



CSR REPORT 2015



Group
YOUR JOB, OUR WORK



DEAR STAKEHOLDER,

One year after the publication of the first Global Gi Group Corporate Social Responsibility Report there are many reasons why we are proud to announce the results achieved and initiatives carried out in 2015.

Throughout 2015 we made **significant progress** in our CSR approach thanks to an effective, strategy-based governance system and, above all, the contribution to CSR initiatives given by our people.

Brazil, India, Italy, Russia, Spain and the UK are some of the countries in which we have realised Employability projects through which our people offered voluntary advice, training and mentoring services to those wishing to enter the labour market.

More than **900 volunteers** dedicated **12,400 hours** to over **6,200 people** looking for a job. These initiatives allowed us to share our professional know-how and once again rediscover and experience the deepest meaning of our daily activities by offering it to our candidates.

We know that, in a constantly changing international environment, our Stakeholder priorities may change as well. To understand their key priorities and to ensure we are investing in the right areas, we have released a survey to them. As we believe that an open and constant communication with our Stakeholders is crucial, we will intensify the communication within 2016. We will include more key players through work groups, direct contact and new surveys with the aim of constantly updating the Materiality Matrix.

We are proud to present our second **Global CSR Report**, showing the initiatives we completed and that Corporate Social Responsibility is even more strongly embedded within Gi Group's mission and fully embraced by all our employees.

Stefano Colli-Lanzi
CEO Gi Group



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2015 MAIN ACHIEVEMENTS

The **Gi Group 2015 CSR Report** starts with a summary of the initiatives that were adopted in 2015.

Gi Group based its 2015 CSR initiatives on the same 5 areas as the previous year. These were in line with corporate strategies and the stakeholders' requests – as will be outlined in the **Materiality Matrix** – and represent the priorities of Gi Group in the development of projects with a significant social impact.

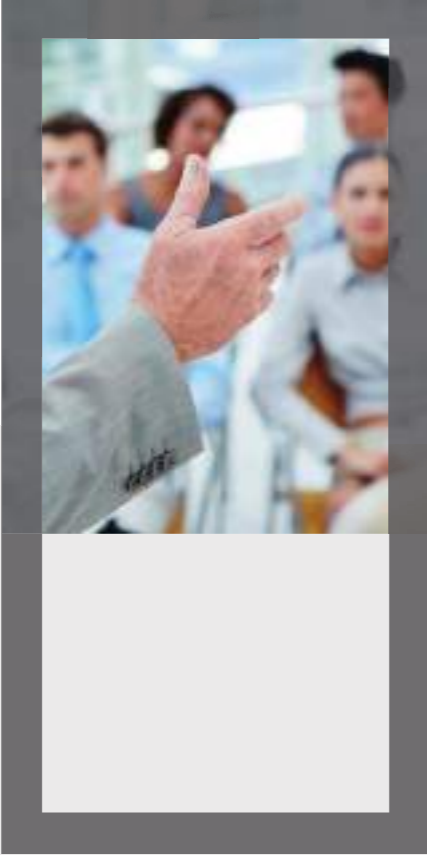
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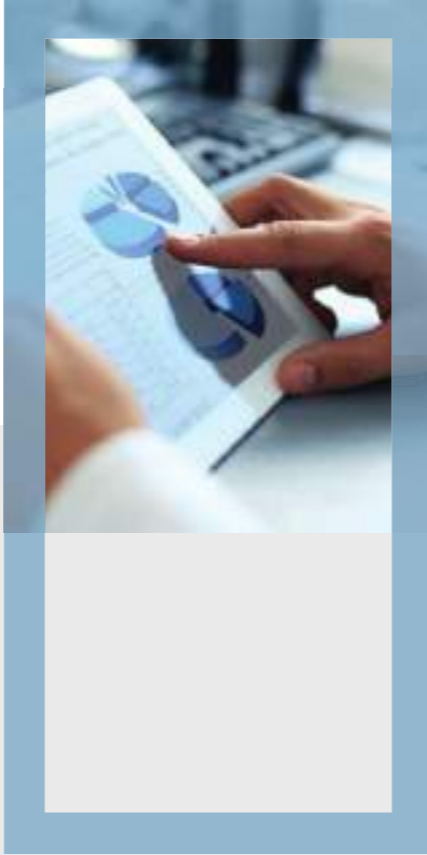
THE 5 SELECTED AREAS:



WORKFORCE AND DIVERSITY



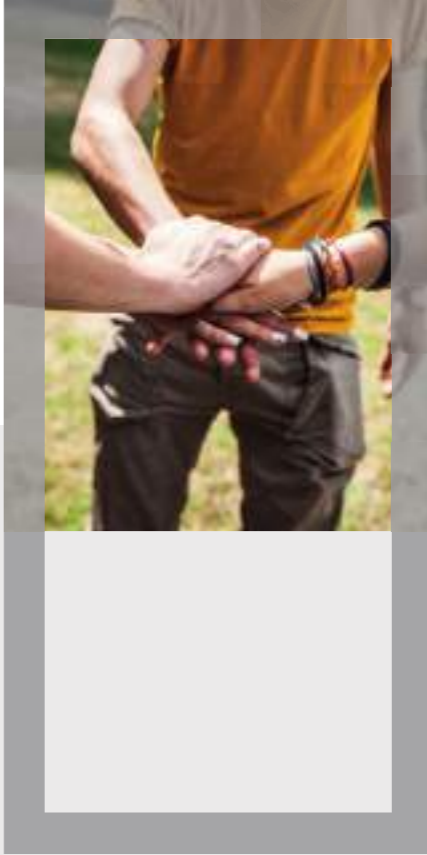
TRAINING



EVOLUTION OF THE LABOUR MARKET



ENVIRONMENT



VOLUNTARY WORK

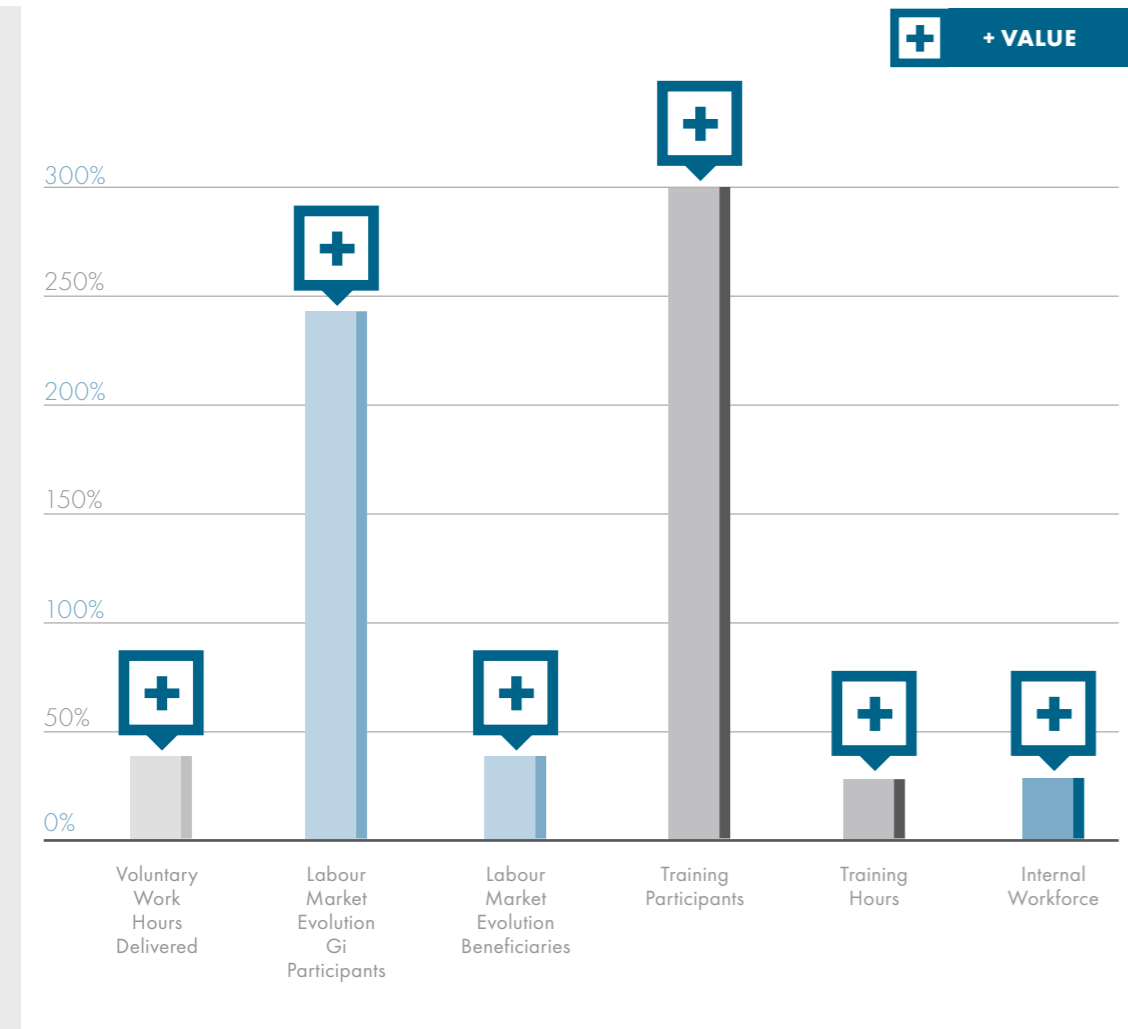
SIGNIFICANT IMPROVEMENTS HAVE BEEN REACHED ON ALL AREAS, AS WILL BE PRESENTED IN THE FOLLOWING CHAPTERS.

THE KEY INITIATIVES

One of the action plans outlined in the 2014 CSR Report was the launch of international activities aimed at supporting employability. Great results have been achieved in this particular area, and are presented in the Voluntary Work section.

Here's a summary of the most important CSR results achieved in 2015. New initiatives were implemented and others revamped, and these were launched in all countries in which Gi Group operates.

CSR INDICATORS: DELTA % 2015 VS 2014



THE CONSOLIDATION OF THE GROUP CSR GOVERNANCE structure by creating a new international internal body, the CSR Committee, to support the development of Group Corporate Social Responsibility initiatives.

THE LAUNCH OF VOLUNTEER INITIATIVES IN SEVERAL COUNTRIES, focusing especially on those aimed at supporting the employability of applicants requiring help to enter the labour market, or find a new job.

MORE INVOLVEMENT BY ALL STAKEHOLDERS IN THE CREATION AND IMPLEMENTATION OF THE GROUP CSR STRATEGY. Two international surveys were launched in the first phase of this project – one for all employees and one for Institutions and Associations with which Gi Group most frequently interacts. Then all data concerning temporary workers and candidates was aggregated.

These three initiatives allowed the company to have **AN OVERVIEW OF THE NEEDS AND EXPECTATIONS OF GI GROUP'S STAKEHOLDERS ON ITS SOCIAL ACTIVITIES.** An integration process of the social priorities of Gi Group and its stakeholders was then implemented and completed in 2016.

THE CREATION OF THE MATERIALITY MATRIX, which represents the match between Gi Group's CSR priorities and those of its stakeholders' was also set up.

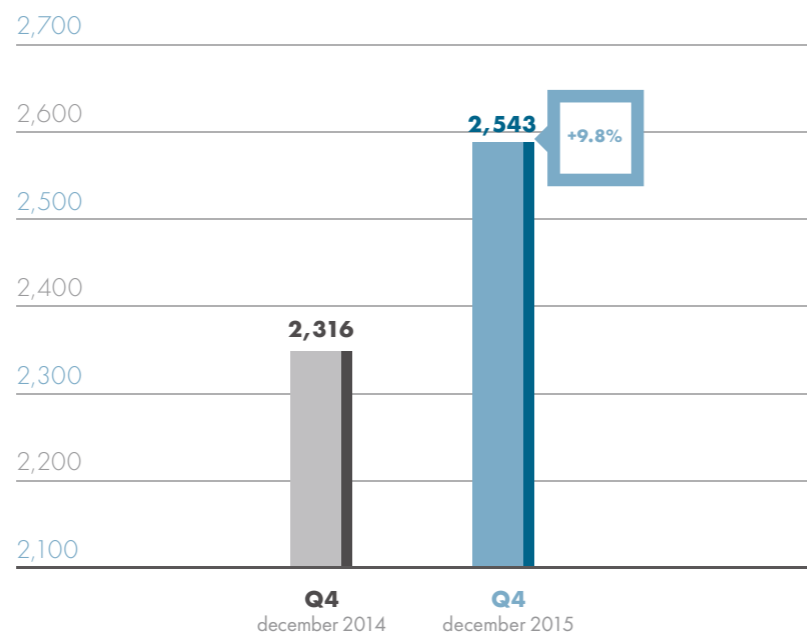


WORKFORCE AND DIVERSITY

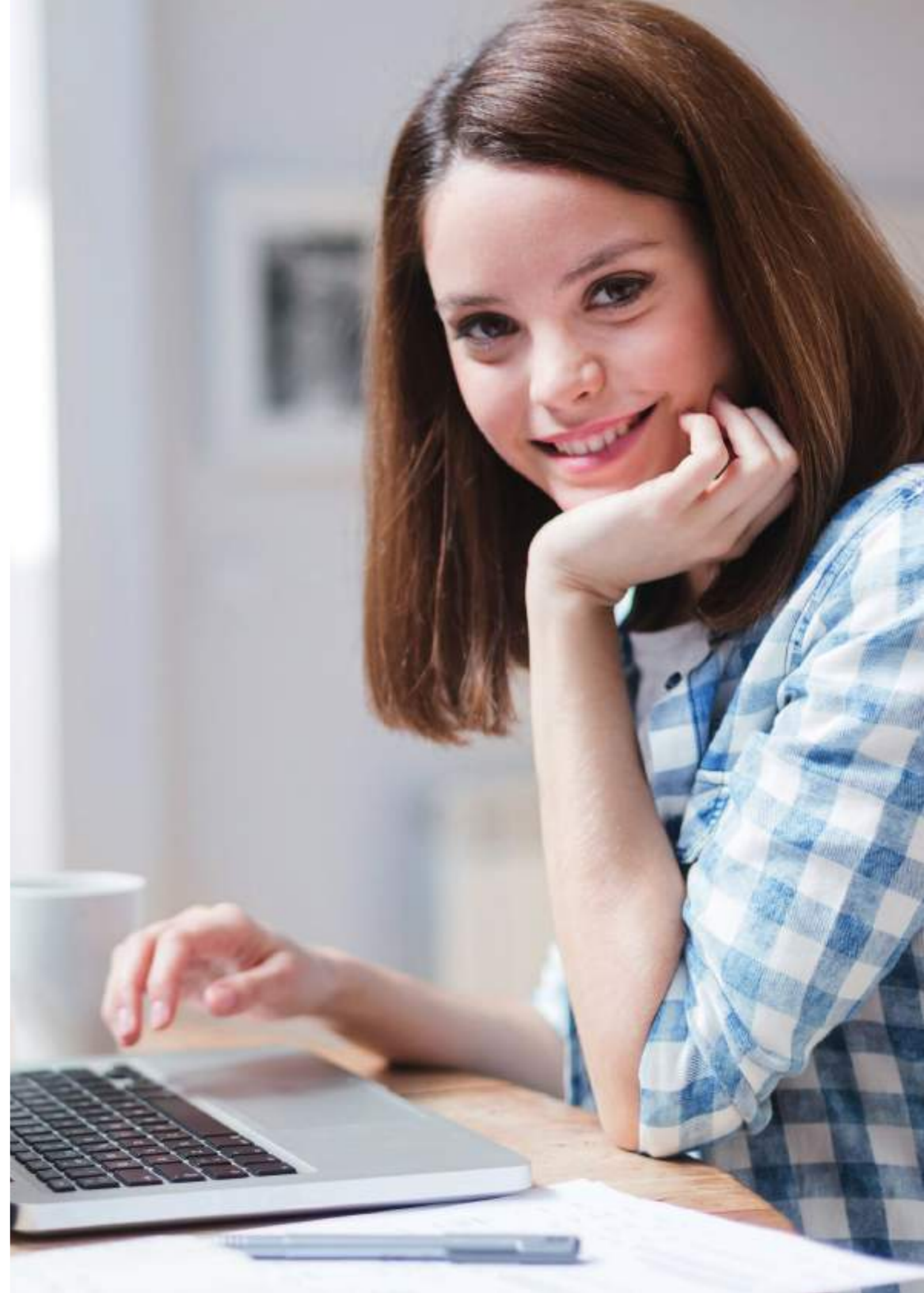
CSR INDICATORS

The focus on the right balance of internal employees – through constant commitment to women’s employment – together with the implementation of initiatives aimed at promoting the well-being of employees and supporting a healthy work/life balance are specific Gi Group commitments.

In 2015 the headcount grew of 9.8% versus 2014.



2



AS OF THE 31ST DECEMBER, GI GROUP'S WORKFORCE WAS MADE UP AS FOLLOWS:

AGE AVERAGE

42.8	Italy HQ	34.9	Brazil	31.7	France
39.5	Croatia	34.4	Romania	31.3	Poland
38.0	Holland	34.0	Spain	30.9	India
37.1	Italy	33.8	Russia	30.4	China
36.8	Serbia	33.5	Portugal	30.3	Montenegro
36.8	UK	33.2	Czech	27.0	Hong Kong
36.5	Germany	32.6	Argentina	26.7	Lithuania
35.6	Bulgaria	32.5	Turkey		

GLOBAL AGE AVERAGE **35.3**

SENIORITY AVERAGE

6.0	Italy	3.2	China	2.3	Russia
5.8	Serbia	2.9	Poland	2.0	Lithuania
5.8	Italy HQ	2.9	Argentina	2.0	Hong Kong
5.0	Croatia	2.8	Spain	1.8	Czech
4.8	UK	2.6	Brazil	1.0	Turkey
4.8	Montenegro	2.5	India	1.0	Portugal
4.2	Germany	2.4	France	1.0	Holland
3.5	Bulgaria	2.3	Romania		

GLOBAL SENIORITY AVERAGE **4.6**

GI WORKFORCE BY GENDER

72%



28%



39.1%

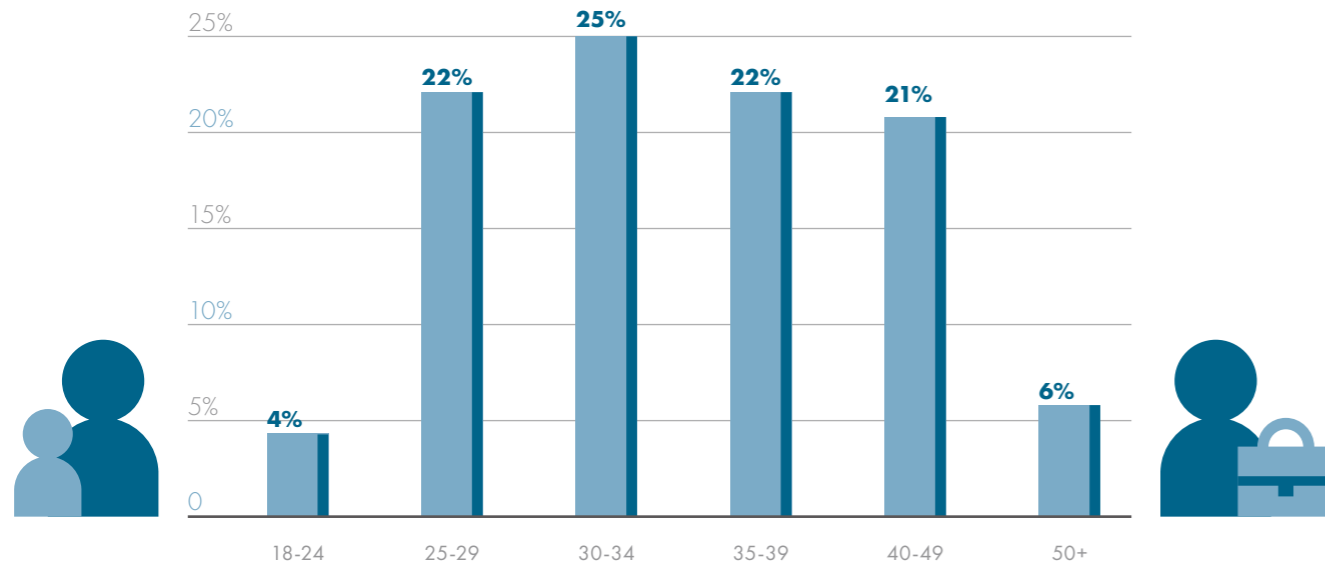
OF WOMAN COVERING LEADERSHIP POSITIONS



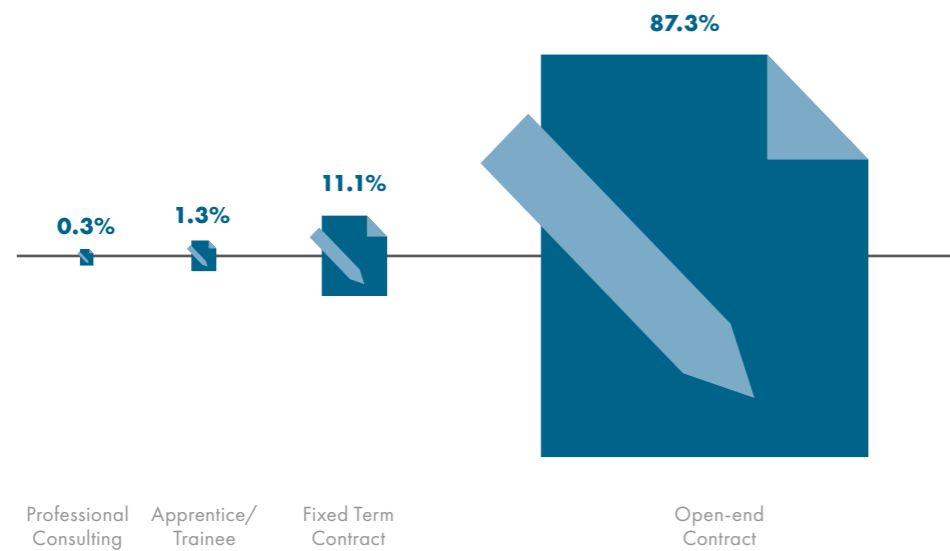
COUNTRY	PERCENTAGE ON GLOBAL POPULATION
Argentina	0.3%
Brazil	5.9%
Bulgaria	1.8%
China	6.2%
Croatia	0.1%
Czech Republic	0.7%
France	0.7%
Germany	5.7%
Holland	0.1%
Hong Kong	0.1%
India	9.6%
Italy	44.5%
Italy HQ	0.9%
Lithuania	0.3%
Montenegro	0.1%
Poland	3.8%
Portugal	0.8%
Romania	2.7%
Russia	0.7%
Serbia	0.9%
Spain	2.0%
Turkey	0.3%
UK	11.9%
TOTAL	2,543

**GI GROUP
WORKFORCE BY AGE GROUP**

Being committed to improving the well-being of the internal workforce means launching concrete activities aimed to enhance employees' quality of life.



**GI GROUP
WORKFORCE BY
CONTRACT TYPE**



**SIGNIFICANT INITIATIVES HAVE
BEEN DEVELOPED DURING 2015**

Some projects, developed in Italy for both employees and the external markets, show the commitment of the company to a work/life balance and demonstrate how the more general attention of Gi Group is towards the protection of the well-being of its stakeholders.

**“HAPPY CHILD”
SUMMER CAMP**

From 8th June to 31st July 2015 the children of Gi Group's employees in Italy could participate in the company's Summer Camp launched as part of the SMS project – Milan Summer School 2015. This is approved and funded by the Province of Milan and organised by Gi Group in collaboration with Happy Child, Assolombarda, the Lombardy Region and the Principe di Savoia Hotel. The summer camp, managed and coordinated by Happy Child educators, is a journey around the world, allowing children to encounter different cultures and traditions of the various world populations through group sports, the creation of drawings, fairy tales and theatre in English. In addition to the companies that created and launched the project, employees from leading Universities and companies also collaborated in this initiative. 10 children participated for a total of 900 hours.

FAMILY PROJECT

This is a service offered by Gi Group that supports all issues linked to the management of house chores, children and elderly people. Gi Group takes care of the recruitment and selection process of caregivers, babysitters, housemaids, caretakers, housekeepers, cooks and all other staff needed to manage a family.

In 2015 756 caretakers found a job through Gi Group.

GI WELL

As a contribution to well-being in the company, Gi Group launched a project aimed at improving the work/life balance of its employees. Gi Group launched Gi Well in June 2015; the new corporate welfare programme for Group employees in Italy. Gi Well offers services in a wide range of areas which meet the needs of employees and their families. Employees can use Gi Well through a dedicated portal using a personal password. The portal includes information on how to choose services according to their needs: loans, health, sport, culture, free time, welfare workers, home repair services, online tax returns, public transport, etc.

EDU BREAK

Within the framework of the Company Welfare Project, Gi Group gave Italian employees the opportunity to participate in training/information on the education of children with psychologists and pedagogues, such as the characteristics of childhood, the way children and teenagers play. This training was held at the company's central offices and the headquarters of the Lombardy Region. At the end of these successful initiatives, employees could ask a psychologist individual questions. After these successful events, two days were organised in which employees could meet the psychologists individually to talk about the same topics.

4 meetings were organised for a total of 6 hours with 34 participants.

16 employees also used "family coaching" sessions to have dedicated support for their family situations.





TRAINING

TRAINING, AS THE EMPLOYEE SURVEY CLEARLY SHOWED, IS A PRIORITY FOR PROFESSIONAL GROWTH AND ALSO DEMONSTRATES THAT GI GROUP CARES FOR ITS PEOPLE.

The company committed itself at the end of 2014 to increase training offered to employees in all countries in which Gi Group operates and it delivered on its promise.

The total number of hours of training offered increased by 14.4%, while the number of employees that participated in such training courses increased by 302%.

GI GROUP EMPLOYEE TRAINING COURSES FOCUS ON FOUR AREAS:

Management training:

directed to the development of soft skills

Compliance training:

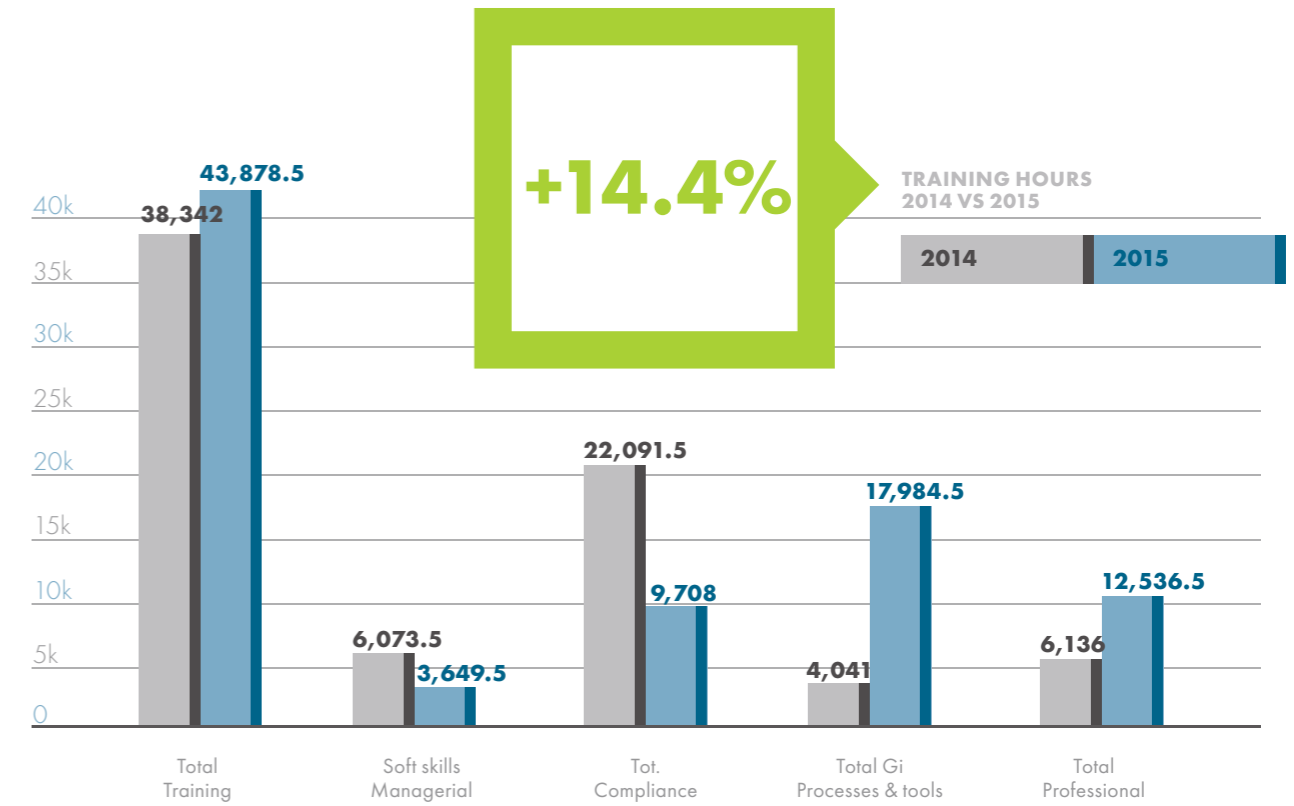
training courses on local, or sector-specific regulations

Internal process and training on support tools:

courses aimed at aligning employees' skills with Gi Group's strategy

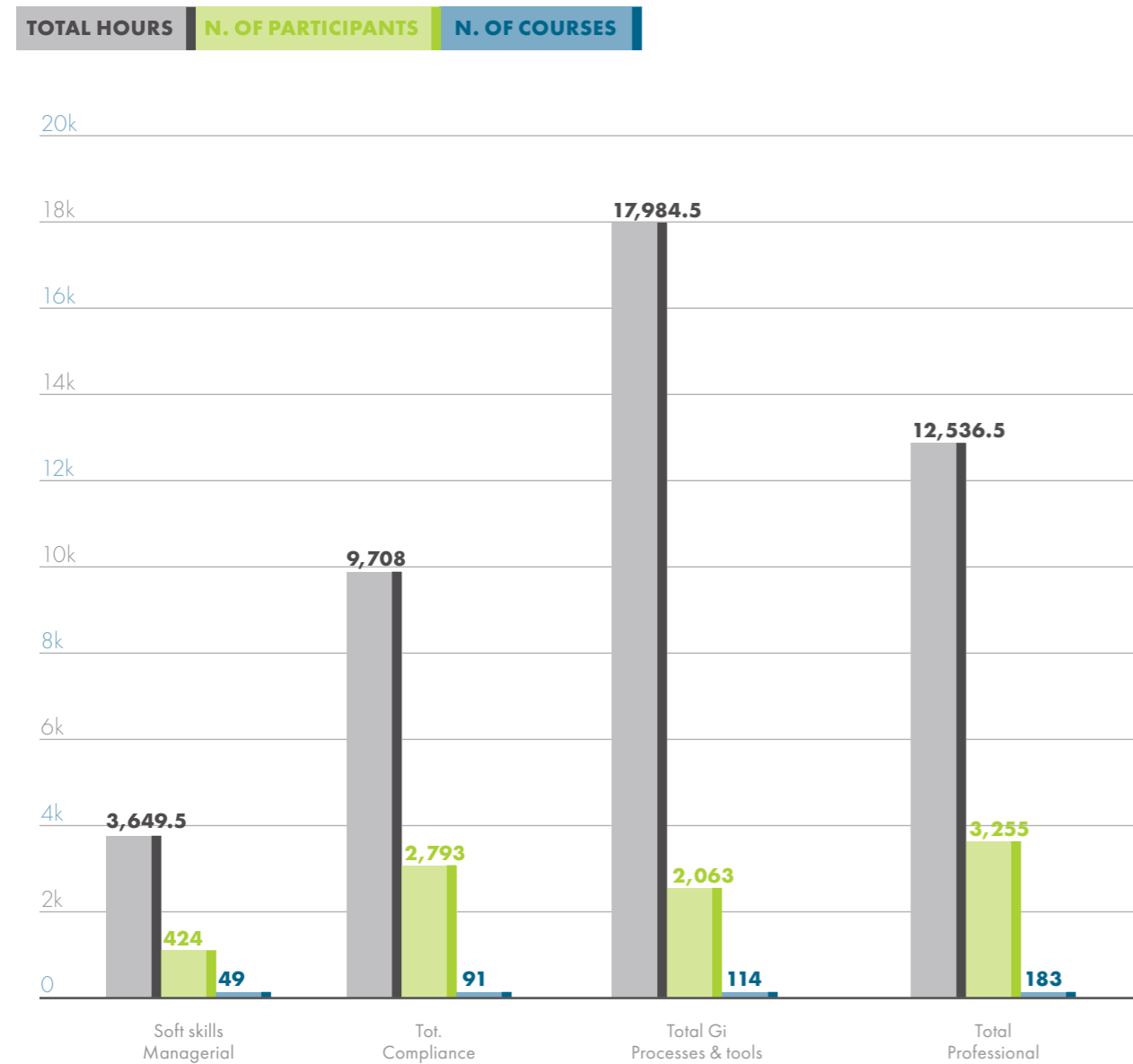
Professional training:

courses aimed at increasing technical/specialised skills needed to reach a higher level within their roles



TOTAL TRAINING 2015

The composition of the different types of training shows that 2015 investments in training were well balanced:



2015

TRAINING OF TEMPORARY WORKERS INCREASED AS WELL, AND A SUMMARY OF THE RESULTS FOR ITALY IS GIVEN BELOW:

	N. OF COURSES	PARTICIPANTS	TRAINING HOURS DELIVERED
Administrative area	25.0	1,624.0	2,347.0
ICT tools	11.0	58.0	297.5
Languages	22.0	53.0	1,700.5
Legal	49.0	884.0	3,295.0
Recruiting	37.0	202.0	1,922.0
Sales	21.0	207.0	1,624.5
Other professional	18.0	227.0	1,350.0
Total professional	183.0	3,255.0	12,536.5
Gi software	88.0	1,392.0	5,698.0
Induction	20.0	613.0	10,926.5
Internal processes	6.0	58.0	1,360.0
Total Gi processes & tools	114.0	2,063.0	17,984.5
CSR	2.0	1,081.0	2,162.0
H&S	78.0	1,365.0	6,225.0
Other compliance	11.0	347.0	1,321.0
Tot. Compliance	91.0	2,793.0	9,708.0
Soft skills / managerial	49.0	424.0	3,649.5
Total training	437.0	8,535.0	43,878.5

TRAINING HOURS PER EMPLOYEES: 16.9

**PARTICIPANTS
24,506**

+21.4%

VS 2014

**NUMBER OF TRAINING HOURS DELIVERED
140,447**

+ 6%

VS 2014

**COURSES DELIVERED
3,792**

+8.4%

VS 2014

(3,573 for non-employed people or temporary workers with fixed term contract, and 219 for temporary workers with open-ended contract)



EVOLUTION OF THE LABOUR MARKET

One of the core elements of Gi Group's Mission is to contribute to the evolution of the labour market. This occurs daily through Gi Group's services creating value as it meets a specific need.

Some initiatives are developed specifically to promote the growth of employment in the countries in which Gi Group operates.

The most significant instances of Gi Group contributing to the evolution of the labour market in 2015 were:

Research and publications on the labour market and on temporary work best practices:

4,500 people participated in events where data was presented and analysed

Labour market orientation events:

4,439 participants

Training and school/work balance programmes:

4,665 participants

Active labour market policies aimed at supporting career transition (outplacement) activities (government-funded projects):

3,986 beneficiaries

BENEFICIARIES

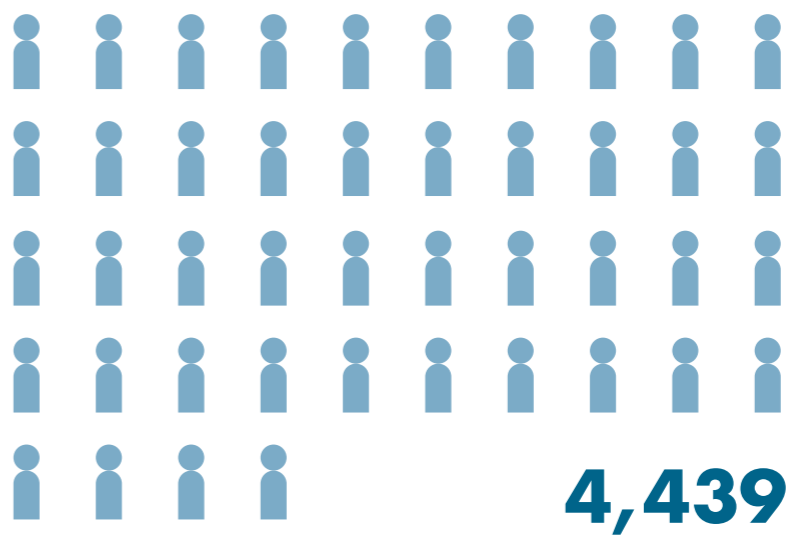
People involved in initiatives aimed at contributing to the evolution of the labour market:



2014



2015



 = 100 people

PARTICIPANTS

Participants in training and school/work balance activities:



2014



2015



= 100 people



Even though Gi Group does not work in a sector where an impact on the environment is particularly significant and does not utilise production cycles that could damage the environment, environmental protection is part of the Group's CSR strategy.

BELOW IS A SUMMARY OF THE MAIN INITIATIVES CARRIED OUT IN 2015 AND THE RESULTS:

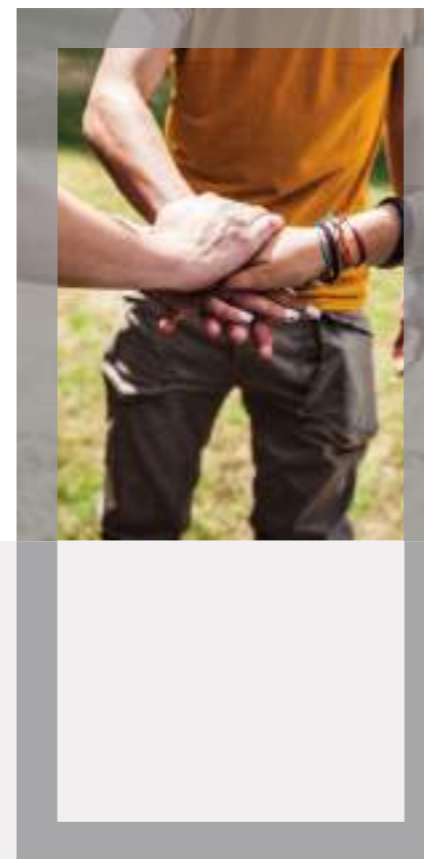
ENVIRONMENT

COUNTRY	TYPE OF ACTIVITY	RESULTS
BULGARIA	Energy consumption decreasing	25% saved vs 2014
BULGARIA	Decreasing of using printing paper	20% saved vs 2014
ROMANIA	Recycling paper and cardboard	300 kg paper, 150 kg cardboard saved
ROMANIA	Recycling toner cartridges	115 pieces saved
ROMANIA	Recycling old computers	15 pieces saved
ROMANIA	Recycling printers	2 pieces saved
UK	Company cars must meet 120g CO2/km limit	Reduced carbon emissions
UK	Issue of "Did You Know" emails to H/O to promote recycling/energy savings opportunities	Reduced carbon emissions
UK	H/O walk to work incentive	Reduced carbon emissions
UK	Less paper used for training course material	Reduced amount of paper purchased/cost saving
ITALY	New car policy	Reduced use of fuel 5%
ITALY	Green Building (switch to renewable energy in all buildings)	1,445 tonnes of CO2 saved
ITALY	Recycling of paper	Reduced use of paper 8% vs 2014

Other initiatives related to the environment have been developed during 2015, although the concrete evidence is difficult to express in numbers.

THE MOST SIGNIFICANT ARE:

COUNTRY	TYPE OF ACTIVITY	RESULTS
BULGARIA	Separate collection of paper	Paper saving
GERMANY	Energy Audit by TÜV	External environmental certification
GERMANY	Limitation of CO2-Emissions for all cars	CO2 emission reduction
INDIA	Participation to "Earth Day" by Greenpeace	Awareness to plant trees, recycle paper, avoid use of plastic bags etc...
UK	Recycling survey	Identified what products are recyclable across all of the locations in the network. This will lead to more co-ordinated recycling in 2016.
UK	Boot/shoe recycling	Less resources sent to landfill/providing footwear for disadvantaged groups
UK	70gsm paper purchased at H/O to replace 80gsm	Less resources consumed/cost saving
UK	H/O recycling of paper/card/bottles/cans	Less resources sent to landfill
UK	ESOS assessment	Compliance to the Government's requirements
ITALY	myGiGroup portal (for candidates and clients) to reduce the use of paper for candidates' application forms and all docs previously stamped by clients (e.g. invoices, contracts, temps' timesheets)	Paper saving
ITALY	Recycling toner cartridges	Less toner consumed
ITALY	DEO - Diagnosi Energetica (assessment on energetic consumption)	External environmental certification
SPAIN	Recycling (paper, toner, etc...)	Less resources consumed

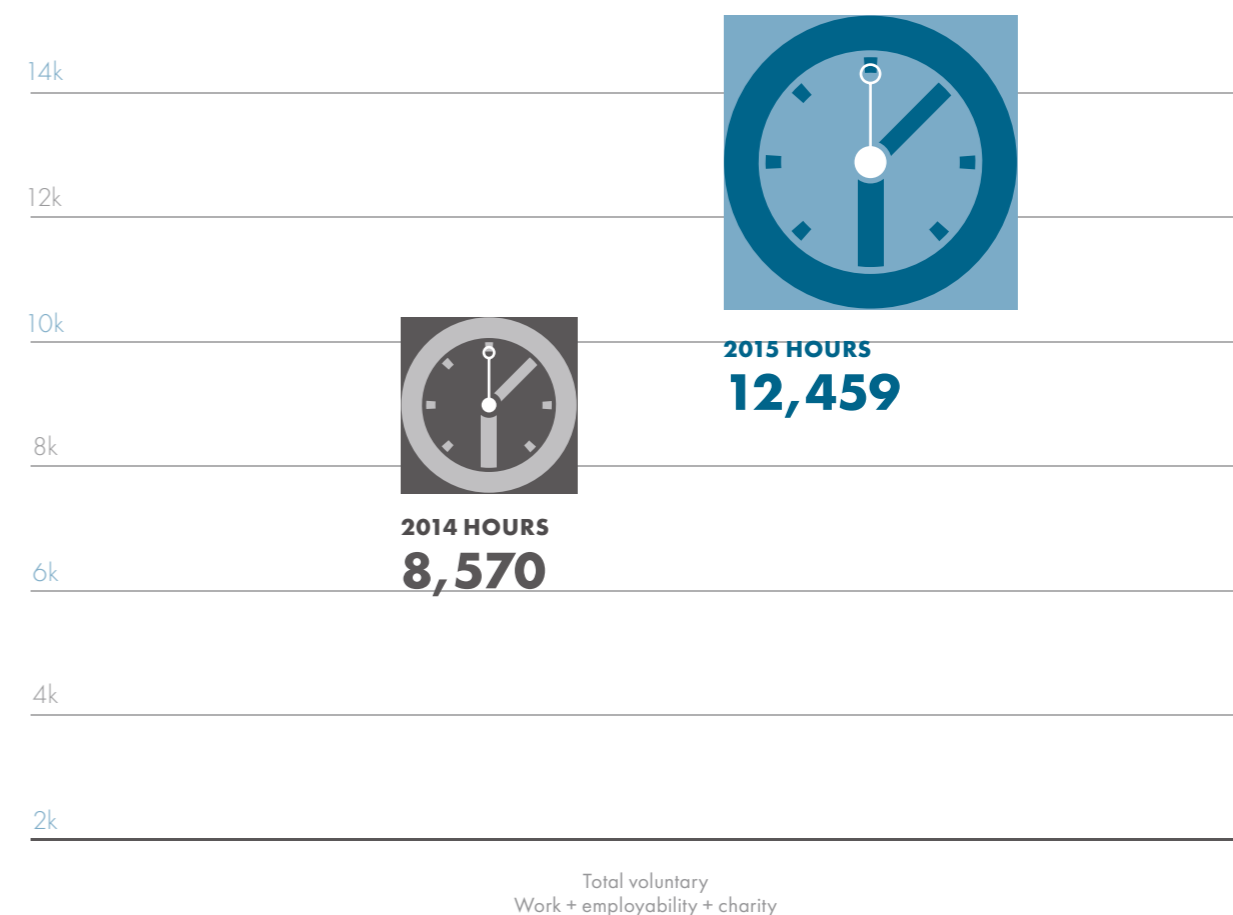


Volunteer activities carried out by Gi Group employees grew the most in relation to 2014.

Volunteer, charity and employability support activities increased by 45.4% - from 8,570 hours in 2014 to 12,459 hours in 2015.

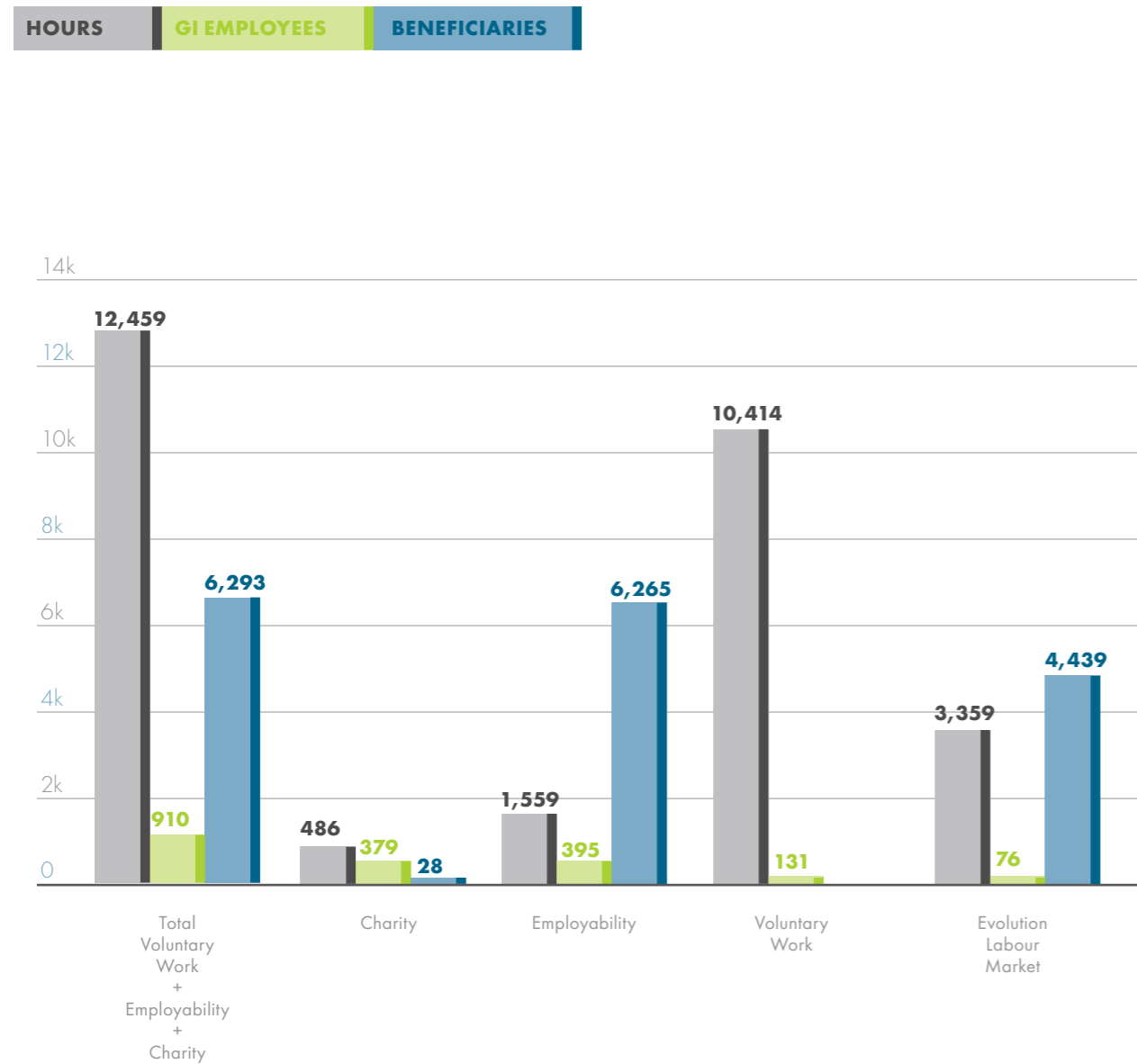


VOLUNTARY WORK



CSR ACTIVITIES DELIVERED 2015

The following chart shows the breakdown of volunteer activities carried out at global level:



FOCUS ON EMPLOYABILITY PROGRAMMES

One of the areas in which Gi Group improved most, following what was stated in the 2014 CSR Report, was the organisation of volunteer activities aimed at supporting the employability of some groups of people.

Employability incorporates all of the skills and 'know-how' that increase the likelihood of a person finding a job.

The social value of Gi Group's activities may be seen everywhere, starting from its corporate Mission. Gi Group employees carry out ethically, and socially, useful activities in their daily work, by meeting the specific needs of people.

The goal of offering the professional skills of Gi Group employees to the community, for one day, has a double meaning:

- It represents a volunteer activity that meets a basic need for every man and woman: having the possibility to find a job or to change it.
- To increase awareness, among Gi Group employees, of the social value of their daily work.

BRAZIL ORIENTAÇÃO

This initiative took place on October 23, 2015 all over the main business cities in Brazil. Using 13 Gi Group branches. The word Orientação means Orientation, and at the same time "ação" means Action.

UNEMPLOYED PEOPLE RECEIVED INFORMATION AND TRAINING ON THE FOLLOWING TOPICS:

HOW TO BEHAVE
IN AN INTERVIEW

HOW TO WRITE
A CV

HOW TO DRESS FOR AN
INTERVIEW

HOW TO LOOK
FOR A JOB



30 Gi employees were involved in the activity and 230 unemployed people benefited from it.

From left: Jaqueline Santos Reception, Rui Rocheta Country Manager, Fernanda Oliveira Selection, Camila Freitas HR, Jennifer Souza Selection, Juliana Santos Branch Manager, Paulo Rodrigues Selection, Rafaela Lopes Selection, Otavio Mustafa Marketing



INDIA EMPLOYABILITY SUPPORT TO GOVERNMENT STUDENTS

The aim of this project was to enhance employability skills & career prospects by imparting soft skills & career guidance to students in final years of the government schools.

400 students participated, gaining information on the following skills: career counselling/guidance, industry knowledge, resume-writing, interview/communication skills, body language and etiquette.



Gati Sharma
HR Department



ITALY

DESTINAZIONE LAVORO

This is the first employability volunteer project that Gi Group launched throughout Italy; **270 employees** participated from all Gi Group companies.

58 branches and Gi Group Headquarters organised workshops and individual interviews on Saturday 14th November 2015, from 10 am to 1 pm, focusing on the traditional career topics that give people the possibility to independently build their career:

THE CV AND PRESENTATION LETTER	JOB SEARCH CHANNELS	THE JOB INTERVIEW	THE LABOUR MARKET AND WORK CONTRACTS
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This activity was aimed especially at supporting young people between 18 and 29 that are struggling to enter the labour market or find a stable job, but people from different age ranges participated. It met a profound need by the unemployed for support, those with their jobs at risk or desiring to change their careers.

Some workshops are specifically designed to meet the needs of non-profit organisations supporting disadvantaged groups: disabled young people (Downs syndrome and Williams Syndrome) and school drop-outs, also aimed at integrating young immigrants and supporting unemployed women and parents.

Gi Group also launched ad-hoc activities for its main target, young people, by meeting almost **1,290 students** directly in **13 schools** and going through the streets of central Milan with the **CV Tram**. More than 200 people got into the tram in Milan from 9th to 13th November and were offered a free CV check and a free photo for their CV.

In addition to the Destinazione Lavoro activities, the company published a **“Practical guide on the labour market”** containing all of the technical in-depth analyses of the topics discussed during the workshops to assist all participants and subscribers in developing their career.

Following this initiative, Gi Group provided a donation which represents the total pay of the employees that participated in the CSR activities.

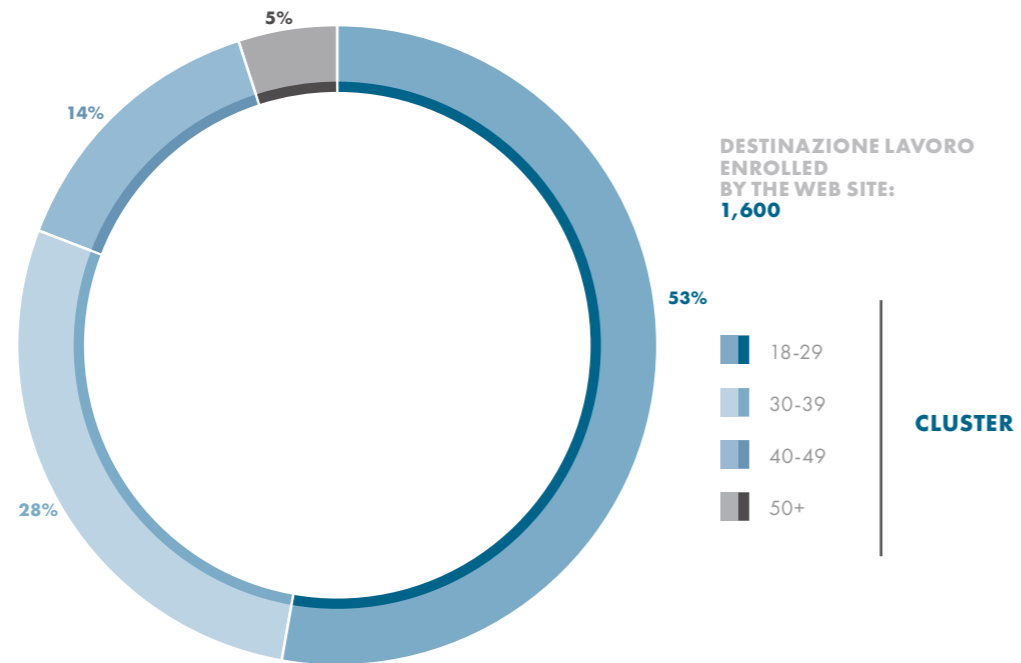
LICEO DEL LAVORO PROJECT
COMETA ASSOCIATION IN COMO

RIMETTERE LE ALI ONLUS
ROME

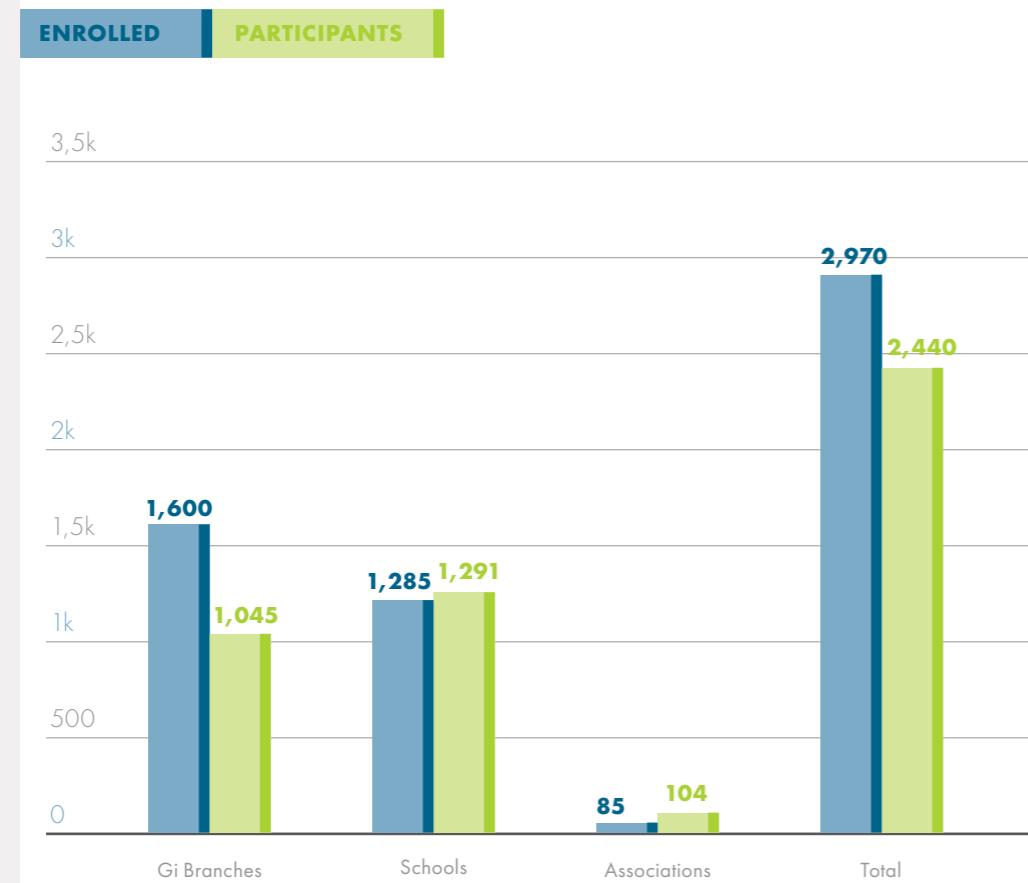
COMUNITÀ SAN GENNARO ONLUS
FOUNDATION - NAPLES



At the head of the table:
Stefano Colli-Lanzi, *Gi Group CEO*,
Roberta Zampa, *Consultant*
outplacement



DESTINAZIONE LAVORO REDEMPTION PARTICIPANTS VS ENROLLED



Caterina Federici
Recruitment Specialist



Alice Caserini,
Recruitment Specialist,
Carlotta Devruscian,
Consultant Outplacement



Federico Santarossa,
Consultant Outplacement

RUSSIA BIG BROTHERS BIG SISTERS

The event, organised by Gi Group Russia, in collaboration with the International Volunteer organisation **Big Brothers Big Sisters**, was held on Saturday October 3rd, in a Gi Group office.

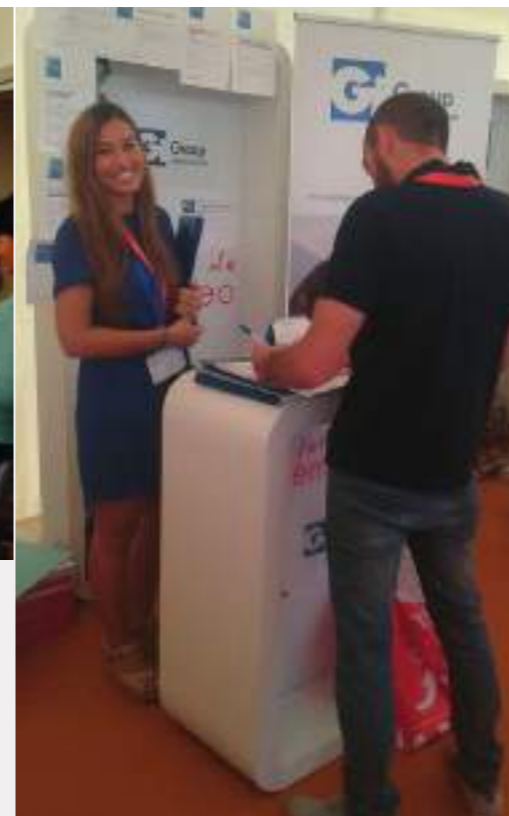
15 children from an orphanage were present, accompanied by their "Big Brother" volunteers. Two Gi Group volunteers told the kids how to build a career, what kind of specialties and companies exist and how to present themselves. They conducted interesting games for the children aimed at boosting their presentation skills.

Other topics included how to create a resume, how to prepare for an interview and how to search for a job.



Left
Senior Trainer Anna Shershneva e Operations Director Olga Ovchinnikova

Next page
Cristina Bellver Recruiter Sevilla
Silvia Martín Martín Recruiter Zaragoza
Silvia Ferrandez Branch Manager Zaragoza



SPAIN JOB TALK TO UNEMPLOYED PEOPLE

Two events aimed at supporting unemployed people on how to be more effective in finding a job were organised; **130 people** were involved and provided with tools, guidelines and tips from Gi Group employees.

UK

SCHOOL STUDENTS WORK-EXPERIENCE AT GI LOCATIONS

Students from 11 schools in the UK were given insight into a "working environment", while Gi Group employees had the opportunity to share their skills and experience.

BUSINESS CLASS ACTIVITY EMPLOYABILITY WORKSHOPS

6 events were held, for a total number of 119 volunteering hours. The workshops provided students with details on different career paths and the skills and attributes needed in the world of work.

MOCK INTERVIEWS - FOR SCHOOL STUDENTS

11 events were held, for a total number of 45 volunteering hours. These events provided students with an opportunity to practice their interview skills.

YOUNG ENTERPRISE COMPANY PROGRAMME

In this initiative students form their own real life company with an aim to make a profit over a period of time. The companies also enter regional and national competitions. This provides each group with the experience of running their own company.

12 students have been involved in the programme so far.



Top Left
David Carlin
UK Training & Compliance
Manager & Head of CSR

Right, from left to right
Michael Simms *Out of
Hours Manager* Emma
Louise-Taylor *Senior Branch
Manager* Jose Stewart
Corporate Account Manager
Sally Hewick *General
Manager Branch Network*





OTHER SIGNIFICANT VOLUNTEERING AND CHARITY ACTIVITIES WERE CARRIED OUT IN 2015

ARGENTINA

- Free training for young professionals "marketing yourself as a job-seeker" (**68 beneficiaries**).

GERMANY

- Free support to call centres for TV Charity Day (24 hours, "RTL Spendenmarathon") (9 Gi volunteers and 72 hours delivered).

INDIA

- Interviews of ITI students for some positions with our staffing clients. The selected students (among **45 participants**) were placed with clients without any fee.
- Email Etiquette training module for employees of Yuva Parivartan.
- Nepal Earth Quake Relief campaign.
- Chennai Flood: Relief Campaign – Employees contributed part of their salary for people in Chennai Branch affected by flood.

ITALY

- Volunteering activities for "Homo Faber" – a non-profit social cooperative operating in the "Bassone" prison in Como as a training centre and press office, to support detainees (5,000 hours delivered).
- Volunteering activities for BITEB – a non-profit organisation that supports social projects by replacing computers and hospital equipment with up-to-date technology (1,230 hours delivered).
- Volunteering hours for COMETA – an association that hosts and supports the education of young people (750 hours delivered).
- Volunteering activities for "Centro Culturale di Milano" – an association that organises events on topics like philosophy, art, culture and literature, science, economy and medicine. (2,500 hours delivered).
- Volunteering activities for "Officina Giotto" – a social cooperative which supports detainees of the Padova's prison, by setting up a pastry laboratory (150 hours delivered).
- Volunteering activities for "Banco Alimentare" – a non-profit organisation that operates to reduce food waste (260 hours delivered).

POLAND

- Free training activities for students to help them to find a job after school (**20 beneficiaries**).
- Volunteering activities for "SZLACHETNA PACZKA project", aimed to provide aid to struggling families during Christmas holidays (16 hours delivered).
- Volunteering activities and financial help for orphanage and "Children Day" organisation (**20 beneficiaries**).

SPAIN

- Challengue interempresas (participating in a running race with a social touch: each km means 10€ goes to nutritional therapy for children).

UK

- Give & Gain Day – in collaboration with BITC (Business in the Community), it's the UK's only national day of employee volunteering held in 2015 on May 15th. It champions the talent and energy found in business and the role it can play in helping the community prosper. Gi Group volunteers participated in several initiatives, such as to transform the unused and neglected grounds of community schools into working gardens for the children and repairing grounds and facilities where social events were to be held. (72 Gi volunteers and 504 hours delivered).
- Organising and coordinating charity fundraising activity that employees took part in during working hours (39 Gi volunteers and 233 hours delivered).

3

Significant efforts have been made by Gi Group to incorporate its stakeholders' needs into the Group's CSR strategy.

This chapter is dedicated to point out all the initiatives that have been developed to reach this goal and to present its main output: the **Materiality Matrix**. This matrix shows the mix between the priorities of Gi Group and the priorities of our stakeholders in regards to CSR.

STAKEHOLDERS' NEEDS ANALYSIS & MATERIALITY MATRIX



OUR STAKEHOLDERS

Stakeholders are those categories of individuals, groups or Institutions whose engagement is needed to achieve Gi Group's Mission, or in any event those parties with a stake in the company.

Gi Group's main stakeholders are:

STAKEHOLDER'S NEEDS ANALYSIS

One of Gi Group goals for 2015 in the CSR area was to analyse the expectations of the company's Stakeholders, so as to accurately understand them and implement CSR activities that met their needs.

Listening to Stakeholders' needs represents the first step of the Stakeholders' engagement project, that will be carried out during 2016.

However, some initiatives have been developed already in 2015, with regard to three Stakeholders:

- **GI GROUP EMPLOYEES**
- **CANDIDATES AND WORKERS**
- **THE COMMUNITY AND ITS INSTITUTIONS**

EMPLOYEES

The over 2,500 employees in Gi Group that make it possible for the company to reach its goals and Mission. They are active in Corporate Social Responsibility projects by offering their professional expertise, commitments and motivation during their daily work.

CANDIDATES AND WORKERS

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

The over 70,000 people that find work every year thanks to Gi Group services.

CLIENTS

The more than 12,000 companies that rely on Gi Group every year to manage their workforce through a wide range of services. This involves all stages of the relationship between a person and a company: recruitment and selection (IN phase), management and development (BETWEEN phase) and outplacement inside or outside the organisation (OUT phase).

THE COMMUNITY AND THE ENVIRONMENT

The communities where Gi Group operates, represented by their Institutions and Associations and also by the people that live and work in those communities.

The protection of the environment by developing initiatives aimed at preserving and protecting natural resources.



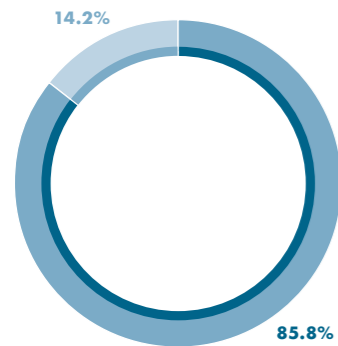


EMPLOYEES

The first CSR global survey for all Gi Group employees was launched in 2015.

An online survey was prepared with **35 questions** aimed at understanding how much employees knew about the Group's Corporate Social Responsibility strategy and activity and how to identify the key topics.

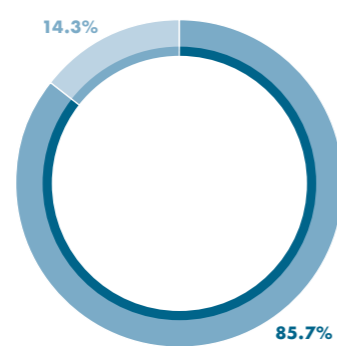
Here is a summary of the main responses of Gi Group employees:



KNOWLEDGE OF THE GI GROUP MISSION

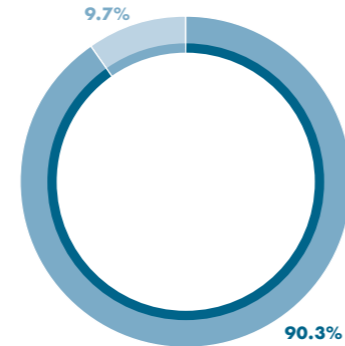
- Yes
- No

Most Gi Group employees know the corporate Mission and consider it as an important guideline for their daily work.



GI GROUP MISSION'S USEFULNESS IN PROVIDING GUIDANCE IN BUSINESS DAILY ACTIVITIES

- Yes
- No



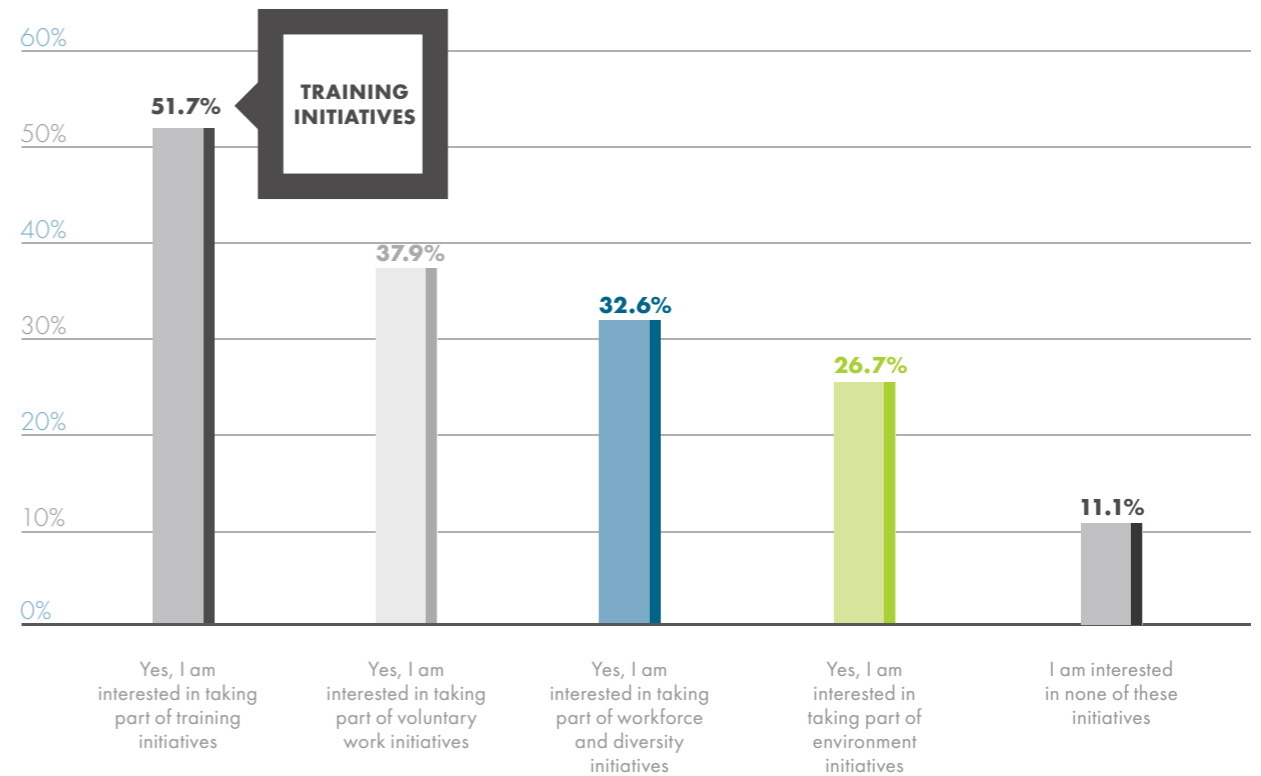
PERCEIVED SOCIAL VALUES OF GI GROUP'S SERVICES

- Yes
- No

There is a strong awareness of the social value of Gi Group's services: the daily work of Gi Group's staff is therefore aimed at focusing on quality and the ethical value of their jobs.

INTEREST FOR GI GROUP CSR INITIATIVES

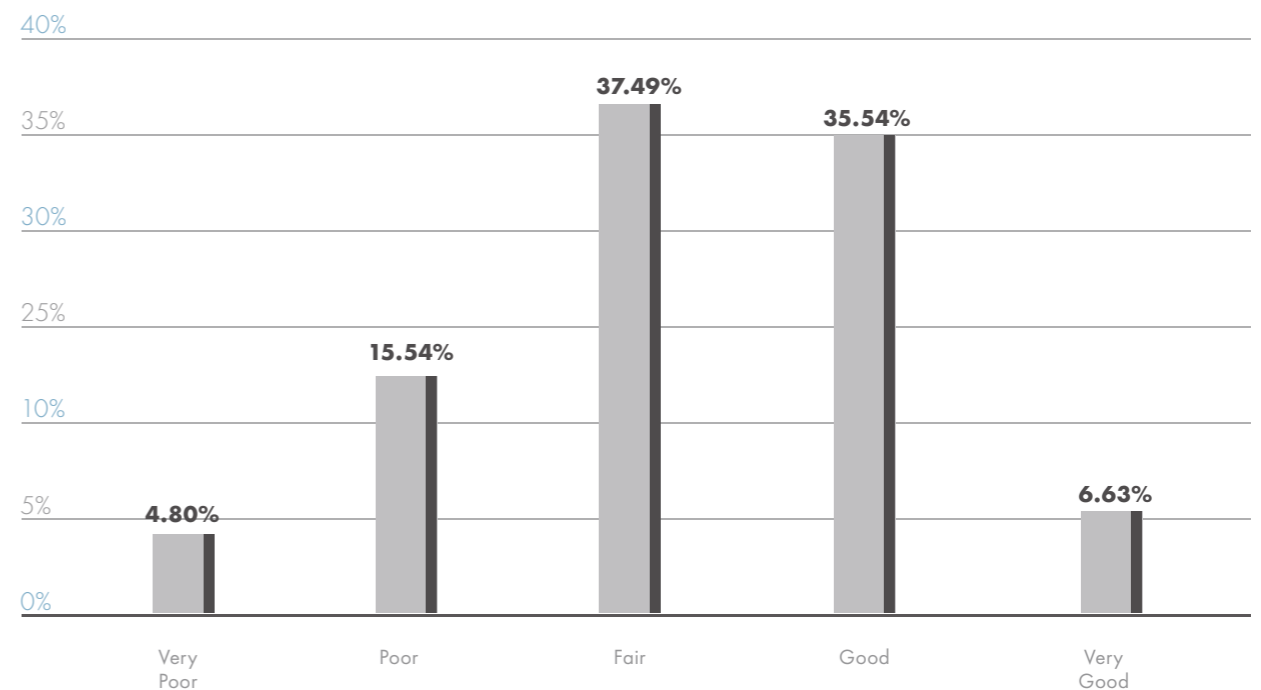
Training was the most interesting of all of the activities for the employees, i.e. the possibility to improve professional skills through training.



QUALITY OF INTERNAL INFORMATION FLOW RELATED TO CSR ACTIVITIES

79% of respondents were satisfied with the level of internal communication in terms of CSR corporate projects: one area for improvement – which will be detailed in the last chapter of

this CSR Report – is the investment in internal communication and information disclosure, so that 20% of those that are not satisfied can obtain an adequate response from the company.





CANDIDATES AND WORKERS

Gi Group provides work to more than 70,000 people all over the world every year. Thousands of people get in touch with the company every day, because they are interested in using the company's services.

The expectations of these stakeholders regarding Gi Group services were also analysed by reviewing the data of the CIETT 2015 Economic Report. Here is a summary:

57% of temporary workers globally are male and 43% female; the constant attention to safeguarding the rights and quality of women's work is therefore certainly significant.

Most temporary workers are young (65% of them are under 30, 40% are under 25); all activities that may be implemented by a company like Gi Group to promote youth employment are therefore extremely important.

The most significant data on the reasons people who are looking for a job choose a staffing agency reveals:

- Staffing agencies offer applicants the opportunity to have work experience, improve CVs and continue to work while growing as professionals. The quality of services offered by a company like Gi Group is the first priority of this type of stakeholder.
- Many temporary workers use staffing agencies to find assignments that are relevant for them more frequently – not necessarily with the aim of finding a job. The quality of the service offered by a company, together with healthy flexibility is the priority of candidates and workers.
- The third and fourth reasons people choose staffing agencies are the possibility to earn more money, and to change work more easily to improve their professional career.



COMMUNITY AND INSTITUTIONS

The first CSR global survey was launched in 2015 for Institutions and Associations that collaborate with Gi Group.

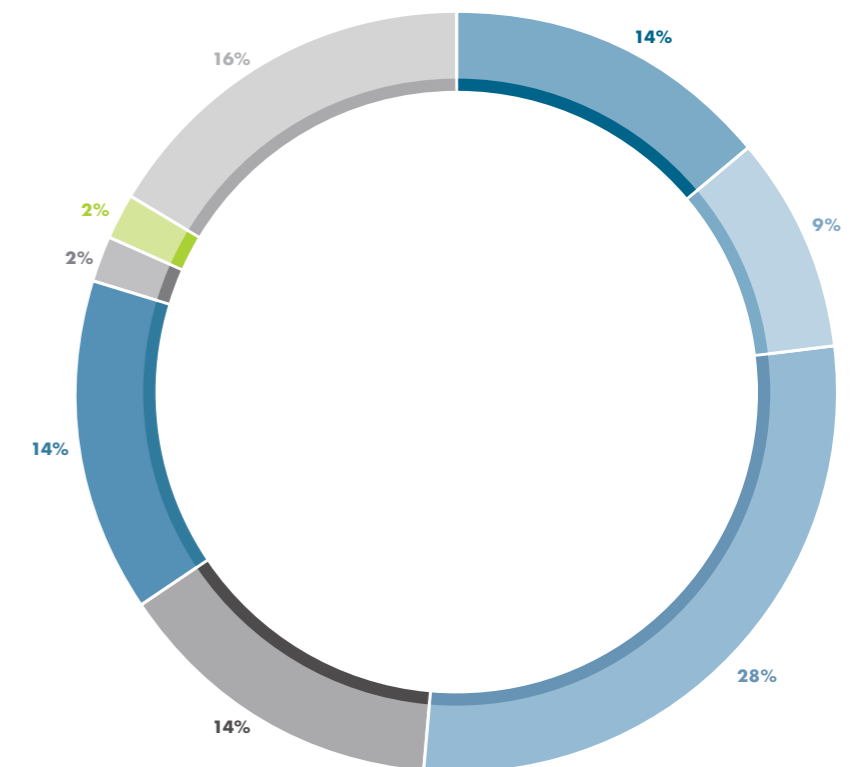
Such bodies operate in the same territory where Gi Group is present and come from the political, institutional and work union world.

An online survey was developed to find out what the level of interest is on social activities in general, and those which Gi Group has worked on.

This is an overview of institutions that responded to the survey:

TYPE OF INSTITUTIONS

- Local/Regional Institution
- National Institution
- Employers' Organization
- Trade Unions Association
- Registered Charity
- Trade Association
- General Business Support Provider
- Other



HERE ARE THE MOST RELEVANT RESULTS OF THE SURVEY:

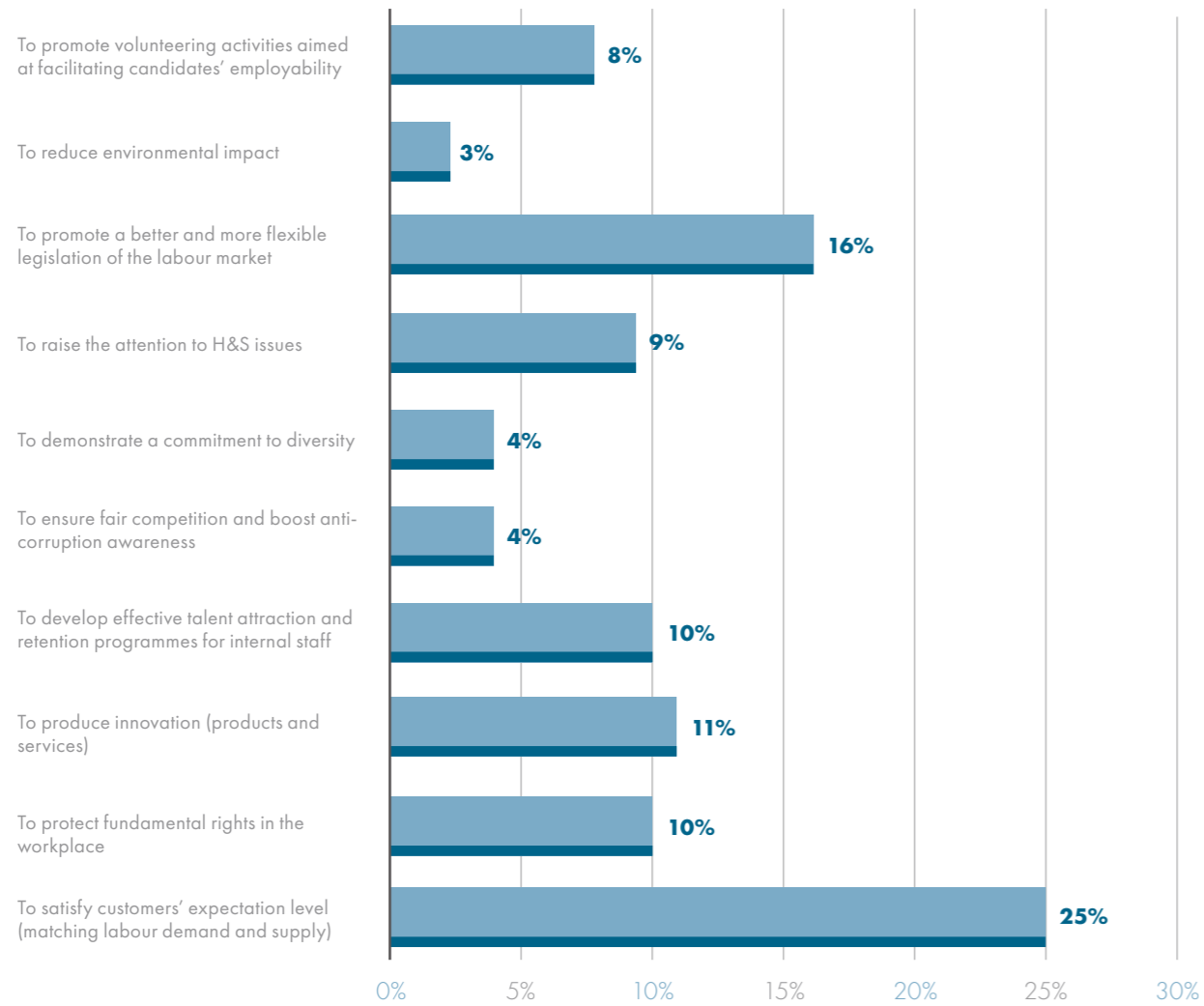
Respondents have very high expectations of the quality of the services offered by staffing companies (and, therefore, their social role), followed by the role of such companies in the promotion of a "healthy" evolution of work-related legislation.

Focus on innovation, protection of workers' fundamental rights, employee development and protection of health and safety in the workplace are other important topics for institutions.

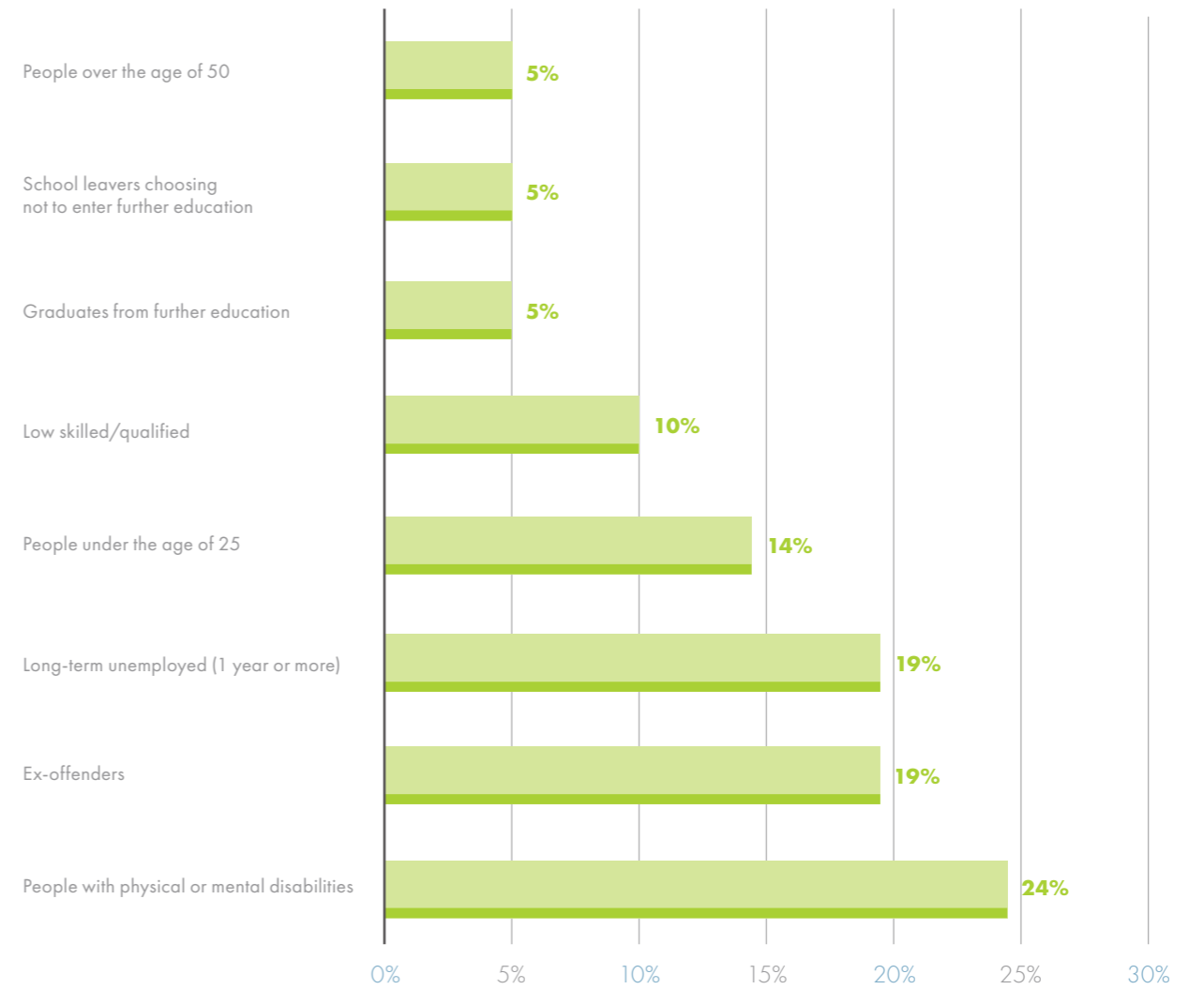
One of the priorities for Gi Group in terms of CSR is the organisation of projects and activities aimed at promoting the employability of some categories of people. The survey shows that the Institutions prefer to focus

especially on disabled people, ex-offenders, those unemployed for a long period of time and young people:

HIGHEST PRIORITY FOR A STAFFING COMPANY ACCORDING TO INSTITUTIONS



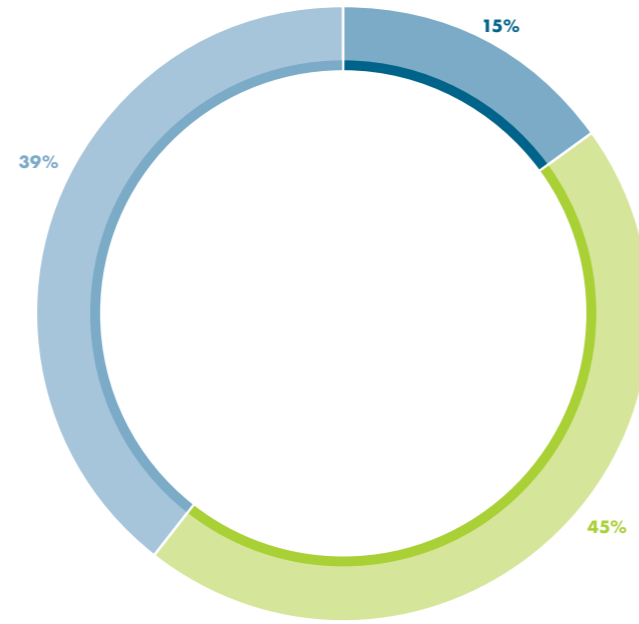
CATEGORIES REQUIRING THE MOST SUPPORT INTO EMPLOYMENT, ACCORDING TO INSTITUTIONS



In terms of activities that staffing companies could implement to protect the environment, respondents answered that they would like to focus on reducing emissions and the use of paper:

PRIORITIES RELATED TO THE ENVIRONMENTAL CONSERVATION ACCORDING TO INSTITUTIONS

- To reduce the use of paper thanks to technology
- To reduce emission
- To promote the recycling

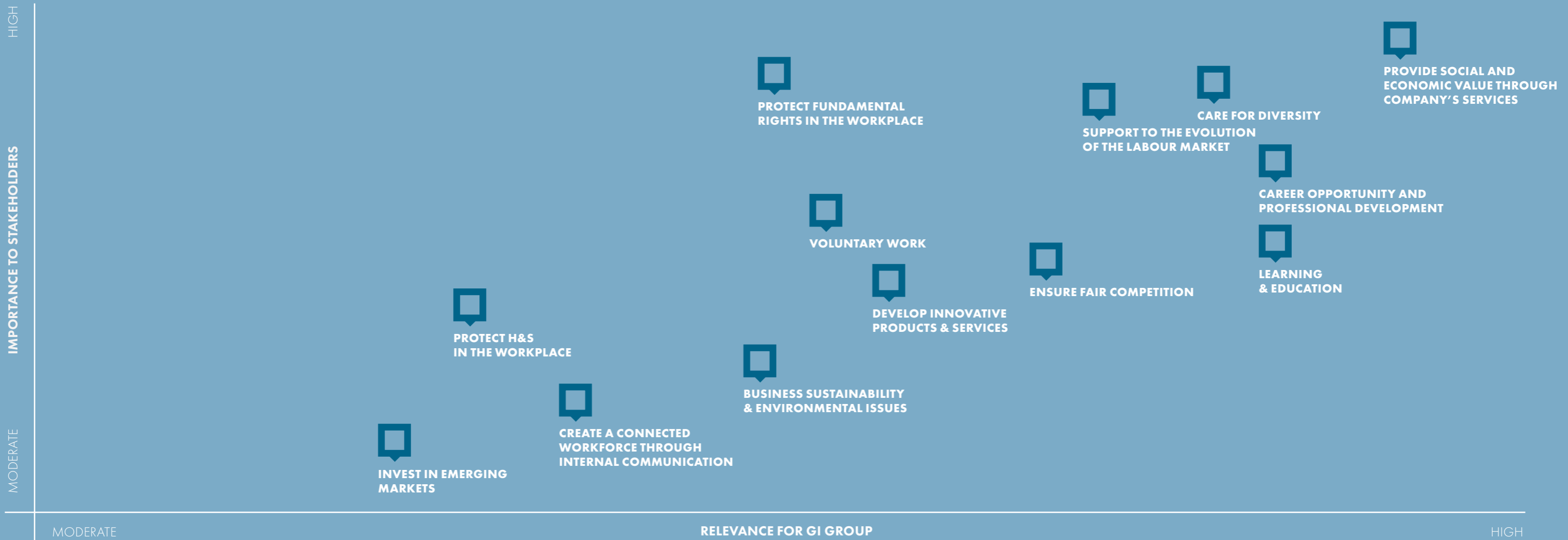


MATERIALITY MATRIX

THE MATRIX IS USED TO DEFINE THE FUTURE CSR STRATEGY FOR GI GROUP AS IT SUMMARISES GI GROUP'S STRATEGIC PRIORITIES AND THE STAKEHOLDERS' SUGGESTIONS.

The Materiality Matrix is a mix between the priorities Gi Group wants to focus on in terms of CSR activities and the priorities of Stakeholders (employees, workers, candidates and institutions).

Future projects and activities will therefore be implemented starting from the matrix below.





4

OUR CSR PATH AND CSR GOVERNANCE

In 2014, Gi Group started their official global approach towards CSR. Starting from their Mission and values, it has developed a **clear global CSR strategy**. In 2015, we have further developed our plans and activities at worldwide level. Some of these activities are highlighted in this report.

OUR MISSION

“THROUGH OUR SERVICES WE WANT TO CONTRIBUTE, AS A KEY PLAYER AND ON A GLOBAL BASIS, TO THE EVOLUTION OF THE LABOUR MARKET AND TO EMPHASISE THE PERSONAL AND SOCIAL VALUE OF WORK.”

Gi Group's mission represents the foundation of the company's Corporate Social Responsibility and it shows the direction Gi Group need to follow. It describes the way Gi Group wants to manage its business and the way in which the company wants to be part of the development of society.

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



OUR VALUES

“With our work, we try to participate in the phases that men and women and all populations go through in the pursuit of their happiness.”

WORK

ECONOMIC EFFICIENCY

CONTINUOUS LEARNING AND INNOVATION

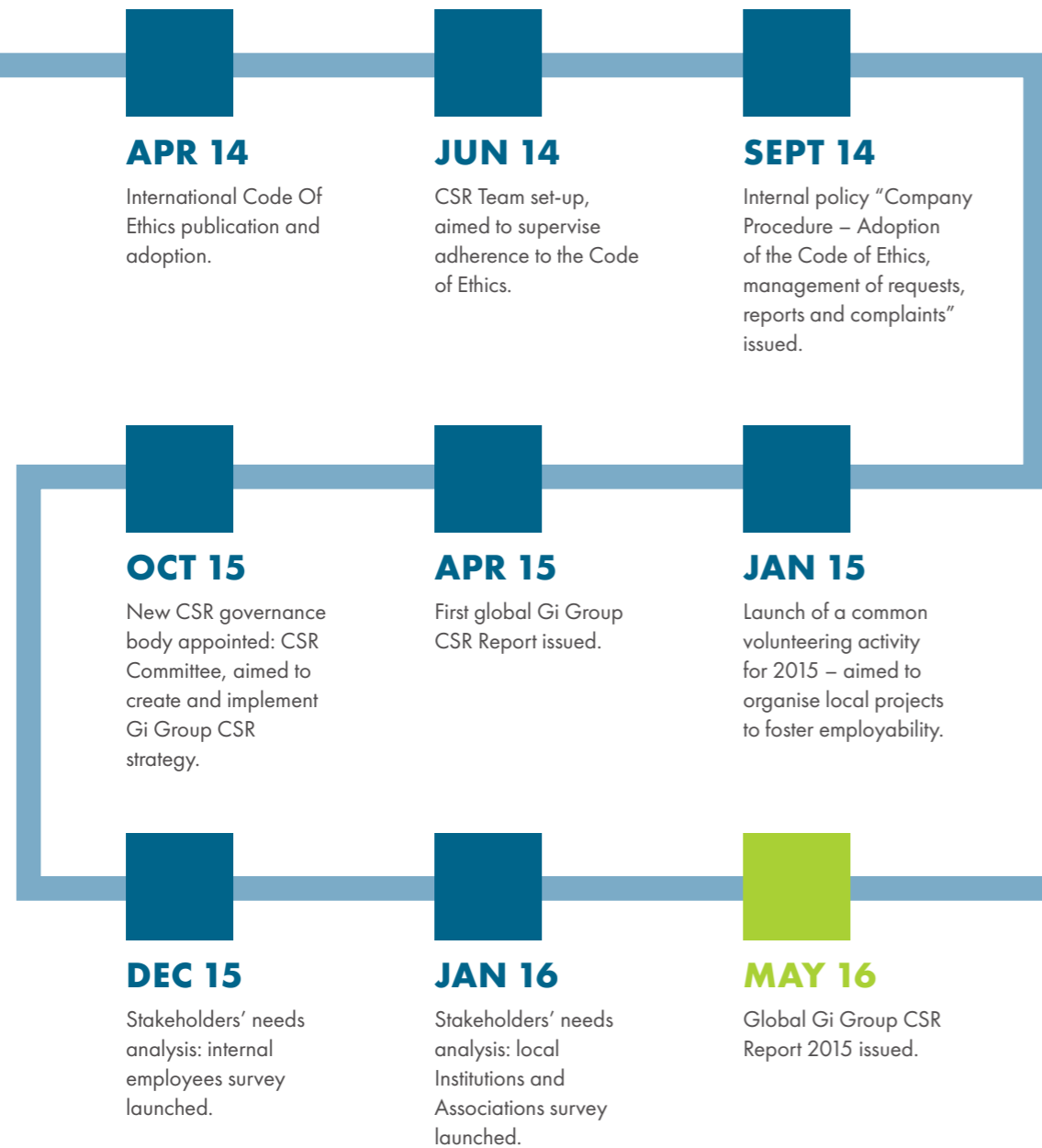
CARE

OUR RESPONSIBILITY

TEAM SPIRIT

CSR MILESTONES

STARTING FROM ITS MISSION AND VALUES, GI GROUP HAS DEVELOPED SOME GLOBAL INITIATIVES AIMED TO DEVELOP ITS CORPORATE SOCIAL RESPONSIBILITY STRATEGY:



CSR GOVERNANCE BODY	MAIN RESPONSIBILITIES	MEMBERS
INTERNATIONAL STEERING COMMITTEE	Approves the strategic objectives and the activities related to the Group's CSR implementation and management	Global senior management team
CSR COMMITTEE	Define/implement CSR strategy and initiatives; ensure alignment with Group strategy; implement CSR reporting; monitor KPI's; assess investments	<ul style="list-style-type: none"> Group CEO International HR Department International Marketing Department International Public Affairs Department Members from at least 3 Gi Group countries Members from T&P and S&S Practices
COUNTRY MANAGERS	Responsible for the flow of communications throughout their country and guarantee the implementation of local CSR activities	Country Managers
CSR TEAM	Supervises application of the Code of Ethics, monitors information and training, receives and deals with notifications and complaints	<ul style="list-style-type: none"> Legal or Public Affairs Department HR Department International Business Team Department Gi Group employees' delegate
VOLUNTEERS	Participate in voluntary work and contribute to its formulation and organisation	Gi Group employees

CSR GOVERNANCE BODIES

5

AT THE END OF THE CSR REPORT, GI GROUP'S ACTION PLAN TO IMPROVE ITS CSR PROGRAMME IS PRESENTED.

IN TERMS OF FUTURE ACTIVITIES, GI GROUP DEFINED THE FOLLOWING IMPROVEMENT AREAS FOR 2016:

ACTION PLAN



STAKEHOLDERS' NEEDS ANALYSIS AND STAKEHOLDERS' ENGAGEMENT:

Continuation of Stakeholders' engagement throughout:

- The analysis of clients' expectations
- New surveys to internal employees and institutions
- Candidates' expectations analysis, followed by a Candidates Satisfaction programme

VOLUNTARY WORK AND CHARITY:

The re-launch of several charity and volunteer initiatives at an international level, with a specific focus on employability projects: all local volunteering activities will be delivered in a single day, scheduled for October 22nd 2016 and called "Destination Work."

INTERNAL EMPLOYEES AND DIVERSITY:

- A further increase in training initiatives aimed at developing the skills of Gi Group's employees; the target for this area is to increase the number of training hours delivered to internal employees following 2015 trend;
- Improve Gi Group response to the diversity issue – by setting up internal programmes aimed to support mums who finish their maternity leave and face the transition of re-entering into the company structure.
- Structuring more effective internal communication programmes, aimed at improving how information is shared and, therefore, the awareness and involvement of all Gi Group employees in terms of Corporate Social Responsibility.

CONTACTS

Gi Group S.p.A.
Piazza IV Novembre, 5
20124 Milano
Phone +39 02 444 111
Fax +39 02 66 80 73 43

www.gigroup.com



Piazza IV Novembre, 5 – 20124 Milano – Phone +39 02 444 111 – Fax +39 02 66 80 73 43 – www.gigroup.com

