actively supporting the **integration of refugees and migrants into the labour market**. Through partnerships with GVP and the Federal Employment Service, we participated in the **JobTurbo initiative**, offering job fairs, language courses, and integration programmes tailored to Ukrainian refugees. Employment contracts were made available in German, English, and Ukrainian, helping to reduce administrative barriers and build trust. We also joined two major networks dedicated to refugee integration:

TENT for Refugees, a global NGO-led alliance supporting refugee employment through coaching and hiring events

Netzwerk Unternehmen integrieren Geflüchtete, a national initiative led by the German Chamber of Commerce (DIHK) focused on employer best practices for refugee inclusion



Enabling International Mobility and Cross-Border Hiring

To support the smooth transition of foreign candidates into the German job market, Gi Group Germany joined the **EURES network**, a European cooperation initiative for labour mobility. We began training certified EURES advisers within our team, equipping them to guide international job seekers at every step of their relocation and integration into the German labour market. In parallel, we helped develop standardised **international mobility practices** through the National Employers' Association. These shared standards have since been adopted internally and made accessible on our e-learning platform, promoting consistency and knowledge-sharing.

Supporting Refugees into Work

In 2024, Gi Group Holding Germany continued our **partnership** with the **Jobturbo network**, an initiative focused on **helping refugees**—particularly those from Ukraine—enter the labour market. Through language support, integration courses and accessible job opportunities, the programme equips people with the tools they need to navigate their next chapter. To make onboarding easier, we now offer employment contracts in German, English and Ukrainian.

We also strengthened our commitment by joining two key networks advancing refugee inclusion. The first, **Tent for Refugees**, is a **global coalition** that connects businesses with displaced people through hiring events and coaching. The second, **Netzwerk Unternehmen integrieren Geflüchtete**, is a **national platform** led by the German Chamber of Commerce and Industry (DIHK), bringing together companies committed to long-term integration.

These partnerships reflect our belief that access to work is one of the most powerful ways to support recovery, rebuild lives and strengthen communities.

India

Reopening Doors for Women

In 2024, we focused on making workforce re-entry more accessible for women, especially those returning after a career break. Our **Returnship Programme** provides tailored support and role-matching based on skills and experience, helping participants restart their careers with confidence.

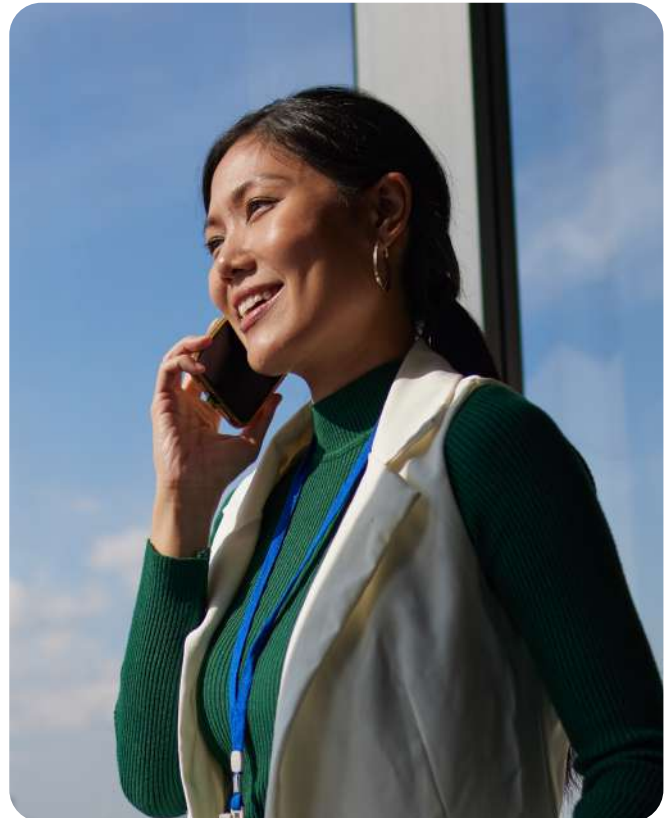
We also partnered with the Niveda Foundation, an **NGO dedicated to women's empowerment** and skill development, to deliver the **Destination Work initiative**. This CSR-led collaboration supports underprivileged women by **enhancing their employability** and **enabling long-term economic independence**. Across our operations, this commitment is reflected in recruiting over 500 women in retail and manufacturing sectors, promoting gender inclusion where it's most needed.

Creating Opportunities for Youth

In 2024, we helped **connect around 3,000 young professionals to career opportunities** with our Retail and FMCG clients across India, empowering them not just with jobs but with pathways to **growth and upskilling**. Our support for the **National Apprenticeship Promotion Scheme** led to the hiring of 300 candidates in manufacturing and food retail roles across South, West, and North India, helping bridge the gap between learning and sustainable employment.

Collaborating with Communities

We've built strong collaboration with leading NGOs focused on **youth development**, **community uplift**, and **inclusive hiring**, including **Magic Bus Foundation**, **Reliance Foundation**, **Centum Foundation**, and the **Dharavi Redevelopment Project**. These partnerships help us connect underrepresented candidates to meaningful work based on skills and potential, not background.



Investing in Lifelong Learning

To support continuous professional development within our own workforce, we partnered with Amity University to offer **discounted management programmes** (Bachelor's and Master's) to employees and associates, supporting career progression through accessible higher education.

Portugal

Inclusive Employment: Opening Doors for People with Disabilities

Everyone deserves the chance to thrive at work. In Portugal, we partnered with the national unemployment agency to support a **programme designed for people living with disabilities** who face barriers to full-time employment. Participants were offered supported roles within production environments, with **on-the-job guidance** to help them build confidence and stay on track. And through our collaboration with global supermarket chain **LIDL**, we also helped connect candidates with significant disabilities to open-market roles, ensuring the recruitment process was fair, personalised, and rooted in what each person could bring to the job. For some candidates, these opportunities started as internships, but didn't end there; several were offered **permanent contracts**.

Changing Mindsets, Broadening Access

We collaborated with the Polytechnic Institute of Setúbal, a public university with strong community and vocational ties, hosting a **seminar on inclusive recruitment**, engaging students in dialogue about **fair hiring** and the **role of employers** in creating accessible workplaces. We also deepened our collaboration with Associação Salvador, one of Portugal's leading disability rights organisations. In 2024, we became an official patron, supporting its work to promote **inclusion and equal opportunities** for people with motor disabilities.



Spain

Bringing Opportunity Closer to Jobseekers

In 2024, we doubled down on proximity and access, meeting job seekers in their communities and making career support more personal. We **participated in job fairs across the country**, both in-person and virtually, giving local candidates the chance to explore opportunities and connect directly with our recruitment experts.

GiBUS Tour: Careers on the Move

We also hit the road with the GiBUS Tour, a **mobile employment initiative** that took our team to cities and towns across Spain. From **CV workshops to one-on-one guidance sessions**, we helped jobseekers, including those looking to relaunch stalled careers, get practical, tailored support right where they live. The GiBUS created not just visibility, but **genuine dialogue** around employment, aspiration, and second chances.

Switzerland

Supporting Youth Employment Through Solidarity

In 2024, Gi Group Holding Switzerland contributed to the **Swiss Chain of Solidarity**, helping fund the Swiss Employment Programme, an **initiative focused on improving access to work for young people** across the country. The donation reflects our ongoing commitment to supporting inclusive, future-oriented employment systems in every market where we operate.



Türkiye

Partnering for Women's Economic Empowerment

In collaboration with **key clients** Opet and Petrol Ofisi, we launched targeted initiatives to increase **women's participation in the labour market**. Together, we worked to **promote gender diversity** across sectors, supporting the creation of a more inclusive and representative workforce.

Guiding the Next Generation

Recognising the importance of early career support, we launched a **career coaching initiative** for university students. Students who attended career days were given the opportunity to participate in **mock interview simulations**, equipping them with the confidence and skills to navigate the transition from education to employment.

Investing in Academic Potential

To further support the next generation of talent, we awarded a **scholarship** to an outstanding university student, recognising academic excellence, commitment, and the potential to make a lasting impact in their chosen field.

UK

Bridging School and Work

In 2024, we partnered with local schools to deliver a **series of mock interviews**, helping students prepare for the transition from education to employment. By offering real-world practice and feedback, we aimed to **boost their confidence and career readiness**.

Opening Doors Through Apprenticeships

At our Apprenticeship Open Day in partnership with Chesterfield College, we introduced students to the **full range of apprenticeship pathways** available within our organisation. The event gave future talent a clearer view of how apprenticeships can be a practical, empowering route into **long-term career development**.

Backing Young Professionals in Leeds

We continued our support of the Leeds Young Professionals Network, a community for **early-career talent in finance and law**. Through our sponsorship, we helped facilitate regular networking breakfasts and fitness events, giving young professionals space to connect, collaborate, and grow.





7.

Our Clients

7.1 Local Initiatives

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Domiziano Pontone

Chief Corporate Sales Officer

“ 2024 was a year of acceleration, transformation, and reaffirmed purpose for Gi Group Holding’s client relationships. In a world still shaped by volatility, uncertainty, complexity, and ambiguity – the “**VUCA**” context we’ve long acknowledged – we continued to evolve our offer, expanding our reach and capabilities to better serve clients across industries and geographies.

The acquisition of **Kelly Services Europe** marked a pivotal step forward. As our 51st acquisition, it significantly enhanced our capabilities, particularly in **Recruitment Process Outsourcing (RPO)** and specialist recruitment in high-demand sectors such as **life sciences**. It also deepened our presence in key European markets and opened new frontiers in countries like Ireland, Denmark, Belgium, and Norway.

This integration was more than a business expansion. It reflected our commitment to **Sustainable Work**: helping clients build resilient workforces by offering flexible, strategic, and ethical workforce solutions. Through initiatives such as **international mobility programmes**, we responded to talent shortages by enabling compliant, people-centred placements across borders, from Latin America to Asia. In doing so, we supported both companies and individuals in finding meaningful opportunities, even in the most challenging contexts.

We also faced significant global headwinds. Geopolitical conflict, sectoral volatility, and the pressure of the green transition challenged our clients, particularly in industries like automotive, where structural changes are redefining labour needs. Yet, despite these disruptions, sectors such as logistics, life sciences, and FMCG continued to grow, and so did we, achieving **solid organic growth** in addition to the impact of the Kelly acquisition.

In this fast-moving landscape, we saw some clients begin to insource temporary staffing as a cost-efficiency move. But as workforce management becomes more complex, and talent more mobile, the strategic value of external partners like Gi Group Holding only increases. Our role is not just to deliver talent, but to offer **end-to-end workforce solutions** that are scalable, compliant, and built for the future of work.



Domiziano Pontone
Chief Corporate Sales Officer

Throughout this period, **our Global Sales Team** played a central role in sustaining commercial momentum. The team remained cohesive and agile, strengthened by the integration of an RPO specialist from Kelly Services Europe. Their deepening engagement with senior client stakeholders across HR, procurement, operations, and executive leadership helped expand longstanding partnerships, introduce new services, and unlock opportunities in previously untapped markets.

By year-end, corporate clients accounted for more than 40% of total turnover, despite representing just 5% of the overall client base. This reflects the **outsized impact of key accounts** and the scalability of our solutions across complex, multi-country organisations. These clients choose us not only for our reach, but because they recognise that we share their vision: to create more agile, inclusive, and sustainable organisations. That's the core of our mission, and the promise we continue to deliver to every client More than Work.

”

7.1

Local Initiatives

In a year marked by global disruption and shifting workforce needs, Gi Group Holding has continued to invest in local initiatives, adapting our services, partnerships, and advocacy efforts to meet country-specific challenges and opportunities.

Italy

Shaping the Conversation

Thought leadership remains central to our work in Italy, supporting our ambition to be recognised as a global HR leader and a reference point for Sustainable Work. By **producing and disseminating original insights**, we aim to shape public debate, influence employer behaviour, and position ourselves as experts in key sectors.

In 2024, we published a series of proprietary studies reflecting this ambition. The **Star Matrix Aeronautics and Space** report used our own methodology to map the evolution of roles and skills in Italy's aerospace sector over the next 3–5 years. Later in the year, we released **New Ways of Working: Roles and Skills in the Age of Generative AI**, developed in partnership with **Microsoft**. The study focused on the impact of generative AI on the workplace, drawing on surveys with Italian SMEs and multinationals, and highlighted the evolving role of HR in guiding organisations through this transformation. We also contributed to the **Group's IT Global HR Trends Report**, which provided a comprehensive overview of talent trends in the IT sector.



A Gateway to Skills and Employment: Gi Group Training HUB

Between 2021 and 2024, we significantly **expanded our Training Hub**—an integrated physical and digital platform co-developed with our client companies to support candidate guidance, skills development, and workforce integration.

Thanks to the active engagement and evolving needs of our clients, the Hub has become a cornerstone of our value proposition in Italy. **It delivers accessible, high-impact training tailored to real business challenges and labour market demands.**

More than just a training platform, the Hub has strengthened our role as a trusted partner in supporting career entry and transition. Through targeted communications and strategic partnerships, we've positioned it as a key driver of our commitment to Sustainable Work in Italy—empowering both organisations and individuals to grow together.

Bringing Employers and Students Closer

Each year, we collaborate with local schools and higher education institutions to help students better understand the labour market and make informed career choices. Through our **Client4Students programme**, we connect companies with emerging talent, supporting Employer Branding efforts while offering students meaningful exposure to real-world skills and career paths.

Led by our Education Specialists, the programme **combines employer branding with practical training** through tailored workshops, project work, and updated formats to engage younger audiences. In 2024, clients particularly valued how we used storytelling to attract students and strengthen their presence on campus.



Inclusion, Recovery, and the Power of Women's Work

In 2024, with Fondazione Gi Group, we co-hosted **LS Talk – Women's Work as a Tool for Inclusion and Recovery**, a public discussion focused on female inclusion, employability, and the transformative role of work for women in vulnerable conditions.

Moderated by journalist and sustainability expert Maria Cristina Origlia and economist Azzurra Rinaldi, the event brought together voices from leading Italian foundations working on digital inclusion, cultural empowerment, and support for **women in vulnerable situations**, including Fondazione Ente dello Spettacolo, Fondazione Mondo Digitale, and Fondazione Maria Lattuada.

Reframing Parenthood as a Workforce Issue

Once again in 2024, the Fondazione Gi Group sponsored Stati Generali della Natalità, **Italy's national forum on birth rates**, focused on reversing demographic decline through policy, social dialogue, and employer engagement. Rossella Riccò, Head of the Fondazione Gi Group Research Centre, contributed insights from the study **Women, Work, and Demographic Choices: Models and Strategies to Support Female Employment and Parenthood**, highlighting the structural changes needed to support working families and unlock greater female participation in the labour market.

Women4

Launched in 2021, *Women4* is our **platform dedicated to advancing Sustainable Work** by promoting female employment in traditionally male-dominated sectors. The initiative challenges stereotypes, creates opportunities for women, and works with companies and institutions to build inclusive career pathways.

Regularly updated with data, research, multimedia content, and professional opportunities, *Women4* is more than an information hub; it's a **space for dialogue, empowerment, and practical change**. Its goal is to dispel myths about female employability and provide concrete tools and inspiration for women to thrive at every stage of their working lives.

Making Vocational Education More Inclusive

Co-funded by the EU's Erasmus+ programme, the **Governance for Inclusive Vocational Excellence (GIVE) project** concluded in 2024 after four years of development. Gi Group was part of a multi-country partnership - including organisations from Italy, Finland, Spain, Malta, Romania, and Belgium - working to establish Centres of Excellence in vocational education and training (VET), with a focus on inclusion for people with disabilities, a migrant background, low or outdated qualifications, early school leaving, learning difficulties, or socio-economic disadvantage.

In 2024, we supported the project's final phase by coordinating pilot courses in Rome and Milan as part of A Space for Everyone, Everyone's Own Space, a training initiative designed to foster inclusive workplace practices. We also organised the event **Disability and Workplace Inclusion: What Is Really Needed?**, and hosted the international closing conference, Including to Be Excellent. As part of our contribution to mobility efforts, we welcomed three students from Malta to Italy and sent three Italian students to Malta for hands-on work experience.



Helping Clients Navigate Legal Change

To help employers stay ahead of regulatory change, we hosted a **webinar** in late 2024 on Italy's new Work-Related Law (Law No. 203, published in the Official Gazette on 13 December). We walked clients through the most significant updates, clarified legal implications, and provided practical guidance on how to adapt internal policies with confidence.

Turning Equity Goals into Certified Action

In June 2024, Gi Group and four other Group brands obtained **UNI/PdR 125:2022 Gender Equality Certification**, marking a key milestone in our ongoing efforts to close gender gaps across the organisation. This builds on our 2022 commitment to the Charter of Equal Opportunities and Equality in the Workplace, promoted by the Sodalitas Foundation, one of Italy's leading CSR networks. Gender equality is central to our vision of Sustainable Work, and this certification reinforces our commitment to creating a fairer, more inclusive, and accountable workplace.

In addition to our own certification, our colleagues at OD&M Consulting offer tailored support to help companies obtain UNI/PdR 125:2022 Gender Equality Certification, guiding them through the assessment process and helping embed gender equity principles into daily practice.



Embedding Sustainability into Company Culture

Tack&TMI launched a **new training programme** to help companies build sustainability into their corporate culture, not just as a compliance requirement, but as a competitive advantage. The course focused on engaging employees in environmental and social responsibility and aligning day-to-day actions with strategic sustainability goals.

Supporting Growth from Within

Throughout the year, OD&M delivered a series of **services to support employee development and workplace well-being**. These included individual and collective potential assessments, as well as diagnostic tools such as the Energy Matrix, used to assess employee energy, well-being, and engagement levels across the organisation.

Working in Multigenerational Teams

In response to the evolving dynamics of today's multigenerational workforce, Tack TMI has developed a **dedicated programme to address the cultural shifts driven by technological change**. These shifts have reshaped communication styles, time management, work-life balance, and perceptions of professional roles across generations.

The course aims to harness generational diversity as a competitive asset—enhancing organisational wellbeing, strengthening employer branding, valuing senior expertise, and retaining young talent.

All In

A retail client launched an inclusion initiative for the staff of one of its stores, ahead of welcoming a new colleague with vulnerabilities. The process begins with a **3-hour workshop** led by a behavioural trainer and an expert in intellectual disabilities, addressing bias, fragility, and sensitive topics to foster a welcoming environment. Following onboarding, the store manager and assistant take part in four virtual coaching sessions to support integration and stay aligned with business goals. The project also aims to strengthen team skills and enhance overall performance.

Thanks to this initiative, we were awarded first prize in the Organisation and Human Resources category, presented to us directly by the Italian Association of Trainers.



Training on DEI

Tack TMI delivered a **one-hour training session for a client company** as a pilot initiative to promote a more inclusive workplace culture. Aimed at a wide cross-section of employees, the session focused on raising awareness of unconscious bias related to gender, culture, and sexual orientation.

Through a practical and reflective format, participants explored how these biases develop, their impact on workplace dynamics and decision-making, and strategies to mitigate them. The initiative helped **foster more inclusive behaviours, improve collaboration, and support the creation of a fairer and more respectful organisational environment**.

Diversity & Inclusion

To support inclusive and culturally aware workplaces, Tack TMI delivered an immersive and interactive training day for a client company. The session **guided employees in exploring how culture and identity shape perceptions, decisions, and team dynamics**.

Participants developed **awareness of cultural biases and stereotypes**, learned to manage unconscious bias, and strengthened their ability to collaborate in diverse teams. By working with the Cultural Intelligence model and its four dimensions, they examined how cultural values influence workplace relationships and decision-making—enhancing their capacity to foster inclusive, high-performing environments.

Brazil

Building a Safety-first Culture

In 2024, our Health & Safety team conducted a **series of webinars** and in-person sessions with key clients, sharing best practices and exploring new strategies to reduce workplace accidents and strengthen a culture of prevention.

Strengthening Trust Through Data Compliance

To support compliance with Brazil's General Data Protection Law (LGPD), we delivered **mandatory training for workers** assigned to Samsung and Volkswagen. Led by our external Data Protection Officer, the sessions focused on the practical understanding of data privacy rights and responsibilities.

Developing the Next Generation of Leaders

Building on work begun in 2023, we continued to roll out the **Leadership Journey programme**, our internal development path for emerging leaders, covering topics such as people management, feedback, and situational leadership. In parallel, our BPO talent management team developed customised leadership tracks for workers on assignment with key clients, including Samsung, Ford, and Saint-Gobain.



India

Clearer Comms, Smarter Decisions

In 2024, we continued to support **regulatory awareness** through our **Compliance Newsletter**, keeping clients and associates informed about key policy updates, legal amendments, and government notifications.

Our **monthly newsletter** also remained a core part of our engagement strategy, highlighting company milestones and recognising the contributions of our teams across the country.

Preparing India's Workforce for the Future

As part of our Industry 4.0 initiative, Gi Group Holding India hosted **two webinars** in 2024 focused on **Consumer Durables and Green Manufacturing**. These sessions brought together industry leaders and workforce experts to explore emerging trends and skills transformation in these fast-evolving sectors, reinforcing our role in shaping the future of employment through knowledge sharing and cross-sector collaboration.

Creating Safer Workplaces, One Conversation at a Time

We also organised an **external awareness session** on the Prevention of Sexual Harassment (POSH) for associates placed at a client site. The session focused on employee rights, reporting processes, and the role of workplace culture in ensuring safety, dignity, and accountability.

Portugal

Inclusive Hiring in Practice

In 2024, we **partnered with LIDL to promote inclusive hiring** through a supported employment programme. We provided tailored assistance throughout the recruitment and integration process for candidates with disabilities, ensuring equitable access to meaningful work and helping to build a more inclusive workplace.

UK & Ireland

Embedding Equity from the Start

In 2024, our teams in the UK and Ireland delivered **targeted presentations on Equity, Diversity, and Inclusion (EDI)** to both existing and prospective clients. One session highlighted the business and cultural value of EDI, with a focus on advancing women into leadership roles. Another explored best practices for embedding EDI into early-stage recruitment, sharing practical methods to attract and assess diverse talent, and to build more inclusive hiring processes from the outset.





8.

Society and Institutions

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Antonio Bonardo

Chief Public Affairs Officer

“ In 2024, the labour market didn’t get easier. It got more fragmented, more unequal, and more technologically volatile. As AI adoption accelerated and economic uncertainty intensified, businesses struggled to fill vacancies while millions remained underemployed or excluded from the labour market. That gap, between job supply and demand, between potential and opportunity, is where our work is most needed.

Looking back, 2024 confirmed why sustainable work must remain our north star. From supporting refugee integration and youth employability to shaping inclusive labour policies through global partnerships, we focused on turning principles into action. And in 2025, we must double down on that urgent work.

Recent research “The Work We Want” we co-funded with the WEC highlights just how volatile workforce planning has become, with 80% of executives saying it’s never been harder to anticipate future talent needs. In this environment, private employment agencies play a critical role—combining real-time labour market insight with the agility to match talent at speed, and the infrastructure to deliver customised, scalable workforce solutions.

In addition to placement services, they empower workers through professional training, skill enhancement programs, and career guidance, helping temporary workers increase their value and access better opportunities. For businesses, agencies provide vital support to address skill gaps, meet seasonal demands, and adapt to evolving market needs. By linking aspirations with opportunities, private employment agencies promote personal and economic success.

Annually, the Group renews its collaboration with global, European, and national institutions, aiming to actively foster a sustainable labour market through initiatives like political risk planning and mitigation. Since 2010, we have been affiliated with the World Employment Confederation (WEC), the international body of employment agencies. Gi Group Holding is a Global Corporate Member and partners with WEC - Europe.



Antonio Bonardo

Chief Public Affairs Officer

Regarding youth training, we have partnered with the European Apprenticeships Alliance since 2015. Established by the European Commission, it is a network of businesses and training organisations that promote apprenticeships in schools and companies, giving young people and families access to opportunities.

In line with our goal of making work more sustainable, Gi Group Holding has joined the Coalition for Social Justice initiated by the ILO (International Labour Organisation). We believe sustainable work should be a driver of social justice. This partnership opens new avenues for collaboration, helping us grow the reach and impact of our efforts towards a future where opportunity is fair, inclusive and shared.

”

8.1.1 Local Initiatives

Italy

Gi Group Holding teams contribute to local communities in ways that reflect our broader purpose: making labour markets more inclusive, resilient and human. From supporting underrepresented groups to investing in **skills and education**, these initiatives are shaped by local context and driven by people who understand the needs around them. Each one shows how meaningful work can open up opportunity and **strengthen the social fabric in the process**.



Disability And Labour Inclusion: What Is Really Needed?

In 2024, Gi Group Holding Italy completed its contribution to the **GIVE project** (Governance for Inclusive Vocational Excellence), a European initiative aimed at **strengthening vocational education and training (VET) systems** to support greater inclusion of disadvantaged groups.

To build on this work, we hosted the **event *Disability and Work Inclusion: What Is Really Needed?***—a focused **dialogue with institutional and business leaders**. Together, we explored what companies need to become truly inclusive, how networks can support employment pathways, and what it takes to turn policy into practice.

Italian CEO, Francesco Baroni, opened the event, setting out Gi Group Holding's long-standing commitment to inclusion. He was joined by **government officials, nonprofit leaders and sector experts** who brought diverse perspectives to the discussion. We shared insights, scenario data and outcomes from the GIVE project across our digital channels throughout the year.

Women, Work and Demographic Choices

In 2024, Fondazione Gi Group partnered with **Valore D**, Italy's leading business association for gender equity, to investigate the structural factors behind two persistent challenges: low female employment and declining birth rates. The project explored how work and parenthood can become truly compatible life choices, free from economic pressure or cultural constraint.

The study identified a range of practical measures to support gender equity in the labour market and help individuals navigate key personal and professional decisions without compromise. The results were published in a downloadable report, *Women, Work and Demographic Challenges*, and shared at major institutional events. These included a national launch organised with ADNkronos, one of Italy's largest news agencies, and a presentation at the Stati Generali della Natalità, a high-level forum focused on Italy's demographic future.

Promoting a Culture of Inclusion: Diversity, Equity & Belonging

The conference *Promoting a Culture of Inclusion: Diversity, Equity and Belonging* was organised by AIF (Italian Association of Trainers) for its members, including trainers, directors of training institutions, learning designers, HR managers, coaches, and counsellors. The aim was to offer a unique opportunity for in-depth exploration and discussion on D&I topics.

Our colleagues from Tack & TMI took part in the event as speakers during the round table *Training Methodologies*, where we shared a best practice we developed on the inclusion of intellectual diversity in the workplace.



China

2024 International Forum on Student Affairs

In July 2024, Gi Group Holding China participated in the **International Forum on Student Affairs**, co-hosted by the University of Nottingham Ningbo and China Agricultural University. The event brought together academic and industry leaders to strengthen collaboration between Chinese and international higher education institutions and explore how student affairs can support more globally oriented, high-quality talent development.

Representing Gi Group Holding, Henry He, Business Director of Wyser China, delivered a **keynote** address titled ***Insights into the Current Job Market for Enhancing Student Capabilities***. He outlined the challenges graduates face in today's labour market and shared ten practical strategies to help students prepare for employment. He also emphasised universities' role in building employability skills and enabling smoother transitions from education to work.



Germany

Talent Without Borders

In 2023, Gi Group Germany joined the **EURES network**, a European Commission initiative that supports **mobility within the EU labour market**. EURES connects job seekers and employers across Europe and provides practical information about living and working conditions in different countries. As part of this partnership, we have **strengthened our support for foreign applicants** entering the German labour market. Dedicated international recruitment teams now offer multilingual guidance on career planning and relocation. Consultants also provide tailored support on housing, registration, tax, benefits and social security, ensuring candidates receive the information they need to settle and succeed.

Difference Is Strength

Our team in Germany signed the **Charta der Vielfalt, Germany's national Diversity Charter**. By joining, we reaffirmed our commitment to creating a workplace where everyone feels respected, valued and able to thrive. This means recognising and embracing difference, across age, nationality, gender identity, ability, sexual orientation, and belief, and continuing to build a culture where inclusion is lived, not just stated.

Portugal

Backing Visibility, Dignity and Access

In 2024, our team in Portugal deepened its **partnership with Associação Salvador**, an organisation dedicated to **promoting the rights and inclusion of people with motor disabilities**. Their work focuses on breaking down barriers - physical, social and cultural - to help build a more equitable society. Over the year, we supported a number of their initiatives and became a formal patron through a financial donation, helping to sustain and expand the impact of their mission. We're proud to stand behind an organisation that champions dignity, visibility and opportunity for all.



UK & Ireland

Finance for Good

In the UK, we **partnered with Charterpath**, a **nonprofit initiative that connects finance professionals with volunteer opportunities** in the charity sector. Through this collaboration, we help place skilled volunteers in finance roles within nonprofit organisations, strengthening their operations while enabling professionals to contribute their expertise to causes that matter. The partnership also opens new networking opportunities with purpose-driven candidates and clients, supporting community impact and business engagement.

8.2

Community support and Volunteering

Across Gi Group Holding, employees are driving local change, contributing time, skills and energy to initiatives that **strengthen the communities where we live and work**. From mentoring and training to donations and partnerships, these efforts reflect our shared belief in the power of work to create positive social impact.



8.2.1 Local Initiatives

Italy

Destination Work 2024: Creating Pathways for Women

In 2024, *Destination Work*—the flagship initiative of the Group’s corporate social responsibility strategy—was dedicated to supporting women facing vulnerability and disadvantage. The program aimed to foster their empowerment and promote their inclusion in the labor market, particularly those affected by social hardship or migratory backgrounds.

A key element of the initiative’s success was the active involvement of 170 trained volunteers. These individuals played a pivotal role not only in the implementation of the program but also in identifying and engaging with local associations that **support women who are victims of violence or live in fragile conditions**. Their deep-rooted collaboration with these organizations was instrumental in shaping, managing, and promoting the entire Destination Work pathway.

The synergy between volunteers and territorial associations proved to be a cornerstone of the initiative, enabling a tailored and impactful approach that addressed the specific needs of the women involved. This partnership model exemplifies the Group’s commitment to building inclusive communities through meaningful and sustainable action.



From School to Skilled Work

Cometa is a **social enterprise** that helps young people stay in education and prepare for work, values that closely align with Gi Group Holding’s mission to promote sustainable, inclusive employment. Based in northern Italy, Cometa **supports over 1,300 children and teenagers** each day through a mix of education, care and vocational training. Its Oliver Twist School provides **hands-on learning for students** aged 14 to 18, combining technical skills with personal development. In 2024, Gi Group Holding funded two dedicated training programmes at Cometa, supporting 26 students on their path toward meaningful employment.

Holiday Giving for Local Families

During the Easter and Christmas periods, Fondazione Gi Group invited employees in Milan and nearby areas to **donate food, children's clothing and essential supplies for families** in need. The response was generous, reflecting a strong sense of solidarity among colleagues.

The collection supported the Mangiagalli Life Aid Centre, which assists vulnerable mothers and children, building on our Foundation's ongoing collaboration with the Centre through the DiciottoPiù Project, an initiative focused on maternal and child welfare.

Charity Marathon: Running for Inclusion

Our colleagues joined Unicredit's Relay Marathon in Milan to raise funds for the Association of Parents and People with Down Syndrome.

Donations supported Steps for the Future, a project that helps children aged 3 to 11 develop communication skills, build confidence, and learn to connect with others. By running five team relay races, our colleagues helped spotlight the value of inclusion, on and off the course.

Rebuilding Careers After Breast Cancer

Recovering from breast cancer can be one of the hardest chapters in a woman's life. Re-entering the workforce with support, structure, and dignity can be a vital part of healing. In 2024, Gi Group Holding partnered with AUSL Romagna (the regional health authority), Associazione Crisalide (which supports women recovering from breast cancer), and local employer Vici to create a **tailored training and job placement programme**. Five women took part, building the skills and confidence needed for administrative roles. After completing the programme, they secured jobs with Vici and other companies in the region, taking a powerful step forward, professionally and personally.

Charity Dinner in Support of At-Risk Youth

Colleagues from across Gi Group Holding Italy came together at the Training Hub in Milan in June for the annual **SAM-mer Charity Dinner**, an **evening organised entirely by volunteers to support a cause close to our values**. This year, proceeds went to La Casa di SAM, a youth centre run by the Martinengo Cooperative in Milan's Corvetto neighbourhood. Active since 1985, the centre supports vulnerable foreign minors and young people in difficult circumstances, offering a safe space, community and guidance. At the event, colleagues heard directly from one of the centre's educators, connecting the evening's purpose with the lived experiences of the young people it helps.



A Second Chance Through Work

In 2023, the Martinengo Cooperative opened a **new home to support people leaving prison** as they restart their lives. The space offers temporary housing and a stable environment for those navigating the transition back into society.

In 2024, we partnered with the cooperative to launch the **Academy for Logistics Workers**, a 56-hour training course that equipped 15 participants with practical skills for re-entering the labour market. Each trainee received an attendance allowance to support their participation and commitment.

Through a meaningful collaboration with the voluntary association BITEB (Banco Informatico Tecnologico e Biomedico), Gi Group Holding has actively engaged its employees in a circular economy initiative. Staff members participated in the collection and refurbishment of company-decommissioned laptops, contributing to the reuse of digital equipment. The Group continues to support BITEB's mission by donating used IT assets and facilitating the reconditioning of computers and printers, thereby promoting digital inclusion and environmental sustainability.

In alignment with the objectives of the Cooperative, 2023 saw the completion of work on the Casa Semi Liberi (Semi-Free House), a reintegration facility designed to temporarily accommodate up to eight former inmates. The project aims to support their transition towards a new beginning through structured social and professional pathways.

Beyond the voluntary efforts of numerous colleagues, in 2024 Gi Group Holding invested in a **dedicated training programme** for 15 inmates. This initiative was designed to enhance their employability by developing both technical competencies and soft skills essential for successful reintegration into the workforce.

In partnership with Como Prison, and with the active involvement of inmates during the initial planning stages, a tailored training course for logistics professionals was delivered. The programme, named the Academy for Logistics Professionals, was launched in 2024 and comprised 56 hours of instruction. It was specifically adapted to the participants' learning needs and capacities, and included an attendance allowance to recognise and support their engagement throughout the course.



A First Step Into Skilled Work

ASLAM is a social cooperative in Lombardy that helps young people build their future through **hands-on training, guidance and care**. It supports those who might otherwise struggle to find a foothold in the labour market. In 2024, we supported ASLAM by funding four specialist training programmes, each lasting 120 hours. **Forty-five young people took part**, gaining practical knowledge and a clearer path into work. For many, it marked a first real step toward a career they can grow into.

Turning Insight into Action on Gender Inclusion

In 2024, Gi Group Holding renewed its partnership with Valore D, Italy's leading business association **promoting gender balance and inclusive leadership**. Through this collaboration, employees across the Group can access dedicated content, training and initiatives to help build a more inclusive workplace culture. As part of the partnership, the Foundation contributed to the publication and presentation of Women, Work and Demographic Challenges, a study exploring the links between gender inequality, low female employment and Italy's demographic trends.

Adria Balkan

Gifts with Purpose

To celebrate the New Year in 2024, our team in the Adria Balkan region chose to give something meaningful. We purchased **350 gift vouchers** from Zvuci Srca (*Sounds of the Heart*), a social café where people with **developmental disabilities work, gain independence and build skills**. This provided direct financial support while raising awareness among employees and clients about the people behind this inspiring initiative.

Creating Inclusive Supply Chains

Later in 2024, Gi Group Holding Adria Balkan helped connect Zvuci Srca with Titan Cementara Kosjerić, the Serbian branch of a global cement and building materials group. This partnership led to a **substantial order for custom promotional materials**, providing valuable income for the organisation and therapeutic, purposeful work for its members.



Argentina

Building Confidence for the Job Market

Working in partnership with public institutions, we continued our volunteering programme in a low-income neighbourhood in Buenos Aires. Our local team **helped deliver workshops to support residents**, particularly women, in **preparing for employment**, including mock interviews and coaching sessions designed to build confidence and job-readiness. On International Women's Day, we co-hosted a special **workshop** focused on the barriers women face in the labour market.

Brazil

Soft Skills, Real Impact

Our partnership with the Wadhvani Foundation, a global non-profit focused on improving employment outcomes through soft skills training, continued in 2024, allowing us to help even more individuals at critical points in their employment journey. The foundation **designs accessible, high-impact courses** that help people develop communication, problem-solving and workplace readiness; all key skills for entering or re-entering the job market.

Winter Donation Campaign

Each year, as winter approaches, our teams across Brazil organise a **national donation** drive to support local NGOs near our main offices. Employees collect clothes, food and hygiene items to help individuals and families facing difficult circumstances.



Czech Republic

Clothes, Care, and Community

Colleagues from our marketing team in Prague volunteered at local charity Šatník Praha, which collects **donated clothing, toys, books and other essentials**, and redistributes them directly to families facing financial hardship, particularly single mothers. By spending a day behind the scenes at Šatník's donation centre, our colleagues saw firsthand the power of local action to reduce waste and strengthen social resilience. The experience reflected our Group's broader sustainability commitments: by helping to build more inclusive communities, sustainably.

Germany

Championing Inclusive and Sustainable Work for Everyone

Gi Group Holding Germany proudly support Aktion Mensch, a **leading German non-profit** whose unwavering commitment to the **inclusion of individuals with disabilities**, as well as children and young people, deeply resonates with our values. By funding up to 1,000 impactful projects monthly, Aktion Mensch actively breaks down barriers to participation, mirroring Gi Group's mission to connect individuals with meaningful and sustainable employment, regardless of background or circumstance. This shared dedication to creating a more inclusive and equitable society forms the bedrock of our support.



India

Books for All: Sharing Knowledge, Shaping Futures

In partnership with **Skopic India**, a **social enterprise that promotes literacy** and access to educational resources, Gi Group Holding launched the **Books for All donation drive**. Employees contributed new and gently used books to support underserved schools and learning centres. The initiative reflects our belief in the power of knowledge and our long-term commitment to community development.

A Gift of Respect and Solidarity

To mark *Daan Utsav*, India's annual Joy of Giving Week, Gi Group Holding partnered with Goonj Foundation, a non-profit that **supports vulnerable communities** through upcycled materials and grassroots initiatives. Together, we organised a saree and clothing donation drive for vulnerable women, offering dignity, warmth and care.



Skills That Stick: Opening Doors for Young Talent

Together with these partners, we're **helping underprivileged youth build skills and access employment opportunities**, bridging the gap between potential and sustainable work. We also strengthened our work with several key NGOs focused on youth empowerment, including Magic Bus Foundation (supports children and young people through education and employability programmes), Reliance Foundation (focused on rural livelihoods and skills development), Centum Foundation (provides vocational training), and the Dharavi Redevelopment Project (an initiative to create economic opportunity in one of Mumbai's most densely populated communities).

Türkiye

Removing Barriers to Early Education

In 2024, our teams in Türkiye **provided clothing and essential supplies to children** from low-income families in rural schools. The support helped reduce practical obstacles to attendance, reflecting our commitment to making access to education part of a more inclusive, sustainable labour market.

Investing in Employability Through Education

We also continued our annual **university scholarship programme**, in collaboration with our local partners. Each year, we fund one high-performing student's full tuition, supporting long-term employability and reinforcing our belief that sustainable work starts with access to learning.



UK & Ireland

Giving Locally, with Care

In 2024, colleagues across the UK participated in **donation** drives and **fundraising** efforts to support various local causes. Contributions went to organisations working with people affected by Alzheimer's, cancer, and serious illness, as well as to groups supporting refugees and individuals in vulnerable circumstances. These actions reflect our belief that sustainable work goes hand in hand with strong, compassionate communities.

Small Actions, Shared Impact

Gi Group UK colleagues organised **several grassroots sustainability activities** throughout the year, from litter-picking in city streets to collecting used IT equipment for refurbishment and reuse. A new initiative launched in 2024 invited volunteers to make regular phone calls to elderly people experiencing loneliness, offering conversation, connection and a sense of continuity in everyday life.



9.

Environment

9.1 Local Initiatives

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The United Nations' 2030 Agenda sets out a common path toward a more sustainable and equitable future.

Climate impacts are no longer distant or abstract. They are unfolding in real time and becoming increasingly difficult to ignore. Yet progress remains uneven. Some governments have begun to act with greater urgency, but many still lag behind. What's clear is that no sector can afford to wait.

The shift to a greener, circular economy will change how we consume, how we travel, and how we work, reshaping everyday life in the process. As a result, many industries are rethinking their models, accelerating demand for new skills and ways of working. Although our Group does not generate a large negative impact on the environment, for Gi Group Holding, this is not a minor issue. It speaks directly to our purpose and the **sustainable future of work** we are helping to build.



Climate change is, above all, a **human challenge**. It reflects the systems we create, the decisions we make and the futures we choose to invest in. When people understand their place within those wider systems, they become agents of change. That's why, in 2024, we continued to build that awareness across our business, **reducing our footprint** and **supporting a culture of responsibility** across our global workforce.

We are working to embed sustainability into our everyday business. As part of this, we continued to expand **ISO 14001 certification** across the Group in 2024. This internationally recognised standard provides a framework for **environmental management**, helping companies reduce their impact, prevent pollution and integrate sustainability into operations.

Following our commitment and system upgrades, several entities across Italy, China, Spain, Türkiye and the UK achieved **ISO 14001:2015 certification**. In particular:

Italy

- Gi Group Holding SPA
- Gi Formazione SRL
- INTOO SRL
- Tack TMI SRL
- OD&M SRL
- ENGINIUM SRL
- GI BPO S.R.L.

China

- ZHEJIANG GI HUMAN RESOURCES CO., LTD
- NINGBO GI SUPPLY CHAIN MANAGEMENT CO., LTD
- GEPU (ZHEJIANG) HIGH-TECH SERVICE CO., LTD

Spain

- GI GROUP EMPRESA DE TRABAJO TEMPORAL S.L.
- GI GENERALLE INDUSTRIAL RESEARCH S.L
- GI BPO

Türkiye

- GI GROUP AND WYSER TÜRKİYE SEÇME VE YERLESTİRME A.SUK

UK

- GI GROUP HOLDINGS RECRUITMENT LT

Our global headquarters also maintained its certification during the year.

These actions reflect a growing operational commitment to environmental responsibility, aligned with the broader goals of our sustainability strategy.



9.1

Local Initiatives

Local teams are taking action on climate. They are **cutting plastic use, planting trees** and **changing everyday habits**. These efforts reflect a broader shift toward responsibility, led from the ground up.

Italy

Plastic Free Project

The Plastic Free Project aims to progressively **reduce plastic consumption** within the administrative offices of Gi Group. Initially developed at the Turin office, the project has been extended to the Headquarters and other central offices in Rome, Bologna, Naples, Sesto San Giovanni, as well as the Training Hub in Milan. Additionally, each employee is provided with a Gi Group water bottle, thereby completely eliminating the use of plastic bottles in the office.

Increase in hibrid and electric vehicles in the Gi Group car fleet

A progressive **renewal of the company car fleet aimed at reducing CO₂ emissions** and fuel consumption, by introducing hybrid-powered vehicle models for assignments with an annual mileage below the threshold of 20,000 km.

Maintaining energy saving initiatives in central offices

In 2024, Gi Group continues the energy-saving measures introduced the previous year. These include **reduced office hours (8:00–20:00) and planned closures during public holidays, with full shutdowns of lights, systems, and lifts**. Smart working agreements, supporting work-life balance, further reduce office attendance, with a pilot **“smart week”** also being tested. The regular use of virtual meetings and training helps cut both energy use and commuting.



Adria Balkan

Cutting Plastic, Supporting Inclusion

In 2024, local teams in the Adria Balkan region took steps to **reduce plastic use across offices**. Plastic cups and bottled water stations were removed and replaced with **filtered tap water**. Teams also supported *Cep za Hendikep*, an initiative that collects plastic bottle caps to fund mobility aids for people with disabilities.

UK

Raising Environmental Awareness

In the UK, colleagues led a range of environmental sustainability initiatives throughout the year. These included **litter-picking drives, tree planting, cycling-to-work campaigns** and awareness-raising activities focused on reducing plastic use. Alongside these grassroots efforts, Gi Group Holding UK also committed to **reducing paper and plastic consumption** at the organisational level.





10.

Sustainability Plan

In 2024, we strengthened our commitment to sustainability, building on the foundations laid by the Sustainable Work Manifesto and updating our Group-wide Sustainability Plan. Together with our Corporate Mission, this plan sets out a vision of a labour market that is sustainable, inclusive, and responsive to real-world challenges.

The plan is anchored in our four strategic pillars that guide our actions across the Group: Decent and Safe Work, Employability and Satisfaction, Diversity, Equity, and Inclusion, and Safeguarding Resources for the Future. These pillars define our long-term priorities and are strengthened each year through coordinated, cross-Group initiatives.

A significant step forward has been our work to align with the European Union's **Corporate Sustainability Reporting Directive (CSRD)**. In partnership with external experts, we have begun refining our reporting processes and governance approach to ensure full ESG integration across the Group.



Strengthening Corporate Governance and Culture

- Expanding our Global Policies and related training and monitoring programmes aligned with our Code of Ethics, with a strong focus on ESG topics, particularly on Health & Safety and environmental areas.
- Revising data collection and analysis processes to progress towards CSRD compliance.
- Continuing the implementation of our Employer Branding and talent attraction strategy, including global seminars and training, as well as support for countries in developing and executing local plans.
- Moving forward in our journey to become a learning organization by introducing new learning path and models for all organizational levels and generations.
- Continuing the investment on Talent Care initiatives, reinforcing the wellbeing & mental health culture.

Promoting the Culture of Sustainable Work

- Expanding Fondazione Gi Group's activities through local and global promotion, engaging both internal and external stakeholders.
- Disseminating Sustainable Work's culture across a broader internal and external audience.
- Spreading the Sustainable Work concept through partnerships with institutional and third-sector stakeholders.

Enhancing Our Value Proposition with Greater Social Impact

- Developing guidance and training, particularly for young people, to help reduce the NEET (Not in Education, Employment, or Training) rate.
- Improving labour market inclusion, with tailored services and tools supporting access to employment, especially for vulnerable groups.

PEOPLE

COMPANIES

SOCIETY

Decent & Safe Work

Continuing efforts to promote safe, compliant working environments, including the rollout of new Global High-Level Policies on workers' human rights, reinforcing our commitment to dignity, economic independence, and awareness of workplace rights.

Actively countering exploitation throughout the value chain, ensuring proper reporting, promoting fair and dignified cooperation and recognising workers as individuals, not just as resources.

Continuing engagement with international partners through supranational panels, helping to broaden awareness, understanding, and adoption of the Sustainable Work concept.

Employability & Satisfaction

Promoting a culture of lifelong learning to strengthen candidate and employee skills by enriching and renewing training programmes. Continuing efforts to attract talent to strengthen our position as an employer of choice for young people.

Investing in candidate training and career guidance to support skill development and informed career choices.

Rolling out practical initiatives, like mentoring for junior roles, to support smoother transitions into work and tackle persistent issues like the skills gap and youth disengagement.

Diversity, Equity & Inclusion

Promoting job satisfaction and safeguarding individual well-being—psychological and physical—by embedding the principles of our Global High-Level Policy on Diversity, Equity & Inclusion.

Guaranteeing respect for and protection of human rights by ensuring access to diverse, equitable, and inclusive workplaces where no form of discrimination is tolerated.

Partnering with public and private entities to support the most disadvantaged groups of workers (such as young women or migrants) in entering or re-entering the labour market.

Safeguarding Resources for the Future

Encouraging professional relationships built on trust, talent recognition, and a strong sense of team. Strengthening employee engagement by sharing corporate objectives and connecting individuals to a shared sense of purpose.

Prioritising responsible innovation, balancing efficiency and productivity while ensuring ethical use of technologies such as AI. Embedding environmental and social considerations into governance processes to build resilience and change readiness.

Strengthening collaboration with institutions to support long-term sustainable growth and improve the match between labour supply and demand. Promoting sustainable flexible solutions to support effective job transitions and help people navigate a more dynamic labour market.



11.

Appendix

11.1 Note on Report Methodology

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11.1

Note on Report Methodology

In 2024, we initiated to work to begin aligning our sustainability reporting practices with the requirements of the Corporate Sustainability Reporting Directive (CSRD). This strategic initiative represents a key milestone in our ongoing commitment to transparency and accountability in environmental, social, and governance (ESG) matters.

The year 2024 has been a transitional period during which we launched the initial phases of our compliance journey. This included the establishment of internal processes and the commencement of data collection activities necessary to support future reporting obligations.

As part of this process, we are working towards adherence to the European Sustainability Reporting Standards (ESRS), which provide a harmonised and comprehensive framework for the disclosure of sustainability-related information. The ESRS are designed to enhance the quality, comparability, and reliability of non-financial reporting across the European Union, thereby enabling stakeholders to make more informed decisions. Through this alignment, we are reinforcing the integration of ESG considerations into our corporate strategy and reporting systems.



SDGs	Stakeholder	Countries	Initiatives	N°page
GOAL 4 Quality Education	OUR EMPLOYEES	Brazil	EMPOWERING INCLUSIVE LEADERSHIP	79
			BUILDING A CULTURE OF TRUST	79
			UNIGI: LEARNING, PERSONALISED	79
			BETTER LEADERSHIP	79
		Germany	MAKING INCLUSION NON-NEGOTIABLE	81
			CORE STANDARDS FROM DAY ONE	81
		Italy	IDEAS ARE FOR SHARING: THE VIRTUAL GIFT BOX	75
			INCLUSIVE E-LEARNING	76
			CHALLENGING BIAS, ONE WORD AT A TIME	76
			HAVING THE HARDEST CONVERSATIONS	76
			LEADING CHANGE PROGRAMME	78
			B*RIGHT UPSKILL	78
			INCLUSION, RECOVERY, AND THE POWER OF WOMEN'S WORK	105
			DESTINATION WORK 2024: CREATING PATHWAYS FOR WOMEN	119
		India	THE GREAT INDIAN CONSUMPTION STORY	81
			ALIGNED FROM DAY ONE	82
			CELEBRATING AND CONNECTING	82
			MENTORSHIP FOR NEW JOINERS	82
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			STRENGTHENING THE MIDDLE LAYER	82
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			WOMEN'S HEALTH & EQUALITY AT WORK	84
			TALKING ABOUT BELONGING	84
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			LET'S TALK: REAL CONVERSATIONS, REAL SUPPORT	84
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SDGs	Stakeholder	Countries	Initiatives	N°page
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			SOFT SKILLS, REAL IMPACT	123
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			SKILL ASSESSMENT AND UPSKILLING FOR TEMPORARY WORKERS	89
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			ACADEMY 100% EMPLOYABILITY	88
			E-LEARNING 100%	89
			CAREER GUIDANCE AND EMPLOYABILITY PATHWAYS FOR YOUNG PEOPLE	88
			INVESTING IN SKILLS: TRAINING FOR A MORE SUSTAINABLE LABOUR MARKET	88
			CHAMPIONING FEMALE TALENT IN MALE-DOMINATED SECTORS	90
			OPENING DOORS FOR WOMEN IN TECH	99
			FORM.INTEGRA: SUPPORTING THE INCLUSION OF REFUGEES	91
			A GATEWAY TO SKILLS AND EMPLOYMENT: GI GROUP TRAINING HUB	104
			BRINGING EMPLOYERS AND STUDENTS CLOSER	105
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			FROM SCHOOL TO SKILLED WORK	119
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		United Kingdom	COSTS OF LIVING SUPPORT	84
			BRIDGING SCHOOL AND WORK	100
			BACKING YOUNG PROFESSIONALS IN LEEDS	100
OPENING DOORS THROUGH APPRENTICESHIPS	100			

SDGs	Stakeholder	Countries	Initiatives	Nºpage
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			DISABILITY AND LABOUR INCLUSION: WHAT IS REALLY NEEDED?	114
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	OUR CLIENTS	Italy	BRINGING EMPLOYERS AND STUDENTS CLOSER	105
			MAKING VOCATIONAL EDUCATION MORE INCLUSIVE	106
			HELPING CLIENTS NAVIGATE LEGAL CHANGE	106
			SUPPORTING GROWTH FROM WITHIN	107
			EMBEDDING SUSTAINABILITY INTO COMPANY CULTURE	107
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			TRAINING ON DEI	108
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		Brazil	INCLUSIVE HIRING TO BREAK SYSTEMIC BARRIERS	93
			LEADERSHIP DEVELOPMENT FOR OUTSOURCED TALENT	94
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		India	CLEARER COMMS, SMARTER DECISIONS	110
			CREATING SAFER WORKPLACES, ONE CONVERSATION AT A TIME	110
		Portugal	INCLUSIVE HIRING IN PRACTICE	110
GOAL 5 Gender Equality	OUR EMPLOYEES	China	CELEBRATING WOMEN AT WORK	80
		India	WOMEN'S DAY: CELEBRATING LEADERSHIP AND IMPACT	82
		United Kingdom	WOMEN'S HEALTH & EQUALITY AT WORK	84
	OUR CANDIDATES AND WORKERS	India	REOPENING DOORS FOR WOMEN	97
		Italy	EMBEDDING EQUITY, FROM POLICY TO PRACTICE	76
			CHAMPIONING FEMALE TALENT IN MALE-DOMINATED SECTORS	90

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GOAL 5 Gender Equality	OUR CANDIDATES AND WORKERS	Italy	MORE UNIQUE THAN BEFORE: REBUILDING CAREERS AFTER BREAST CANCER	90	
			OPENING DOORS FOR WOMEN IN TECH	90	
			BREAKING BARRIERS: REAL JOBS FOR PEOPLE WITH DOWN SYNDROME	91	
	OUR CLIENTS	Italy	INCLUSION, RECOVERY, AND THE POWER OF WOMEN'S WORK	105	
			REFRAMING PARENTHOOD AS A WORKFORCE ISSUE	105	
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	COMMUNITY	Italy	WOMEN, WORK AND DEMOGRAPHIC CHOICES	115	
			DESTINATION WORK 2024: CREATING PATHWAYS FOR WOMEN	119	
			TURNING INSIGHT INTO ACTION ON GENDER INCLUSION	122	
	GOAL 8 Decent work and economic growth	OUR EMPLOYEES	Italy	INVESTING IN HEALTH: B*RIGHT RECHARGE	75
				WELLBEING SUPPORT THAT SCALES: WELLHUB PARTNERSHIP	75
A SECOND CHANCE THROUGH WORK: REINTEGRATION WITH DIGNITY FOR PEOPLE LEAVING PRISON, THE TRANSITION				92	
Brazil			ERGONOMIC KITS	79	
			SUPPORTING HEALTH, PROACTIVELY AND PERSONALLY	79	
China			FIRST AID READINESS	80	
			CELEBRATING WOMEN AT WORK	80	
			BETTER WORKSPACES, HAPPIER EMPLOYEES	80	
			HONOURING GENERATIONS: DOUBLE NINTH FESTIVAL	80	
			CELEBRATING THE SPRING FESTIVAL	80	
India			WELLNESS IN ACTION	81	
			RESPECT STARTS HERE	81	
			MENTAL WELLBEING, PROACTIVELY SUPPORTED	82	
Portugal			ACCESSIBLE BY DESIGN	83	
			HEARING HEALTH MATTERS	83	
			WORKPLACE GYMNASTICS: MOVING FOR BETTER HEALTH	83	

SDGs	Stakeholder	Countries	Initiatives	Nºpage
GOAL 8 Decent work and economic growth	OUR EMPLOYEES	Slovakia	HEALTH DAY PREVENTIVE CARE IN PRACTICE	83
		Switzerland	FLEXIBILITY THAT WORKS	83
		Türkiye	ACCESS TO MOVEMENT, EVERY DAY	84
		United Kingdom	BUILDING SAFER WORKPLACES	84
	TALKING ABOUT BELONGING		84	
	OUR CANDIDATES AND WORKERS	China	GUIDING GLOBAL CAREERS AT TONGJI UNIVERSITY, SHANGHAI	94
			EMPOWERING YOUNG TALENT AT BEIJING CAREER DAY	94
		Germany	OPENING PATHWAYS FOR REFUGEES AND MIGRANTS	96
			ENABLING INTERNATIONAL MOBILITY AND CROSS-BORDER HIRING	96
			SUPPORTING REFUGEES INTO WORK	97
		Türkiye	PARTNERING FOR WOMEN'S ECONOMIC EMPOWERMENT	99
			INVESTING IN ACADEMIC POTENTIAL	99
		Spain	BRINGING OPPORTUNITY CLOSER TO JOBSEEKERS	99
			GIBUS TOUR: CAREERS ON THE MOVE	99
		Switzerland	SUPPORTING YOUTH EMPLOYMENT THROUGH SOLIDARITY	99
		Portugal	INCLUSIVE EMPLOYMENT: OPENING DOORS FOR PEOPLE WITH DISABILITIES	98
		Brazil	CAREER MONTH: INSPIRING PURPOSE-DRIVEN CAREERS	93
	OUR CLIENTS	Brazil	BUILDING A SAFETY-FIRST CULTURE	109
			STRENGTHENING TRUST THROUGH DATA COMPLIANCE	109
			DEVELOPING THE NEXT GENERATION OF LEADERS	109
		Italy	SHAPING THE CONVERSATION	104
			EMBEDDING SUSTAINABILITY INTO COMPANY CULTURE	107
			SUPPORTING GROWTH FROM WITHIN	107
			WORKING IN MULTIGENERATIONAL TEAMS	108
		India	CREATING SAFER WORKPLACES, ONE CONVERSATION AT A TIME	110
		COMMUNITY	Argentina	BUILDING CONFIDENCE FOR THE JOB MARKET

SDGs	Stakeholder	Countries	Initiatives	N°page
GOAL 10 Reduced inequalities	OUR EMPLOYEES	Italy	INCLUSIVE E-LEARNING	76
			CHALLENGING BIAS, ONE WORD AT A TIME	76
			HAVING THE HARDEST CONVERSATIONS	76
		Germany	MAKING INCLUSION NON-NEGOTIABLE	81
		Brazil	DIVERSITY WEEK:KEEPING INCLUSION ON THE AGENDA	79
		India	RESPECT STARTS HERE	81
		Portugal	ADVOCATING FOR DISABILITY INCLUSION	83
			ACCESSIBLE BY DESIGN	83
		United Kingdom	GIVING BACK	84
			INCLUSIVE LEADERSHIP IN ACTION	84
			HEALTH & NEURODIVERSITY GUIDES	84
			LET'S TALK: REAL CONVERSATIONS, REAL SUPPORT	84
			TALKING ABOUT BELONGING	84
			WOMEN'S HEALTH & EQUALITY AT WORK	84
		OUR CANDIDATES AND WORKERS	Italy	FORM.INTEGRA: SUPPORTING THE INCLUSION OF REFUGEES
	BRIDGE BUILDER PROJECT			91
	OPPORTUNITIES WITHOUT BORDERS: INTEGRATION AND EMPLOYMENT PATHWAYS			91
	A SECOND CHANCE THROUGH WORK: REINTEGRATION WITH DIGNITY			92
	Brazil		INCLUSIVE HIRING TO BREAK SYSTEMIC BARRIERS	93
			JOINING THE LABOUR MARKET WITH CONFIDENCE	93
	China		STRENGTHENING CAREER READINESS AND LOCAL EMPLOYABILITY	95
	Germany		OPENING PATHWAYS FOR REFUGEES AND MIGRANTS	96
			ENABLING INTERNATIONAL MOBILITY AND CROSS-BORDER HIRING	96
			SUPPORTING REFUGEES INTO WORK	97
	India		COLLABORATING WITH COMMUNITIES	97

SDGs	Stakeholder	Countries	Initiatives	Nºpage	
GOAL 10 Reduced inequalities	OUR CANDIDATES AND WORKERS	Portugal	INCLUSIVE EMPLOYMENT: OPENING DOORS FOR PEOPLE WITH DISABILITIES	98	
			CHANGING MINDSETS, BROADENING ACCESS	98	
		Italy	DISABILITY AND LABOUR INCLUSION: WHAT IS REALLY NEEDED?	114	
			PROMOTING A CULTURE OF INCLUSION: DIVERSITY, EQUITY & BELONGING	115	
	OUR CLIENTS	Italy	MAKING VOCATIONAL EDUCATION MORE INCLUSIVE	106	
			ALL IN	108	
			TRAINING ON DEI	108	
			DIVERSITY & INCLUSION	108	
		Portugal	INCLUSIVE HIRING IN PRACTICE	110	
		United Kingdom	EMBEDDING EQUITY FROM THE START	110	
		COMMUNITY	Germany	DIFFERENCE IS STRENGTH	116
				TALENT WITHOUT BORDERS	116
	Portugal		BACKING VISIBILITY, DIGNITY AND ACCESS	117	
	United Kingdom		FINANCE FOR GOOD	117	
	Italy		A SECOND CHANCE THROUGH WORK	121	
			A FIRST STEP INTO SKILLED WORK	121	
	Adria Balkan		GIFTING WITH PURPOSE	122	
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			CUTTING PLASTIC, SUPPORTING INCLUSION	131	
	Czech Republic		CLOTHES, CARE, AND COMMUNITY	124	
	Germany		CHAMPIONING INCLUSIVE AND SUSTAINABLE WORK FOR EVERYONE	124	
	India		BOOKS FOR ALL: SHARING KNOWLEDGE, SHAPING FUTURES	125	
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			SKILLS THAT STICK: OPENING DOORS FOR YOUNG TALENT	125	
	Türkiye	REMOVING BARRIERS TO EARLY EDUCATION	126		
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	United Kingdom	GIVING LOCALLY, WITH CARE	126		
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GOAL 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development	OUR CANDIDATES AND WORKERS	Germany	OPENING PATHWAYS FOR REFUGEES AND MIGRANTS	97	
			ENABLING INTERNATIONAL MOBILITY AND CROSS-BORDER HIRING	97	
			SUPPORTING REFUGEES INTO WORK	98	
		India	REOPENING DOORS FOR WOMEN	98	
			COLLABORATING WITH COMMUNITIES	398	
		Italy	DESTINATION WORK 2024: CREATING PATHWAYS FOR WOMEN	119	
			FROM SCHOOL TO SKILLED WORK	119	
		Portugal	CHANGING MINDSETS, BROADENING ACCESS	98	
		Brazil	JOINING THE LABOUR MARKET WITH CONFIDENCE	93	
		OUR CLIENTS	Italy	SHAPING THE CONVERSATION	104
		COMMUNITY	Germany	TALENT WITHOUT BORDERS	116
			Portugal	BACKING VISIBILITY, DIGNITY AND ACCESS	117
	United Kingdom		FINANCE FOR GOOD	117	
	Italy		HOLIDAY GIVING FOR LOCAL FAMILIES	120	
			CHARITY MARATHON: RUNNING FOR INCLUSION	120	
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			A SECOND CHANCE THROUGH WORK	121	
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			TURNING INSIGHT INTO ACTION ON GENDER INCLUSION	122	
	Adria Balkan		GIFTING WITH PURPOSE	122	
		CREATING INCLUSIVE SUPPLY CHAINS	122		
CUTTING PLASTIC, SUPPORTING INCLUSION		131			

SDGs	Stakeholder	Countries	Initiatives	Nºpage
GOAL 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development	COMMUNITY	Argentina	BUILDING CONFIDENCE FOR THE JOB MARKET	123
		Brazil	SOFT SKILLS, REAL IMPACT	123
			WINTER DONATION CAMPAIGN	123
		Czech Republic	CLOTHES, CARE, AND COMMUNITY	124
		Germany	CHAMPIONING INCLUSIVE AND SUSTAINABLE WORK FOR EVERYONE	124
		India	BOOKS FOR ALL: SHARING KNOWLEDGE, SHAPING FUTURES	125
			A GIFT OF RESPECT AND SOLIDARITY	125
			SKILLS THAT STICK: OPENING DOORS FOR YOUNG TALENT	125
		Türkiye	REMOVING BARRIERS TO EARLY EDUCATION	126
		United Kingdom	GIVING LOCALLY, WITH CARE	126
SMALL ACTIONS, SHARED IMPACT	126			

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