



CSR REPORT 2016



Group
YOUR JOB, OUR WORK



DEAR STAKEHOLDERS,

As a global player in the human resources industry, we are fully aware of the role we play in the labour market and the societies we operate in. We can be influential in establishing new and better rules for the development of the market and the local communities, using our global best practices. We know that the work environment is constantly changing because of the increased usage of technology, new demographic trends, globalisation, and people's new expectations regarding a job or their careers.

At Gi Group, we are consistently engaged with our stakeholders to increase their understanding of these developments. We partner with companies so we may support their business by providing the right staff, with the right skills, at the right time. We also commit to providing job and career opportunities and improving the competencies of candidates looking for a job. It is clear that the nature of work is changing, with more and more people seeking flexible ways of working and the traditional career paths and other conventions of the past slowly receding.

Gi Group's CSR Strategy is driven by the Group's mission to contribute to the evolution of the labour market. Our CSR strategy reflects the efforts, carried out every day by our employees, to create value for our stakeholders by taking care of their needs and meeting their expectations.

Many CSR initiatives, which are outlined in the CSR Report, have been realised in 2016 both locally and globally. Thanks to our international governance system, we were able to launch the first global CSR initiative called "Destination Work". On one day more than 3,500 people visited our branches across 13 countries to boost their chances of securing employment and more than 500 internal employees dedicated one day as volunteers to support these candidates.

Our CSR strategy and activities will be further developed in 2017. In Italy, the country where Gi Group was founded, we will adopt the SA 8000 standard. This international certification is consistent with our commitment to create value for the stakeholders. We will also continue with our global initiative "Destination Work" and we will launch new activities at both a local and global level.

Moreover, we aim to enhance our understanding of our stakeholders' needs and increase the number of initiatives supporting the connection between individuals and companies. We know we can contribute to shaping the future of work, and we are aware that work is no longer only a way to achieve financial independence, but it is also fundamental for social inclusion and personal fulfillment.

Our third Global CSR Report has provided the opportunity to summarise our CSR initiatives and to share with our stakeholders what we have achieved through our daily work.

Stefano Colli-Lanzi
CEO Gi Group



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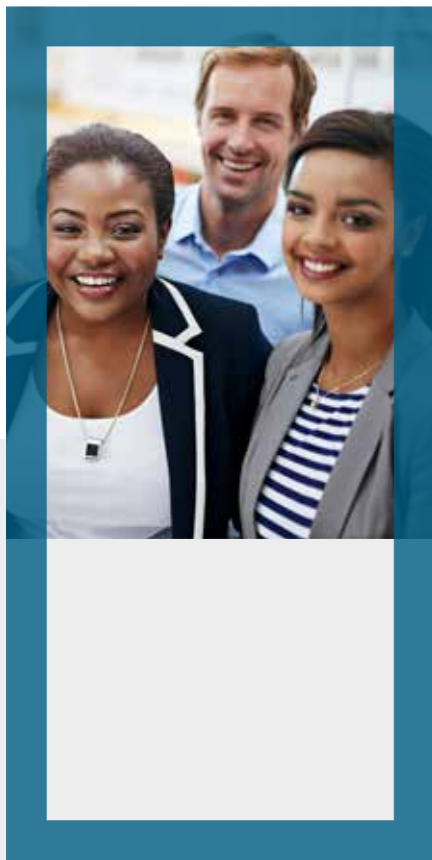
CSR INDICATORS

Gi Group embarked on its official global approach towards CSR in 2014. Starting from our *Mission and Values*, we have now developed a clear global CSR strategy. In 2016, we have further developed our plans and activities at worldwide level. Many of these activities are highlighted in this report.

1



GI GROUP CONTINUED TO FOCUS ITS CSR INITIATIVES ON THE 5 FOLLOWING AREAS:



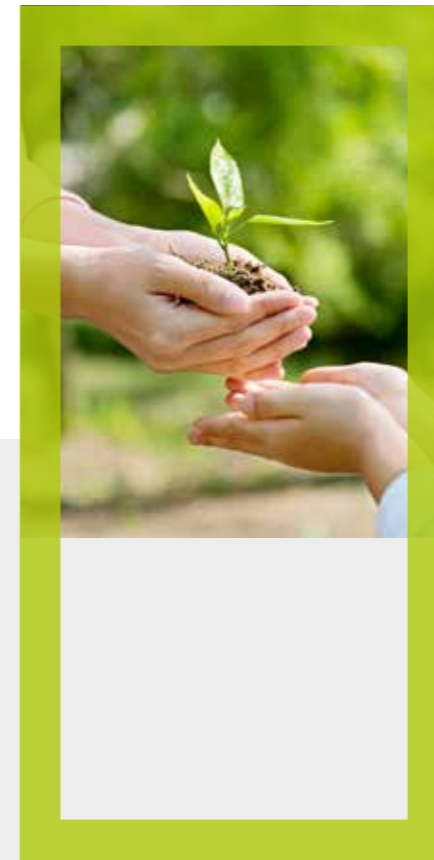
WORKFORCE AND DIVERSITY



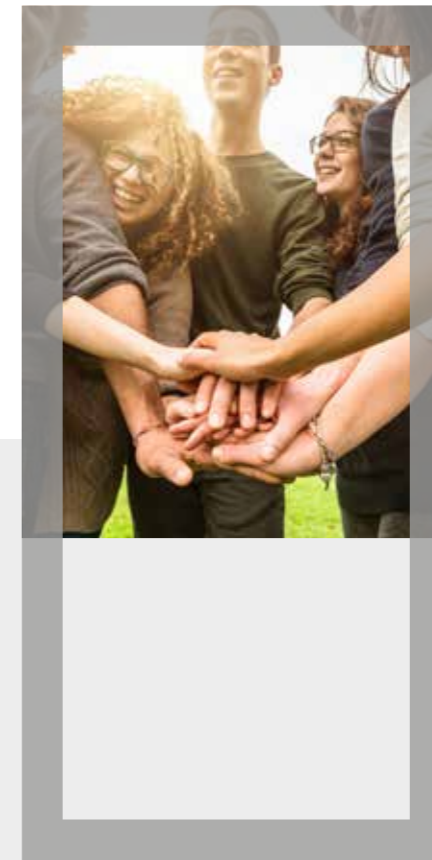
TRAINING



EVOLUTION OF THE LABOUR MARKET



ENVIRONMENT



VOLUNTARY WORK

THESE AREAS WERE SELECTED IN LINE WITH OUR CORPORATE STRATEGY AND STAKEHOLDERS' REQUESTS - AS OUTLINED IN THE MATERIALITY MATRIX. THEY REFLECT THE PRIORITIES OF GI GROUP, ALL BEING PROJECTS HAVING A RELEVANT SOCIAL IMPACT.



WORKFORCE AND DIVERSITY

In 2016, the group's headcount grew steadily, with an overall growth trend of 8% from January to December.

As of December 2016, Gi Group's workforce numbered more than 2,900 internal employees and it was made up as follows:

THE INTERNAL EMPLOYEES' GENDER BALANCE CONSISTS OF:

70.3%



29.7%



OUR MANAGERS

35%
WOMEN

65%
MEN

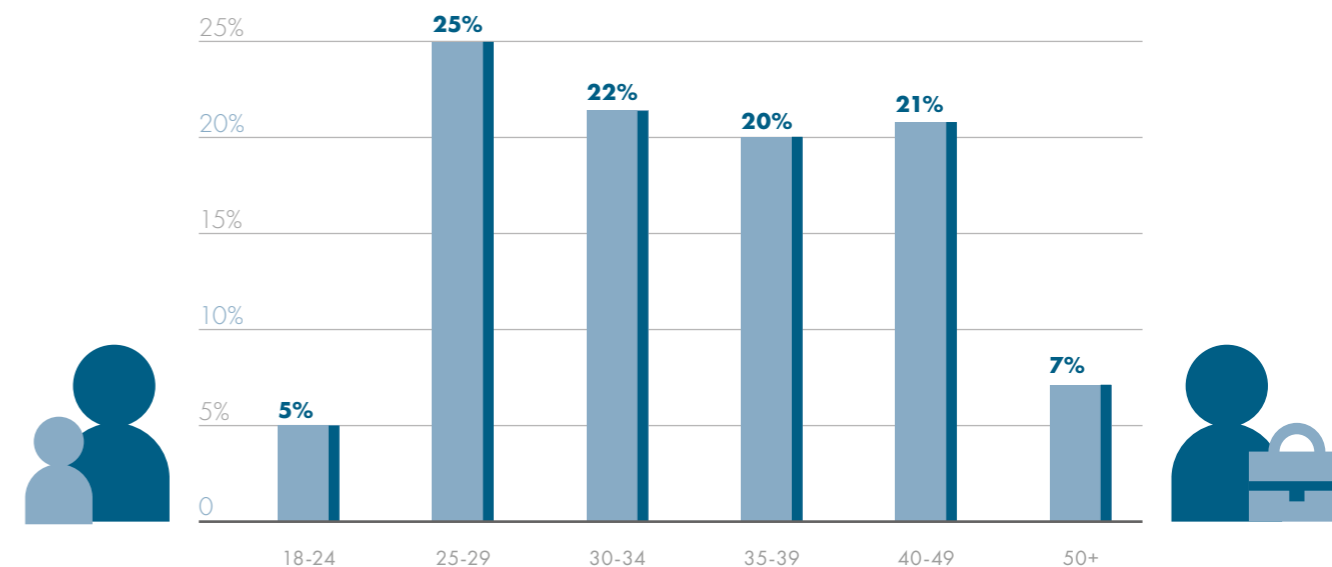
AGE AVERAGE _____ **36.1**

AVERAGE SENIORITY IN THE COMPANY _____ **3.4**

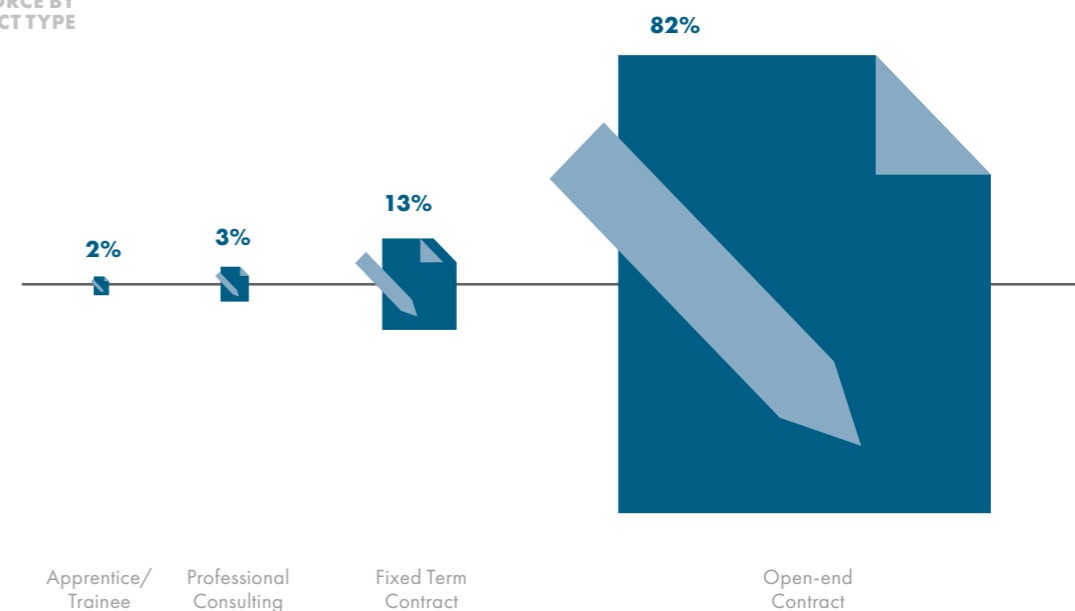
INTERNAL EMPLOYEES COUNTRY PERCENTAGE

COUNTRY	%	COUNTRY	%
Argentina	0,2%	Lithuania	0,3%
Brazil	7,4%	Montenegro	0,3%
Bulgaria	1,2%	Poland	3,7%
China	6,6%	Portugal	0,9%
Croatia	0,0%	Romania	2,8%
Czech Republic & Slovakia	0,8%	Russia	0,6%
France	1,0%	Serbia	1,0%
Germany	5,5%	Spain	3,0%
Holland	0,7%	Turkey	0,5%
Hong Kong	0,1%	UK	10,9%
India	7,7%		
Italy	43,9%		
Italy HQ	0,9%		

GI GROUP WORKFORCE BY AGE GROUP



GI GROUP WORKFORCE BY CONTRACT TYPE



SOME SPECIFIC INITIATIVES WERE DEVELOPED IN 2016 TO ENHANCE INTERNAL EMPLOYEES' AND WORKERS' QUALITY OF LIFE:

INDIA

SUPPORT FOR A WOMEN-ORIENTED NGO

An NGO which trains underprivileged women in handicrafts was invited to put up a stall/kiosk in our office in order to help the women earn their living and to encourage them to continue doing their work.

They put on an excellent show and interested employees bought handicraft items made by them.



CHINA

PARTICIPATION IN "RUN IN BLUE FOR AUTISM" EVENT

On April 9th, Gi Group and the non-profit social organization, Rotaract Club, together held the charity event called "Run in Blue for Autism 2016" in Shanghai.

This project's aim was to raise awareness about autism in China and the participants came to run 5km to support the charity.

This charity run has attracted over 500 participants, of whom around half are university students and half are leading managers in the Shanghai financial services sector.

As a result, this charity event has achieved high visibility throughout Shanghai and successfully raised 100,000 Yuan for the charity fund.

The presentation in the event hall enabled more people to understand the inner voices of people with autism. With Gi Group members' initiatives and passions, we expect to share this event with as many people as possible and to spread the word and raise awareness and support for people with autism.



ITALY

GI WELL

Gi Well is a welfare programme for Gi Group employees in Italy, designed to promote wellbeing in the company. The project ran throughout 2016, and was aimed at improving the work/life balance of its employees. It offers services in a wide range of areas, which meet the needs of employees and their families (loans, health, sport, culture, free time, welfare workers, home repair services, online tax returns, public transport, etc.)

747 Italian Gi Group employees benefitted from this initiative in 2016.

“HAPPY CHILD” SUMMER CAMP

During the month of July 2016 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 2016. This is approved and funded by the Province of Milan and organized by Gi Group in collaboration with Happy Child, Assolombarda, the Lombardy Region and the Principe di Savoia Hotel.

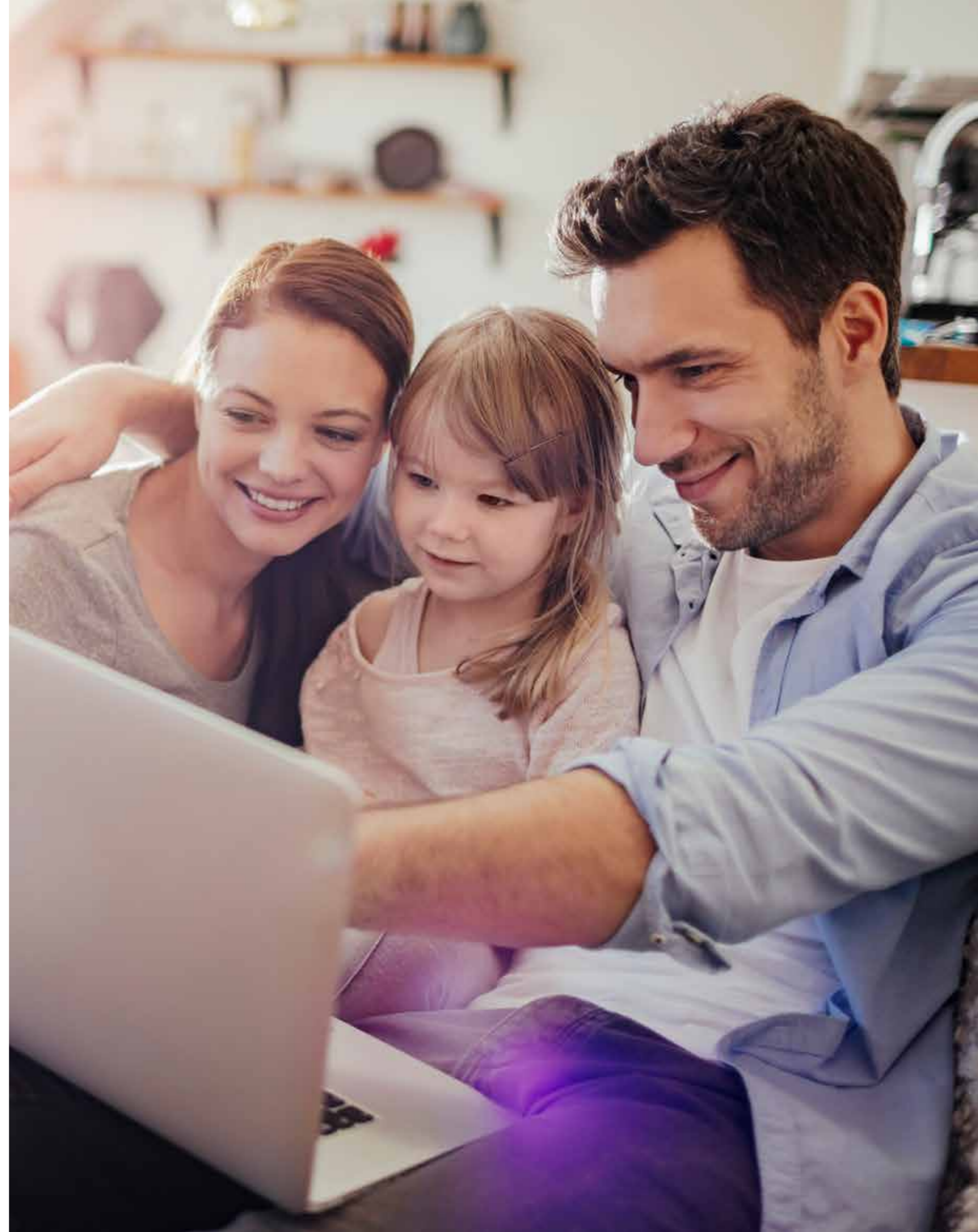
The summer camp, managed and coordinated by Happy Child educators, is based on an imaginary journey around the world, allowing children to encounter the different cultures and traditions of the various world populations through group sports, the creation of drawings, fairy tales and theatre in English. In addition to the companies that created and launched the project, employees from leading Universities and companies also collaborated in this initiative.

7 children attended the camp in July 2016.

FAMILY PROJECT

This is a service offered by Gi Group to support 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 2016, 2.760 contracts were signed through the Gi Family Project.





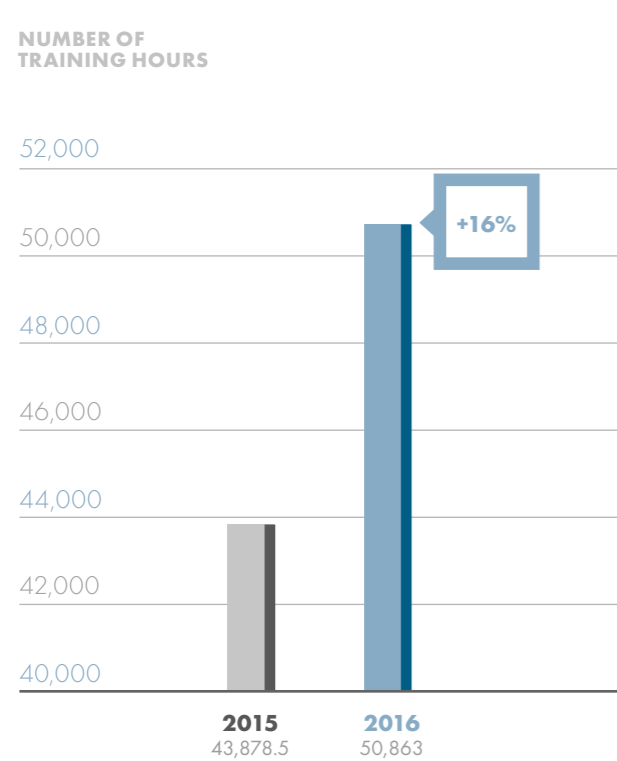
TRAINING

Learning activities represent a key process in developing Gi Group employees' professional competencies; Gi Group has continued, throughout 2016, to invest in training programmes as outlined below.

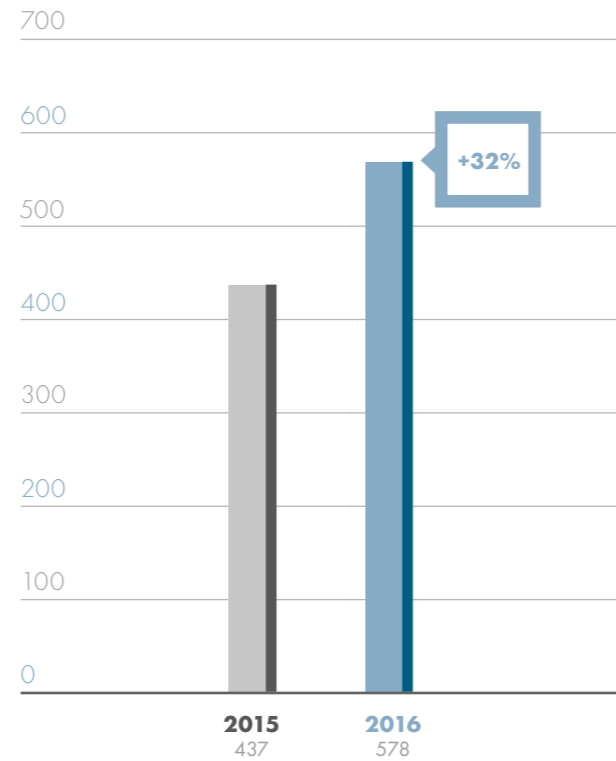
Global training activities for internal employees improved during 2016 with regard to:

- Number of hours delivered (+16% vs 2015)
- Number of training courses (+32% vs 2015)

NUMBER OF TRAINING HOURS



NUMBER OF TRAINING COURSES

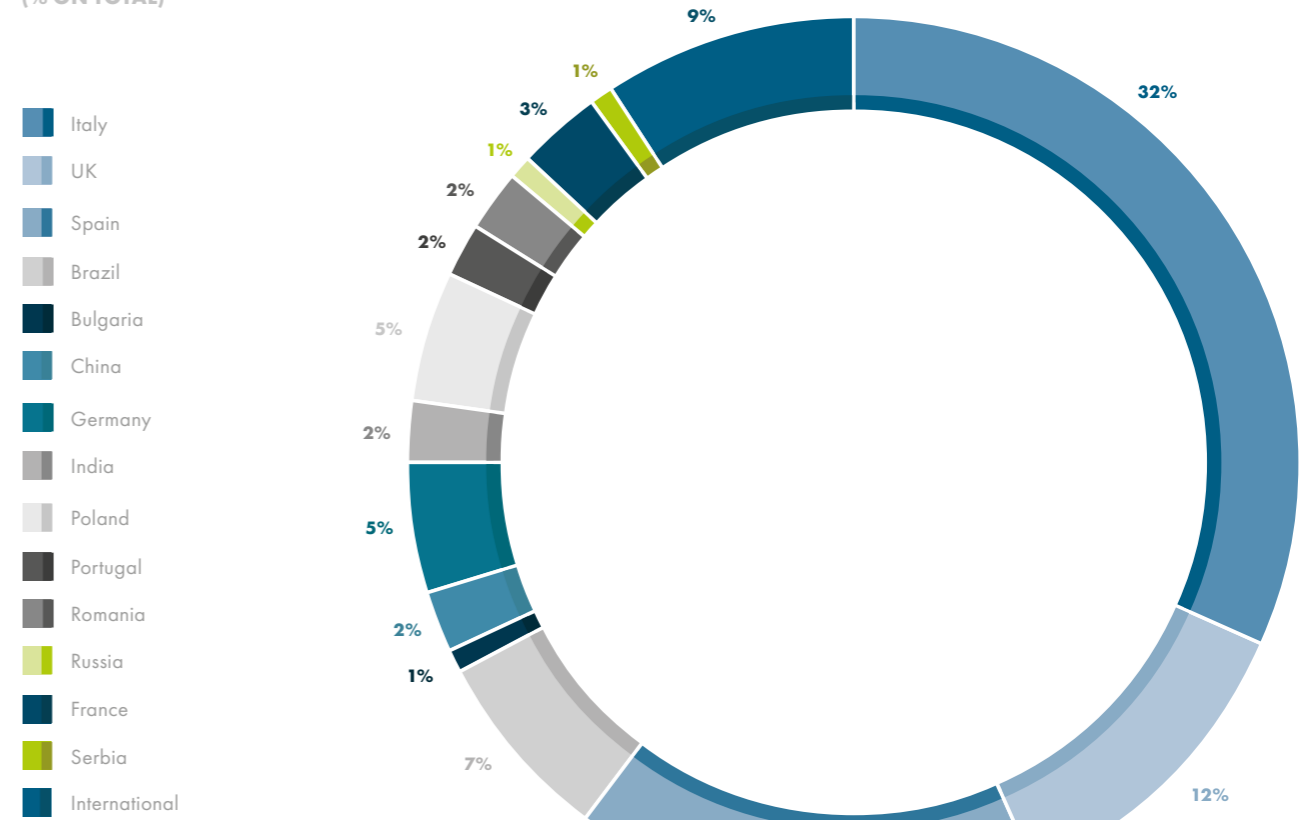


7,215

GI GROUP PEOPLE ATTENDED TRAINING COURSES DURING 2016

Training courses were delivered at international level (focusing on global priorities and Group strategy) as well as at local level (based on each country's specific needs):

TOTAL TRAINING HOURS DELIVERED (% ON TOTAL)

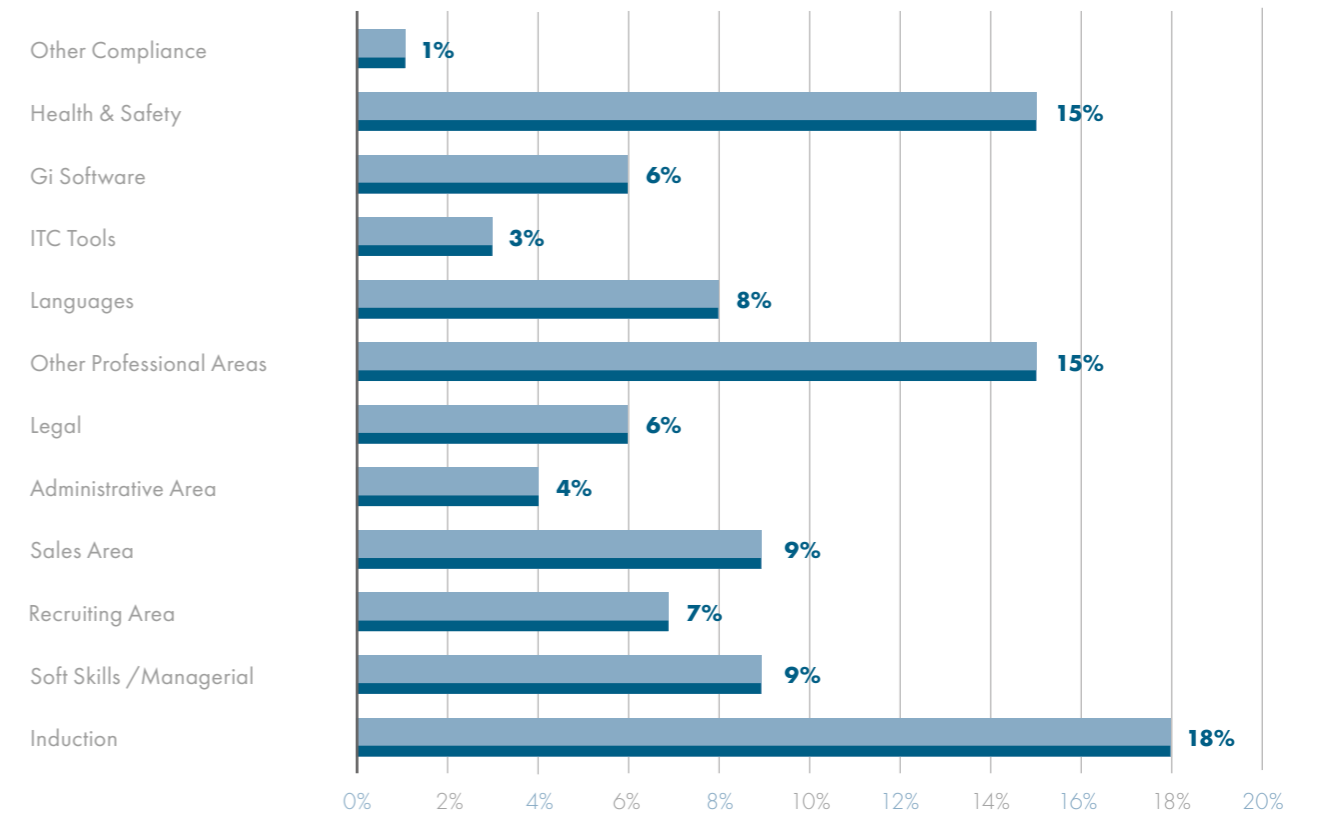


TRAINING MIX

TRAINING COURSES DELIVERED TO GI GROUP EMPLOYEES WERE FOCUSED ON THE FOLLOWING AREAS:

- **Induction:** welcome on-board activities aimed at providing all new employees with information on the Group (at international and local level) – focusing on our Mission, Values, Core Competencies and organisational models.
- **Health & Safety and Compliance:** safety protection in the workplace and other local mandatory courses.
- **Professional Areas:** courses focused on specific skills and related to internal positions' main accountabilities.
- **Soft Skills:** competences needed by Gi Group's managers.
- **Sales Area:** sales skills.
- **English Language:** as part of Gi Group's internationalisation process.
- **Recruiting Area:** technical skills focused on recruitment activities.
- **Legal:** competencies connected with local labour laws.
- **Gi Group Software & ICT Tools:** to develop the technical knowledge of internal ICT tools.
- **Administrative Area:** Skills connected to the administrative management of temporary workers.

TRAINING HOURS DELIVERED (% ON TOTAL)



TRAINING OF TEMPORARY WORKERS CONTINUED DURING 2016 AS PART OF GI GROUP'S FOCUS ON LEARNING ACTIVITIES, AND A SUMMARY OF THE RESULTS IS GIVEN BELOW:



(573 for temporary workers with open-ended contracts)



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 THE DELIVERY OF OUR SERVICES, AIMED AT CREATING VALUE BY MEETING CANDIDATES' AND CLIENTS' NEEDS.

Some initiatives have been set up specifically to promote the development of the labour markets in the countries in which Gi Group operates.

The most significant projects, developed in 2016 to promote the evolution of the labour market, have been:

European Youth Forum: Internships and apprenticeships can be a valuable step in the transition from education to professional life. The European Quality Charter for Internships and Apprenticeships urges providers of internships and apprenticeships to commit to quality standards. Gi Group signed the Charter, committing itself to guarantee high quality services for young people.

European Alliance for Apprenticeships is a multi-stakeholder initiative steered by the European Commission. It welcomes commitments and pledges by stakeholders across Europe willing to contribute to strengthening the supply, quality and/or attractiveness of apprenticeships as well as mobility. Gi Group made a pledge, committing to:

- Provide at least 8,000 people with apprenticeship or internship training over a 3 year period (2016-2018), either with Gi Group or with a Gi Group partner company or client
- Ensure 80% of the work-based training experiences will lead to a job for the person who engaged in it, either with Gi Group or with a Gi Group partner company or client
- Continue to provide a team of training and development experts to ensure compliance and quality across all initiatives

- Leverage its European network of employees and branches to 'spread the word' on the necessity and added value of work-based training solutions for companies and people alike
- Promote Apprenticeships and other work-based training solutions through social media and networking
- Be a model of best practice for other companies
- Engage with public authorities at a national, regional and local level to further promote the role of companies, training institutions and youth for work-based training solutions to 'work'
- Engage with clients and partner organisations to ensure their readiness to welcome young people and the unemployed
- Engage with young people, inviting them to take advantage of the stepping-stone opportunities - between education and work and between temporary and permanent employment - that Gi Group brings to the labour market

Workshops organised by Gi Group, where topics discussed referred to the local and international labour market situation; Gi Group countries organising these events included Italy (where the Gi Group Academy is active), Spain, Russia, UK (with many events and a specific focus on Apprenticeship schemes); 230 Gi Group employees were involved (463 hours have been dedicated to these activities) and 6,217 people directly benefitted from the events;

Job fairs and job talks have been organised in most of Gi Group countries: 5,440 people directly benefitted from Gi Group's employees' consulting activities;

Researches and publications on the labour market and on temporary work best practices;

Training and career counseling activities in schools and school/work balance programmes Delivered mainly in Russia, India, Spain, Italy, UK, Poland, Romania: 152 Gi Group employees participated (3,738 hours were dedicated to these projects) and 9,644 people benefitted;

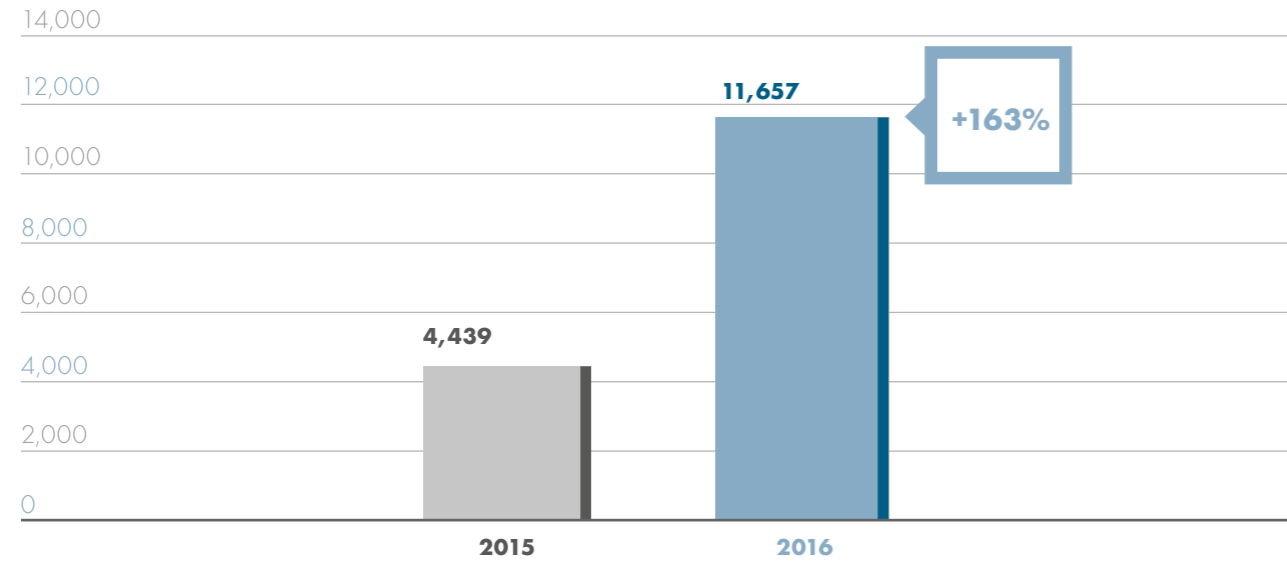
Active labour market policies aimed at supporting career transition (outplacement) activities (government-funded projects): 9,277 people were reached by these projects.



Number of people who benefitted from initiatives aimed at contributing to the evolution of the labour market (workshops, job fairs and job talks) increased significantly in 2016:

IN 2015
4,439 vs. **11,657**
IN 2016

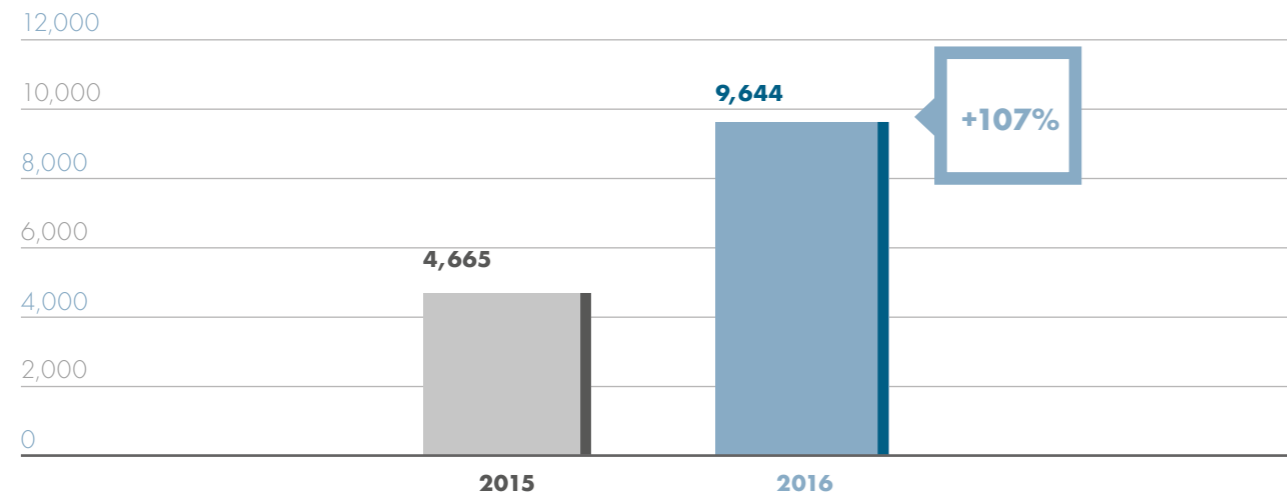
BENEFICIARIES OF LABOUR MARKET EVOLUTION INITIATIVES



Participants in training and career counseling activities in schools and school/work balance activities also increased significantly:

IN 2015
4,665 vs. **9,644**
IN 2016

BENEFICIARIES OF ACTIVITIES DELIVERED IN SCHOOLS



ENVIRONMENT

Environmental protection is part of the Group's CSR strategy, though Gi Group does not work in a market sector where the environmental impact is particularly significant.

THE MOST SIGNIFICANT EFFORTS TO PROTECT THE ENVIRONMENT, IN 2016, WERE FOCUSED ON:

- Reducing paper use
- Recycling activities
- Energy consumption saving

PAPER REDUCTION USE HAS BEEN PARTICULARLY PROMOTED IN:

- **Italy** – where the average use of paper reduced by 14% vs 2015
- **Russia** – where a 10% decrease of use of paper occurred vs 2015
- **UK** – with a 13% decrease in use of paper vs 2015 (thanks to a specific project launched at the local Head Office)
- **Romania** – with a saving of 500 kg of paper used during 2016 vs 2015
- **India** – with an environmental campaign launched, which resulted in a decrease of 1,000 paper cups vs 2015
- **Spain** – with the introduction of e-signature contracts both for temps and for clients

THE MOST SIGNIFICANT RECYCLING ACTIVITIES HAVE BEEN:

- Increased number of Ink-cartridge recycling in Italy, UK and Romania

- Separate waste collection in Bulgaria and UK

ENERGY CONSUMPTION SAVINGS HAVE BEEN ACHIEVED THROUGH MANY LOCAL ACTIVITIES; THE MOST SIGNIFICANT ARE:

- New car policies, encouraging the use of low-emission cars (with specific projects in Italy – where a 17% decrease of fuel consumed per kilometre was achieved in 2016 vs 2015 - and Spain)
- Business travel policies which support the use of low emission means of transport (in Italy only, for the Milan-Rome journey, 75,000kg of Co2 has been saved)
- Encourage and increase use of ICT tools (Skype, Video Conferencing etc) to avoid unnecessary journeys
- Continue the transition towards Gi Group buildings using green (renewable) energy (Italy alone saved 1,624.30 Co2 tons by having all branches and HQ offices using green energy sources)
- New energy saving project in Russia, with a decrease of consumed energy of 10% vs 2015



VOLUNTARY WORK

VOLUNTEERING ACTIVITIES ARE ONE OF THE PILLARS OF GI GROUP'S CSR STRATEGY.

During 2016, the most important event was the launch of "Destination Work", the first global volunteering project organised by the Group. On Saturday, October 22nd, 13 Gi Group countries organised events aimed at supporting the employability of young or disadvantaged people.

Chapter 2 of the 2016 CSR Report is specifically dedicated to presenting details of Destination Work.

OTHER VOLUNTEERING AND CHARITY ACTIVITIES HAVE BEEN CARRIED OUT DURING 2016 BY GI COUNTRIES; AMONG OTHERS, THE MOST SIGNIFICANT PROJECTS HAVE BEEN:

UK GIVE & GAIN DAY

Business in the Community's Give & Gain Day is the UK's only national day of volunteering. The day is a great opportunity for Gi Group UK staff to get out from behind their desks and make a difference to various communities across the UK.

During 2016, 62 members of Gi Group UK staff took part in four events, those being at:



da Vinci Community School, Derby – our team was assigned to grounds maintenance duties and also rebuilt part of the school garden.



Redgate Farm Animal Sanctuary, Leicestershire – our Midlands team revamped a visitor area called 'Goose Meadow'.



Sutton Park Primary School, Hull – team Gi Group set about some maintenance work in the area around a new support unit building and built a school garden.



Enham Trust, Andover – our team took part in an Art Project designed to improve the environment for patients and visitors to this neurological unit.



WORKING WITH SCHOOLS

During 2016 various members of the UK team have invested many hours working with local schools and supported a diverse range of pupils - predominantly focusing on schools in Oxford, Derby, Hull and Bridlington; volunteers programmes include:

- Individual student mentoring
- Supporting behavioural and aspirations workshops
- Hosting mock interview days
- Delivery of employability workshops
- Mentoring support for the Young Enterprise Programme
- Carrying out grounds maintenance work
- Providing work experience placements
- Working with targeted groups of the most gifted and talented pupils and those who are in need of the most support
- Delivering Management and Leadership workshops to schools' senior leadership teams

FUNDRAISING FOR MACMILLAN CANCER SUPPORT THE LOCAL CHOSEN CHARITY OF THE YEAR PARTNER



POLAND

- Sponsorship of a charity running event aimed at supporting people suffering from muscular atrophy
- Employability workshops and other supporting activities to young people who are exposed to social exclusion e.g. orphans and victims of violence



ROMANIA

- Charity projects to support the **Children's Oncology Department from Grigore Alexandrescu hospital in Bucharest.** Gi Group Romania decided to offer to the Department of Paediatric Oncology a donation of bed sheets, pillow covers, blankets, armchairs and TVs.
- As we are an international player in the labour market, it is important to be involved in all types of youth initiatives. The West Summer University manages to gather more than 250 high school students from Romania, for a period of 10 days. Last summer Gi Group Romania, in collaboration with OSUT (Student's organization from West University in Timișoara), offered its support to organise this event aimed at helping students to reduce the rate of university dropouts, by offering them a sense of what college life is really about. One of Gi Group's values refers to the responsibility our company has for constant education as a key element in people's working lives.



INDIA

- Career counselling sessions delivered in schools
- Employability-focused activities for a sport-based NGO
- Dissemination of used goods from employees to underprivileged people through a local NGO (Goonj)



Therefore, this is what our colleagues in Romania did:

- 10 days of fun, learning and new friendships
- 250 high-school students from Romania and Moldavia
- 380 bags, pens, badges, t-shirts, lanyards, 19 flags all sponsored by Gi Group Romania

SPAIN

SPONSORSHIP AND PARTICIPATION IN “SALÓN DE EMPLEO KÜHNEL”

This is a really big event celebrated in Zaragoza each year to promote employability in the area. In 2016 we actively collaborated with different actions:

- Labour interview training for candidates
- Job talks to advise on increasing opportunities to find a job
- Radio programme participation related to the employment situation in Zaragoza
- CV design

All the consultants in our Zaragoza branch participated, volunteering for the whole day in this initiative.

DIGITAL JOB TALKS

We organised, together with a digital 3D platform, a conference dedicated to people who were finishing their university degrees, in order to help them become more skilled when trying to find their first job. The conference took place digitally in a simulated auditorium and it was a complete success.

Consultants from our Guadalajara branch dedicated several extra volunteering hours, alongside local HQ people, to organise, prepare and deliver the conference.

“CHALLENGE INTEREMPRESAS”

Another interesting initiative was our participation in a running day, in collaboration with “Acción contra el hambre NGO” and other enterprises. Approximately 15 Gi Group employees ran during a Sunday morning to fight against children’s hunger. Together we were able to buy 1,040 days of food for Third World children.



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

10 Gi Group employees involved - 2,500 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

5 Gi Group employees involved - 600 hours delivered

- **Volunteering hours for COMETA** – an association that hosts and supports the education of young people

5 Gi Group employees involved - 400 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

10 Gi Group employees involved - 1,200 hours delivered

- **Volunteering activities for “Officina Giotto”** – a social cooperative which supports detainees of the Padova’s prison, by setting up a ‘pastry laboratory’ to teach them to cook.

3 Gi Group employees involved - 80 hours delivered

- **Volunteering activities for “Banco Alimentare”** – a non-profit organisation that operates to reduce food waste

25 Gi Group employees involved - 130 hours delivered



THE TOTAL FIGURES RELATING TO 2016 VOLUNTEERING ACTIVITIES WERE:

682 GI GROUP EMPLOYEES INVOLVED

5,014 PEOPLE DIRECTLY BENEFITTED FROM THE ACTIVITIES

7,547 HOURS OF VOLUNTARY WORK WERE DELIVERED

DESTINATION WORK

DESTINATIONWORK
Powered by **GI GROUP**

In October 2016, the first global CSR initiative of Gi Group, Destination Work, took place.

The main purpose of Destination Work was to increase employability, realising once again that we can truly make a difference to other people's lives and actively contribute to the evolution of the labour market in the communities where we directly operate.

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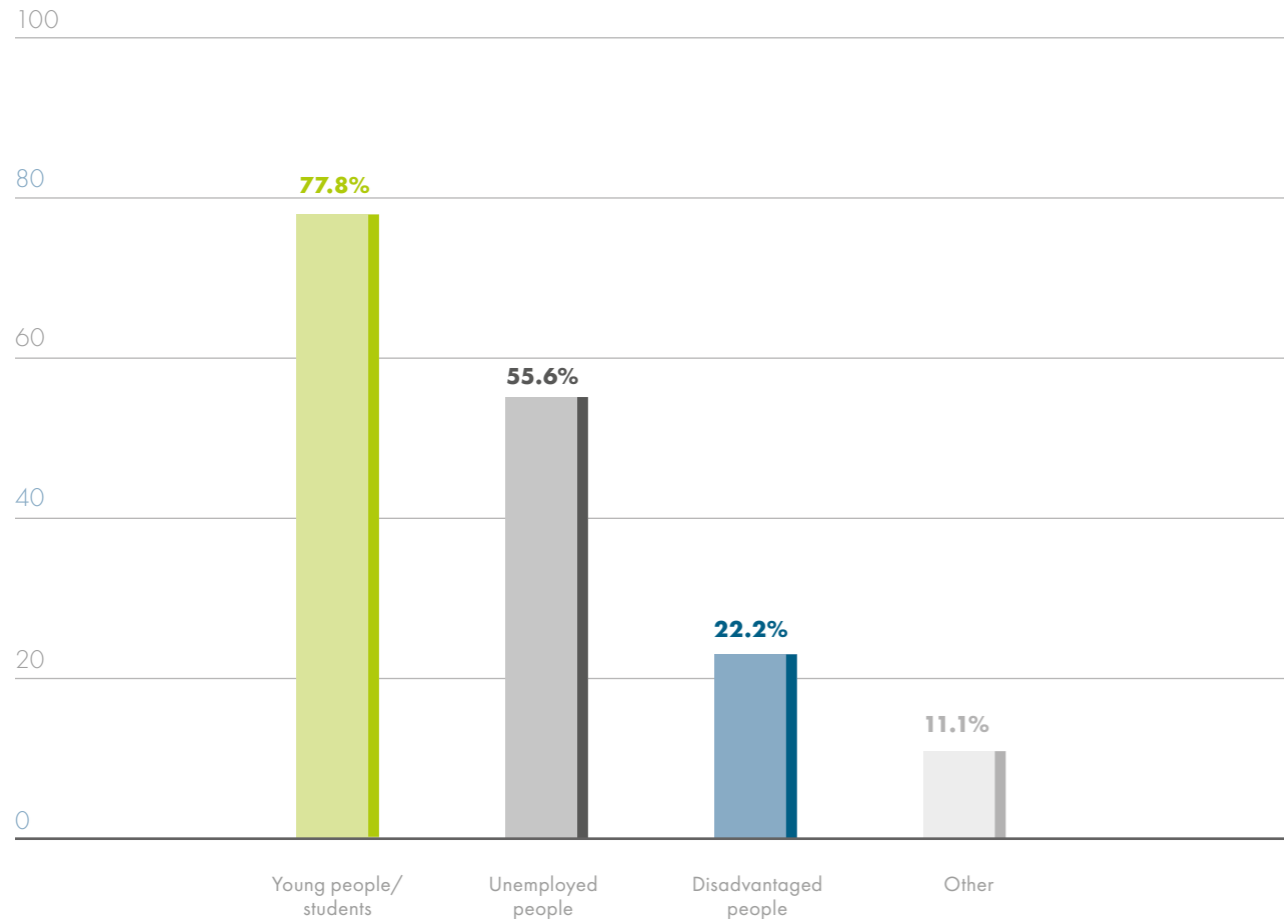


THIRTEEN COUNTRIES WHERE GI GROUP OPERATES PARTICIPATED IN THIS INITIATIVE:

**BRAZIL ▪ BULGARIA ▪ GERMANY ▪ INDIA ▪ ITALY
LITHUANIA ▪ POLAND ▪ PORTUGAL ▪ ROMANIA
RUSSIA ▪ SERBIA ▪ SPAIN ▪ UK**

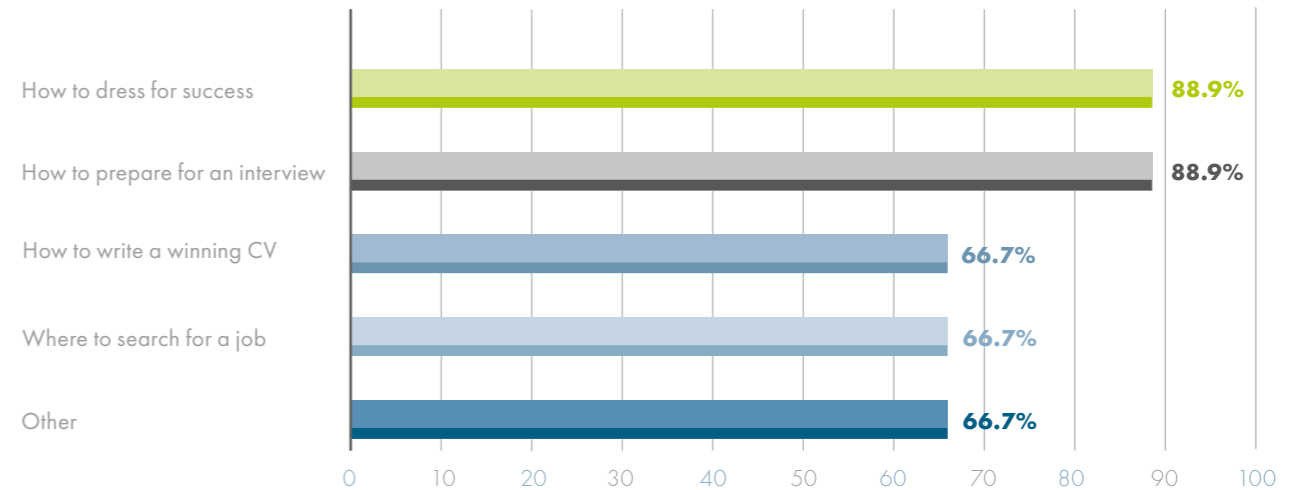
More than 500 Gi Group employees dedicated their free time to support people looking for a job by increasing their employability skills. Over 3,500 young or unemployed people visited our offices and attended training sessions and workshops aimed at increasing their chances of getting a job.

Many different activities were organised during Destination Work: educational sessions in schools, projects with associations, innovative workshops in our branches and much more.



Several topics were discussed during Destination Work's workshops. The main ones were "How to dress for success" and "How to prepare for an interview". Also popular were "How to write a winning CV" and "Where to search for a job".

Moreover, workshops and working groups were organised to talk about web reputation and networking, video CVs, Job search 2.0., soft skills, emotional intelligence and rights of employees.



The following statements come from some of the participants of Destination Work. We are proud to share with you the grateful words we received from those participating both as volunteers and as guests:

"This is the best way to learn something. It is worth more than a thousand lectures."

"Thank you so much, today I'm going home with a great sense of satisfaction and inspiration."

"I simply want to thank your company for the invitation, and you and your colleagues for the clarity of the topics discussed."

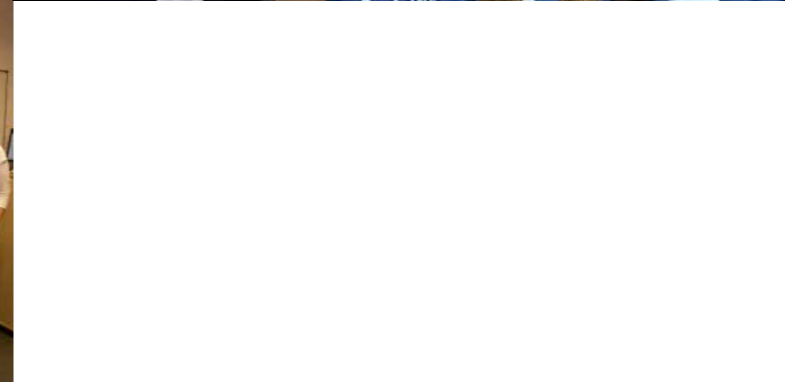
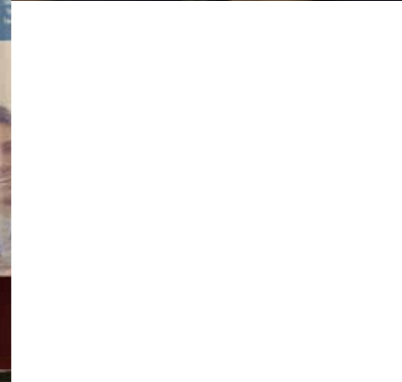
"It's fantastic that I could dedicate this Saturday helping young people find their way in the labour market! And we had a great time with all our colleagues, good for our team spirit!"

"Useful initiative. I learned a lot about how to make my CV more effective! Few employment agencies give this opportunity."

HERE ARE SOME PICTURES OF THIS SPECIAL DAY



From top to bottom:
Portugal, Poland,
Spain, Romania
and UK



FROM THE COUNTRIES WHO PARTICIPATED



From top to bottom:
Brazil, Germany,
Bulgaria, India,
Lithuania and Italy

3

Throughout 2016 Gi Group has continued its work on stakeholder engagement. Indeed, the dialogue with them has increased in order to understand their expectations and accordingly help shape the Group's CSR strategy.

In this chapter, we illustrate the main initiatives we have carried out in order to create the Materiality Matrix. This matrix shows the mix between the priorities of Gi Group and the priorities of our stakeholders with regard to CSR.

STAKEHOLDERS' NEEDS ANALYSIS & MATERIALITY MATRIX



OUR STAKEHOLDERS

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

Gi Group's main stakeholders are:

STAKEHOLDERS' NEEDS ANALYSIS

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

During 2016, our dialogue has been focused on one of our fundamental stakeholders, namely, all our temporary workers in the countries in which we operate.

EMPLOYEES

The 2,900 plus employees in Gi Group who support the company to achieve its objectives. Our people are strongly involved in the CSR projects and they share their professional expertise, commitment and motivation during their daily work. We are proud to state that our CSR strategy is fully embraced by all our employees.

CANDIDATES AND WORKERS

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

CLIENTS

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

THE COMMUNITY AND THE ENVIRONMENT

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

The environment, which is protected by developing initiatives aimed at preserving and defending natural resources.



TEMPORARY WORKERS

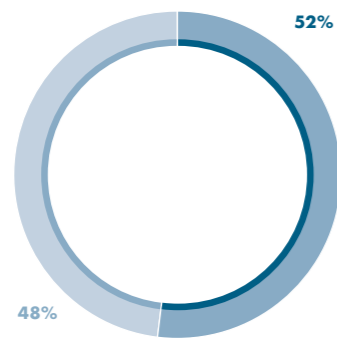
THE FIRST CSR GLOBAL SURVEY ADDRESSED TO OUR TEMPORARY WORKERS WAS LAUNCHED IN SEPTEMBER 2016.

An online survey of 14 questions was created in order to determine what expectations our temporary workers have in regard to Gi Group's CSR activities. Moreover, the survey was also useful to identify the level of awareness among these stakeholders of our CSR strategy, allowing us to better understand the quality of our communication with them.

Some details about the respondents' profiles are set out below:

GENDER

- Female
- Male

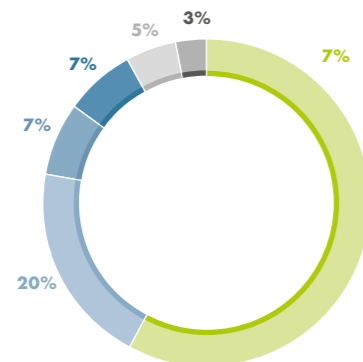


AVERAGE AGE

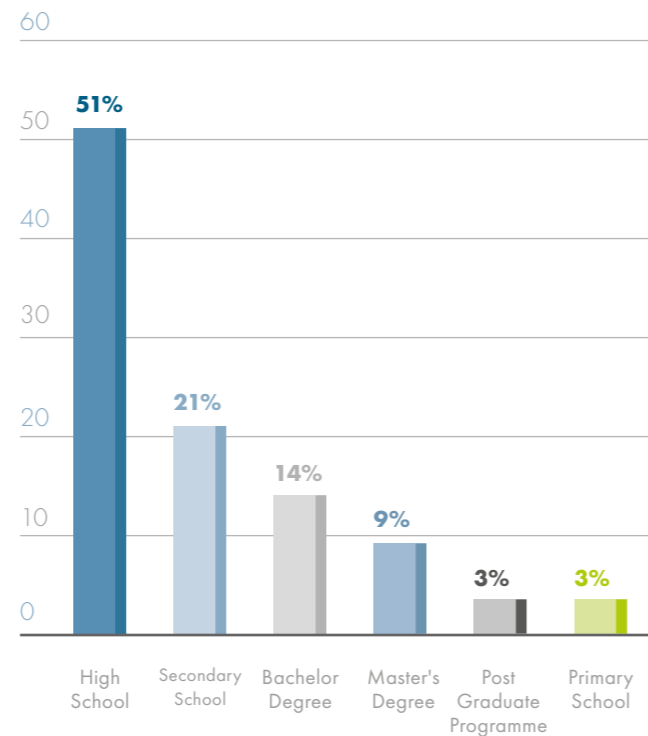
34 YEARS OLD

COUNTRY

- Italy
- All others
- United Kingdom
- Brazil
- Germany
- India



QUALIFICATION



HERE IS A SUMMARY OF THE MAIN RESPONSES FROM GI GROUP TEMPORARY WORKERS:

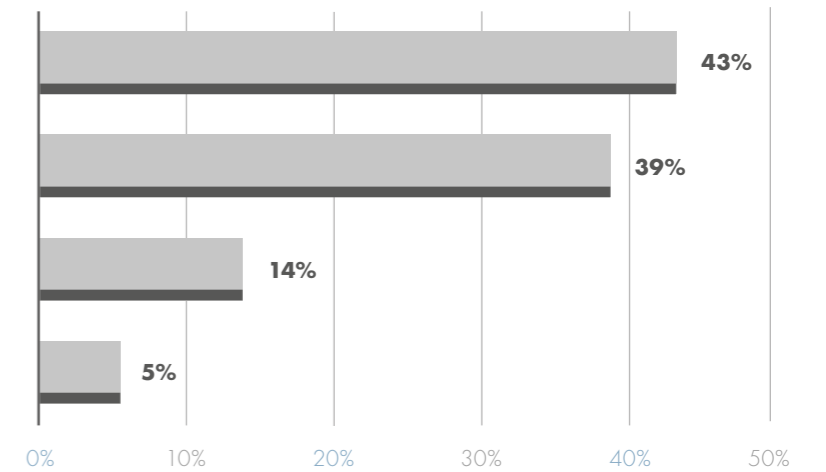
"WHICH OF THE FOLLOWING OPTIONS CAN BEST DESCRIBE YOUR PERSONAL OPINION?"

Working through an employment agency allows me to boost my experience and to increase my chances of finding a job in other companies in the future

Working through an employment agency is today the only way to have a job

Working through an employment agency allows me to work in a flexible way, combining my work commitments with my personal ones

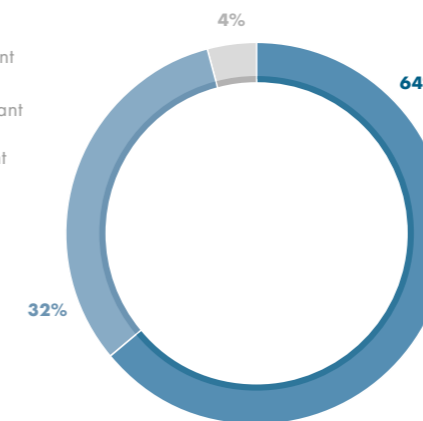
Working through an employment agency is better for me than working for a company on a permanent basis



Most of the Gi Group temporary workers believe that working through an employment agency allows them to boost their experience and to increase their chances of finding a job in another company in the future.

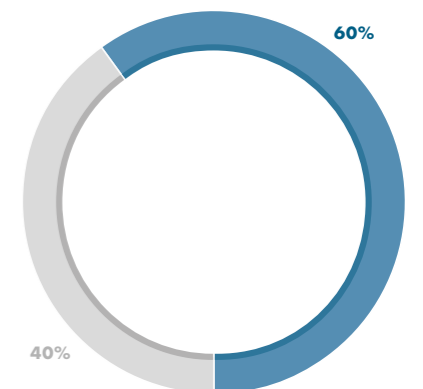
"HOW IMPORTANT IS IT FOR EMPLOYMENT AGENCIES TO FOCUS ON OPERATING AS A RESPONSIBLE BUSINESS, WHICH HAS A POSITIVE IMPACT ON SOCIETY?"

- Very important
- Quite important
- Not important

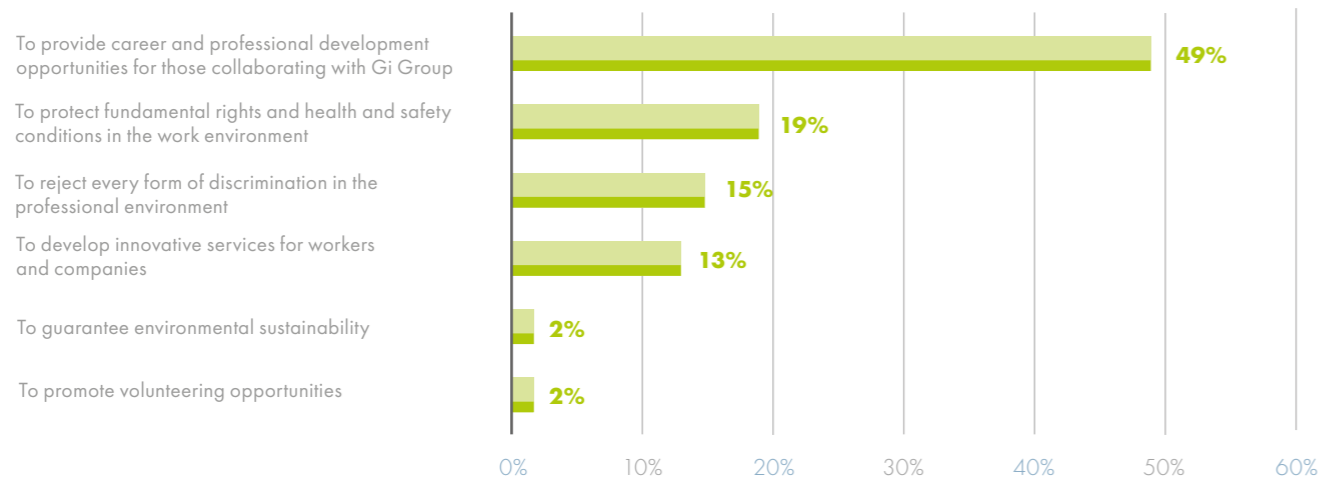


"ARE YOU AWARE THAT GI GROUP PLANS ACTIVITIES IN ORDER TO TAKE CHARGE OF ISSUES AFFECTING THE WORLD OF WORK AND SOCIETY (FOR EXAMPLE, THE ONES REPORTED IN THE CORPORATE SOCIAL RESPONSIBILITY REPORT)?"

- Yes
- No



“IN ORDER TO MAKE A RESPONSIBLE CONTRIBUTION TO SOCIETY IN YOUR OPINION WHICH OF THE FOLLOWING TOPICS SHOULD GI GROUP PRIORITISE?”



MATERIALITY MATRIX

THE MATERIALITY MATRIX IS BUILT BY AMALGAMATING GI GROUP'S MAIN CSR PRIORITIES WITH THE STAKEHOLDERS' (EMPLOYEES, WORKERS, CANDIDATES AND INSTITUTIONS) PRIORITIES.

This kind of matrix is helpful to inform the future CSR strategy for our group. Future projects and activities will therefore be implemented based on information provided by the matrix below:

In comparison to last year, some significant differences have to be highlighted, with regard to the stakeholders' needs, as a consequence of the survey results referred to above. These are:

- an increase in the importance of Health & Safety
- a reduction in the importance of three issues: care for diversity; fair competition and voluntary work activities

All other indicators maintain the same level of importance in comparison with the 2015 Materiality Matrix.





4

**OUR CSR PATH
AND CSR
GOVERNANCE**

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 needs to follow. It describes the way Gi Group wants to manage its business and the way in which the company wants to play a part in the development of society.

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



OUR VALUES

“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

OUR PRESENCE

TODAY OUR GROUP IS ACTIVE IN MORE THAN 40 COUNTRIES AND HAS OVER 500 BRANCHES, SITE MANAGED SERVICES (SMS) IN 100 LOCATIONS AND MORE THAN 2,900 EMPLOYEES.

DIRECT PRESENCE

EMEA: Bulgaria, Croatia, Czech Republic, France, Germany, Italy, Lithuania, Montenegro, Poland, Portugal, Romania, Russia, Serbia, Slovakia, Spain, Switzerland, the Netherlands, Turkey, UK.

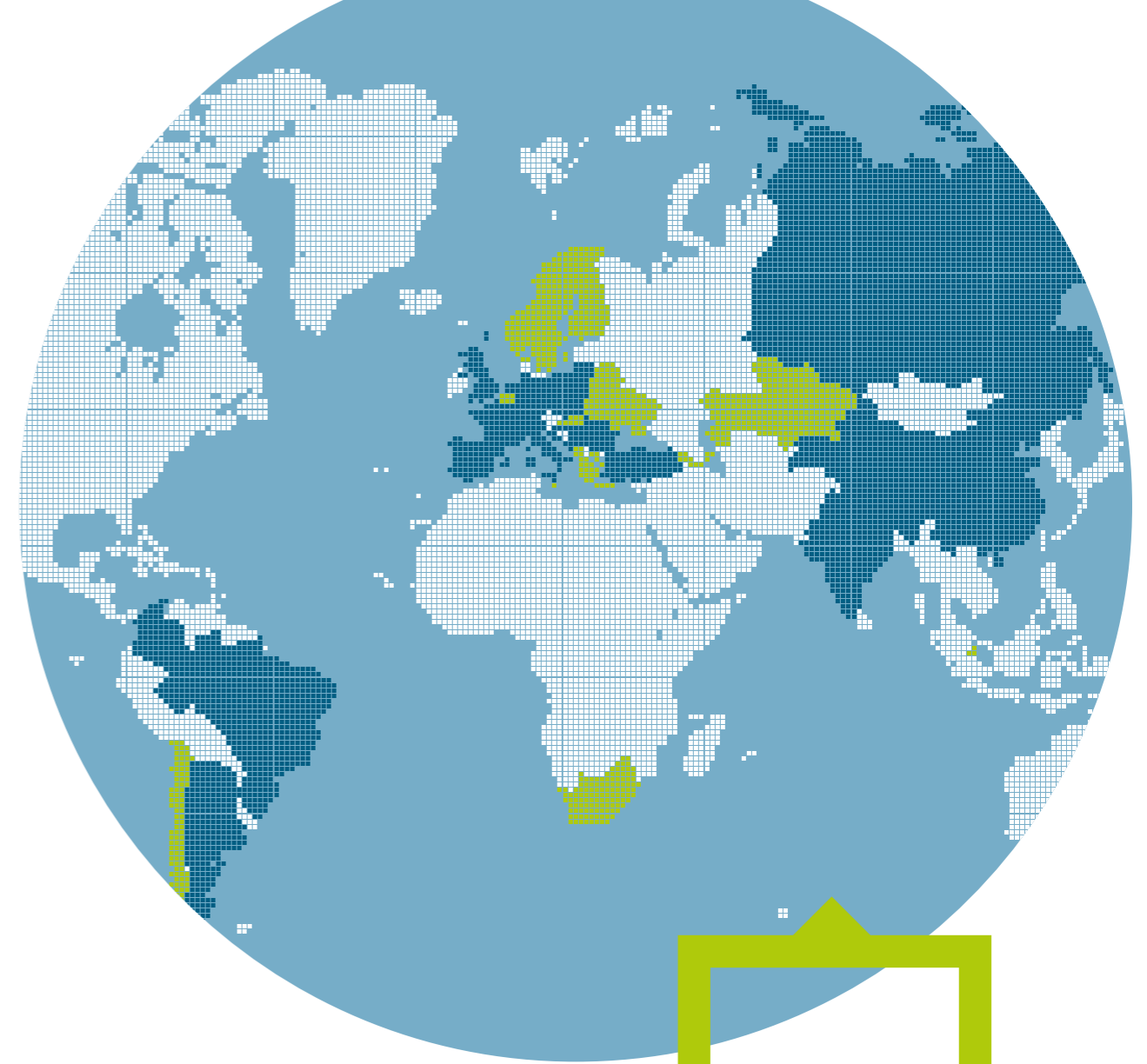
APAC & the AMERICAS: Argentina, Brazil, Colombia, China, Hong Kong, India.

INDIRECT PRESENCE

Thanks to partnership agreements, Gi Group is also present in:

EMEA: Albania, Armenia, Azerbaijan, Belarus, Belgium, Cyprus, Finland, Greece, Hungary, Kazakhstan, Malta, Norway, South Africa, Sweden, Ukraine, UAE;

APAC & the e AMERICAS: Singapore, Chile.



**GI GROUP
IN THE WORLD**

OUR NUMBERS

<p>IN 2016, OUR GROUP SUPPLIED OVER</p> <p>12,000</p> <p>COMPANIES</p>	<p>AND ACHIEVED A TURNOVER OF</p> <p>1.66</p> <p>BILLION EUROS</p>
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OUR SERVICES

Gi Group is one of the world's leading companies providing services for the development of the labour market.

The Group is active in the fields of:

TEMPORARY, PERMANENT AND PROFESSIONAL STAFFING	SEARCH AND SELECTION	EXECUTIVE SEARCH	OUTSOURCING	TRAINING	OUTPLACEMENT	HR CONSULTANCY

OUR HISTORY

Acquisition of **Worknet**, the employment agency of Fiat. The new entity is now the largest Italian owned agency with a turnover of 320 million euros and 190 branches.

2004

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

2007

Further international expansion: **UK, Argentina** and **Eastern Europe**. Gi Group becomes a member of **World Employment Confederation** (formerly CIETT)

2009-2011

Further international expansion with operations in **Turkey, Portugal, The Netherlands** and **Slovakia**.

Further development of our **partner programme**.

2014-2015

1998

Générale Industrielle was founded.

2005

The group starts operations in the outplacement sector.

2008

Générale Industrielle and **Worknet** become one brand: **Gi Group**.

International expansion continues with operations in **China, Hong Kong, France, Brazil, Spain** and **India**.

2013

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

2016

Acquisition of **TACK & TMI**, global leaders in training & development services.

Opening of **Colombia**.

CSR MILESTONES

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



THE CURRENT GI GROUP CSR GOVERNANCE BODIES ARE:

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	Defines/implements CSR strategy and initiatives; ensures alignment with Group strategy; implements CSR reporting; monitors KPI's; assesses 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

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

5

GI GROUP'S CSR STRATEGY HAS CONSTANTLY BEEN DEVELOPED FOLLOWING THE COMPANIES STRATEGY AND LISTENING TO OUR STAKEHOLDERS' NEEDS.

EACH YEAR WE SET NEW TARGETS AND COMMIT OURSELVES TO IMPROVE EXISTING PROGRAMMES.

OUR MAIN CSR DEVELOPMENT PRIORITIES FOR 2017 ARE:

ACTION PLANS FOR 2017



DESTINATION WORK

Our aim is to continue this successful global project during 2017, to increase the number of Gi Group countries participating in it (there were 13 in 2016) and to track with new and dedicated tools feedback and suggestions coming from Gi Group volunteers and beneficiaries.

OTHER EMPLOYABILITY INITIATIVES

We want to further connect our CSR programmes to the competencies already existing among our employees: supporting people to be more effective when entering the labour market.

We therefore commit ourselves to increasing the local employability initiatives, such as collaborating with schools or helping groups of people in disadvantaged circumstances.

Some specific local initiatives have already been planned in Brazil, China, Italy, Romania, Lithuania, Spain and UK.

VOLUNTEERING ACTIVITIES

Promoting voluntary projects delivered by Gi Group employees and encouraging charity donations will be among our priorities for 2017.

We will repeat the most successful projects delivered in 2016 and will implement new initiatives – such as the Leave Donation Programme, which permits any Gi Group employee to increase the number of paid leave-hours in case he/she has exhausted all paid leave credits as a result of a catastrophic personal (or family member) injury or illness.

The Programme allows any employee to donate accrued vacation leave to eligible co-workers who do not have sufficient accumulated credits.



Gi Group countries which have already committed themselves to specific projects are:

- **Brazil**, with a special focus on helping homeless people in Sao Paulo municipality and partnering with Brazilian Paralympic Committee in order to provide employability support to paralympic athletes
- **China**, attending sport events with specific social purpose
- **Bulgaria**, providing support to a local hospital
- **Germany**, supporting the RTL Spendenmarathon
- **Lithuania**, with a special focus on supporting young people and women
- **Romania**, partnering with local hospitals and orphanages
- **Russia**, supporting teenagers living in orphanages
- **Spain**, partnering with Pacto Mundial (linked to UN Global Compact)
- **Turkey**, collaborating with the association "Dialogue in the Dark" to support blind people and attending some sport events with specific social purpose
- **UK and Italy** by further developing all the CSR initiatives already in place

EXTERNAL ACKNOWLEDGEMENTS OF OUR CSR PROGRAMME

ONE OF THE TARGETS FOR 2017 IS TO ACHIEVE SOME INTERNATIONAL EXTERNAL ACKNOWLEDGMENT OF OUR CSR PROGRAMME – IN ORDER TO CERTIFY OUR CSR PATHS AND PROJECTS.

This initiative matches the efforts developed by certain Gi Group countries to be awarded with local acknowledgement and formal recognition. The most significant of these was achieved in the UK, where Gi Group won the IRP Award in the category of Best Corporate & Social Responsibility Practitioner. An IRP Award is acknowledged as the highest accolade an individual or company can receive in the recruitment industry and sets the bar for recruitment professionals and businesses to aspire to.

During 2016 Gi Group Italy started the process to obtain a social accountability management system certification, choosing the SA8000:2014® international standard.

In the last few months of 2016 all the procedures to fulfill the SA8000 requirements were carried out, such as the creation of a dedicated Social Performance Team, which leads and supervises all SA8000 implementation processes.

During 2017 Gi Group Italy will undergo the assessment by a third-party auditor to be officially certified.

This initiative is fully consistent with the principle of continuous improvement which has always guided us in the development of our global CSR project.

GI GROUP WILL ALSO CONTINUE TO SUPPORT INITIATIVES AIMED AT DEVELOPING INTERNATIONAL PROGRAMMES DEDICATED TO YOUNG PEOPLE, SUCH AS THE EUROPEAN YOUTH FORUM AND THE EUROPEAN ALLIANCE FOR APPRENTICESHIPS.

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Group
YOUR JOB, OUR WORK