



2025

Sustainable Work Report

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1.

A Message From Our Founder and CEO



Stefano Colli-Lanzi
Founder and CEO

“ Over the past few years, our Group has gone through a profound transformation. We have navigated complex macro trends, redefined our strategy, and strengthened our global footprint. In doing so, we have clarified who we are and what we stand for: an organisation that’s committed to going **beyond** traditional labour market services, in order to shape a more sustainable, inclusive and human-centred future of work.

This “Beyond” ambition starts from a simple conviction: work must be a source of dignity, belonging and progress for every person. It is not enough to match skills with vacancies. We must go beyond placement, addressing the structural barriers that still limit access to decent work – from socio-economic disadvantage to migration status, and from gender and age-related biases to disability. Through dedicated programmes, training pathways and partnerships with institutions, businesses and the third sector, we strive to become a true sidekick for people in their journey through the labour market, supporting them not only in finding a job, but in building sustainable employability over time.

Our framework reflects this role. It guides us in designing services and solutions that put people at the centre, supporting them in four key dimensions: access to opportunities, skills development, protection of rights and wellbeing, and long-term career perspectives. Being a sidekick means standing alongside people and organisations as they face transition, uncertainty and change, combining proximity and empathy with data, technology and global expertise. In order to sustain this ambition, we rely on a solid governance model.



Stefano Colli-Lanzi
Founder and CEO

Our Global High- Level Policies set common standards across all countries and business lines, ensuring safe working environments, fair and responsible recruitment practices, respect for human and labour rights, and robust compliance. These policies are the practical expression of our values in everyday decisions, enabling us to act consistently and responsibly on a global scale.

At the same time, we are accelerating our journey towards full alignment with the Corporate Sustainability Reporting Directive (CSRD). This is a demanding process that requires stronger data collection systems, more integrated processes and a shared culture of accountability. But it is also a strategic opportunity: it allows us to look beyond compliance, to build a more accurate and forward-looking understanding of our social, environmental and governance impacts, and to disclose them with greater transparency to all our stakeholders.

Fondazione Gi Group plays a pivotal role: through research, experimentation and the dissemination of knowledge, Fondazione helps us interpret the transformations of the labour market and test innovative, inclusive models of work. It is an essential driver in our effort to contribute not only through services, but also through advocacy on key issues such as inclusion, employability and social cohesion.

This Sustainable Work Report is both a snapshot of what we are doing today and a compass for where we want to go tomorrow. It documents our progress, but above all it reflects the direction we have chosen: to act as a sidekick to people, companies and communities, and to help build labour markets that are fairer, more resilient and accessible to all.

In a world marked by uncertainty, demographic shifts, technological disruption and environmental pressures, we are convinced that our contribution matters most when it is guided by a clear purpose and shared responsibility. The journey ahead will require commitment, courage and collaboration. We are ready to move forward, together with all our stakeholders, to shape a future of work in which no one is left behind.





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 labour markets by making them more **efficient and sustainable**, through a work culture that creates value for companies, individuals, and society.

The belief that meaningful work shapes meaningful lives guides everything we do. By understanding the shifting needs of candidates, companies, and communities we can create value that is both 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 to 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 work environment 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.

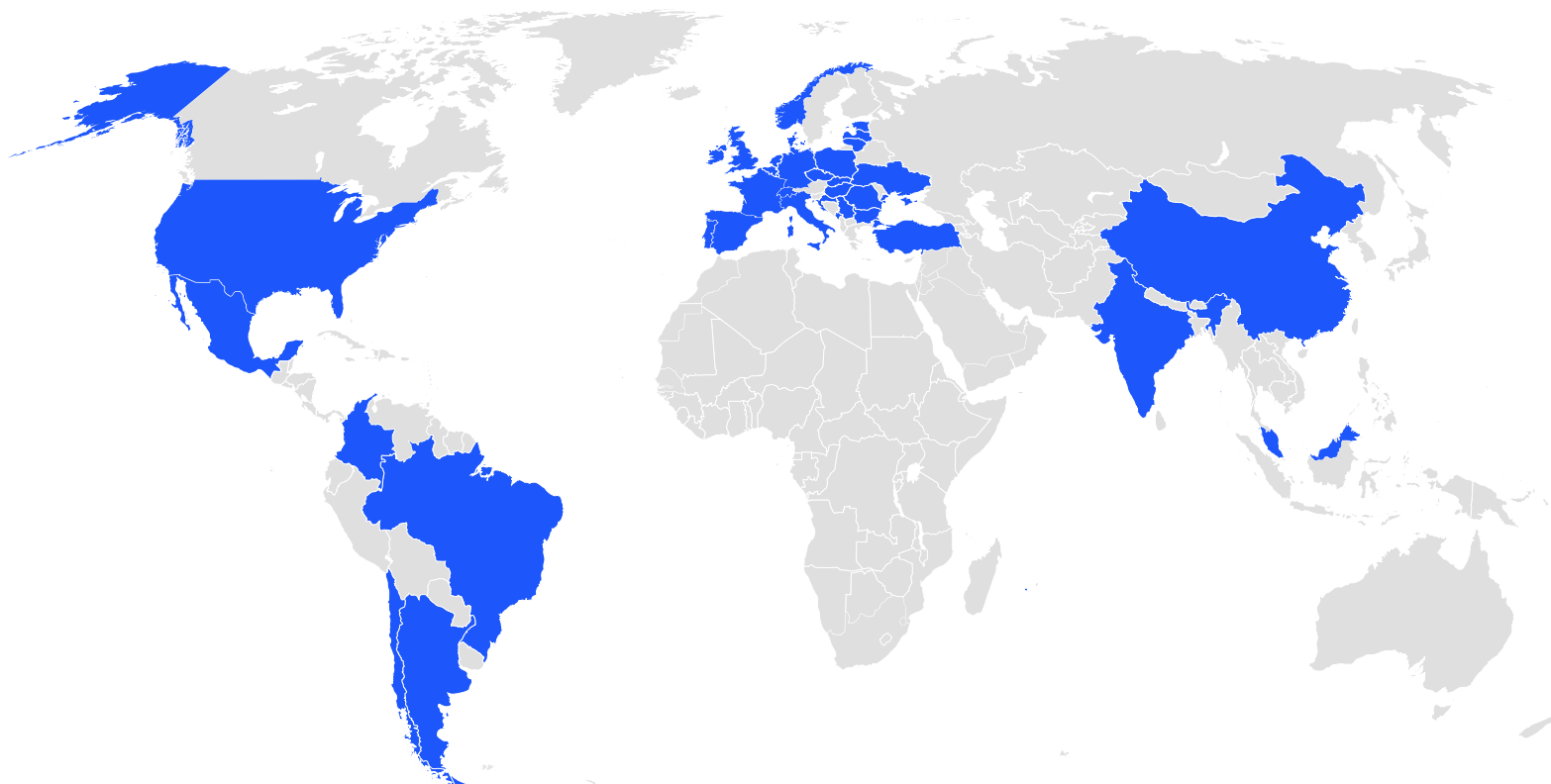
Our business ecosystem reflects this life cycle, with our various brands specialised in attracting talent at scale, recruiting for specialist and high-skill roles, developing skills and leadership potential, and supporting career transitions with care and dignity. Each brand plays a distinct

role, but together they offer an **integrated, human-centred experience** that's designed to meet the demands of the rapidly evolving world of work. Our connected approach gives us a rare vantage point when it comes to the labour market, and this enables us to see change ahead of time and act with agility.

This vision is backed by more than 25 years of action. Thanks to the dedication of 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, we generated €4.7 billion in turnover. We create work stories worth telling; one career, one partnership, and one opportunity at a time.

Our Global Presence

Thanks to our direct presence presence, today we are active across **Europe, APAC, and the Americas.**



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
- The UK
- The USA
- Türkiye
- Ukraine

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.

2013

Creation of the Global Practices.

2009-11

International expansion in the UK, Argentina and Eastern Europe.

2008

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

2014-15

International expansion in Turkey, Portugal, the Netherlands and Slovakia.

2016

Acquisition of Tack and TMI. International expansion in Colombia.

2018

Acquisition of **Grafton** and **Marks Sattin**.

2019

Further acquisitions in Germany expand our **International Mobility capabilities**.

2022

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

2021

Acquisition of **Jobtome** in Switzerland and **Axxis** in France.

2020

International expansion in the **USA**.

2023

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

2024

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

2025

A year of **consolidation** focused on integrating Kelly, strengthening the Grafton brand, expanding in the Life Sciences, while evolving our Gi Group business model.

2026

We launch the evolved Gi Group positioning and brand identity, strengthening our core business.

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 also means building systems that support people, business, and society as the labour market evolves.

MISSION

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

Our mission 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 the common good.

VISION

“We want to be recognised as a worldwide player that’s 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, whether we are talking about individuals or institutions, plays a role in shaping a more inclusive, resilient and human economy. Sustainable Work is the framework that connects it all.

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 being at the centre of everything we do.



Passion

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



Continuous Learning and Innovation

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



Collaboration

We work as one team. No matter what role we are performing, we build a culture of cooperation that helps us to achieve ambitious goals – and to 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 in terms of how we work around the world. Our **Code of Ethics**, together with a comprehensive set of **Global High-Level Policies**, is the foundation for 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, diversity, equity and inclusion, and the fight against child labour, forced labour, modern slavery, and corruption**.

These are not just promises. They're a core part of how we do business and hold ourselves accountable to clients, candidates, workers, colleagues and society as a whole. They reflect the values we endeavour to promote by acting with integrity, promoting fairness, and protecting the rights and dignity of everyone with whom we work. Together, these values provide the anchor for our sustainability strategy and they shape our corporate governance. More than that, they ensure that our actions support the kind of labour market we believe in: one that's open, inclusive and responsible.



2.3

Our Growth

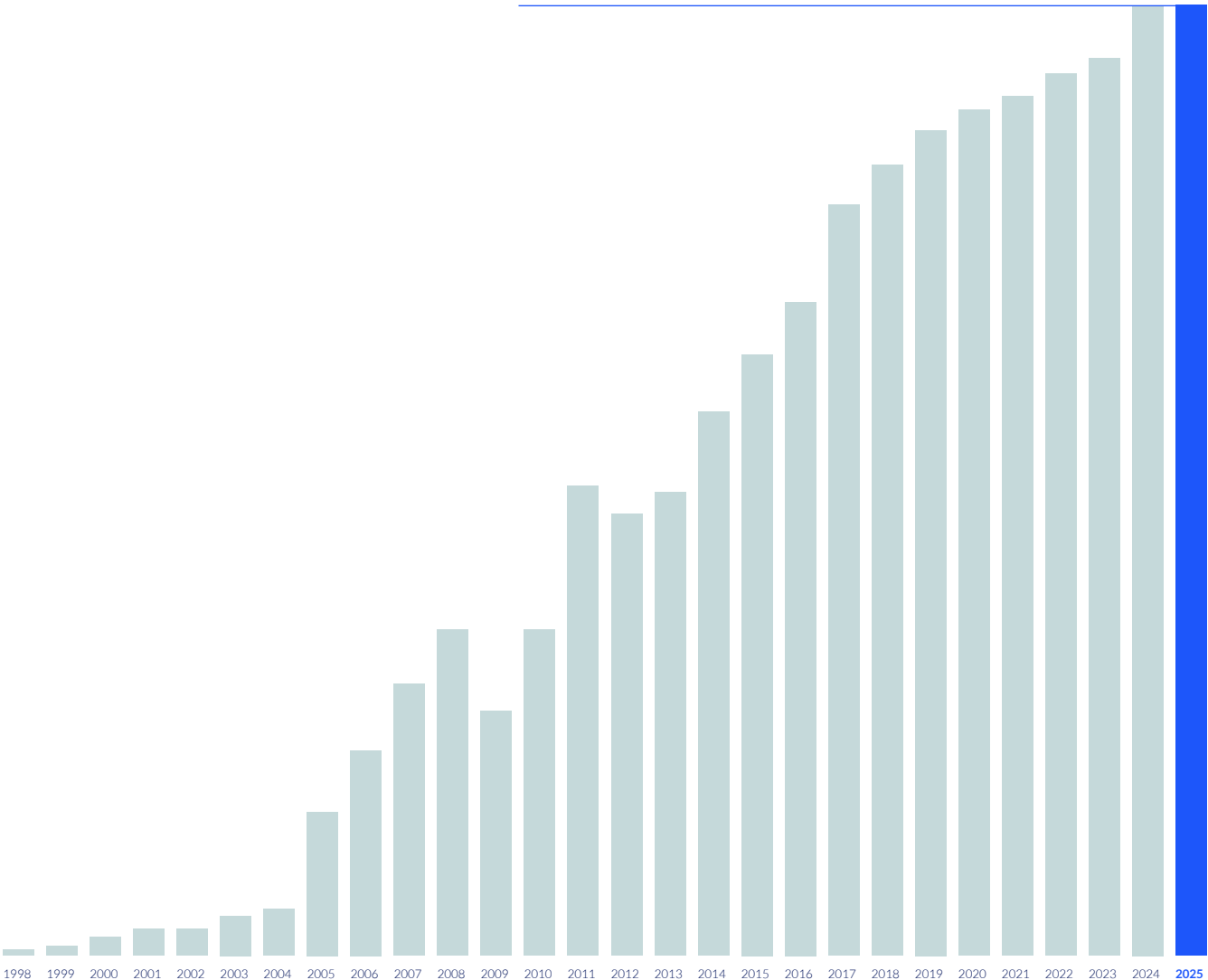
Gi Group Holding closed the 2025 financial year with revenues €4.7 billion.

As of early 2026, 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 6 position in Europe.

Among privately held firms, we are the second largest in Europe and fifth worldwide.

These rankings reflect not only the scale of our operations, but also the strength of our strategy and the trust placed in us by clients across industries and markets.

€4.7 BN



2.4

“Going Beyond”: Strengthening the Group’s Strategic Positioning and the Evolution of its Core Business

As part of its broader response to the structural transformation of the labour market, Gi Group Holding introduced “**Going Beyond**”, a strategic positioning that guides the evolution of its services and value proposition. Within this framework, in 2026 the Group introduced a renewed brand for **Gi Group**, its core Temporary & Permanent Staffing business.

The new positioning is supported by three **key strategic pillars**:

- **Digitalisation**, accelerating the adoption of advanced technologies and AI in order to improve operational efficiency and enhance the experience of clients and candidates.
- **Centralisation**, optimising processes and platforms in order to ensure consistent service quality, compliance and scalability across the Group’s global operations.
- **Specialisation**, strengthening sector-specific expertise and tailored workforce solutions in order to address the increasingly complex needs of specific client segments.

The staffing industry is rapidly evolving. Companies increasingly require flexible workforce solutions, specialised expertise and digital capabilities in order to remain competitive, while candidates are looking for employers and partners that can support their professional development in the rapidly changing world of work. In order to address these dynamics and reinforce its leadership in operational workforce solutions, the Group launched a rebranding initiative for the role played by its core business, Gi Group.



Gi group

The new positioning – “**We are your sidekick, anytime**” – reflects Gi Group’s commitment to standing alongside both companies and candidates as a trusted partner, simplifying the complexity of talent acquisition and workforce management while enabling sustainable growth and employability.

This evolution is in line with our ambition to become a “**Blue Leader**” in the staffing industry: we want to be a recognised point of reference for candidates, a strategic business partner for clients, and a company that’s capable of combining global expertise with strong local proximity. Through this strategic evolution, the Group strengthens its ability to support businesses, individuals and communities in **going beyond today’s challenges** and navigating the transformation, unlocking new opportunities for **sustainable work**.

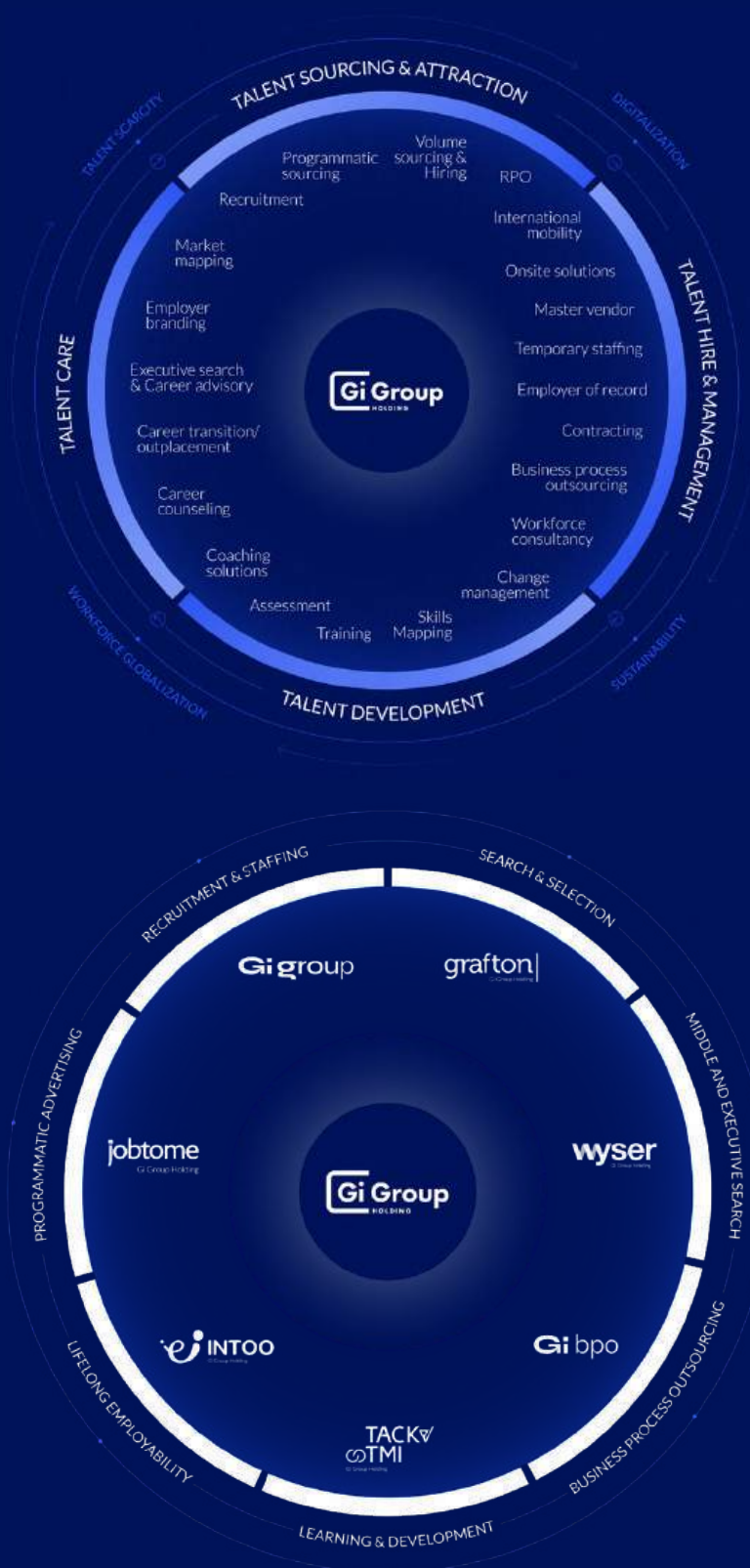
2.5

Our Integrated Talent Ecosystem

Gi Group Holding is one of the world's leading providers of workforce solutions – delivering a full range 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 em-

ployment journey. From high-volume staffing to executive search, from learning and development to outplacement, we deliver flexible, insight-driven services throughout the talent life cycle.



Gigroup

RECRUITMENT & STAFFING

More than a staffing provider, we are a strategic partner for businesses, helping to simplify the complexities of talent acquisition, workforce management and business transformation. With a people-centred and holistic approach, we tailor our scalable services to clients’ unique needs in order to ensure sustainable growth, agility and success.



SEARCH & SELECTION

We were established in Ireland in 1982, and we are a multinational recruitment partner known for speed, precision, and results. Whether we’re talking about one key hire or large-scale professional staffing, we help companies secure top talent – efficiently and effectively.



MIDDLE & EXECUTIVE SEARCH

We help forward-thinking organisations secure the leaders who will shape the future. We combine strategic consultancy with deep market insight, offering added-value services such as headhunting, psychometric assessments, and candidate mapping.



BUSINESS PROCESS OUTSOURCING

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



LEARNING & DEVELOPMENT

With over 110 years of experience, we empower people and organisations so that they can grow. We design engaging learning experiences across formats – from in-person workshops to digital learning journeys – spanning assessment, leadership, coaching and beyond.



LIFELONG EMPLOYABILITY

We support people through change – and we help companies lead it with confidence. Our services include career development, mentoring, outplacement and change management, all of which are delivered with empathy and impact in order to support lasting transformation.



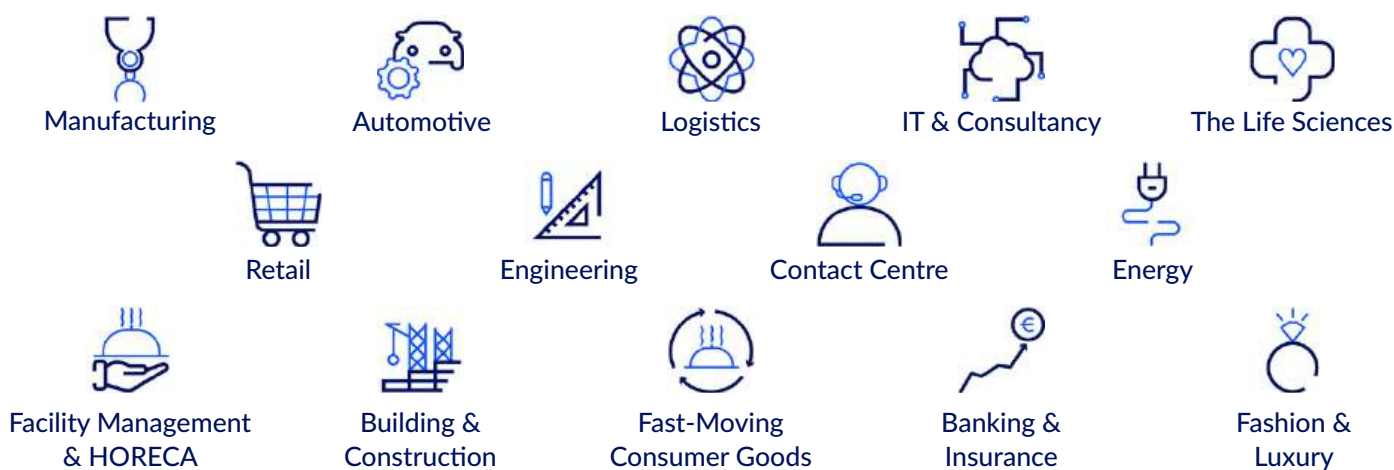
PROGRAMMATIC ADVERTISING

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, efficiently.



Our Specialised Division

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



2.6

Our 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 is responsible for carrying out business activities and implementing the resolutions passed at the shareholders’ meeting. It’s also responsible for approving organisational strategies, developing management policies and ensuring legal compliance with the relevant authorities.

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

Board of
Statutory
Auditors

The Group’s controlling body supervises the directors’ activity and checks 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.

- CORRADO COLOMBO**
CHAIR
- ELISABETTA DE LORENZI**
STATUTORY AUDITOR
- ANDREA CARLO TAVECCHIO**
STATUTORY AUDITOR
- RICCARDO BARONE**
ALTERNATE AUDITOR
- PIERGIORGIO GUSSO**
ALTERNATE AUDITOR

Supervisory
Board

The Group’s internal control body is responsible for overseeing the functioning of the organisational model and ensuring its observance, as well as updating it when necessary.

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

Our governance model is reinforced by **Certified Management Systems**, which were 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 SPA	ISO 14001:2015	26468	Coordination of and support for the Group's business activities in Italy	Certiquality	04/10/2022	23/09/2027
	ISO 45001:2015	58566	Coordination of and support for the Group's business activities in Italy	Certiquality	29/03/2023	28/03/2029
	ISO/IEC 27001:2022	57774	ICT services delivery supporting business processes for Group companies	Certiquality	20/02/2023	18/02/2029
Gi Group SPA	ISO 9001:2015	12236	Temporary work and staff leasing supply services; Human resources (HR) search and selection	Certiquality	09/05/2007	16/04/2028
	SA8000:2014 ®	50100 15917	HR search and selection; temporary work supply services	TUV ITALIA	12/04/2017	12/04/2029
	ISO 14001:2015	26468	Temporary work and staff leasing supply services; HR search and selection	Certiquality	25/09/2018	23/09/2027
	ISO/IEC 27001:2022	26899	Information security management within ICT (Information and Communication Technology) services provided to support the work administration, research and personnel selection processes for the Gi Group Spa Company.	Certiquality	30/05/2019	27/05/2028
	UNI/PdR 125:2022	64080	Measures to ensure gender equality in the workplace: temporary work and staff leasing supply services. HR search and selection and public employment service	Certiquality	09/07/2024	09/07/2027
Gi Formazione Srl	ISO 9001:2015	9356	Design and provision of training and vocational guidance activities	Certiquality	18/05/2005	04/04/2029
	ISO 14001:2015	26468	Design and provision of training and vocational guidance activities	Certiquality	25/09/2018	23/09/2027
INTOO Srl	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

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Italy						
INTOO Srl	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. HR search and selection and public employment service	Certiquality	09/07/2024	09/07/2027
Gi HR Services Srl	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	02/12/2028
	ISO/IEC 27001:2022	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 Srl	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	03/08/2028
	ISO 14001:2015	26468	Design and provision of training services to develop managerial and organisational abilities and skills by classroom and experiential training certificate and coaching	Certiquality	25/09/2018	23/09/2027

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Italy						
TACK&TMI Srl	ISO 45001:2015	27632	Design and provision of training services to develop managerial and organisational abilities and skills by classroom and experiential training certificate and coaching	Certiquality	06/08/2019	03/08/2028
	UNI/PdR 125:2022	64080	Measures to ensure gender equality in the workplace: temporary work and staff leasing supply services. HR search and selection and public employment service	Certiquality	09/07/2024	09/07/2027
	ISO/IEC 27001:2022	69175	Management of information security in the context of the provision of continuous training services in accreditation	Certiquality	16/06/2025	15/06/2028
OD&M Srl	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	12/02/2027
	ISO 14001:2015	26468	Design and implementation of consulting services for HR enhancement and organisational and developmental models	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. HR search and selection and public employment service	Certiquality	09/07/2024	09/07/2027
Wyser Srl	UNI/PdR 125:2022	64080	Measures to ensure gender equality in the workplace: temporary work and staff leasing supply services. HR 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 Srl	ISO 9001:2015	44 100 23 41 0174	Provision of specialised consultancy services in the information technology (IT), 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	TUV NORD	15/08/2019	14/08/2028
	ISO 14001:2015	44 104 2341 0174	Provision of specialised consultancy services in the IT, 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	TUV NORD	01/11/2021	31/10/2027
	ISO 9100:218	2418013	Design, development of application and system software for electronic, telematic and electro-mechanical equipment and systems, for the aerospace sector. Assistance for its own products	Intertek	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	02/09/2025	01/09/2028
	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		16/12/2024	15/12/2027
Brazil						
GI GROUP BRASIL RECURSOS HUMANOS LTDA	ISO 9001:2015	CQ 4966	Outsourcing service and monitoring of quality inspection, reverse logistics, payroll and sales	SMC	15/04/2027	14/04/2029
Gi Group Brasil Recursos Humanos LTDA	ISO/IEC 27001:2017	QMS – 02156	Coordination of and support for 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 of - and support - for Business Process Outsourcing (BPO) activities	ENX Association	14/09/2023	03/10/2026
China						
Zhejiang Gi Human Resource Co., Ltd	GB/T19001-2016 idt ISO9001:2015	19818QA171R2S	HR service outsourcing within the scope of qualification (with service outsourcing), domestic labour dispatch (limited to HQ)	Beijing Xinjiyuan Certification Co., Ltd	31/12/2024	25/01/2027
	GB/T24001-2016 idt ISO14001:2015	19822EI2211ROS	HR service outsourcing within the scope of qualification (with service outsourcing), national temporary staffing (limited to HQ)	Beijing Xinjiyuan Certification Co., Ltd	18/09/2025	18/09/2028

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	HR service outsourcing within the scope of qualification (with service outsourcing), national temporary staffing (limited to HQ)	Beijing Xinjiyuan Certification Co., Ltd	18/09/2025	18/09/2028
	ISO 14064-1:2018	55124TZ 00169ROS	Describing the boundary and scope of direct and indirect carbon emissions produced by the fixed emission facilities at Room A1006,128 Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	06/12/2024	05/12/2027
	PAS2060-2014	55124TZ 0169ROS	Describing the boundary and scope of direct and indirect carbon emissions produced by the fixed emission facilities at Room A1006,128 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	55124TZ 0169ROS	Describing the boundary and scope of direct and indirect carbon emissions produced by the fixed emission facilities at Room A1006,128 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	55124TZ 0169ROS	Describing the boundary and scope of direct and indirect carbon emissions produced by the fixed emission facilities at Room A1006,128 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	25023Q11779ROS	HR services within the scope of qualification, temporary staffing	Zhongqiu United International Certification (Beijing) Co., Ltd	03/11/2025	22/10/2026
	GB/T24001-2016 idt ISO14001:2015	250231087878ROS	HR services within the scope of qualification, temporary staffing	Zhongqiu United International Certification (Beijing) Co., Ltd	03/11/2025	22/10/2026
	GB/T45001-2020 idt ISO45001:2018	25023S10746ROS	HR services within the scope of qualification, temporary staffing	Zhongqiu United International Certification (Beijing) Co., Ltd	03/11/2025	22/10/2026
	ISO 14064-1:2018	55124TZ00170ROS	Describing the boundary and scope of direct and indirect carbon emissions produced by the fixed emission facilities at Room A1006,128 Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	28/11/2025	05/12/2027
	PAS2060-2014	55124TZ00170ROS	Describing the boundary and scope of direct and indirect carbon emissions produced by the fixed emission facilities at Room A1006,128 Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	28/11/2025	05/12/2027
	DB44/T1994-2016	55124TZ00170ROS	Describing the boundary and scope of direct and indirect carbon emissions produced by the fixed emission facilities at Room A1006,128 Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	28/11/2025	05/12/2027
	CTS OYCC-ZY-34	55124TZ00170ROS	Describing the boundary and scope of direct and indirect carbon emissions produced by the fixed emission facilities at Room A1006,128 Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	28/11/2025	05/12/2027

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
China						
Gepu (Zhejiang) High-tech Service Co., Ltd	GB/T19001-2016 idt ISO9001:2015	25023Q1 1796ROS	HR services within the scope of qualification, information system integration, computer application software development and services	Zhongqiu United International Certification (Beijing) Co., Ltd	04/11/2025	23/10/2026
	GB/T24001-2016 idt ISO14001:2015	25023E1 0884ROS	HR services within the scope of qualification, information system integration, computer application software development and services	Zhongqiu United International Certification (Beijing) Co., Ltd	04/11/2025	23/10/2026
	ISO/IEC 20000-1:2018	0482023IT SM0228R OSCMN	Providing IT service management activities related to computer application software development and information system operations and maintenance services to external customers	Beijing Tirt Certification Co., Ltd	11/12/2025	23/11/2026
	GB/T45001-2020 idt ISO45001:2018	25023S1 0751ROS	HR services within the scope of qualification, information system integration, computer application software development and services	Zhongqiu United International Certification (Beijing) Co., Ltd	04/11/2025	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
	ISO 14064-1:2018	55124TZ0 0168ROS	Describing the boundary and scope of direct and indirect carbon emissions produced by the fixed emission facilities at Room A1006,128 Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	28/11/2025	05/12/2027

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
China						
Gepu (Zhejiang) High-tech Service Co., Ltd	PAS2060-2014	55124TZ00168ROS	Describing the boundary and scope of direct and indirect carbon emissions produced by the fixed emission facilities at Room A1006,128 Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	28/11/2025	05/12/2027
	DB44/T1994-2016	55124TZ00168ROS	Describing the boundary and scope of direct and indirect carbon emissions, produced by the fixed emission facilities at Room A1006,128 Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	28/11/2025	05/12/2027
	CTS OYCC-ZY-34	55124TZ00168ROS	Describing the boundary and scope of direct and indirect carbon emissions, produced by the fixed emission facilities at Room A1006,128 Qixin Road, Yinzhou District, Ningbo City, Zhejiang Province	Beijing Eurasian Puxin International Certification Center Co., Ltd	28/11/2025	05/12/2027
Colombia						
GI GROUP STAFFING S.A.S	ISO 9001:2015	CO09/2785.02	Provision of management and HR services	Certificación	23/09/2024	19/01/2027
GI GROUP SERVICIOS S.A.S	ISO 9001:2015	CO09/2785.03	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	Certificación	23/09/2024	19/01/2027

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Czech Republic						
Grafton Recruitment s.r.o	ISO 9001:2015	25191/A/0001/UK/Cz	Personnel consultancy services, recruitment and personnel solutions, job broker services, consulting for HR activities	URS	02/02/2025	01/02/2028
GI Group Czech Republic, s.r.o.	ISO 9001:2015	206035/A/0001/UK/Cz	Personnel consultancy services, recruitment and personnel solutions, job broker services, consulting for HR activities	URS	24/04/2024	10/12/2026
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 - Dunkerque	MASE	HDF 2019-5674		MASE	07/12/2023	06/12/2026
France - Le Havre	MASE	2026-974		MASE	25/02/2026	24/02/2029
France - Metz	MASE	EST 2023 - 2420		MASE	03/02/2023	02/02/2027
France - Dunkerque	HYPERBARIE	FR202 3209_2		AIO	29/09/2023	27/10/2027
Germany						
Gi Group Deutschland GmbH	ISO 9001:2015	10044168 88-MSC-R-vA- DEU	Employee leasing, on-site management of employee leasing and personnel placement	DNV	05/11/2010	04/11/2028
	ISO 45001:2018	100039773 4-MSC-RvA- DEU	Management of Employee leasing, on-site management of employee leasing and personnel placement	DNV	05/11/2010	04/11/2028
Poland						
GI Group Sp. z o.o.	ISO 9001:2015	PW-50811-23	Providing temporary workers, work services, personal consulting, HR and payroll outsourcing, process outsourcing	PCCerT	24/11/2023	30/11/2026
GI Group Poland SA	ISO 9001:2015	PW-50811-23	Providing temporary workers, work services, personal consulting, HR and payroll outsourcing, process outsourcing	PCCerT	24/11/2023	30/11/2026

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Poland						
Generale Industrielle Polska SP. z o.o.	ISO 9001:2015	PW-50811-23	Providing temporary workers, work services, personal consulting, HR and payroll outsourcing, process outsourcing	PCCerT	24/11/2023	30/11/2026
Sellpro Sp. Z o.o.	ISO 9001:2015	PW-50811-23	Providing temporary workers, work services, personal consulting, HR and payroll outsourcing, process outsourcing	PCCerT	24/11/2023	30/11/2026
Portugal						
GIETT – Empresa de Trabalho Temporário, Unipessoal Lda.,	ISO 9001:2015	PT07/02225	Search and selection processes, temporary staffing services, payroll outsourcing services	SGS ICS - Serviços Internacionais de Certificação	22/11/2022	13/11/2028
Slovakia						
Grafton Slovakia s.r.o.	ISO 9001:2015	15/11/2025	Search and selection processes, temporary staffing services, payroll outsourcing services	TSÜ, a.s.	19/11/2025	15/11/2027
Gi Group HR Services Slovakia s.r.o.	ISO 9001:2015	16/11/2025	Search and selection processes, temporary Staffing services, payroll outsourcing services	TSÜ, a.s.	19/11/2025	19/11/2027
Spain						
GI GROUP EMPRESA DE TRABAJO TEMPORAL, S.L.	ISO 9001:2015	ER-0100/2006	Recruitment and provision of temporary staff	AENOR	25/01/2006	25/01/2027
	ISO 14001:2015	GA 2023/0067	Recruitment and provision of temporary staff	AENOR	14/03/2023	14/03/2029
	Resumen de auditorías energéticas según RD 56/2016			GESE	23/12/2025	23/12/2029

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Spain						
Gi group outsourcing 2016 S.L	ISO 9001:2015	ER-0649/1019	The provision of logistical, production and industry services (packaging, storage, retail, handling and order management); back-office services (document management, data and recording management services) field and marketing services (market research, sales and marketing, promotion, image and retail); auxiliary services and facilities services (reception, access control and hotel management services)	AENOR	13/11/2019	13/11/2028
	ISO 27001:2017	SI-0036/2017	The information systems that support the management of documentary and operational processes associated to the Back Office Division of GI BPO, with multichannel support, according to the current applicability document to the issue date of the certificate (SOA)	AENOR	31/08/2017	31/08/2026
	ISO 14001:2015	GA-2023/0067	Recruitment, selection and placement of workers	AENOR	14/03/2023	14/03/2029
Türkiye						
Gi Group And Wyser Türkiye Seçme Ve Yerleştirme A.Ş.	ISO 9001:2015	NS.KS. 070/2021	Activities for providing temporary employees and to intermediate in finding jobs/supporting employee placement	KALITE YÖNETİM SİSTEMİ	25/04/2025	01/04/2027
Gi Group And Wyser Türkiye Seçme Ve Yerleştirme A.Ş.	ISO 14001:2015	NS.CS. 060/2021	Activities for providing temporary employees and finding jobs/supporting employee placement	ÇEVRE YÖNETİM SİSTEMİ	25/04/2025	24/04/2027
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

Company	Reference Standard	Certificate Number	Scope of Application	Certification Body	Issue Date	Expiration Date
Türkiye						
Gi Group And Wyser Türkiye Seçme Ve Yerleştirme A.Ş.	ISO 45001:2018	01.25.428.15139.T	Activities to provide temporary employees and finding jobs/ support employee placement	UGMCERT	19/09/2026	19/09/2028
The 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	EMS619537	Provision of head of-fice support services to Gi Group UK	BSI	05/01/2015	04/01/2027
	ISO 45001:2028	OHS640083		BSI	09/12/2019	27/01/2028



3.

Corporate Social Responsibility

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Sara Osti
Global CSR & Compliance
Project Manager

“ In terms of our approach to Corporate Social Responsibility, 2025 was a year of preparation – intense, yet natural – for an evolution.

The global shift in recent years from **CSR** to the **ESG** performance framework marks a move from a predominantly voluntary and cultural approach to an integrated model for managing risks, opportunities and the generation of long-term value. Following this evolution feels particularly natural for an organisation like Gi Group Holding, which has always integrated CSR into its business. It has never treated it as a separate activity from the core business, i.e., philanthropy, corporate volunteering or stand-alone social projects.

Three factors are accelerating this change:

First and foremost, **the focus on talent and communities**, which demand consistency between sustainability statements and concrete, measurable results over time. For Gi Group Holding, these are our most important stakeholders, and the ones on which our Mission – even before the materiality analysis – leads us to focus our attention.

Second, the **demand for transparency** from investors and customers, who use ESG ratings and indicators to reward top-performing companies with better access to capital and the strengthening of business relationships.

Last but not least, the growing regulatory pressure, particularly in Europe, with increasingly stringent **reporting standards**, such as the Corporate Sustainability Reporting Directive (CSRD), to which we have decided to adhere on a voluntary basis. It is a challenging journey, but one which, as we undertake it, helps bring clarity to our strategies and give substance to our objectives.

One thing hasn't changed and that is our commitment to the achievement of the **UN SDGs**, putting our **Sustainable Work Manifesto** into practice day by day.

We expect 2026 to be a crucial year for strengthening – across all our countries and through the Group's central functions – awareness of the **full potential of our impact business models**, multiplying the value generated by our role as #lifechangers!

”

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, that are affected by our actions, or have a stake in our mission. We engage with them through ongoing dialogue, regular surveys, and active involvement 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 include:

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. They are deeply engaged in our CSR efforts, and 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, and learners – supporting their access to fair, meaningful and sustainable work. Our role is to understand their needs, respect their aspirations, and help remove any barriers to opportunity.

THE COMPANIES WE PARTNER

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 along our entire value chain.

THE COMMUNITIES WE ARE PART OF

We recognise our responsibilities in every context in which we operate. That means working with institutions, social partners, and civil society in order 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 – thereby 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.	• Top Managers for 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.	• Group CEO • Global HR • Global Corporate Affairs and 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 KPIs (Key Performance Indicators) at the country level.	• Legal • Corporate Affairs and Compliance • HR
ESG (Environmental, Social and Governance) Project Steering Committee	Ensures that the Group's activities and the structure of the corporate sustainability reporting adhere to the guidelines set out in the Corporate Sustainability Reporting Directive (CSRD) issued by the European Union.	• Group CEO • Global Corporate Affairs and Compliance • Global Finance

OTHER
CSR BODY

MAIN
RESPONSIBILITIES

MEMBER/FUNCTION
REPRESENTATIVES

Country
Manager

Ensures effective local communi-
cation and implementation of the
CSR strategy.

Country Managers

Volunteers

They take part in volunteer activi-
ties and contribute to their plan-
ning and implementation.

Groups of Employees

CSR
Community

Strengthens local CSR efforts
while ensuring strategic align-
ment; shares best practices; builds
institutional knowledge and con-
sistency across the Group.

Local CSR References



3.3 Our CSR Journey

Our commitment to Corporate Social Responsibility has deepened over the past decade: it is rooted in our mission and values and is increasingly embedded across the Group.

April 2014

We published and adopted the Group’s Code of Ethics.

June 2014

We established a CSR Team in order to monitor the application of the Code of Ethics.

September 2014

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

October 2015

We created the CSR Committee, to define and implement Group CSR strategy.

April 2015

We published Gi Group’s first annual CSR Report, covering activities and data from the previous year.

January 2015

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

October 2016

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

April 2017

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

September 2018

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

2020

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

December 2019

Gi Group Holding CEO Stefano Colli-Lanzi signed CSR Europe’s “CEOs Call to Action”

July 2019

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

October 2022

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

June 2022

First Benefit Corporation Impact Report released.

2021

Gi Group SpA adopted Benefit Corporation Status.

September 2022

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

May 2023

We updated the Sustainable Work Manifesto in order to align with the Group's new objectives and strategies.

February 2024

We initiated collaboration with a specialist consulting firm to support our ESG Project steering committee in implementing the EU Corporate Sustainability Reporting Directive (CSRD).

December 2025

We disclosed Global High-Level Policies on Environmental and Occupational Health and Safety.

October 2024

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

May 2024

We disclosed our Global High-Level Policies on Child Labour Prevention, Forced Labour and Modern Slavery, and Human Rights at Work. We conducted a stakeholder engagement process to identify key sustainability priorities and expectations.

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 **multiple SDGs**, and for these reasons we focus on the goals where our reach, expertise, and ecosystem can make the greatest difference:

- SDG 4 – Quality Education
- SDG 5 – Gender Equality
- SDG 8 – Decent Work and Economic Growth

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 that 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, as well as human and social value.





Our CSR commitments come to life through our tangible 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 for lifting people out of poverty – and keeping them out.



Promoting 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, promoting the well-being and health of employees across various industries.
- **Providing access to health and well-being programmes** 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 individuals 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 in order 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 do this by:

- **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 young people and adults who have relevant skills (i.e., technical and vocational) for employment, decent jobs and entrepreneurship.



Achieving gender equality and empowering 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. At Gi Group Holding, 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 throughout the employment journey:

- **Expanding economic opportunities for women**, including those 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 in 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.



Championing decent work and sustainable economic growth

At Gi Group Holding, 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 also for individuals, communities and society as a whole.

Our contribution to SDG 8 spans multiple fronts, aligned with both our core services and our broader commitment to responsible business:

- **Delivering services that put people first**, enhancing the quality and value of work throughout 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.



Reducing inequality within and among countries

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

- **Promoting a culture of inclusion** and ensuring discrimination-free practices at every stage of the employment relationship – for our internal teams, as well as for the candidates and workers we meet.
- **Delivering effective training and policies** structured around objective, meritocratic elements in order 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.



Taking 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 do this by:

- **Leveraging technology** to improve resource efficiency and reduce greenhouse gas emissions across our operations.
- **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 throughout our workforce and beyond.



Strengthening global partnerships for sustainable development

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

- **Joining 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 third sector entities – often across borders.
- **Acting in a spirit of shared responsibility in order to enhance the impact and reach of our initiatives.**

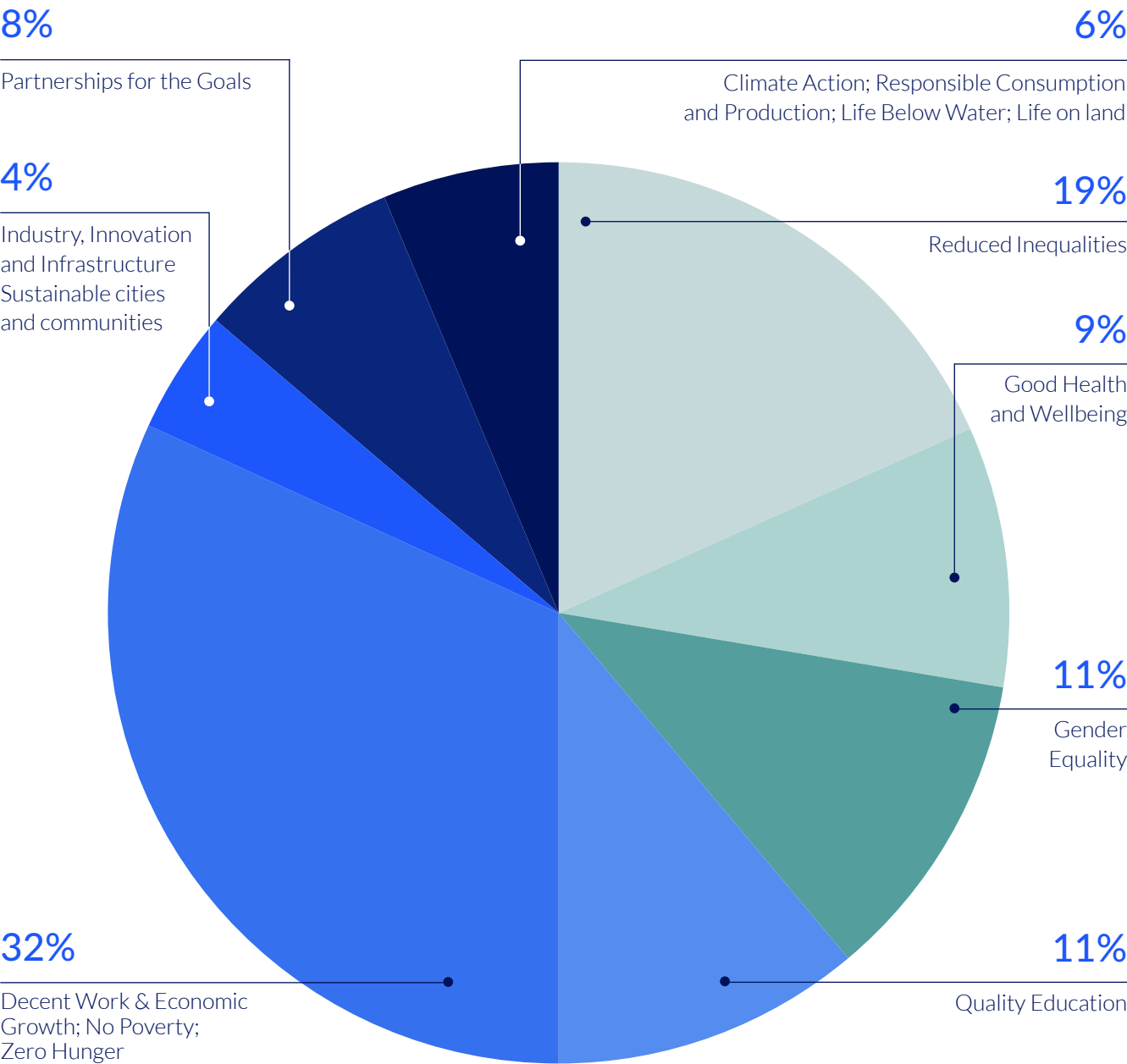
Through these efforts, we support capacity-building in developing countries, foster cross-border and cross-sector collaboration, and contribute to more effective, accountable partnerships – within the public and private sector and civil society alike – in pursuit of the Sustainable Development Goals.

Gi Group Holding has grown to the point of being present in in 37 countries and having nearly 8,000 employees. **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 initiatives and projects with sustainability impact that contribute to the change we want to see in the world of work: we are endeavouring to create 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 Sustainable Development Goals.

In greater detail:



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

In order to strengthen this commitment and exchange expertise with like-minded stakeholders, Gi Group Holding joined the Global Coalition for Social Justice, which is 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.



4.

Materiality Matrix

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As part of its commitment to sustainability and transparency, Gi Group Holding has voluntarily revised its reporting processes so that they are aligned with the principles set out in **EU Directive 2022/2464** on corporate sustainability reporting (the Corporate Sustainability Reporting Directive – CSRD).

This proactive approach underscores the Group's dedication to adopting the **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)** in order to reflect its positioning and priorities more accurately.



4.1 Stakeholder Engagement

With the advent of the CSRD, actively listening to and engaging with stakeholders has become increasingly essential when it comes 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.

Starting from 2024, Gi Group Holding significantly strengthened its **stakeholder engagement efforts** by inviting top management, employees, trade unions, institutions, clients, and associations to take part 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 interactions 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 took part 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	• Double materiality training session • Questionnaires	• Inside perspective • Top-down approach on strategy and business operations
Employees	• Double materiality training session • Questionnaires	• Inclusivity • Constant dialogue across different departments and countries • Input on strategy and business model from their perception and experiences
Trade Union Organisations	• Double materiality training session • Questionnaires	• Collaboration and dialogue • Talent representation

STAKEHOLDER	ENGAGEMENT	PURPOSE OF ENGAGEMENT
Clients	• Double materiality training session • Questionnaires	• Customer loyalty • Delivering the Group's idea of sustainability and its requirements • External perspective
Institutions	• Double materiality training session • Questionnaires	• Industry alignment • Network growth
Associations (NGOs)	• Double materiality training session • Questionnaires	• Initiative development • Community support



4.2

The Double Materiality Assessment

The Double Materiality Assessment (DMA) is 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 external factors may pose to the organisation.

The assessment process was divided into four key phases:

CONTEXT OVERVIEW AND IDENTIFICATION OF POTENTIALLY RELEVANT TOPICS

The Group conducted a preliminary analysis in order to compile a broad list of potentially relevant topics. This process involved reviewing internal sources, assessing industry trends, aligning with ESG (Environmental, Social, and Governance) rating requirements, and benchmarking against peer companies.

Before analysing the potential IROs, the Group conducted a thorough review of the resulting list in order to redefine material topics in alignment with the **Sustainable Work Manifesto**.

This step, which is summarised in the table on page 50, was essential for gaining 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 method for the double materiality assessment began with the development of a **long list**, which was evaluated in terms of its relevance to Gi Group. It incorporated insights from the Sustainable Work Manifesto and stakeholder engagement, and compared all of these with the summary presented in ESRS (European Sustainability Reporting Standards) 1 paragraph AR (Application Requirements) 16. This was in order to follow a structured and consistent model that could help identify the material sustainability issues and connect them to a corresponding IRO. This process also integrated an assessment of the Group's value chain so as to ensure broader and more accurate understanding, which mostly presented IROs reflecting their own operation or downstream (rather than upstream) activities.

Once this list was developed, the next step was to produce a methodology for evaluating the relevance of the individual IRO.

The **impact materiality** assessment requires the undertaking to set quantitative and qualitative thresholds so that it is possible to assess whether an impact can be defined as current or potential. Once this first phase is assessed, the undertaking sets specific criteria for evaluating the impact:

For current impacts, stakeholders evaluate:

- Entity: this measures the scale of the impact.
- Scope: how widespread the impact is.
- Irremediable character (only for negative impacts): the extent to which the impact can be remediated. For potential impacts, on the other hand, a fourth evaluation has been added to the above criteria:
- Probability: what is the probability of the event occurring? This always needs to be related to the effects that can be evident in the short, medium or long term .

Following the impact materiality assessment, the Group also conducted the **financial materiality** assessment, which focused on identifying material risks and opportunities. These may stem from the impacts already mapped or from other factors directly linked to financial outcomes, including performance, financial position, cash flows, and access to, or the cost of, capital. Financial materiality may also arise from dependencies on natural or social resources that could generate financial effects.

Each risk and opportunity is evaluated in terms of its likelihood of occurring and its potential magnitude. For the calculation of the magnitude of the **risks**, as Gi Group has yet to introduce an internal risk assessment. The Group analysed the risk in the following areas:

- Financial impact: threshold of the impact of the risk based on the Group’s EBITDA;
- Reputational impact: understanding the impact a risk can have on the reputation of the Group, understanding the gravity, both from a local and international perspective;
- Business continuity impact: understanding whether risks can be a cause of disruption for the company’s value chain, which could limit its operation;
- Strategic impact: understanding whether a risk could cause a revision of the Group’s strategy, depending on whether this is due to changes in some activity or to an extensive revision of the entire strategy.

For **opportunities**, on the other hand, the magnitude depends on the following four areas:

- Financial impact: threshold of the opportunity based on the Group’s EBITDA;
- Reputational impact: understanding the effect an opportunity can have on the Group’s reputation, understanding the positive impact both from a local and international perspective;
- Cost savings impact: understanding the effect an opportunity can have on the Group’s savings;
- Potential size of the market impact: understanding the effect an opportunity can have on the Group’s market expansion.

Finally, the calculation of the magnitude will be multiplied by the evaluation of the probability for both the risks and opportunities:

- Probability: what is the probability of the event occurring on a short, medium or long-term basis.

The evaluation of both the impact materiality and the financial materiality considered a scale from “1” to “4”, from a less relevant to a critical consideration. Aligned with an internal matrix, the Group then set a threshold for defining the area in which an assessed IRO could be considered material for the double materiality assessment. In the assessment of IROs related to human rights topics, the Group assigned a higher probability rating in order to ensure that these issues were treated as a priority.

Sustainable Work Manifesto	Material topics	Description
DECENT AND SAFE WORK	Improvement of working conditions: awareness and promotion of fundamental human rights in the workplace	Ensuring that the entire Gi Group Holding workforce is treated with dignity, respect, and fairness. Combating the exploitation of vulnerable individuals and addressing critical issues such as non-discrimination, fair labour practices, freedom of expression, and the right to safe working conditions. Raising awareness and promoting human rights within the labour market.
	Health, safety and employee wellbeing	Providing adequate, accessible, safe, and healthy workplaces, and preventing occupational injuries and illnesses within Gi Group Holding's scope of responsibility. Promoting both compliance and a culture of health and safety – both physical and mental – and safeguarding personal dignity and wellbeing, in order to create conditions that actively support employability and the work-life balance in the labour market
	Data Protection and Cybersecurity	Ensuring a proactive approach to data protection and cybersecurity in order to mitigate risks and foster a culture of security awareness. Increasing customer trust and maintaining regulatory compliance, safeguarding sensitive information.
EMPLOYABILITY AND SATISFACTION	Multi-generational workforce evolution: career and vocational guidance and skills development	Promoting continuous learning in order to maintain a competitive advantage in a dynamic labour market that is rapidly changing from a technological point of view. Focusing on career guidance, training, and professional development as vital components for fostering a current and future workforce that is skilled, engaged, and productive. Fostering intergenerational knowledge-sharing in order to meet evolving demands.
DIVERSITY, EQUITY AND INCLUSION	Diversity, Equity and Inclusion: attracting and developing talent from diverse backgrounds	Strengthening and prioritising 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. Creating conditions that recognise individual contributions, embrace diversity, equity and inclusion, and enhance Gi Group Holding's attractiveness to talent from diverse backgrounds. Referring to a robust DEI framework in order to ensure fairness and inclusion for all.
SAFEGUARDING RESOURCES FOR THE FUTURE	Governance, Ethics and Compliance	Building trusting relationships with stakeholders, ensuring compliance with regulatory obligations in every country where the Group operates, and guaranteeing long-term sustainability by prioritising governance, ethics, and compliance.
	Social impact	Promoting projects and initiatives to enhance the communities in which Gi Group Holding operates. Strengthening commitment to social impact by keeping business objectives aligned with community needs and, in particular, by engaging future talent.
	Climate change	Prioritising climate change as a material topic by including energy consumption and carbon emission reduction in Gi Group Holding's global strategy. Promoting more sustainable operations through energy efficiency initiatives and the gradual phase-out of fossil fuel-based energy consumption.
	Digital transformation and Innovation	Enhancing operational efficiency by prioritising digital transformation and innovation in order to remain relevant in a rapidly evolving market. Adopting a proactive approach that enables Gi Group Holding to respond effectively to emerging challenges and opportunities, fostering a more agile and resilient way of working. Responsibly managing the scenarios opened by Artificial Intelligence, while respecting and protecting people.

In the impact assessment, the following positive and potentially negative impacts were found to be above the threshold

POSITIVE IMPACTS

- Employee satisfaction driven by work-life balance
- Satisfaction derived from upskilling and professional development
- Equal opportunities
- Satisfaction of agency/temporary workers achieved through training
- Culture of corporate ethics
- Promotion of local partnerships to support communities
- Security of internal systems and prevention of customer data breaches

NEGATIVE IMPACTS

- Employee satisfaction dependent on correct contractual alignment and collective agreements
- Security of internal systems and prevention of employee data breaches
- Security of internal systems and prevention of agency/temporary worker data breaches
- Carbon emissions generated by the corporate fleet

With regards to the financial materiality assessment, the following risks and opportunities exceeded the threshold

RISKS

- Inability to meet market demands due to the unavailability of skilled labour

OPPORTUNITIES

- Reduction of work-related stress through the provision of psychological support
- Reputational opportunities arising from compliance with human rights regulations
- Promotion of initiatives with social purposes
- Increased talent attraction driven by sector diversification
- Optimisation of R&D processes through AI (Artificial Intelligence)

The material topics were subsequently redistributed according to the breakdown by macro-areas (environmental, social, governance, and entity-specific), in order to define a harmonious framework that connects the company’s ESG strategy with the reporting areas within the sustainability report currently under preparation.



5.

Our Path to Sustainable Work

5.1 Fondazione Gi Group for Sustainable Work

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At Gi Group Holding, we believe that **the future is built on the actions we take today**. This 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 – as well as our responsibility – to drive change for people, companies, and society.

In the 1987 report *Our Common Future*, Brundtland had emphasised the importance of *“Achieving sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”*

But sustainable development is also a concept that’s 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.





For this reason, the *Sustainable Work Framework* begins with and is based on an analysis of the current context, within which work must take centre stage and be made sustainable for individuals, organisations and society, as Eurofound (the European Foundation for the Improvement of Living and Working Conditions) pointed out 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 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 for people, organisations, and society.

In this spirit, and in line with our mission to contribute to the evolution of the labour market and to emphasise the personal and social value of work, Fondazione Gi Group launched its Observatory on Sustainable Work and it fosters dialogue through its Scientific Advisory Board. Together, these efforts led to the development of a **Sustainable Work Manifesto**, which is informed by the Group's values, is designed to be a living document, one that's adaptable, practical, and embedded in the everyday work of all our #lifechangers.

Our Pillars for Sustainable Work Manifesto

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 enhancing personal contribution and ensuring equity and inclusion for everyone.

Safeguarding Resources for the Future

Sustainable Work aligns with ESG (Environmental, Social and Governance) standards without compromising future generations' access to – and participation in – the labour market. It avoids the exploitation of human and environmental resources, while fuelling skills, innovation, and relationships.

Turning Vision into Action

In 2023, Fondazione Gi Group joined forces with HR, Marketing and CSR (Corporate Social Responsibility) to explore how we could make the Sustainable Work Manifesto truly practical. From those conversations, we landed on **four** priority areas.

CREATING DIGNIFIED WORKING CONDITIONS FOR EVERYONE

- 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 programmes. These are built in partnership with businesses and local communities to develop skills that will enable them to respond 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) in order to favour a balance between the professional and personal spheres.

PROMOTING DIVERSITY, EQUITY AND INCLUSION

- We promote **respect, inclusion**, and the well-being of all people (particularly 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 talent** and in achieving their potential.

CONTRIBUTING TO CREATING A SUSTAINABLE FUTURE FOR PEOPLE AND COMPANIES

- We increasingly integrate the ESG approach into our governance model;
- We support a more effective orientation and continuously boosting **people's employability**;
- We develop a **non-competitive culture** based on listening, collaboration, participation, willingness to learn continuously, knowledge sharing, values, and personal accountability;
- We aim to reduce all forms of waste and measuring the **environmental impact produced**; and we innovate through processes and people in order 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 regular contracts, secure working conditions, fair income, equality, personal well-being and the possibility for everyone to express themselves and be heard on all the afore-mentioned issues;
- creates conditions that support everyone in engaging in work and remaining active throughout their professional life, ensuring an appropriate work-life balance and satisfaction for individuals and companies;
- is reconsidered or redesigned in order to remove barriers that discourage or prevent people from entering, remaining or growing in the labour market; creating conditions that enhance individual contributions while ensuring fairness and inclusion for everyone;
- 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

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



Gi Group Holding and Fondazione Gi Group share an overarching purpose: **to build a fairer, more inclusive and sustainable world of work.** The two organisations are aligned in ambition but distinct in approach, and each plays its part; Gi Group Holding every day in the market, Fondazione Gi Group at the frontiers of research and social impact.

Gi Group Holding harnesses its global network and expertise in order to deliver responsible, **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 practical 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 in identifying 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,
Fondazione Gi Group

“ At Gi Group Holding and Fondazione Gi Group, we believe that work lies at the heart of human dignity, identity, and fulfilment. This belief has always guided our journey: not only to support the **evolution of the labour market**, but also to champion the **personal and social value of work**, for everyone, everywhere. We see **Sustainable Work** as a path: one that we walk together, with curiosity, responsibility, and determination. It’s a path that requires us to keep listening, learning, and acting in a world that is constantly evolving.

When we established Fondazione Gi Group in 2010, it came from a simple yet powerful question: “**How can work better serve society?**” Over time, this question has grown into a **mission**. Fondazione has taken on an increasingly active role, widening its impact and becoming an integral part of Gi Group Holding’s purpose.

In 2022, we reached a significant milestone: Fondazione Gi Group became a formally recognised **non-profit entity** in Italy. This step strengthened our independence and reinforced our voice, a voice we use in order to stand for inclusion, dignity, and opportunity. Fondazione has also grown into a **cultural reference point**, both inside and outside the Group, helping to share and strengthen the values expressed in our **Sustainable Work Manifesto**. With the renewed positioning for Sustainable Work, we reaffirm our commitment to being a positive force for change.

I believe that the future of work must be built on fairness, access, and sustainability. Together, Gi Group Holding and Fondazione Gi Group are working **to make that future possible**. We do this alongside institutions, businesses, and individuals who share our vision: a labour market that reflects the society we want to live in, a place that’s inclusive, more human, and ultimately, about **more than work**: a place where people can grow, belong, and shape meaningful lives.

”

Fondazione Gi Group's role spans three dimensions:

- **Italian roots, global perspective:** By drawing on Gi Group Holding's international footprint, it gathers insights, observes emerging needs and builds a living knowledge base shaped by practice.
- **Social impact:** By 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:** It champions art and culture as being 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: **investigating, implementing and disseminating**.

Together, these pillars reflect Fondazione's approach – combining research, direct support, and cultural engagement in order to address barriers to employability and promote Sustainable Work.

INVESTIGATING

Research and Insight

This pillar supports the Fondazione Gi Group's role as a thought leader in the evolving world of work. Through the Research Centre, it produces original research on key employment issues – from barriers to labour market access to national policy frameworks – and this is always with a global perspective. This insight provides the basis for impactful projects and policy contributions. Core activities include white papers, public events, and close collaboration with its Scientific Advisory Committee and the Sustainable Work Observatory.

IMPLEMENTING

Projects and Partnerships

This pillar focuses on delivering tangible solutions for individuals who are excluded, or are at risk of exclusion, from the labour market. Its goal is to expand access to dignified, fulfilling work, particularly among young people, women, migrants, individuals with disabilities, and those involved with the justice system. Collaboration with third-sector organisations and participation in public-private partnerships enable Fondazione Gi Group to develop scalable, transferable solutions tailored to local needs and diverse geographies.

DISSEMINATING

Culture and Influence

This pillar focuses on spreading the principles of Sustainable Work, both within the organisation and in the wider communities it serves. Internally, Fondazione 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, Fondazione Gi Group reinforces the role of decent, inclusive, and future-focused work in building a more resilient society.



Who We Support

With the help of insights from its Research 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	in order to support their transition into employment and help prevent disengagement (NEET, Not in Education, Employment, or Training)
WOMEN	in order to promote equal participation and inclusion in the workforce
MIGRANTS	in order to support their inclusion in the labour market and their social integration
PEOPLE WITH DISABILITIES	in order to support work inclusion, raise the awareness of the corporate world, and enhance the uniqueness of each person.

Together, the **Fondazione's** three-pillar model – **Investigating, Implementing, and Disseminating** – combines research, direct support, and cultural influence in order to unlock opportunity and drive change where it's needed most.



Recognition as a Research Institution by ISTAT (October 2025)

As part of its ongoing research activities, Fondazione Gi Group was officially recognised by ISTAT (Istituto Nazionale di Statistica, Italy's National Institute of Statistics) as a Research Institution in October 2025. This designation means that the Fondazione is formally classified, for statistical and institutional purposes, as an organisation that conducts research in a systematic and continuous manner.

This recognition further strengthens the Fondazione Gi Group's position as a credible contributor to research on labour-related issues, enhancing the value of its contribution to the production of analysis and knowledge in this field. It also supports its engagement with institutions, the academic world and stakeholders at both national and international level.

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, Fondazione also invests in artistic experiences that encourage reflection, spark dialogue, and deepen our understanding of what it means to live – and work – with dignity.

Contagi d'Arte ("Art Contagions")

The programme, which is part of Fondazione Gi Group's initiatives for promoting Sustainable Work, includes the Contagi d'Arte (literally, "Art Contagions") series. This cycle of culturally oriented events and webinars, which are designed primarily for employees but are also open to their families and clients, offers a dedicated moment for reconnecting with the dimension of beauty – an essential element for everyone. In 2025, six sessions were organised, with more than 600 participants.

La Collezione ("The Collection")

Following its inauguration in 2024, La Collezione – the permanent exhibition space created by Fondazione Gi Group in collaboration with Gi Group Holding – staged the exhibition "La magia della realtà" ("The Magic of Reality"), a journey through 20th century Italian painting with a focus on Italian Realism. The exhibition, which opened in April 2025, featured work by artists such as Giorgio de Chirico, Renato Guttuso and Antonio Ligabue, exploring art's ability to offer new perspectives on reality. In December 2025, a new section was inaugurated within the exhibition space: "Chi siamo? Cosa desideriamo? Quando l'arte dà un volto alle grandi domande" ("Who Are We? What Do We Desire? When Art Gives a Face to the Great Questions"). This new itinerary brings together 12 works by masters who have shaped the history of Italian art, creating a path that invites visitors to reflect on faces and bodies as places of relationship and inquiry. The experience becomes an encounter with others, but also with ourselves, prompting engagement with questions that have accompanied humanity throughout history and which remain open today.



Research Project on Career Guidance Launched in 2025

In 2025, as part of its commitment to supporting young people, Fondazione Gi Group initiated an in-depth research process on issues related to career guidance. The project aims to produce a dedicated publication explaining what career guidance in Italy looks like today, how it is delivered, and how it can be designed to be increasingly effective for young people.

The study directly engages students, teachers, school leaders and parents, and also involves external experts in the field of guidance. It was developed in collaboration with Gi EDU, the Gi Group division dedicated to schools and universities, and the results of the research are scheduled for publication in October 2026.



Training for Educators at Save the Children's Punti Luce ("Points of Light")

In December 2025, Fondazione Gi Group was engaged by Save the Children to design and deliver an online training programme for the educators working in its Punti Luce ("Points of Light") centres throughout Italy. These centres are free educational spaces that are located primarily in disadvantaged neighbourhoods. They welcome young people aged 6 to 17 and offer learning opportunities to help them grow, develop skills and build their future.

The service provided aimed to strengthen the competencies of educators, coordinators and programme managers involved in supporting NEETs (young people "Not in Education, Employment or Training"), with a focus on operational tools, activation strategies and available training pathways. The sessions explored the role of local networks, vocational education and training opportunities (at two types of Italian technical school, namely ITS, Istituto Tecnico Superiore – literally, Higher Technical School – and IFTS, Istruzione e Formazione Tecnica Superiore – literally, Higher Technical Education and Training), and first-level apprenticeships as key levers for facilitating young people's transition into employment.

Focus Areas for Inclusion and Empowerment

Fondazione Gi Group's operational projects in 2025 reflected its unwavering focus on supporting those furthest from the labour market by removing barriers and co-developing solutions with key stakeholders:

AI Skills Alliance (Strengthening Digital and AI Skills)

In 2025, Fondazione Gi Group joined the AI Skills Alliance, an initiative promoted by Microsoft which brings together institutions, associations and organisations that are committed to closing the digital skills gap, fostering the responsible adoption of Artificial Intelligence and enhancing national competitiveness. This membership aligns with Fondazione's broader commitment to supporting individuals and organisations through the digital transition and contributing to the development of a more sustainable labour market.

DiciottoPiù (18+)

In March, Fondazione Gi Group hosted the event "DiciottoPiù: We Care, We Empower – Empowerment Pathways and Initiatives Supporting Parenthood" at the Palazzo del Lavoro in Milan. The discussion was based on evidence from the study "Women, Work and Demographic Challenges", which was developed with Valore D (literally, "Value D", D being the initial letter of the word "Donne", the Italian for Women), and based on the experience of the DiciottoPiù project, and then implemented in partnership with the CAV (Centro di Aiuto alla Vita) Mangiagalli (the Mangiagalli Centre for Life Assistance). Since 2023, the initiative has supported 138 individuals through guidance sessions and material and psychological assistance aimed at strengthening parenting skills and promoting financial independence.

Institutional and corporate stakeholders – including Regione Lombardia (the regional government of Lombardy), Carrefour (the supermarket chain), Danone (the food products multinational) and Assolombarda (the industrial association for the Lombardy region) – contributed to the dialogue on how employers can

foster women's employability and help reconcile professional and family life in a sustainable way. Testimonies from CAV Mangiagalli and Fondazione Gi Group reinforced the shared commitment to creating more inclusive labour-market conditions and enabling long-term social impact.

The collaboration with CAV Mangiagalli was further consolidated in 2025 through monthly individual and group meetings on job search strategies and financial literacy. A dedicated training pathway funded through the GOL programme enabled seven beneficiaries to complete a free 40-hour course in childcare and basic pedagogical skills, preparing them for support roles in educational settings. Two participants subsequently began extracurricular internships at Milan nursery school.

This initiative reflects Fondazione Gi Group's broader commitment to promoting employability, supporting vulnerable individuals and contributing to a more inclusive and sustainable world of work.



Mi Trovo il Lavoro (literally, “I’ll Find a Job”: Pathways to Employment for Young Migrants)

The NoWalls association delivers orientation and employability programmes for young migrants, with the aim of strengthening their autonomy in the job search process. Fondazione Gi Group collaborates with NoWalls by organising, through Gi Group’s branch network, dedicated selection interviews for programme participants. Following each interview, Fondazione provides the association with structured feedback outlining the strengths and areas for improvement for all candidates, offering practical guidance in order to support their professional development.

Destination Work (Empowering Students to Build Their Future)

Destination Work is a Gi Group initiative designed to help candidates develop a more informed and effective approach to the world of work. The 2025 edition, which was delivered in collaboration with Fondazione Gi Group and with the contribution of Gi EDU, aligned with the Group’s broader commitment to supporting younger generations, preventing the NEET phenomenon and reducing early school leaving.

This edition was conceived with the aim of offering students a positive and aware view of work – not only as an end goal, but as a means for understanding themselves, growing and shaping their future. The programme targeted first and second year upper secondary students, guiding them in discovering their talents and building a more intentional relationship with their aspirations.

The tenth edition was structured around two key moments:

“Challenging Yourself to Grow” (November 2025)

– this event, which was held at Gi Group’s Training Hub, involved more than 3,600 students who connected remotely, and focused on the value of experimentation and stepping outside their comfort zone.

“Stories Under Construction” (February–March 2026)

– a game-based activity delivered in schools, using role play to help students explore aspirations, hidden soft skills and possible future pathways in an engaging and participatory way.





Laboratorio Dedalo (Literally, “the Daedalus Workshop”), a National Observatory on Youth Disengagement.

In 2025, Fondazione Gi Group strengthened its commitment to preventing youth disengagement, with a particular focus on NEETs. In a context marked by economic uncertainty and widening inequalities, the Fondazione prioritised initiatives aimed at understanding the root causes of this phenomenon and promoting practical pathways for inclusion.

Among these initiatives, Laboratorio Dedalo marks a key milestone: it’s a permanent digital observatory that’s freely accessible and designed to serve as a national reference point on the NEET issue. The platform brings together national and regional datasets, analytical insights, data interpretation and a collection of good practices, with the aim of improving understanding of the structural drivers of youth disengagement and supporting the development of effective prevention strategies. Dedalo is delivered in partnership with

assorted organisations: Istituto Toniolo, Progetto ZeroNEET – Fondazione Cariplo, and Fondazione Compagnia di San Paolo.

The project was officially presented on 9 July at the Italian parliament during the event “NEET, giovani non invisibili: sfide e risposte per attivare le risorse del futuro” (“NEET: Young People Are Not Invisible: Challenges and Solutions for Unlocking the Resources of the Future”), which was attended by leading academics, institutional representatives and labour market experts. On this occasion, the first annual analysis and advocacy report by the Observatory was presented, and the President of the Labour Committee announced the launch of the legislative process to establish a National Day for the Prevention of the NEET Phenomenon on 9 July.

Get Ready

Get Ready is a career orientation project that was developed in collaboration with the Fondazione Sodalitas organisation and is aimed at upper secondary school classes, offering students the opportunity to gain greater awareness of their future pathways. As part of the same initiative, Fondazione Gi Group organised a series of online sessions for Teachers. The sessions are designed to share content related to career guidance and foster dialogue and exchange among professionals.



Partnership with AIPD and CoorDown

In 2025, thanks to the collaboration with AIPD (Associazione Italiana Persone Down, the Italian Association of People with Down Syndrome) and CoorDown and the “Oltre le barriere: un lavoro per tutti” (“Beyond Barriers: Work for Everyone”) and “C.O.R.E. – Connecting Opportunities, Reaching Equality” projects, Fondazione Gi Group strengthened its commitment to promoting the employment inclusion of people with Down syndrome, through initiatives aimed at dismantling prejudice and enhancing individual abilities. With the support of Gi Group’s Retail Division, Fondazione Gi Group acted as a coordination hub for associations, companies and store managers, identifying – together with AIPD and CoorDown – the retail locations most suitable for hosting internship placements. Dedicated training programmes were delivered to store managers and teams, and they were developed for facilitate integration and prevent potential challenges. Throughout the internship period, the pathway was monitored with the support of expert tutors from the associations, ensuring continuous and targeted supervision. Regular meetings involving Fondazione Gi Group, Gi Group, the associations, HR representatives and store managers enabled the sharing of best practices and updates on progress. The impact generated translates into a tangible increase in employment opportunities for people with Down syndrome and greater awareness of the value of including individuals with intellectual disabilities in corporate environments. In particular, thanks to this initiative, in 2025 five internships were activated across retail locations of two client companies in the cities of Grosseto, Reggio Calabria, Turin and Bergamo, in addition to an internship that was launched at Gi Group’s Torino Centrale (Central Turin) branch, (in collaboration with Cooperativa ORSO, literally the BEAR Cooperative).



6.

Our People

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Maria Luisa Cammarata

President,
Chief People Officer

“ Building in times of change requires the ability to ground transformation with solid foundations. And what are the real foundations of an organisation? People and values.

This is one of the strongest messages that emerged in our daily activity last year and whenever we met and talked about our mission, our values and the direction and vision of the market.

In today's scenario, transformation doesn't only come from technologies and processes: people themselves need to evolve and this is why upskilling and re-skilling are essential for building something that truly lasts.

But building in times of change such as these also requires something more: the ability to go beyond ourselves, creating an impact that is bigger than our individual roles.

This is something that has always been part of who we are as a company. It is strongly connected to our motto #ChangeLives, and this is the direction we aim to pursue in order to contribute to a more sustainable labour market.

At HR we play a fundamental role in this journey, both in enabling change, and in helping people grow while we build the future together. We feel this responsibility more than ever and we will keep doing our best in contributing to changing other people's lives for the better. ”

6.1

Our Life Changers

6.1.1

Our HR Analytics

After a period of significant transformation, 2025 was the year in which Gi Group Holding invested in its own **resilience**. With the integration of Kelly behind us and a clear consolidation strategy ahead, the focus shifted to strengthening internal capabilities, **improving operational efficiency**, and ensuring that every part of the organisation was working in concert.

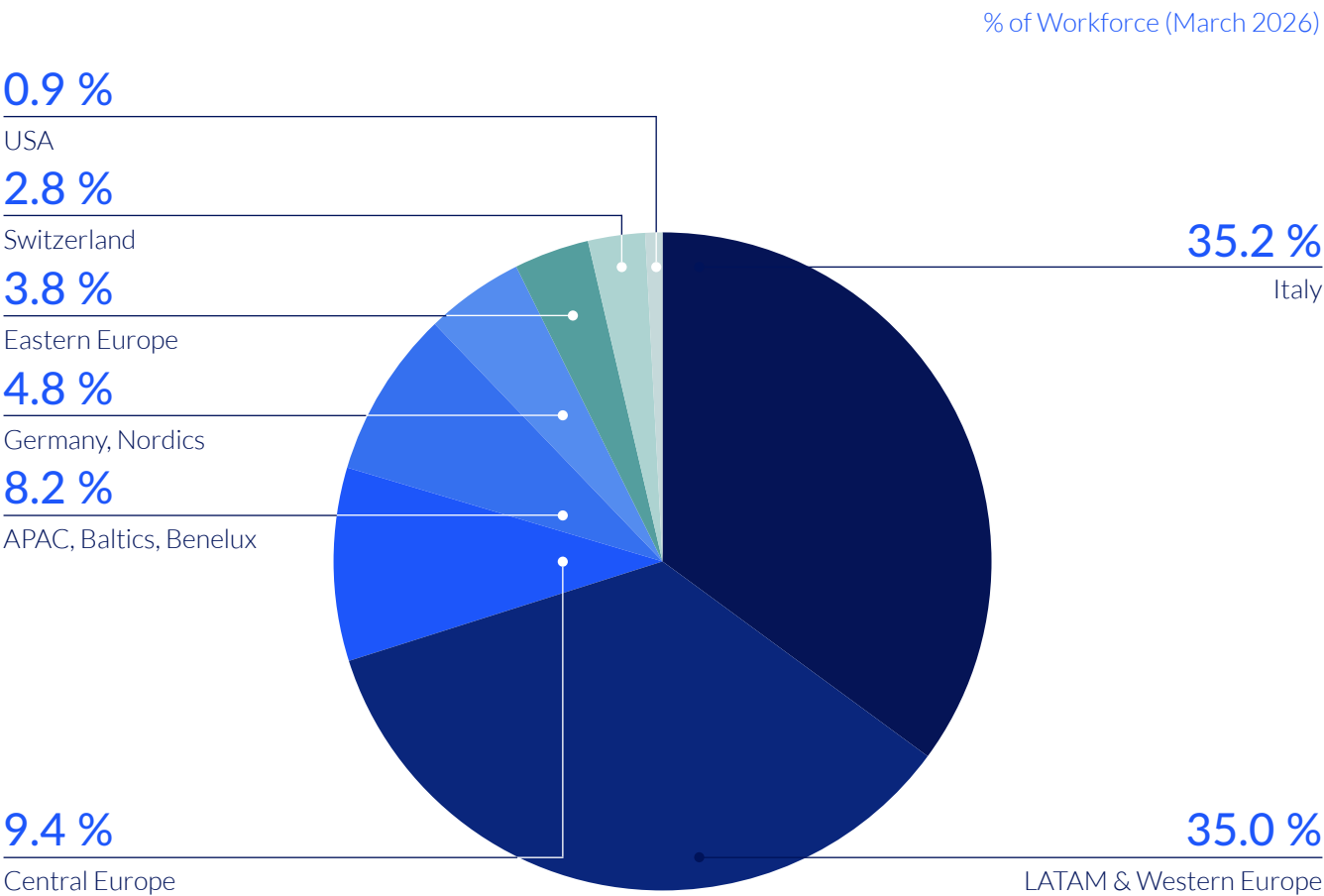
Our 7,787 direct employees - who are spread across more than 30 countries - remained the foundation of everything we do. The HR function played a key role in supporting the Group throughout this journey, ensuring that our people remained at the centre of every strategic decision.

This progress goes hand in hand with our enduring commitment to making a positive contribution to the labour market and furthering our mission to promote Sustainable Work worldwide. 2025 was another year dedicated to supporting our people through a fast-paced and constantly evolving labour market – fostering a culture of Sustainable Work, and positively impacting people's lives.

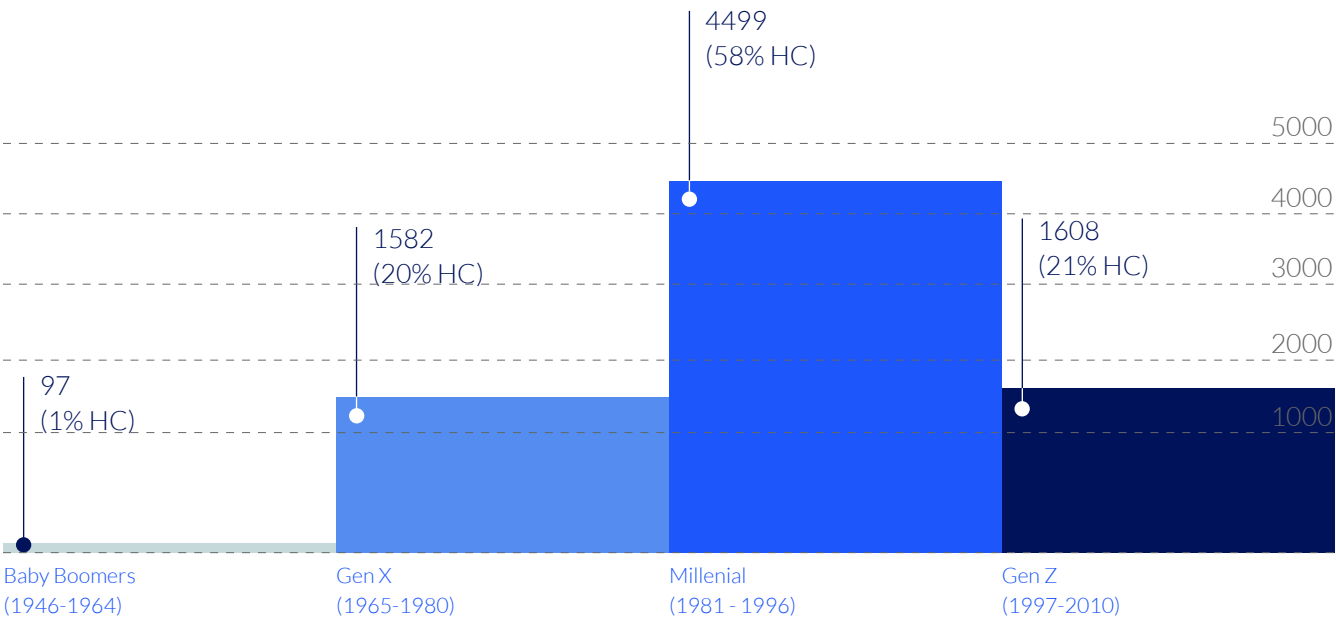


The main numbers that characterised our workforce in 2025 are listed below:

Headcount by Country and Percentage of Each Country’s Share of the Total Workforce

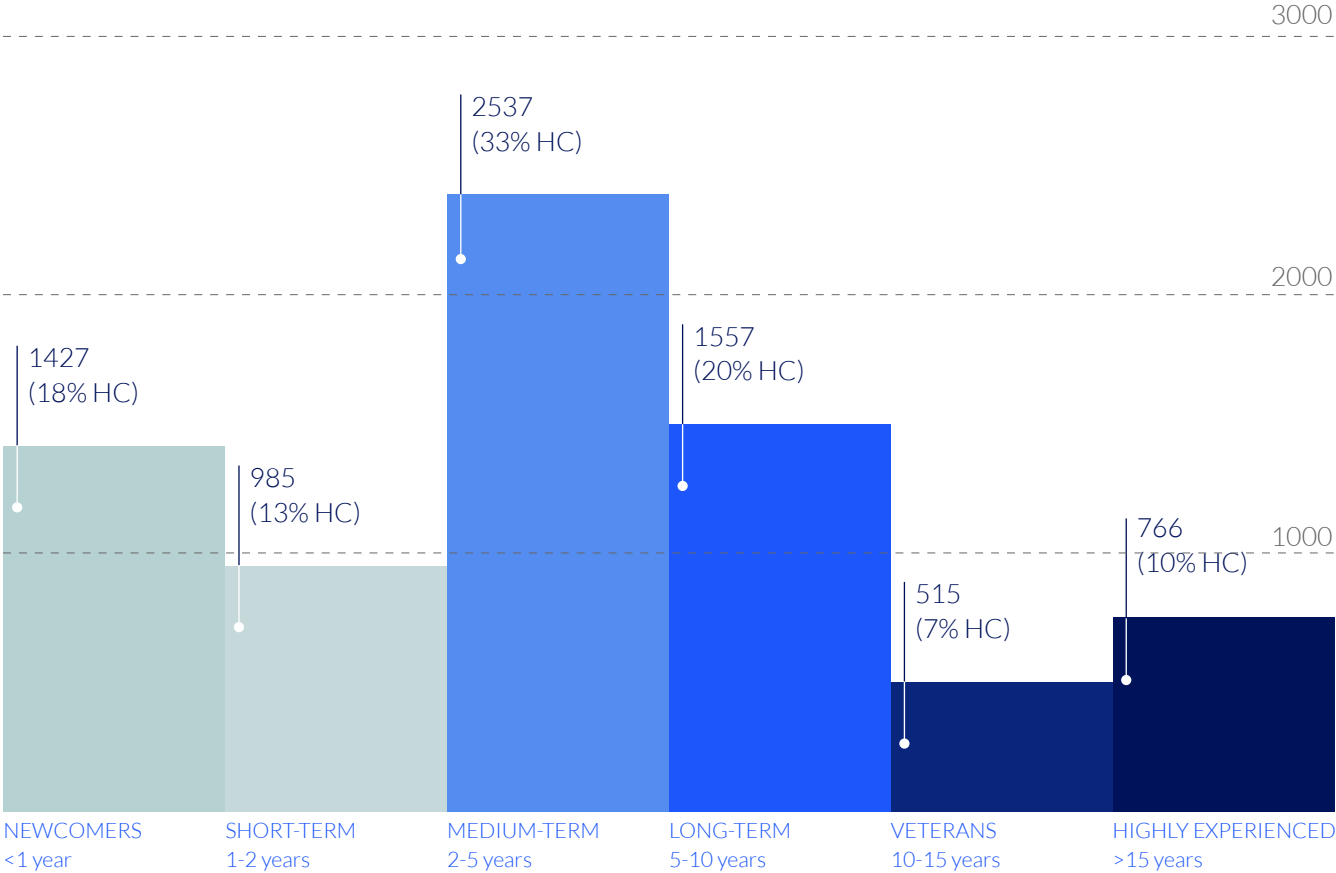


The Average Employee Age across the Group is 37 years old.

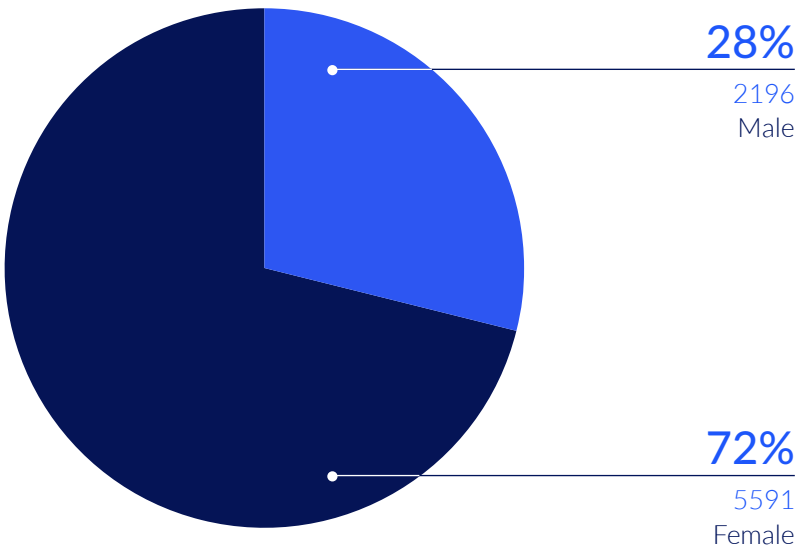


This distribution indicates a significant presence of Millennials, highlighting their dominant role in the current workforce dynamics. The equal representation of Gen X and Gen Z would also suggest a balanced mix of experience and innovation.

The **largest employee segment** (33%) is in the **2-5 years** range



Gender Distribution



Women constitute the vast majority of the company's workforce, accounting for more than 70%, a figure in line with previous years.

6.1.2

Employer Branding and Talent Acquisition

Strategic Evolution in 2025

In 2025, our Employer Branding strategy focused on consolidating our positioning as an Employer of Choice while enhancing the execution of global and local communication plans. Building on the launch of the Gi Group Holding brand in 2022, we further evolved our talent attraction approach by integrating brand awareness initiatives with more structured sourcing activation across markets.

Throughout the year, we reinforced the visibility and consistency of our Employee Value Proposition (EVP), enhancing alignment across countries and strengthening collaboration between HR and Marketing teams. This governance model enabled us to scale communication effectively while maintaining brand consistency and respecting local specificities.

Our rallying cry **“Change Lives”** continued to guide both internal and external activation. Through digital campaigns, events, ambassador programmes and candidate experience touchpoints, we turned our EVP pillars - A Shared Passion, Learn to Thrive, and Go Forward, Together - into tangible initiatives aligned with everyday practices.

The **“Give and Get”** philosophy remains central to our positioning, reinforcing the reciprocal value exchange between the organisation and its people.

Our Employer Branding strategy is structured around two key pillars:

Sharing our unique identity and story through consistent messaging, meaningful content, testimonials and ambassador activation.

Delivering a consistent and distinctive experience across all touchpoints, from application to internal advocacy.

Multi-Brand EVP Activation

In 2025, we initiated the definition and development of **dedicated EVPs for our core business brands**, Gi Group and Grafton. This marked a strategic evolution from a Group-centred approach to a multi-brand activation model aligned with business priorities.

We worked closely with business leaders and local teams to co-create messaging frameworks, communication strategies and engagement assets, preparing the ground for the official launch in 2026.

Both EVPs are consistent extensions of the Group EVP, which remains the cultural and strategic reference across brands.

Gi Group – “Creating an empowered workforce. Achieving your life goals”

Gi Group's EVP, which is built on its operational workforce solutions model, emphasises long-term relationships, empowerment and the “sidekick” mindset - combining empathy, flexibility and forward-thinking to support candidates and clients in achieving their ambitions.

Grafton – “Building careers for others”

Grafton's EVP is rooted in the professional recruitment market, and highlights entrepreneurial spirit, loyalty and purpose-driven ambition. The “Grafton Spirit” defines a culture of openness, autonomy and mutual respect. The formalisation of these EVPs marked a milestone in our Employer Branding maturity and set the foundation for structured activation in 2026.

Employee Advocacy and Engagement

In line with previous years, the Super **Ambassador Programme** further strengthened employee advocacy in 2025, positioning colleagues as authentic brand ambassadors.

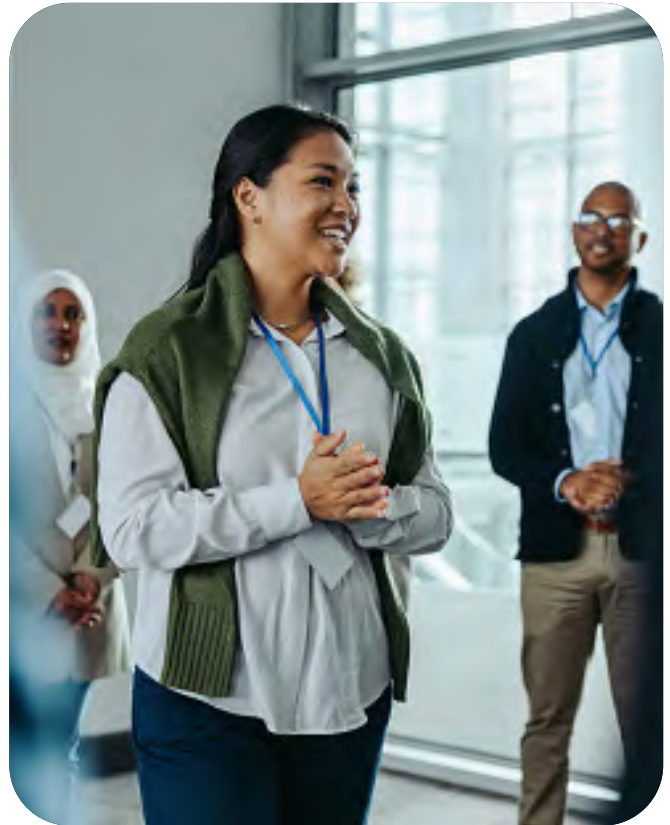
Key developments included:

Two dedicated training sessions:

- Leveraging AI for Effective Content Creation (Q2)
- Micro Storytelling for Social Media (Q3)

The launch of a fully integrated onboarding path embedded within corporate learning platforms, ensuring structured activation and high-quality engagement from day one.

Content production spanned market-trend articles, internal mobility stories and corporate Employer Branding videos focused on EVP, Values & Culture, Career Journeys and Learning initiatives.



Global Research 2025 – The Generational Equation

In 2025, Gi Group Holding launched its global proprietary research “**The Generational Equation: Can the Workplace Truly Change Lives**”, involving over 5,000 respondents across eight countries and four generations: Baby Boomers, Gen X, Millennials and Gen Z.

The research was designed not only to observe trends, but to interpret the structural shifts shaping the future of work. Its objectives were threefold:

To analyse how **generational expectations** are redefining the meaning of work, career growth and leadership.

To identify **convergence** and **divergence** points between age groups.

To provide organisations with a **strategic framework** for managing multigenerational environments as a driver of performance.

In June, hosted an **executive roundtable** on “The Generational Equation” at our Milan headquarters. The event brought together HR Directors and senior leaders from client organisations to discuss:

- Generational diversity as a performance driver
- Leadership evolution in multigenerational environments
- Employer Branding as a competitive lever



Presence at Major International HR Events

In 2025, Gi Group Holding strengthened its global positioning by playing an active role at leading international HR events. In October, our Chief People Officer spoke at the **Gartner HR Symposium/Xpo™ in London**, presenting the Group's leadership and change management strategies, which are designed to build organisational resilience in a challenging international context. The panel, which included senior leaders from prominent global companies, highlighted Gi Group Holding's recognised role in driving HR innovation and promoting best practices across the European market, with a particular focus on the United Kingdom.

In November, Gi Group Holding sponsored **Talent Management Reloaded in Berlin**, leveraging both the Group's thought leadership – through a keynote on generational change delivered by Maria Luisa Cammarata – and local activation via practical workshops led by Grafton Germany. This dual presence demonstrated the Group's ability to integrate strategic vision with brand-level execution, reinforcing its multi-brand Employer Branding strategy and ensuring alignment between corporate narrative and on the ground implementation in key markets.

6.1.3

People Change, Learning and Development

In 2025, we focused on **consolidating our learning framework and enhancing the tools and programmes** available to employees, with the aim of delivering an enriched learning experience and a solid foundation for growth.

As a Centre of Expertise for the countries and global HQ teams with regards to learning, we facilitated collaboration between local and global teams in order to anticipate challenges and ensure smooth implementation. We expanded our Global Programmes for HQ people, strengthening both soft and technical skills through initiatives such as Leading without Authority, Assertive Communication, Finance for Non-Finance People, and the three-step Leadership Learning journey for managerial roles.

Furthermore, we introduced a **Peer-to-Peer Knowledge-Sharing programme** based on the “Give and Get” concept to foster collaboration and continuous learning. We also relaunched the Global Learning HUB with a targeted communication plan to boost engagement, and continued investing in language development, Compliance, and Cybersecurity training. This was in order to equip our

people with the capabilities required for thriving in a dynamic and complex environment.

A key focus of 2025 was supporting the evolution of Gi Group Holding’s core business, **Gi Group** including its operating model, **EVP, and brand**, and the design of a **tailored, global learning plan** to accompany this transformation. This comprehensive learning framework combined **technical and behavioural training** streams, ensuring that employees and country teams were fully equipped and supported throughout this period of significant change. In line with our ongoing People Change initiatives, we also promoted the cultural adoption of tools and processes by providing guidelines, operational support, and best practice sharing, while ensuring alignment with all stakeholders.



Digital Learning Libraries

In 2025, our primary focus was the review **and creation of the global Digital Learning Catalogue**. This effort, which was driven by strong collaboration with the Global Practice team (Temp & Perm), resulted in the curated co-design of learning path content across core streams: Sales, Recruitment, Care, Business Model, and Behavioural Training. We ensured consistent development, cascading, and the implementation of this content at global level.

In 2025, we continued our partnership with the Global Innovation, Digital, and Data team to co-design **digital learning modules** supporting the organisation's digital transformation. In particular, training resources for Gi Suite Adoption – which includes our ATS (Applicant Tracking System) and CRM (Customer Relationship Management) systems – were deployed globally via our e-learning platform. Where required, content localisation enabled greater accessibility and relevance for each market.

Our collaboration with the Global Sales team leveraged its members' expertise in order to enrich the catalogue with **masterclass webinars** on key sales topics, further enhancing knowledge-sharing. The refreshed Digital Learning Catalogue now features prominently on the platform's homepage, thereby facilitating employee access.

We took a significant step forward in building **AI readiness across our organisation**, launching a brand-new Digital Learning Catalogue fully dedicated to Artificial Intelligence on our Group e-learning platform. This initiative, which was developed in partnership with the IT and Digital team, positions Learning and Development as a key enabler of our digital transformation journey.

The **AI catalogue** consists of three dedicated learning paths:

AI Mindset

Building awareness and curiosity around Artificial Intelligence, helping employees understand its potential and relevance to their daily work.

AI Policy

Ensuring all employees are familiar with our responsible and ethical guidelines for the use of AI within Gi Group Holding.

AI Tools and Use Cases

Exploring practical applications, including our internal generative AI tool, AI Gateway, complete with a video introduction, FAQ document, and a Prompt Library built from real employee use cases.



We further expanded the **Compliance catalogue** based on Group Policies with the launch of a new e-learning training programme for our AI Policy. This was designed to ensure that all employees understand our responsible and ethical approach to Artificial Intelligence. This course is part of our broader commitment to building AI literacy **across** the organisation, and it was developed in close alignment with our Compliance Team.

Our **partnership with CyberGuru** was confirmed for the delivery **of a Cyber Security Training Programme**, across all countries. In 2025 the focus evolved to address the most current and pressing digital threats: Phishing and

AI-connected risks, equipping our people to recognise and respond to increasingly sophisticated cyber threats in an AI-driven environment.

In 2025, we continued to support the organisation in managing **change initiatives from a people perspective**, ensuring employees were equipped to adapt effectively. In all countries and practices, we provided operational support through guidelines and methodologies, helping teams integrate new tools and processes smoothly. Our focus was on enabling employees to **embrace digital transformation** with confidence, fostering efficiency and collaboration throughout the organisation.



Training Analytics

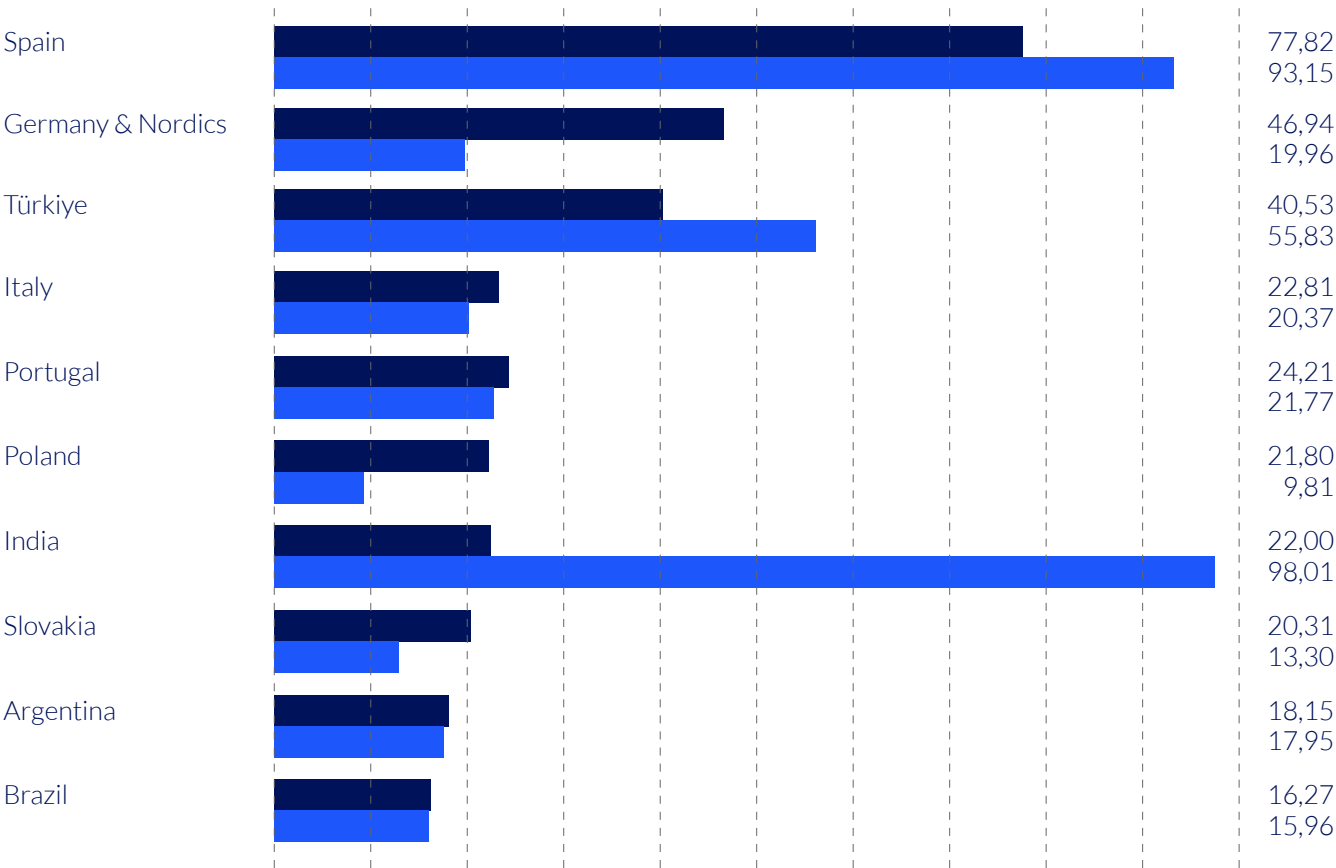
In 2025 we continued to invest in learning initiatives as part of our HR strategy to support business objectives, employee engagement, digital transformation and people growth. The Total Training Hours delivered in 2025 reflected our continued commitment to people development, in alignment with our consolidation strategy and the evolution of our workforce. The three-year trend confirms a consistent investment in learning, with a focus on the quality and relevance of training content:

- **190,881 Total Training Hours** (v. 197,550 in 2024 and 197,916 in 2023); -3% compared to 2024, in direct correlation with the headcount decrease of -3.2%
 - **1,915 unique Training courses delivered** (v. 1,894 in 2024 and 1,707 in 2023); +1% compared to 2024 and +12% with respect to 2023
- **The average of Training Hours per employee in 2025 was 21.9** – a stable investment-per-capita ratio compared to 22.4 in 2024 – confirming that the reduction in total hours evolved proportionally with the headcount decrease of 3.2%, thereby ensuring ongoing skills development for all employees.

Training Hours per Employee 2025 vs 2024

● 2025

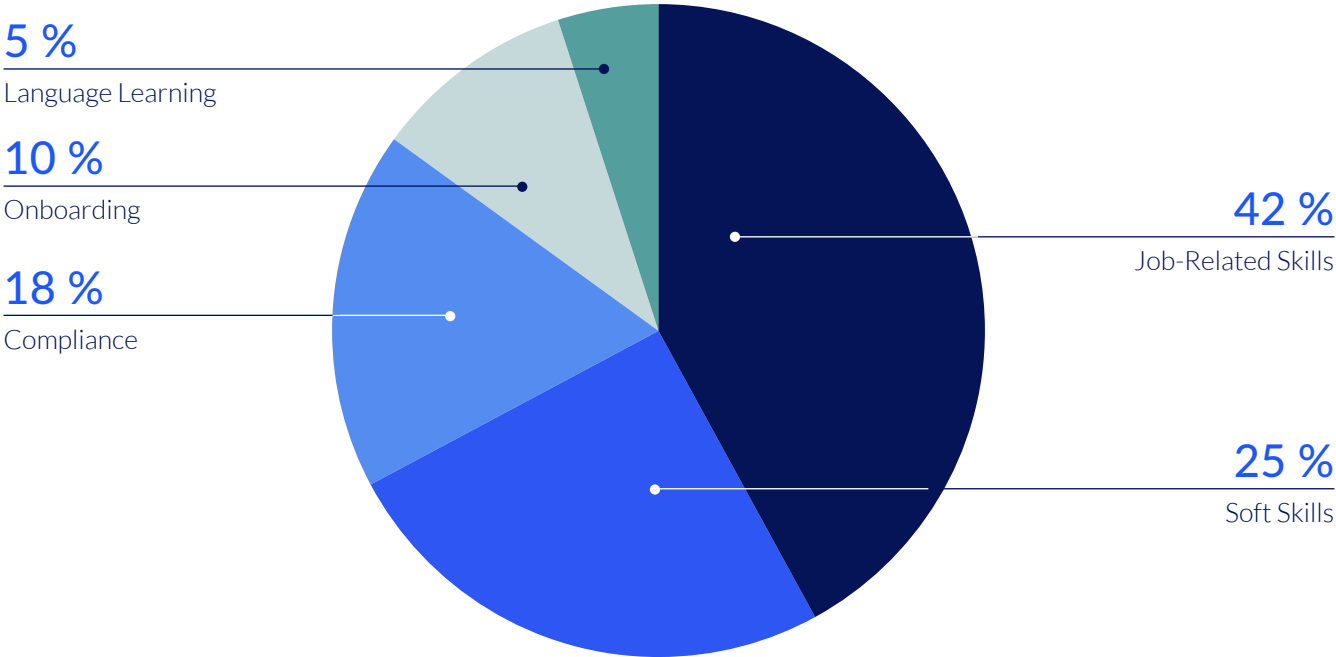
● 2024



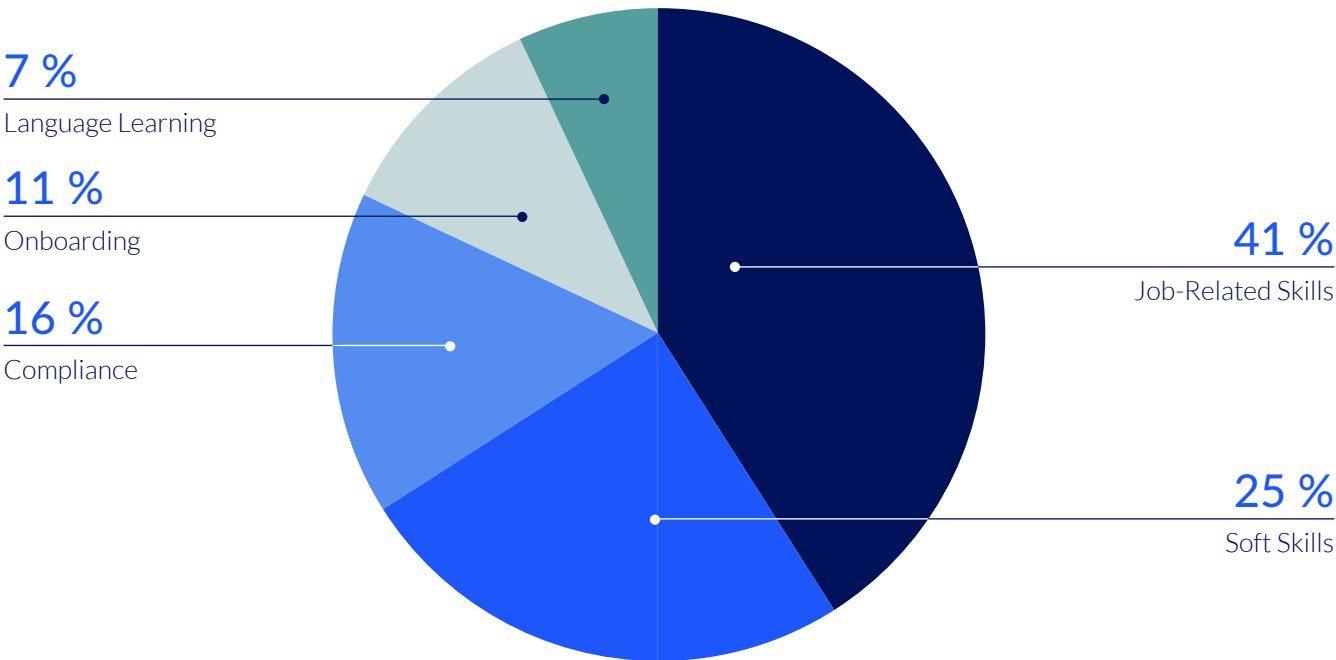
The content of our learning strategy is consistent with the Group’s strategy and business priorities in each country. The main training content in 2025 was grouped into five macro-categories that reflected the evolution of our learning priorities:

- Job-related skills (linked to roles or processes): 80,448 hours (42% of total)
- Soft skills: 34,959 hours (18% of total)
- Onboarding (including Group Culture): 22,183 hours (12% of total)
- Compliance training: 33,867 hours (18% of total)
- Language learning: 18,256 hours (10% of total)

Training Mix 2024



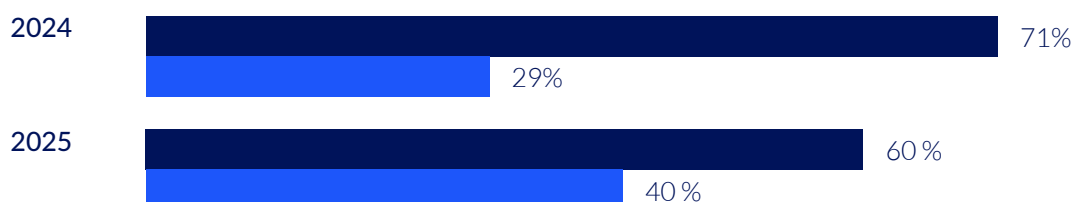
Training Mix 2025



Training delivery maintained a blended approach, with the mix of e-learning and classroom training continuing to evolve with respect to 2024. The trend of recent years continued, with classroom training remaining dominant at 60%, while e-learning grew significantly from 29% to 40%, reflecting a clear shift towards digital learning

Course Type

● Classroom ● E-learning



People Development

During 2025 this area focused on developing Global HQ people and teams in terms of their **competencies, skills and career journeys**. The final goal was to support them in being more efficient and effective when it came to international strategies, and more supportive of – and responsive to – the needs of individual countries.

Below is the list of the main development assets in which we invested:



- **Top and Middle Management Reinforcement and Enhancement**

We focused on top and middle management and the role of high professionals, and we handled assessment centre initiatives on leadership topics. We then proceeded with one-to-one coaching programmes on leadership and complexity management, involving almost all the middle managers and high professionals within our global function and practices.

The assessment and one-to-one coaching initiatives were managed by engaging certified external partners (assessors and coaches), who supported our people in meeting their professional challenges and developing new skills and behaviours.

These initiatives had a direct impact both on people management (their direct teams) and on complexity management dealing with our matrix organisation (global team v local teams).

- **Team Development**

For four specific global central functions (Steering Committee, IT, Finance and Temp & Perm Practice) we implemented a team-development assessment and coaching programme designed to enhance the strengths of teams and their ability to collaborate.

We started with an individual and team assessment to identify attitudes, competencies, potentialities and behaviours. We proceeded with workshops and coaching sessions to obtain the team's agreement and present the next steps for a more proficient collaboration.

- Talent Care Initiatives

In 2025, we reinforced the Talent Care initiatives, which are increasingly becoming a pillar of our Global People Development Strategy. We strongly believe in taking care of our People, and that there is a connection between Talent Care and the Group's culture and values. The goal for 2025 was to provide an employee experience that would change lives for the better, offering practical tools and programmes for enhancing wellbeing and mental health. The two pivotal talent care projects are namely: **Parents@Work** and **Mental Health**.

The Parents@Work Programme

Becoming a parent is a challenge for any human being, and for this reason we want to help our employees in handling their “re-onboarding” after paternity/maternity leave.

We confirmed the Parents@Work programme for new parents in 2025. This consists of a group workshop and three individual coaching sessions designed to help each person face the new challenge and find the right balance between their personal and professional life.

Mental Health

We continued to foster a mental health culture, offering our employees the opportunity to attend fourth dedicated mental health sessions on different topics

May:

Growing personally and professionally, without losing sight of who we are

July:

Winds of change: walls or windmills?

October:

The Psychology of the Work-Life Balance: Why do we struggle to disconnect?

December:

Let's teach ourselves conscious empathy, thus avoiding frustration and assertiveness.

As usual, this initiative was on a voluntary basis, and this enabled people to prioritise their personal needs.

- Internal Mentoring

In 2025, we continued to provide our employees with one-to-one internal mentoring programmes, raising their professional level and fostering the company's values and core competencies within the Group.

The mentoring programme offers our employees the opportunity to develop competencies, skills, knowledge and professional behaviours in order to further enhance their professional growth through a meaningful “hands-on” job experience.

We activated three forms of mentoring:

Traditional Mentoring:

this is the most common relationship, in which a senior professional provides guidance and knowledge-sharing to a less experienced employee.

Reverse Mentoring:

this entails a senior, experienced employee receiving mentoring from an early-career professional.

Peer Mentoring:

this is usually conducted by a pair of individuals who are at roughly the same professional and organisational level, and who have similar types of challenges, goals and opportunities.

The mentoring programmes generally consisted of eight sessions of one hour each. In 2025, we activated more than 40 mentoring programmes at global level, with more than 360 hours of knowledge and expertise-sharing, involving over 15 countries, in addition to the Global HQ and more than 10 functions/practices (such as HR, IT, Sales, etc).

- **External Mentoring for Junior Talent**

In 2025, we implemented for the first time an external mentoring programme for two specific targets of employees within the Global HQ:

Junior Talent:

The external traditional mentoring programme for junior talent included an initial assessment followed by eight mentoring sessions with certified mentors. The focus areas were innovation, complexity management, and leadership skills development. The initiative was designed to accelerate growth and readiness for future roles, leveraging external expertise for broader perspectives.

Global Board:

This was a test for four Global Steering Committee board members (over the age of 45) and included an initial assessment followed by eight mentoring sessions with certified younger mentors (under the age of 30). The focus areas were innovation and cross-gender perspectives. The initiative was designed to accelerate readiness for future strategies, leveraging external expertise for broader perspectives.

For this initiative we partnered with an external digital provider that specialised in mentoring and coaching. The results demonstrated stronger engagement and improved capabilities in key competencies.

- **Competencies Model**

In 2025, Gi Group Holding was in a key phase of its growth and expansion, with a significant increase of complexity that needed to be managed at global level. In order to be ready to tackle in advance the complexity caused by company growth, we started to define the new competencies model, updating the core competencies of the Group and identifying the new role competencies for every function and practice. In 2025, we continued to review the Global HQ competencies model, completing it for IT and Innovation, Digitalisation and Data, preparing the new ones to be managed in 2026. The key new competencies model were prepared for the new organisational model for Global Practice Temp & Perm.



6.1.4

Engagement and Internal Communication

At Gi Group Holding, employee engagement and internal communication are at the heart of how we empower every Life Changer to thrive, no matter where they are in the world.

Our practices focus on fostering a **strong sense of belonging**, clarifying individual purpose, and supporting personal growth through open, transparent communication. We navigate change together, providing opportunities to equip our teams for the future. By actively listening, recognising achievements, and creating safe spaces for everyone's voice, we ensure that each Life Changer feels appreciated and connected to our shared mission. We prioritise those "moments that matter," so that every experience at Gi Group Holding inspires commitment, trust, and collective success. Throughout the year, we implemented targeted internal communication and engagement initiatives, aligning these efforts with our HR priorities in order to foster a committed team.



- **Annual Global Online Event and CEO Engagement Initiatives:**

We hosted our Annual Global Business Event, offering all employees the opportunity to learn about our company's strategy, engage with senior leaders, and celebrate achievements through our global recognition initiatives. The event was streamed live from our Milan headquarters to all countries, with employees joining either online or from their local offices.

During the session, the CEO and key global leaders presented the main results of the previous year and highlighted the strategic priorities shaping our direction.

In order to maintain ongoing connection and transparency, employees were able to follow the evolution of key topics directly through the CEO, while also engaging more deeply throughout the year in a series of webinars led by various leaders and project teams. These sessions provided regular touchpoints that reinforced our strategic journey and purpose.

- **Digital Transformation:**

Through internal communication, we actively championed the adoption of our customised AI platform, which is designed to simplify processes, enhance collaboration, and enable smarter decision-making for all Life Changers. By clearly sharing the platform's benefits and promoting learning opportunities, we positioned AI as an accessible tool for personal and professional growth. This encourages everyone to embrace new challenges, upskill, and see first-hand how Artificial Intelligence can positively reshape daily work. Our approach not only demystifies AI, but also empowers our people to innovate and continuously improve the way we work and collaborate across Gi Group Holding.

- **Business Evolution:**

We developed and implemented a comprehensive communication and engagement plan to support the company's efforts in evolving our key business line. A strong communication and engagement strategy is essential for effective change management. Its purpose is to ensure all Life Changers clearly understand the changes taking place within the business, recognise the benefits, and know where to find support. By actively involving employees in learning about new concepts, we foster openness and readiness for change while reinforcing their role in this evolution.

- **Global Internal Survey - Measuring Employee Experience:**

Throughout the year, Gi Group Holding conducted two Energy Pulse surveys as a follow-up to our Energy Matrix Survey, a global internal survey that's conducted every two years in order to gauge energy and engagement levels across the organisation.

The Pulse Survey is designed to assess the key dimensions identified in the analysis of the 2024 Energy Matrix results, specifically those selected for follow-up through dedicated action plans.

A consistent finding across both Pulse surveys is that direct manager support is one of the most highly rated areas. This is a particularly important insight for our company, as managers play a critical role in fostering employee engagement.



- **#ChangeLives Super Ambassadors Engagement:**

The #ChangeLives Super Ambassadors Programme is a global initiative that's designed to strengthen Gi Group Holding's positioning as an Employer of Choice by empowering employees to authentically advocate for the company. Through storytelling, social engagement, and community building, Super Ambassadors help amplify brand awareness, reinforce reputation, and attract and engage future Life Changers. In 2025, the #ChangeLives Super Ambassadors Programme focused on strengthening personal branding, storytelling, and advocacy skills through two global masterclasses and new content creation opportunities:

- **AI-Powered Content Creation Masterclass:**

A practical session on using AI ethically and effectively to enhance content creation, including hands-on exercises and an introduction to the internal AI tool.

- **Micro Storytelling for Social Media Masterclass:**

A creative workshop teaching a simple framework in order to craft impactful, authentic stories that are aligned with company values.

- **Sponsored Articles:**

Ambassadors created articles with peer support. These were published on their profiles, and were amplified through Gi Group Holding sponsorship.

- **Double Interviews:**

Pairs of Super Ambassadors recorded video interviews on key topics for Gi Group Holding's official LinkedIn page.

- **New Onboarding Process:**

The team developed a structured onboarding journey to support new Super Ambassadors joining the programme.

- **GiNET – Our Global Intranet**

GiNET continued to serve as a central hub for engaging employees on key organisational topics, while reinforcing our #ChangeLives value proposition and overall company purpose. Throughout the year, we consistently published more than a thousand news articles all over the globe.

6.1.5

Key Initiatives for 2026

2025 marked a shift for Gi Group Holding from consolidating its positioning to fully integrating its strategic direction.

In 2026, on the other hand, the focus is on the full activation of the **Employee Value Propositions (EVP) of Gi Group and Grafton** across all markets, ensuring alignment between insights, value propositions and data-driven campaigns with clear KPIs that link Employer Branding to attraction, retention and commercial performance. The year will also see the launch of the global skills-based hiring programme.

At the organisational level, the Group will continue to strengthen managerial capabilities, optimise performance evaluation processes, implement the talent matrix, promote wellbeing and refine development, skills and career journeys for all key functions. Listening and caring programmes will be further enhanced, alongside the design of the new leadership model and succession-planning frameworks.

A major area of innovation for 2026 concerns Learning and Development:

- The Group will transform its approach to training, enabling every employee to take an **active role** in shaping their own Learning and Development journey, selecting, sharing and personalising learning paths in alignment with their manager.
- Soft and technical capabilities at HQ will be further developed through **targeted programmes**, including: AI for individual productivity, Leading Without Authority for cross-functional leadership, Assertive Communication for effective collaboration, and Finance for Non-Finance People in order to strengthen business acumen.
- The Group will support its evolution by designing and disseminating **specific training content globally**. This will be both cross-functional and technical.
- For the first time, an **Open Content Library** will be made available, offering personalised learning resources that foster self-directed learning and accelerated individual growth.
- The Group will renew its commitment to **language development** through access to a self-learning platform, which will be extended to one family member or friend per employee.
- Organisational resilience will be reinforced through dedicated investments in **Compliance** and **Cybersecurity** training, addressing emerging risks and safeguarding the Group.

In order to support the Group's transformation, internal communication and engagement will become increasingly digital, and it will be enabled by AI and technology, while maintaining a strong focus on people. With the contribution of all Life Changers, the Group is committed to building a sustainable, inclusive and deeply human future of work, supporting clients, candidates and colleagues with consistency and purpose.

6.1.6

Local Action, Global Values

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

Italy



Investing in Health: B*RIGHT Recharge

Employee wellbeing is a priority for the Group which, through the Corporate University, has developed and consolidated a structured wellbeing programme over the past five years. The initiatives are divided into two main areas:

Wellbeing Sessions – Training and Awareness

A programme of dedicated webinars and podcasts (there were four in 2025) offered all employees the opportunity to explore different dimensions of wellbeing with the support of subject matter specialists. The year's thematic focuses included Women's Sleep and Night-Time Wellbeing, Nutrition and Energy, Financial Wellbeing, and Mental Wellbeing. All the sessions were delivered live and subsequently made available on the e-learning-platform within the Wellbeing Library for asynchronous access.

Wellhub – Active Wellbeing Support

The Wellhub service, which was renewed for 2025, provided employees with access to a comprehensive range of wellbeing opportunities through free or subsidised subscription plans. These included daily access to a broad network of nationwide sports facilities, online nutritional consultations, psychotherapy sessions, and free downloads of premium apps dedicated to mindfulness, sleep monitoring, audiobooks and more. In line with the Group's commitment to supporting parenthood and family wellbeing, the same preferential rates were also extended to employees' family members. The acquisition of the Fitprime platform by Wellhub during the year further expanded the network of partner facilities and services available.

Training Pathways for Corporate Social Responsibility

The Corporate University's focus on Equality, Diversity and Inclusion has grown significantly over the past two years, both in continuity with the pillars of Sustainable Work and in connection with the achievement of UNI/PdR 125:2022 Gender Equality Certification by five Group companies in Italy. During the course of this important journey, training plays a central role in building awareness, supporting people and fostering a shared cultural shift.



Embedding Equity, from Policy to Practice

Driven by the ambition to establish stable, ongoing opportunities for dialogue on Diversity, Equity and Inclusion, B*RIGHT Inside was launched in 2023 as a dedicated branch of the Corporate University. Its purpose is to promote a culture of welcome and inclusion within the Group, as well as in the way we engage with the external stakeholders we interact with every day. Under this umbrella, several types of initiatives were implemented in 2025, reflecting the Group's commitment to embedding DEI principles into both organisational culture and daily behaviours.

In 2025, we deepened that commitment by targeting three areas where awareness becomes action, and values become everyday practice:

E-Learning Training – Gender Equality and Inclusion

As part of its commitment to Gender Equality (which was reinforced by the recent granting of the relevant certification) the Group developed a dedicated e learning course for all employees, and this became mandatory in 2025 for all new hires. Starting from the UN 2030 Agenda's Sustainable Development Goal (SDG) 5, Gender Equality, the course focuses on how these principles translate into effective organisational practices and individual behaviours, addressing topics such as gender bias and harassment. A second set of freely accessible content, under the title Building Inclusion, offers additional insights and practical tools for supporting the inclusion of diversity in all its forms, with specific focus areas including Disability, Gender, Culture, and Generations.

Personal Empowerment – Stronger Together

To mark the International Day for the Elimination of Violence against Women, B*RIGHT launched Stronger Together, a voluntary short programme focused on economic and physical psychological safety as essential foundations for personal and gender empowerment. The initiative combined a Financial Education webinar – highlighting a crucial yet often overlooked dimension of inclusion – with two practical sessions, delivered both in person and online, on basic self-defence techniques to help participants feel more confident in situations of potential aggression.

The programme was much appreciated, both for the relevance of the activities and for the clear commitment demonstrated by the company in addressing these important issues.

Supporting Motherhood – Maternity Angels

The Maternity Angels programme was launched in response to the challenges associated with parenthood and with the aim of supporting new mothers during a particularly delicate life and work phase. The initiative involves a pool of colleagues (who were carefully selected and specifically trained) appointed by HR to accompany each new mother throughout her maternity leave and during the first four weeks after returning to work, with the goal of maintaining both a practical and emotional bridge with the Company.

Each Angel receives dedicated training covering both the technical administrative aspects of maternity and the soft skills required for emotional intelligence and change support. The Angels are also provided with a tailored toolkit designed to facilitate meaningful and supportive interaction with new mothers. Furthermore, all Angels are part of a dedicated Teams community, where they can compare notes about their experiences, stay updated, and maintain regular contact with one another.

The Work–Life Balance – “Great Job, Mum!”

As part of its broader commitment to supporting parenthood and promoting a healthy work-life balance, B*RIGHT developed, in collaboration with Tack TMI, a ten-episode mini series dedicated to new parents. Guided by the advice of an experienced coach, each episode explores a specific challenge of early parenthood – ranging from sleepless nights to decoding crying, from breastfeeding to the first day at nursery, from feelings of guilt to extreme multitasking – offering practical insights and tools to navigate this transition with greater confidence.

The mini series is accessible to all employees via the e-learning platform, which is available on desktop, smartphone and tablet. Its promotion to new mothers is supported by the Maternity Angels, who include it as part of their communication toolkit in order to ensure consistent and timely access to helpful resources.



Gi Group continues to reaffirm, year after year, the central role of its Corporate University, both as a key asset for skills development and as a strategic driver for promoting and embedding a corporate culture centred on people and their active engagement.

In 2025, the Corporate University further expanded its activities, by involving a greater number of participants and increasing the overall time dedicated to training. The main areas included: technical and professional skills (59.6%); regulatory and corporate compliance (16.5%); soft skills and managerial capabilities (12.4%); content reflecting the Group's culture and values, such as Sustainable Work and DEI (6.6%); and onboarding programmes (4.7%).

The increase in training hours is also linked to the launch of new digitalisation projects and the renewal of core corporate tools (O2O, Worky), which required extensive training and continuous support throughout the change management process.

Beyond training delivery, the Corporate University contributes through a range of projects and initiatives aimed at:

- Certifying strategic professional roles (HR R&S Certification);
- Promoting a culture of equality and inclusion aligned with the principles of Sustainable Work (Maternity Angels, Stronger TogetHer, LS Talks (Sustainable Work Dialogues);
- Fostering engagement and participation (GiftBox, Xmas Games);
- Supporting personal and workplace wellbeing (Recharge, Wellhub)



Stronger Starts, Smoother Transitions: Our Onboarding Plan

The Group provides all new hires with a structured two-week onboarding programme. During the first week, new colleagues take part in a series of virtual classroom sessions led by the Corporate University team and members of top management. These are designed to deepen their understanding of the Group. The second week is dedicated to a technical induction pathway tailored to each professional family, with a focus on processes, operating models, and work tools.

In 2025, the onboarding and induction offering was further strengthened through the delivery of **six cross-functional training pathways** and **15 technical training pathways**, supported by **34 internal trainers** and involving a total of **182 participants**.

Feedback collected in 2025 once again confirmed a high level of appreciation and perceived usefulness.



B*RIGHT Upskill

Alongside the more business-driven annual training plan, the Corporate University offers all employees an additional catalogue of courses covering the most relevant soft and technical skills in the sector. Participation is voluntary, within an annual credit limit, and is designed to provide people with further opportunities to strengthen their capabilities and employability in line with their professional goals, enabling them to co-create their own development pathway.

Several courses focus on key Sustainable Work topics, such as "Cognitive Biases in Selection and Evaluation Processes and Skills for Inclusion". In 2025, the Upskill offering was further enriched with eight new subjects that were introduced to address emerging market and workplace challenges, including "GenAI and Digital Transformation Bootcamp and Understanding and Managing Complexity".

The programme grew significantly during the year, with **32 course titles delivered across 73 editions**, supported by **14 training partners** and involving **764 participants**, who recorded an impressive **92% attendance rate**. Nearly all the courses awarded a Digital Open Badge or Competence Badge, which participants could share on LinkedIn.



LS Talks - Sustainable Work Dialogues with Mauro Magatti

The second edition of the dialogue series launched in 2024 by Fondazione Gi Group, with the contribution of B*RIGHT, offered participants an interactive format designed to foster cultural awareness and reflection on the concept of Generativity within organisations. Drawing on insights from sociologist Mauro Magatti, the talk explored the notion of the Generative Enterprise, encouraging shared reflection on the value each person can create in their daily work, both within the company and across the labour market. The initiative served as an important moment of learning and cultural alignment, helping to strengthen a shared sense of direction, belonging and collective commitment to Sustainable Work practices.

Destination Work @School – Volunteer Training Programme

In 2025, Destination Work – the Group's flagship social responsibility initiative – continued to engage first- and second-year upper secondary students, helping prevent the NEET phenomenon by encouraging them to explore their talents and aspirations. B*RIGHT supported the programme by designing a concise training pathway for volunteers delivering game-based activities in schools. Through in-person and online sessions, volunteers experienced the game first-hand and received practical guidance on managing group dynamics, facilitating the final debrief and engaging effectively with younger audiences.

The initiative also had a positive impact on the volunteers themselves, who enhanced their skills and deepened their sense of belonging by contributing to a meaningful social cause.

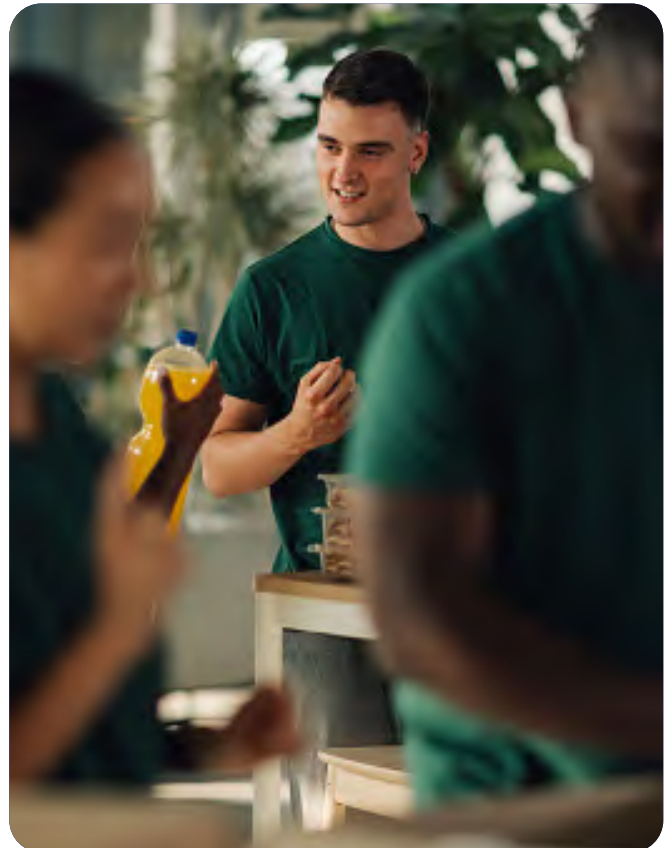
Parenthood Support Programmes

Intoo's parenthood programmes are designed to support employees in navigating the various stages of maternity and paternity, from initial preparation through to a sustainable and confident return to work. Through personalised pathways, the initiatives promote balance, awareness and professional continuity, thus enabling individuals to manage this transition with clarity and resilience.

The overarching aim is to create a positive and empowering experience for parents while simultaneously supporting the organisation in adopting an inclusive and sustainable approach to people management. By fostering a culture that recognises and appreciates the needs of working parents, the programmes contribute to long-term wellbeing, engagement and retention.

Activities delivered include:

- | Webinars
- | Workshops
- | One-to-one coaching sessions



The Riparto Project

As part of the Riparto initiative within the Hera Group, a company-wide webinar (which is open to all employees) was delivered on the themes of bullying and conflict management, with a specific focus on supporting parents in their educational and relational role. The session forms part of a broader programme funded by the Presidency of the Council of Ministers (i.e., the Italian prime minister and cabinet) for which Tack TMI designed the full project framework on behalf of the Group.

In addition to the webinar, which is one of a series of four sessions scheduled for delivery through 2026, a dedicated editorial plan was launched in September 2025 for the Group's corporate intranet. This included the publication of five articles, each addressing a different topic related to parenthood, with the aim of providing continuous guidance, awareness and practical tools for employees.

The initiative contributes to Hera's broader commitment to fostering an inclusive, supportive and informed organisational culture, particularly in relation to the wellbeing and empowerment of working parents.

DEI Ambassador Programme

The project continues the Diversity, Equity & Inclusion (DEI) journey initiated in 2024, engaging both existing Senior Ambassadors and newly appointed members. Its purpose is to further strengthen an inclusive mindset and embed a corporate culture grounded in inclusive leadership behaviours.

The programme is designed not only to enhance the value of individual differences and promote goal-oriented working practices, but also to create meaningful opportunities for shared responsibility and active, effective participation. By fostering greater collaboration within the Ambassador community, the initiative supports the organisation in advancing its DEI strategy and ensuring its long-term integration across all business areas.



Brazil

Introduction to the Portal Development Project

The Portal Development Project forms part of Gi Group's broader commitment to digital transformation and operational excellence. The initiative aims to create a unified, user-centred platform that streamlines access to services and enhances the overall experience of those interacting with the system.

The Portal is designed to centralise data, documents, interaction history and support requests, while enabling the autonomous monitoring and management of processes related to temporary workforce hiring and recruitment. By simplifying workflows and consolidating information, the project seeks to strengthen transparency, agility and efficiency across organisational processes.

Enhancing Leadership Excellence and Talent Development across the Organisation

In 2025, the company launched a strategic Priority Project designed to elevate leadership capabilities and reinforce the pivotal role leaders play in driving the organisation's long-term vision. The initiative introduced an extensive leadership development programme involving all leaders across the business, with the dual objective of enhancing managerial effectiveness and embedding a culture of continuous growth. As part of this effort, Individual Development Programmes (IDPs) were promoted for every leader, ensuring personalised pathways for skill enhancement and career progression.

At the same time, a comprehensive talent management programme was implemented. It was grounded in the 9 Box methodology. Through this structured approach, the organisation successfully mapped the entire internal workforce, achieving 100% calibration of employees. This process enabled a clear and consistent assessment of performance and potential across all teams. Following the calibration phase, HR Business Partners engaged in dedicated conversations with leaders to align Individual Development Programmes with Succession Planning priorities. This alignment ensures that development actions are meaningful, future-oriented, and directly connected to the organisation's strategic workforce needs. Together, these initiatives mark a significant step forward in building a robust leadership pipeline, strengthening talent visibility, and fostering a culture where development is both encouraged and systematically supported.



Corporate University: A Continuous Commitment to Learning and Development

In 2022, we launched our Corporate University (UNIGi), thereby significantly expanding the range of training opportunities and courses available to our people. Since then, UNIGi has continued to grow, regularly introducing new programmes and learning content to support continuous professional development across the organisation. This commitment remained firmly in place in 2025, with the ongoing rollout of updated learning pathways, specialised modules, and new content designed to strengthen skills, enhance performance, and foster a culture of lifelong learning for all employees.

Commitment to Learning and Development

As mandated by law, each year Gi Group Holding organises the **International Week for Accident Prevention**, a dedicated initiative featuring a full programme of lectures and training sessions delivered both online and onsite.

The week focuses on strengthening awareness around workplace safety, promoting a culture of prevention, and equipping employees with the knowledge and behaviours needed to reduce risks and prevent accidents.

Through this annual commitment, the company reinforces its responsibility to safeguard the well-being of all employees and to continuously improve its health and safety practices.

Ergonomic Kits

Gi Group Brazil has maintained this initiative for many years, supplying ergonomic equipment to support both fully remote roles and hybrid positions involving two office days and three home-working days.

All employees receive a standard kit including a mouse pad with wrist support, keyboard, keyboard wrist rest and laptop stand for use in both settings. Employees with more than six months of service may also request a supplementary home-working kit comprising a desk and an office chair.

The Young Apprentice Programme

Gi Group Holding participates in the Young Apprentice Programme, supporting young people in their transition from education to employment through practical work experience, structured training, and professional guidance.

In Brazil, where apprentice quotas are required by law, the Group works with specialised local providers to integrate apprentices into its workforce. Beyond compliance, the programme is viewed as an opportunity to develop future talent, creating a pipeline for entry-level Assistant and Analyst roles and offering young people concrete prospects for long-term career growth within the organisation.

Through this initiative, Gi Group Holding promotes employability, social inclusion, and the development of the next generation of professionals.



China - Photography Contest Campaign

Health, Safety and Wellbeing

At Gi Group Holding China, we are committed to fostering a safe and healthy working environment through initiatives that support both employee wellbeing and emergency preparedness. In 2025, these efforts included annual health check-ups provided through certified healthcare providers, enabling employees to proactively monitor their health, as well as first aid training delivered in partnership with the Red Cross, helping employees develop essential emergency response skills and strengthen workplace safety awareness.

First Aid Readiness

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

Annual Health Check-ups

In order 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.



Celebrating Women at Work

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

Chinese New Year Care

During the Spring Festival, we prepare substantial festive gift packs for all employees, ensuring that they feel appreciated during this important time of the year. A particularly meaningful tradition is the delivery of “一封家书” – a letter sent in the company's name to employees' families. The letter shares the employee's growth and achievements, while expressing gratitude to their families for their continuous support. This gesture strengthens the emotional connection between the company, employees, and their loved ones, thereby building a bridge of warmth and trust. After the holiday, we welcome employees back with a heartwarming “first cup of coffee upon their return to work”, creating a positive and energising start to the new working journey. This simple yet thoughtful moment helps everyone come back with joy, motivation, and a renewed sense of belonging.

Employee Recognition and Appreciation

We celebrate important personal and professional milestones to foster a culture of recognition and belonging. Employees receive birthday benefits, including a dedicated gift and a personalised e-mail with warm wishes. In addition, work anniversary benefits acknowledge and reward employees for their continued service and contributions to the organisation.

These initiatives help employees feel valued and appreciated, while strengthening engagement, loyalty, and confidence in their long-term professional development within the company.

Better Workspaces, Happier Employees

We renovated our offices in Wuhu and Dongguan to create more comfortable, engaging, supporting employee wellbeing and strengthening day-to-day connection with our culture and values.

Alongside the office renovations, we introduced dedicated Reading Corners, providing employees with a welcoming space for relaxation and continuous learning, helping to foster a culture of development while promoting wellbeing at work. We also created Office Photo Walls showcasing team achievements, shared milestones, and company culture, helping to strengthen collaboration, connection, and employees' sense of belonging.

Chinese Traditional Festivals Benefits

In observance of traditional Chinese festivals, specific holiday benefits are provided to employees. These include curated gift packages for the Spring Festival, zongzi for the Dragon Boat Festival, and mooncakes for the Mid-Autumn Festival, all aimed at celebrating cultural heritage and recognizing team dedication.

Germany

Integrating EDI Training into Onboarding

The EDI e-learning course has been integrated into all onboarding learning plans, ensuring that the topic is introduced to every employee from their first day in the organisation. This approach enhances awareness, promotes shared understanding and embeds inclusion as a foundational element in the employee experience.

E-Learning on Professional Standards

An e-learning module covering key international and national professional standards has been made available through the corporate learning platform. Topics include international mobility, training, permanent placement, and other core HR services. Integrated into the onboarding journey, the programme helps new employees develop a consistent understanding of the standards and practices that underpin our business.

Charta der Vielfalt (Diversity Charter)

Gi Group Germany has signed the **Charta der Vielfalt (Diversity Charter)**, reinforcing its commitment to fostering an appreciative, respectful and inclusive working environment for all employees. By joining this nationwide initiative, the organisation endorses the principle that every individual should be appreciated, regardless of age, ethnic origin or nationality, gender or gender identity, physical or mental abilities, religion or worldview, sexual orientation or social background.

This commitment supports the creation of a workplace culture in which diversity is recognised as a strength and where equal opportunities are embedded in everyday practices, thereby contributing to a more open, fair and future-oriented organisation.

India

Collaboration with Amity University for Employee Education

In 2025, a collaboration was established with Amity University to enable employees and associates to enrol in management programmes at discounted rates. The opportunity covers both Bachelor's and Master's courses, supporting continuous learning and professional development through accessible higher education pathways.

Mental Wellbeing, Proactively Supported

A comprehensive programme has been implemented in partnership with **Amaha**, the organisation's mental wellbeing partner. This is in order to promote positive and healthy living and to support the mental health of employees. The partnership provides **company sponsored one-to-one counselling sessions**.

This is directly accessible through the application, in order to ensure full confidentiality.

The initiative also includes **quarterly workshops** on broad wellbeing topics, as well as access to a **mobile app** offering assessments, educational content and curated resources designed to encourage ongoing mental health awareness and self-care.

Strengthening the Middle Layer

An initiative was launched to strengthen the core skills of a selected group of 25 middle managers, identified by the leadership team. A six-month training programme was delivered by an external trainer, with the objective of enhancing the capabilities of those who play a critical role in turning organisational strategy into day-to-day operational execution. Middle managers are essential in ensuring cross-functional collaboration, enabling effective implementation and supporting overall organisational performance.

Wellness in Action

In 2025, Gi Group Holding India expanded its **Gi JOSH wellness initiative**, promoting healthier lifestyles and stronger team bonds through four fitness workshops and corresponding challenges. Gi Group Holding India held **three fitness workshops** and successfully launched **four fitness challenges** over the course of the year. The programme was structured in order to include **one workshop and one challenge in each cycle**, thereby promoting employee wellbeing through continuous engagement and accessible health-focused activities.



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 for recognising impact and strengthening connection throughout the business.

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 on.

Mentorship for New Hires

In order 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.

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, celebrated achievements, and reaffirmed our commitment to equality**, in principle and practice.

Quarterly Town Halls: Staying Connected, Staying Aligned

Every quarter, Gi Group Holding India hosts organisation- and business-specific town halls in order 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.

Workplace Sensitisation Training

A training session on **Workplace Sensitisation** was conducted in order to reinforce the organisation's commitment to a respectful and inclusive working environment. The session focused on promoting respectful behaviour and mindful communication practices, while also raising awareness of **PoSH** (Prevention of Sexual Harassment), a concept that has been enshrined in Indian law.

The training programme provided guidance on recognising inappropriate conduct, understanding employee rights and following the established processes for reporting and addressing concerns. This initiative supports a safer, more informed and more inclusive workplace culture.

UK

Sexual Harassment Awareness Training

Gi Group Holding UK delivered training on the prevention of sexual harassment to ensure employees are equipped to recognise, prevent and respond appropriately to inappropriate behaviour. The session reinforced the organisation's commitment to maintaining a workplace grounded in safety, respect and accountability.

Let's Talk – Conversations for Awareness and Wellbeing

In 2025, the organisation continued to strengthen its commitment to employee wellbeing through "Let's Talk", a series of thematic conversations designed to promote awareness, openness and support around key life and work challenges.

The initiative created safe spaces for employees to learn, reflect and engage with experts on topics that influence both personal wellbeing and professional life.

The programme included dedicated sessions on mental health, with a focus on understanding and managing anxiety and depression, offering practical guidance and encouraging early support-seeking behaviours. Additional sessions addressed the experiences of working parents and carers, exploring the pressures of balancing professional responsibilities with caregiving roles and providing tools to navigate these demands more effectively.

A further module focused on women's health, raising awareness of specific health needs, promoting informed conversations and supporting a more inclusive and understanding workplace environment. Through "Let's Talk", the organisation fosters a culture where wellbeing, empathy and open dialogue are integral to the employee experience.

Health and Neurodiversity Guides

We produced two key internal guides: one focused on women's health, and another on neurodiversity – offering insights into recognition, science, and workplace support.



6.2

Our Candidates and Employees

Through its initiatives aimed at candidates and employees, Gi Group Holding seeks to make a tangible contribution to advancing Sustainable Work.

Each year, the Group renews this commitment by directing its efforts towards priority areas that generate a positive impact on the labour market: career guidance, training, and employability support.

These pillars are also effective levers for addressing some of the most urgent challenges facing the labour market, including skill mismatch and candidate shortages.



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



Gi Group Holding - Destination Work

Destination Work is the Group's CSR initiative that's designed to support and guide candidates in navigating the labour market through webinars, digital content, and personalised sessions with the Group's HR professionals. Its objective is to help individuals develop a more informed and effective approach to work.

The 2025 corporate volunteering initiative was dedicated to students in the first two years of upper secondary school. This was in line with the Sustainable Work objectives and with Fondazione Gi Group's ongoing commitment to young people and those at risk of disengagement. The programme offered them a renewed and more positive narrative of the world of work, not only as a source of income or recognition, but as a pathway for self-discovery and personal development. Through practical activities, students were encouraged to explore their talents, interests, and inclinations. This early awareness, which was nurtured directly within the school environment (hence the name Destination Work @ School) supports more informed decision-making about their future, including post-diploma choices that are often accompanied by uncertainty.

The initiative was structured around two key components:

- **"Sfidarsi per crescere"**
(Challenging Yourself to Grow), the launch event for the 2025 edition. It was held in hybrid format at the Gi Group Training Hub in November and involved over 3,600 students from all over Italy. The session focused on the importance of learning through experience and on the value of work as a journey of discovery and growth.
- **"Storie in Costruzione"**
(Stories Under Construction), the core activity that was delivered directly in classrooms by more than 200 employee volunteers. This game-based workshop was scheduled to start on February 2026 onwards in participating first- and second-year classes at upper secondary schools. As in previous editions, all the colleagues involved received dedicated training in order to ensure high-quality delivery.

Training for Candidates and Workers

As skills shortages and skills mismatches continue to affect labour markets, Gi Group invests in training programmes designed to strengthen employability and support workforce development.

In 2025, we delivered more than 360,000 hours of training through over 13,500 courses, supporting more than 65,000 people in developing the skills required by today's labour market.

Our training offer combines technical and transversal skills, helping candidates enter the world of work and enabling workers to upskill or reskill in response to evolving business needs.

Gi Group Training Hub

Established in 2021 in Milan, the Gi Group Training Hub is a dedicated centre for training and career guidance, created to address skills shortages and labour market mismatches.

Developed in partnership with leading education and training providers, the Hub delivers learning pathways tailored to labour market needs and designed for students, jobseekers, and workers. The facility combines classrooms, laboratories, and advanced technical equipment to provide hands-on training across multiple sectors.

During the 2024–2025 academic year, the Training Hub welcomed more than 760 learners through ITS, IFTS, vocational education and training programmes, GOL-funded initiatives, and other employability pathways.

Gi EDU: Career Guidance for Young People

Through Gi EDU, Gi Group's Education division, we help bridge the gap between education and employment by strengthening young people's employability and supporting schools and universities in career guidance activities.

During the 2024–2025 academic year, Gi EDU delivered more than 34,000 hours of career guidance, engaging over 25,000 students across more than 240 schools and universities. Through personalised guidance, mentoring, workshops, and empowerment initiatives, Gi EDU supports informed career choices, fosters transversal skills, and helps prevent educational disengagement.

Over the year, Gi EDU further expanded its territorial reach while increasing training opportunities for teachers, reinforcing the role of education in preparing future generations for the world of work.



WOMEN4

Women4 is a Gi Group initiative that was launched in 2021 in order to promote the principles of Sustainable Work by supporting women's employment in sectors traditionally dominated by men. The project aims to create professional opportunities for all women, challenge gender stereotypes, and develop training and growth pathways for current and future female workers in collaboration with companies and institutions. Women4, which is hosted on a dedicated digital platform, pursues three core objectives:

- | Promoting women's employment in male-dominated sectors.
- | Enhancing training and development pathways for women through partnerships with companies and institutions.
- | Providing insights and content to support women's empowerment.

The platform is continuously enriched with data, research, multimedia content, interactive tools and job opportunities, offering users a comprehensive and engaging experience. A key component is the project's blog, which offers reflections and perspectives on women's work and career development.

In 2025, Women4 promoted "Marzo al femminile" ("Female March"), a series of initiatives dedicated to women and developed through multiple collaborations:

Pink Motor Day:

Pink Motor Day is an annual event dedicated to inclusion in the mobility sector. The initiative explores how the automotive industry can become more attractive and accessible to women, promoting gender equality and highlighting best practices to increase female representation across the sector.

Gi Group Academy Collaboration:

A new training pathway for CNC and automation operators was launched in Radicofani (near Siena), offering free technical and soft skills training for women. Local institutions, company representatives and selected participants attended the event, with Cristina Reduzzi illustrating the project's objectives and its positive impact on women's professional development.

Women's Welding Course:

The fourth edition of the free welding course for women, which was organised in collaboration with the Italian Welding Institute and Gi Group, took place in Isola della Scala (near Verona). Over two days, participants were guided through all stages of the welding process by expert professionals. Cristina Reduzzi and Marianna Marrazzo, Training Hub Development Manager, attended as speakers, highlighting the importance of Women4 and the growing opportunities for women in this sector.

During the year, the second edition of the Women4 On Tour social format was also delivered – with the involvement of three partners and one sponsor – and five women-only training programmes were launched, resulting in 25 job placements.

Gi Group - Partnership Education

Gi Group has long been committed to supporting and guiding students and university learners as they explore education and career pathways. Through Gi EDU, the Group's division dedicated to guidance and employability, this commitment has grown through numerous initiatives and partnerships with organisations focused on younger generations. The objective is to strengthen the connection between education and the labour market, facilitate informed training and career choices, and create meaningful opportunities for engagement with companies seeking new talent.

Gi Group - University Network

In May 2025, Gi Group acted as a partner in the Festival Universitario (University Festival), the largest national gathering of university students organised by the University Network.

Through three workshops and a plenary session, the Group contributed to discussions on the future of work, training and employability:

- **Workshop – Talent and Technology:**
The CV in the Age of AI
- **Workshop – Personal Branding 2.0:**
Transform Your LinkedIn Profile with AI
- **Workshop:**
How to Shine in Interviews and Get Hired Like a Pro
- **Plenary session:**
AI and Learning: How to Stay Informed and Study More Effectively.

Gi Group - Eccellenza Italiana (Italian Excellence)

On 22 March, thousands of young people took part in the second edition of the Festival del Made in Italy, dedicated to showcasing the professions, products and ideas that define Italian excellence. With the help of contributions from more than 30 speakers, participants were able to gather valuable insights for their professional future through workshops, live demonstrations by artisans and direct exchanges with experts working in Made in Italy sectors.

Gi Group – Summer/Winter Open Day

Gi Group opened its doors through a series of free Open Days for individuals interested in entering the labour market, acquiring new skills or exploring new training and professional opportunities. With the support of professional recruiters, participants learned how recruitment processes work, how to navigate the labour market, and which training pathways can help them develop new competencies. They also gained insights into job opportunities in high-demand sectors, including logistics. The initiative involved more than **90 Gi Group branches** throughout Italy.





Gi Group - Politiche Attive (Active Policies)

Active policies (Politiche attive) are public or institutional measures designed to promote employment – either broadly or for specific groups – by supporting unemployed individuals, workers at risk of job loss, and people facing barriers to entering the labour market.

In 2025, Gi Group delivered support activities primarily in the following regions: Abruzzo, Campania, Emilia Romagna, Friuli Venezia Giulia, Lazio, Liguria, Lombardy, Marche, Piedmont, Apulia, Sardinia, Sicily, Tuscany, the Province of Trento, Umbria, Valle d'Aosta and Veneto.

Through accredited branches, residents and domiciliaries in these regions were able to access information on locally funded programmes and receive tailored support from qualified Active Policy consultants.

The projects delivered addressed a wide range of target groups and support needs, from corporate restructuring and workforce transition programmes to initiatives supporting vulnerable and disadvantaged individuals, including people in prison, persons with disabilities, individuals with complex needs, and victims of labour exploitation.

In 2025, the number of beneficiaries engaged and users supported increased by 28% and 31% respectively compared with 2024.

The profile of beneficiaries remained broadly consistent with the previous year: 24% were under the age of 30, 53% were women, and 32% were foreign nationals, representing 133 different countries.

Overall, the number of individuals successfully placed increased by 9% compared with 2024.

Gi Group - #Giworkout

#Giworkout is the Gi Group initiative that was developed in collaboration with its sports partners to help candidates understand the key competencies needed to navigate the labour market by drawing parallels with the world of sport. Throughout 2025, the programme focused on themes such as talent, soft skills and values –elements that are essential both in sport and in professional life. The initiative aims to guide upper secondary school students as they approach their post-diploma choices.

The project is grounded in the belief that sport is not only an expression of talent and competition, but also a powerful tool for inspiring, engaging and generating positive social impact. Dedication, determination and teamwork are fundamental in sport as in work, which is why Gi Group supports teams and athletes who share these values.

The initiative's key activities included:

5 March 2025 – “Il futuro oltre il campo”

(“The future beyond the pitch”). The event, which was held at the Gi Group Training Hub, offered training sessions to support students in their post-diploma orientation. It included an overview of post diploma pathways, a soft skills workshop with game-based activities, and an interview.

29 November 2025 – “Sbagliare per vincere: dallo sport l'ispirazione per crescere”

“Making a mistake in order to win” drawing inspiration from sport in order to grow. The event, which was organised during the Bergamo Orientation Fair with the participation of technical staff from Atalanta F.C., offered an inspirational moment for teachers, students and families, emphasising how mistakes can become opportunities for learning and growth.

22 May 2025 – “Sport e Lavoro: come affrontare le sfide e cogliere le opportunità di crescita”

(“Sport and Work: how to tackle the challenges and seize opportunities for growth”). The event, which was hosted at the Stadio Olimpico Grande Torino, a former soccer player who was a member of Italy's World Cup-winning squad in 1982, prior to his career as a coach and commentator. He was interviewed by our colleague Pasquale Gravina, a former volleyball player, on the parallels between sport, work and leadership. A panel with local companies followed, focusing on growth and training.

#Giworkout Video – “Errore come momento di crescita”

(“Mistakes as opportunities for growth”). The video, which featured athletes from Gi Group's sponsored teams alongside testimonies from workers, conveyed a shared message: mistakes are not disasters but practical opportunities for development. In both sport and work, failure is part of the journey: coming back as a stronger person requires intention and resilience.



Gi Group – Initiatives for Permanent Agency Workers

Gi Group implemented a series of dedicated communication activities and initiatives in order to support permanent agency workers, strengthen their engagement and foster their sense of belonging.

Communication activities included:

- A welcome email, welcome webinar and welcome kit for new hires.
- Birthday and work anniversary greetings.
- Promotion of **Gi4You**, the dedicated welfare platform.
- A Positive Intelligence programme with Terenzio Traisci.
- Updates on the renewal of the National Collective Labour Agreement for employment agencies (21 July), with a focus on welfare and health insurance.

Dedicated initiatives included:

- A **distance learning training catalogue**, with a reward mechanism for workers who complete the courses. The initiative was promoted through the communication campaign “La formazione che ti premia” (“Training that rewards you”). The catalogue includes language courses, digital literacy, problem-solving and other fully funded training opportunities, which were offered at no cost to employees.



Grafton – Youfully Division

In 2025, the Grafton brand further strengthened **Youfully**, the division that was established in order to place each individual's uniqueness, values and personal characteristics at the centre of the recruitment and employability process. The division supports candidates belonging to protected categories (Law 68/99) through a personalised pathway designed to enhance their skills, understand their professional aspirations and facilitate their placement in organisations that can offer an inclusive and fulfilling working environment.

The services provided extend well beyond recruitment and selection. Grafton consultants support both companies and candidates throughout the placement journey. This includes raising awareness on Diversity, Equity and Inclusion – also through collaborations with sector associations and specialised platforms – and designing **bias reduction training** for companies and teams to address unintentional prejudice.

Support activities also cover documentation checks, registration for targeted placement schemes and the design of tailored onboarding pathways. The overarching objective is to create workplace environments where new hires can fully express their potential and thrive professionally.

Brazil

Inclusive Hiring to Break Systemic Barriers

In Brazil, candidates who are black 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 under-represented groups**, a proactive step toward correcting structural imbalances and promoting fairer access to the labour market.

Enhancing the Candidate Experience throughout the Recruitment Journey

Gi Group Brazil is committed to enhancing the overall candidate experience through a series of targeted actions designed to strengthen continuity, quality and transparency throughout the recruitment journey. A key priority is the **re-engagement of former employees**, facilitating their placement into new assignments and ensuring that their experience and organisational knowledge are effectively retained and redeployed.

The division is also focused on **improving the quality of the candidate database**, implementing measures to enhance the accuracy, completeness and relevance of candidate information. This enables more efficient matching between profiles and opportunities, while supporting a more personalised and timely interaction with candidates.

Furthermore, Gi Group Brazil has invested in **strengthening communication throughout the recruitment process**, ensuring clearer expectations, more consistent updates and greater visibility at each stage. This approach fosters trust, reduces uncertainty and contributes to a more positive, transparent and engaging experience for all candidates.



Chile

Women's Series: Empowering the Next Generation of Female Leaders

The Women's Series is an initiative created by Wyser Chile with the aim of empowering women through transformative mentoring relationships. The programme offers a rich combination of networking events, one-to-one mentoring sessions, and masterclasses, creating a supportive environment where women can develop professionally and expand their career opportunities.

The initiative is designed to help close the gender gap by connecting experienced professionals with women who are looking to advance in their careers. Beyond fostering individual growth, the Women's Series also helps increase the representation of women in sectors that are critical to Chile's economic and social development.

At its core, the programme is driven by a simple yet powerful belief: by supporting women today, we are helping to build the leaders of tomorrow.

China

International Dialogue on Youth Employment

On 19 April, a strategic dialogue on “Skills Empower the Future” was held at Ningbo Polytechnic University. Weibing Liu, Country Manager at Gi Group Holding Greater China, together with a senior delegation from Palestine’s Ministry of Labour, explored three innovative pathways for addressing youth employment challenges: Vocational Education 4.0, cross regional employment channels, and a sustainable employment ecosystem.

The dialogue reaffirmed that skills development is a cornerstone of sustainable peace, economic dignity and long-term employability. Leveraging its global HR expertise, Gi Group Holding Greater China will continue to promote youth employment and strengthen international cooperation, contributing to more inclusive and future-ready labour markets.

Career Development in China

On 13 March 2025, CICC (China International Capital Corporation) and its Young Professionals Network hosted a seminar and networking aperitif at Shanghai’s Matto Restaurant. It was supported by the Benelux Chamber of Commerce in China and ICPN (the Italian Chinese Professional Network). The event brought together 40 cross-sector professionals and featured distinguished guests, including leaders from both CICC and ICPN.

As a key corporate member of CICC, Gi Group Holding Greater China actively participated in the initiative. Our representative, Denise Sordilli, delivered an inspiring and insightful speech on career development in China, which was warmly received by attendees and made a meaningful contribution to the evening’s discussions.

CICC–Tongji Career Day

The CICC–Tongji Career Day was held at Tongji University, where it was co hosted by the China–Italy Chamber of Commerce (CICC) and the Sino Italian Campus of Tongji University.

As a leading Italian HR group and long standing CICC member, Gi Group Holding participated as the sole human resources partner for the third consecutive year. The event brought together more than 160 young talents and 21 Italian enterprises operating in China, offering 63 vacancies across a wide range of industries.

Gi Group Holding contributed through on site career consultation and a dedicated lecture by Denise Sordilli, who focused on career development skills, CV preparation, and interview guidance.

Supporting Young Talent Through Coaching and Career Guidance

The 12th CICC Career Day was held in Beijing on 7 June. As a leading Italian HR group and an active corporate member of CICC, Gi Group Holding Greater China played a prominent role at the event. Our representative, Song Wang, delivered a practical and engaging workshop on effective job-hunting strategies, while the team provided on-site career consultations and personalised CV advice to participants.

During the event, Gi Group Holding Greater China also launched a new one-to-one career coaching programme in collaboration with the CICC Young Professionals Network. This initiative is designed to support young talent in strengthening their competitiveness and navigating the labour market with greater confidence. The programme further demonstrates the company’s professional expertise and its commitment to social responsibility as a global HR solutions provider.



Strengthening Youth Employability through Strategic Partnership

The 2025 CICC-Tongji Career Day was held at Tongji University on 25 November.

It was co-hosted by the China Italy Chamber of Commerce and the Sino-Italian Campus of Tongji University. As a leading Italian HR group and an active CICC member, Gi Group Holding participated as the sole human resources partner for the third consecutive year.

The event brought together more than 160 young talents and 21 Italian enterprises operating in China, offering 63 vacancies across a wide range of industries. Gi Group Holding provided on-site career consultations and delivered a dedicated lecture by Denise Sordilli on career skills, CV preparation and interview techniques.

Gi Group Holding will, in line with its commitment to supporting the development of young talent, continue to build effective talent-matching platforms and contribute to the high quality growth of the human resources industry and the labour market.

Career Corner: Supporting Students' Employability and Career Readiness

Gi Group Holding China's **Career Corner Project** is a public career consulting service specifically designed for university students. It was first conceived in 2019 and officially launched in 2020 in partnership with the University of Nottingham Ningbo China, and offers continuous support to young people as they prepare to enter the labour market.

Each month, we deliver a diverse programme of on-line and offline activities, including group consulting sessions, one-to-one tutoring, industry-themed lectures, career seminars and more. Through these initiatives, we provide students with professional, practical and actionable guidance aimed at improving the quality of their future employment opportunities.

The project helps students strengthen their workplace readiness, build confidence in their job search, and gain clarity on their career direction. By equipping young talent with essential skills and insights, Career Corner contributes to shaping a more prepared, competitive and empowered generation of future professionals.

Germany

Supporting NEETs into Apprenticeships and Employment

Through its partnership with Joblinge, Gi Group Germany supports young people who are not in education, employment, or training (NEETs) in accessing apprenticeships and entering the labour market. By bringing together businesses, public institutions, and local communities, the initiative helps participants develop employability skills, gain career guidance, and secure sustainable employment opportunities.

The programme also contributes to addressing skills shortages by creating a strong talent pipeline for employers. In 2025, around 80% of participants successfully transitioned into formal apprenticeship programmes, demonstrating the effectiveness of collaborative approaches to youth inclusion and workforce development.



EURES Integration to Support International Talent Mobility

Gi Group Holding Germany has strengthened its commitment to international talent mobility through its inclusion in the EURES (European Employment Services) network, a key European initiative designed to facilitate the entry of foreign candidates into the German labour market. This integration enables smoother, more transparent and more efficient cross-border recruitment processes. As part of this effort, we have trained internal EURES-certified consultants who accompany and support foreign candidates throughout their transition into employment in Germany. Their role includes providing guidance on administrative procedures, offering career advice, and ensuring candidates receive the assistance they need in order to integrate successfully into the local labour market. Through this initiative, Gi Group Holding contributes to improving labour mobility, addressing skills shortages and promoting fair, responsible and well-supported employment pathways for international talent.

Supporting Refugee Integration into the German Labour Market

We work closely with **GVP** and the **Federal Employment Service** in supporting the integration of refugees – including many from Ukraine – into the German labour market. Our joint efforts focus on creating accessible and effective pathways to employment through a combination of **job fairs, language courses** and **integration programmes**.

These initiatives help refugees develop essential skills, understand the local labour market and connect with suitable employment opportunities. By providing structured guidance and practical support, we contribute to fostering social inclusion, addressing skills shortages and enabling refugees to rebuild their professional lives with dignity and stability.

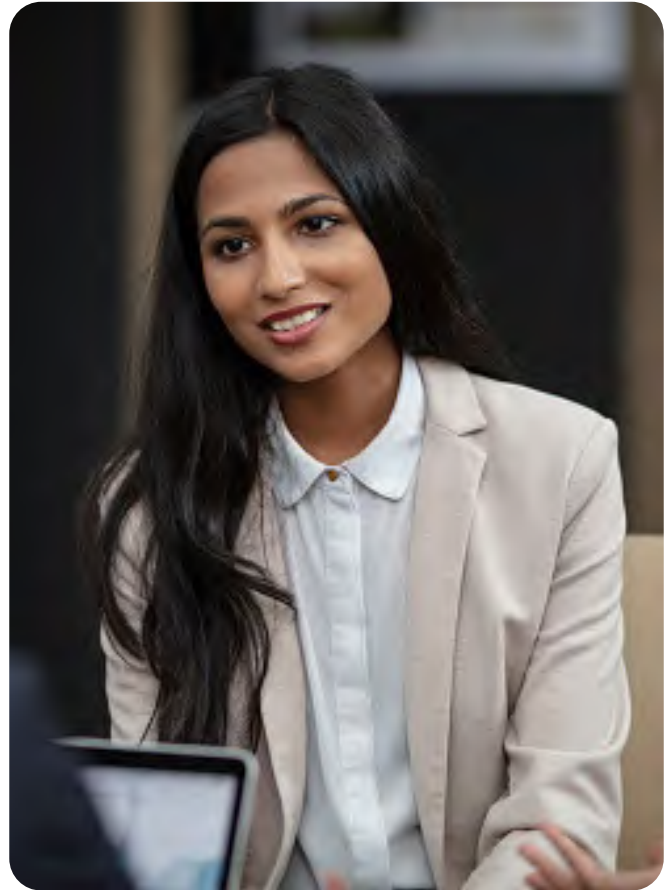
Employment contracts have also been refined and are now available in **German, English and Ukrainian**, ensuring greater accessibility, clarity and transparency for all candidates.

India

Empowering Youth, Women, and Communities: Our Commitment to Meaningful Employment

We are dedicated to driving positive change through impactful employment initiatives. We have successfully hired approximately 6500 young professionals across India for our Retail FMCG clients, empowering them with career opportunities and skill development. Our commitment to women's workforce participation is evident in the recruitment of 900+ women employees across Retail and Manufacturing sectors, fostering inclusivity and economic independence.

Additionally, we have forged strong collaborations with esteemed organizations such as Magicbus Foundation, Reliance Foundation, Centum Foundation, Dharavi Redevelopment Project, Hope Foundation further strengthening our mission to uplift communities. Our support for skill-building programs is reflected in the hiring of 350 candidates under the National Apprenticeship Promotion Scheme (NAPS) across Manufacturing and Food Retail sectors in South, West, and North India.



Spain

Proximity and Community Engagement

In 2025, the organisation strengthened its commitment to proximity and accessibility by participating in job fairs and employability events across Spain, both in person and online.

A key initiative was Gifest On Tour, which travelled to Seville, Pontevedra, Madrid, Valencia and Barcelona, engaging 6,024 participants. Designed to promote youth employability and strengthen Gi Group's human-centred employer brand, the event created spaces for dialogue between young people, employers and labour market experts.

Overall, Gi Group reached 8,593 participants through job fairs and employability events during the year, reinforcing its presence within local communities and supporting access to employment opportunities.

The GiBUS Tour: Careers on the Move

The GiBUS Tour further expanded this outreach through a mobile employment initiative that travelled to cities and towns throughout Spain. The programme offered CV workshops, one-to-one guidance sessions and tailored support for jobseekers, including individuals aiming to relaunch their careers.

The GiBUS Tour created not only visibility but also meaningful dialogue around employment, aspirations and second-chance opportunities, bringing practical career support directly to the communities that needed it most.

UK

Partnership with UTC College

In 2025, collaboration with UTC College enabled the organisation to support early talent development through a range of structured work-based learning opportunities. Two IT students completed their **T-Level industry placements**, gaining practical experience within a real working environment. Furthermore, the organisation hosted a **one-week work experience programme** for a Year 10 pupil and provided a **two-day work experience opportunity** for another Year 10 student.

These initiatives strengthen the connection between education and employability, offering young learners meaningful exposure to the world of work and supporting the development of future skills.

Heritage High School

The organisation supports local schools by contributing to the development of students' skills and readiness for the world of work. Through targeted activities, practical exposure and direct engagement with learners, these initiatives help young people build awareness of career pathways and develop the competencies needed to navigate future employment opportunities.

Armed Forces Gold Award

Gi Group Holding UK has been awarded the Defence Employer Recognition Scheme Gold Award. This recognition reflects the ongoing commitment we've made to the armed forces community since signing the Armed Forces Covenant in 2021. Since then, we've supported more than 50 ex-service men and women into new roles and introduced policies like guaranteed interview schemes to further strengthen that support. Gold Status 25 means we can further develop our commitment to both Armed Forces Veterans and their families. As one of the world's leading staffing companies, we understand that work has the power to generate priceless personal and social value and this award will push us forward in making a real impact for our colleagues, candidates and clients. We're incredibly proud of this achievement and the work that continues behind it.





7.

Our Clients

7.1 Local Initiatives

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Domiziano Pontone

Chief Corporate Sales Officer

“ Gi Group Holding continues to serve as a trusted partner for all companies primarily requiring flexibility. The political situation in 2025 has undoubtedly affected the organisation’s core service offering, namely Temporary and Permanent Staffing.

Gi Group Holding continues to serve as a trusted partner for companies navigating an increasingly complex and rapidly evolving world of work. In 2025, geopolitical, economic and technological transformations continued to reshape labour markets, requiring organisations to balance flexibility, resilience and long-term competitiveness.

The analysis conducted two years ago accurately anticipated many of the scenarios that have since emerged, reflecting a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) environment. In this context, companies have had to operate with increasingly short-term and less predictable forecasts, making workforce planning more challenging. As a result, flexibility has remained a key priority, with staffing solutions continuing to play an important role in helping organisations respond to fluctuating demand and manage workforce needs where long-term visibility is limited.

The market has also seen the rise of organisations choosing to invest heavily in technology, transforming people-centred organisations into system-driven ones. While this approach may deliver efficiencies in the short term, its long-term sustainability remains uncertain. Against this backdrop, Gi Group Holding has further developed its “Smarter Proximity” approach. Building on its exten-



Domiziano Pontone
Chief Corporate Sales Officer

sive physical presence through hundreds of branches, the Group has strengthened and integrated its offering with advanced solutions capable of interpreting market trends and, at times, anticipating them.

Maintaining an open and continuous dialogue with clients has been fundamental throughout this period of change. This close collaboration has enabled Gi Group Holding to stay connected to evolving market needs, ensuring that emerging trends and innovations are quickly translated into solutions that help clients navigate uncertainty and build resilience for the future.

The strategic decision to optimise the branch network, combined with significant enhancements to the technological solutions offered to the market, has strengthened competitiveness while improving operational efficiency.

The aim is to position Gi Group Holding as a trusted partner in addressing workforce challenges, securing the right talent, and providing valuable guidance to organisations entering selected markets and navigating increasingly complex environments.

Within the portfolio of solutions offered by Gi Group Holding, beyond Temporary and Permanent Staffing, Outsourcing has continued to deliver strong results and has followed a clear growth trajectory. It has proven to be a resilient and effective response, even within a labour market as complex and fragmented as that of 2025.

More than ever, organisations that can navigate uncertainty with both courage and foresight will be best positioned to succeed. They will be able to support companies and talent alike, adapting to evolving market conditions while maintaining a clear sense of purpose, a strong service identity, and a commitment to long-term value creation. Gi Group Holding is ready to continue playing this role, supporting clients and candidates through change and helping them seize new opportunities for growth.



7.1

Local Initiatives

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

Italy

Tech Me Up @ Gi Group Training Hub

In May 2025, Gi Group hosted “Tech Me Up @ Gi Group Training Hub – Building Skills for the Future”, an event dedicated to clients and focused on the strategic value of post-secondary training programmes in addressing skill shortages and skill mismatches.

The event showcased how targeted training pathways can support competitiveness, innovation, and business growth, while helping young people transition successfully into the labour market.

The initiative created an opportunity for dialogue between companies, candidates, and education providers, highlighting the importance of collaboration in developing the skills and talent needed for the future of work.



Skill Shortage: Challenges and Solutions for Businesses

In May 2025, Gi Group partnered with Confindustria Lecce to host “Skill Shortage: Challenges and Solutions for Businesses”, an event addressing one of the most pressing issues facing organisations today: the growing gap between the skills available in the labour market and those required by employers.

The discussion highlighted the need for innovative training solutions capable of supporting business transformation and workforce development. It also reinforced the importance of collaboration between employment agencies, companies, education providers, and institutions to reduce skills gaps and create effective pathways that better align labour market demand with available talent.

Masterclass Programme for Strategic Training Partners

OD&M delivered a series of specialised master-classes for key training partners. The sessions focused on strengthening managerial and HR capabilities across a set of strategic themes: Diversity, Equity and Inclusion (DEI), the development and use of DEI KPIs, gender equality certification frameworks, corporate sustainability, organisational and personal wellbeing, inclusive leadership and modern total reward approaches. Through these initiatives, Gi Group Holding contributed to disseminating advanced knowledge and practical tools, supporting partner organisations in aligning their people management practices with evolving regulatory, social and business expectations.

Driving Inclusive, Fair and High-Performing Workplaces

As the name suggests, OD&M (Organisational Development and Management) provides clients with a comprehensive range of services dedicated to the development and enhancement of people strategies. This includes training programmes for company leadership on Gender Equality, unconscious bias, inclusive language and harassment prevention. The company also offers structured support throughout the process of obtaining UNI/ PdR 125:2022 Gender Equality Certification, thereby ensuring full alignment with regulatory requirements and related KPIs. Furthermore, OD&M delivers individual and group assessments aimed at developing employee potential, alongside Team Audit and Team Coaching services designed to strengthen team dynamics. These services are complemented by internal and external compensation equity analyses, enabling companies to ensure fairness, transparency and competitiveness within their remuneration systems.



Walk the Talk

Walk the Talk is a blended learning initiative designed by TackTMI to actively promote an inclusive culture within companies by fostering the practical adoption of inclusive behaviours in everyday organisational life. The programme combines virtual and in-person activities and includes a virtual kick-off featuring a distinguished guest speaker. These are followed by two experiential workshops (based on the World Café methodology) that focus on self-awareness and team development. A final closing session consolidates insights and highlights the actions implemented throughout the journey.

In addition to this initiative, a broader portfolio of activities has been developed to further strengthen organisational capabilities in the field of Diversity, Equity & Inclusion. These include professional development pathways for in-company Diversity Managers, combining both theoretical foundations and practical application. The offer also features short e-learning modules delivered through video lessons, as well as interactive workshops led by disability-inclusion experts, designed to support client organisations in creating inclusive and accessible working environments.

Altogether, these initiatives have engaged more than 1,500 participants, demonstrating a growing commitment across organisations to embed inclusive practices and foster cultures grounded in awareness, allyship and advocacy.

DEI Capacity-Building for Diversity Managers

The Italian banking sector is undergoing a profound transformation that's driven by generational turnover, accelerated digitalisation and declining attractiveness for younger talent. In this context, the effective management of diversity – particularly generational diversity – has become a strategic lever for innovation. As part of Professional Development Programme for Diversity Managers, TackTMI delivered two targeted sessions that focused on strengthening DEI capabilities.

The first was a theoretical session analysing the current landscape and encouraging reflection on inclusive onboarding processes, with particular attention to integrating the four generations currently present in the banking workforce (Baby Boomers, Gen X, Millennials and Gen Z). The session also outlined strategies for embracing generational differences and activating targeted motivational drivers. The second session was a practical workshop in which Diversity Managers explored how cognitive biases influence HR processes – attraction, selection and onboarding – and designed initiatives to make recruitment more equitable, inclusive and intentional. Through this combined approach, participants acquired practical tools and deeper awareness, enhancing their ability to act as ambassadors for cultural change within their respective institutions.

Digital Wellbeing Pathway for Employees

TackTMI delivers a fully digital, integrated e-learning programme designed to support employees' personal wellbeing, work-life balance and effective time management. The pathway, structured into one-hour modules, blends video microlearning, interactive simulations, tests and practical exercises guided by an interdisciplinary team of trainers, coaches, psychologists and wellbeing specialists. It provides practical tools on stress management, healthy habits, mindfulness, motivation, goal setting and sustainable work-life balance, with the aim of strengthening resilience, promoting positive routines and reducing burnout risks.

Alongside this programme, additional initiatives were delivered to reinforce the link between productivity and wellbeing. These include the course Benessere e Produttività: Strategie per un Equilibrio Vincente (Wellbeing and Productivity: Strategies for a Winning Balance), focused on integrating healthy routines into daily work, and the video-based microlearning series Pillole di Wellbeing (Wellbeing Pills), dedicated to personal wellbeing, work-life balance and effective time management.

Overall, these initiatives engaged around 800 participants, confirming a strong interest in cultivating healthier and more sustainable working practices.

Group Positioning and Thought Leadership Initiatives

The initiatives implemented in 2025 were designed to strengthen the Group's positioning as a global leader in the HR sector and as a key reference point in advancing a sustainable work ecosystem. Gi Group Holding and the brands within its ecosystem pursued a shared commitment to contributing to the positive evolution of the labour market and supporting clients in navigating the challenges and opportunities arising from the multiple transitions currently reshaping the world of work.

Building on this strategic direction, the Group also developed a dedicated training course on the fundamental principles of ethical leadership and Corporate Social Responsibility, with explicit reference to ESG standards. The programme was designed to equip participants with a solid understanding of responsible governance, transparency and ethical decision-making, reinforcing the organisation's commitment to sustainability-driven leadership.

In addition, a bespoke training pathway was created for a client company, aimed at strengthening corporate competitiveness through the development of advanced managerial and strategic skills in sustainability. This initiative focused specifically on enhancing ESG technical capabilities, enabling managers to integrate sustainability into business strategy, operational processes and long-term value creation.

Gi Group Holding – Production and Dissemination of Proprietary Content

The study **"New Ways of Working: Roles and Skills in the Age of Generative AI"**, received considerable attention during the first quarter of 2025. Its promotion included dedicated events in Milan and Bari, supported by extensive communication across multiple touchpoints (press, social media and email).

Throughout the year, several global publications were also produced:

“**The Generational Equation**”, exploring how work is evolving in line with people's needs, expectations, values and priorities across the different generations coexisting in today's workplace.

“**Flex the Mould**”, analysing how the transition towards flexible and hybrid work models is reshaping organisational performance and business success.

“**The 2025 Logistics Trend Report**”, offering an in-depth overview of the main trends in the logistics sector, enriched by insights from market opinion leaders and findings from international surveys.

All these studies reinforce the Group's commitment to thought leadership, enabling Gi Group Holding to influence the public debate and be recognised by clients and candidates as an authoritative expert in its sectors of operation. They position the Group as a trusted source of valuable insights and a reference point on key themes related to sustainability in the world of work.

Techniques and Models for Effective Diversity Management

The course, developed by TackTMI, enables participants to build the key competencies required for effective collaboration in multicultural environments, positioning the strategic management of diversity as a competitive advantage for organisations. Through practical diversity management tools, participants learn how to leverage cultural differences within teams, transform potential conflicts into opportunities and foster an inclusive organisational culture. The programme provides a hands-on approach for identifying and managing unconscious bias, enhancing intercultural communication and recognising individual strengths. The focus is on tangible outcomes: stronger team cohesion, improved performance and a reinforced corporate reputation.

Ls Talks – Sustainable Work Dialogues with Pietro Ichino

The LS Talk is a format launched by Gi Group Holding, in collaboration with Fondazione Gi Group, consisting of a series of events designed to reflect on the progress achieved and the upcoming challenges in building a sustainable work ecosystem. Each session focuses on a different theme and features contributions from various speakers, with a common thread: an open dialogue on the pillars of our Sustainable Work Manifesto.

In May 2025, the event’s guest speaker was Pietro Ichino, an Italian jurist, politician and trade unionist, who offered a thought-provoking perspective on the role of work as a driver of individual self-realisation. By retracing the evolution of the labour market over the past 50 years, the discussion highlighted key aspects of labour protection and the role of trade unions as essential actors in promoting and disseminating a positive work culture.



A New Partnership for Supporting SMEs in their Sustainable Transition

In line with its commitment to Sustainable Work and its corporate Mission, Gi Group Holding joined the network of partner companies within SACE’s ESG HUB – an online ecosystem designed to support SMEs in advancing their sustainable development journey. Through this collaboration, the Group contributes its HR expertise to an integrated platform where small and medium-sized enterprises can access services, tools and information to navigate the environmental, social and governance challenges of the future. This new synergy strengthens our role in accompanying businesses through the transition towards more responsible, resilient and inclusive growth models.

A Practical Guide to the EU Directive 2023/970

OD&M (Organisational Development and Management) published a practical guide providing an overview of the EU Directive 2023/970, offering insights into how Italian companies are approaching pay transparency requirements and outlining practical measures and operational tools for implementing fair and transparent remuneration policies. The guide frames compliance not merely as a regulatory obligation, but as an opportunity to enhance employee wellbeing, strengthen trust and foster a more equitable workplace culture.

Brazil

Client Portal: Enhancing Autonomy, Transparency and Efficiency for Our Clients

The Client Portal is designed as a single, intuitive and secure digital environment that simplifies the way in which companies interact with Gi Group Holding. It enables clients to access their data, documents, interaction history and support requests independently, while also monitoring and managing all processes related to temporary workforce hiring and recruitment. The aim is to offer a more agile, transparent and efficient experience, reducing the need for intermediaries and ensuring the full visibility of ongoing activities.

By centralising information and service requests, the Portal provides clients with a clear overview of their operations and facilitates more informed decision-making. Communication with Gi Group Holding is becoming more streamlined and traceable, while dedicated reporting tools enable clients to evaluate the services they have activated with greater clarity. The platform is built to ensure high standards of data protection and legal compliance, thereby reinforcing trust in the digital ecosystem. A key innovation is the introduction of electronic work orders, which reduce administrative complexity and accelerate operational workflows. This contributes to a more modern and efficient service model, aligned with client expectations for simplicity and speed.

The current development phase enabling the team to refine the solution based on real operational needs. As an MVP (Minimum Viable Product), the Portal marks the first step in a broader evolution that will progressively expand its functionalities, while keeping the client at the centre and ensuring that every improvement directly supports autonomy, clarity and operational effectiveness.

Strengthening Workplace Safety through Client Engagement

Gi Group Brazil, through its dedicated Health and Safety department, is implementing an extensive programme of annual talks with major client organisations in order to promote a strong culture of workplace wellbeing and accident prevention. These sessions provide an important forum for sharing best practices, discussing emerging risks and identifying practical strategies for reducing workplace accidents in various operational contexts. By engaging directly with clients' leadership teams, HSE (Health, Safety and Environment) specialists and frontline managers, Gi Group Brazil fosters a collaborative approach to safety, encouraging companies to adopt more effective prevention measures, strengthen compliance and embed a proactive mindset towards risk management. This ongoing dialogue not only supports clients in improving their internal safety standards but also reinforces Gi Group Brazil's commitment to contributing to safer, healthier and more responsible working environments throughout the country.



China

Cross-Cultural HR and Global Management Training

From 21 to 23 May, Gi Group Holding Greater China partnered with the University of Nottingham Ningbo China in delivering a specialised training course on cross-cultural human resources and global management. This was under the guidance of the Ningbo Municipal Bureau of Human Resources and Social Security. The event was hosted by the Beilun District Bureau of Human Resources and Social Security, while Gi Group Holding Greater China also acted as co-organisier.

As a strategic partner, practical mentor and integrator of expertise, the Group demonstrated its strong professional capabilities throughout the initiative. Henry He, Business Director at Wyser China (part of Gi Group Holding), delivered a keynote speech on international talent strategies, offering insights to support enterprises in their global expansion and setting a new benchmark for excellence within the industry.

Ideas Sharing Forum on Talent Assessment & Management

On October 28, hosted by the Human Resources and Social Security Bureau of Beilun District, Ningbo, Gi Group Holding Greater China co-organized the 2025 Ideas Sharing Forum in Ningbo. Focused on talent assessment and DISC application, the forum gathered corporate managers and HR professionals for in-depth exchanges. With a lecture by senior trainer invited by Tack TMI, the event provided practical insights for talent placement, employer branding and team performance improvement. Gi Group Holding Greater China will continue to launch talent development activities to boost organizational efficiency and contribute to a stronger human resources ecosystem.

India

Industry 4.0 Talent Insights Webinar

Under the umbrella of our flagship initiative Industry 4.0, Grafton Recruitment India delivered an engaging and forward-looking webinar dedicated to Talent 2.0: Data, Technology and Skills for Succeeding in the Hybrid Work Era. The session brought together industry experts, thought leaders and professionals who explored emerging workforce trends, the impact of technological innovation and the evolving skill sets required in increasingly hybrid and digital workplaces.

By fostering meaningful knowledge-sharing and strengthening collaboration across the sector, Grafton Recruitment India continues to play a central role in shaping the future of employment and skills development. Through initiatives like this, the organisation contributes to building a more agile, data-driven and resilient talent ecosystem aligned with the demands of the Industry 4.0 landscape.

Regulatory Updates Newsletter

The newsletter enables our clients and associates to remain consistently informed about the latest regulatory updates, official notifications and legislative amendments. By providing timely and reliable information, it supports organisations in maintaining compliance, anticipating changes and navigating an evolving regulatory landscape with greater confidence.



8.

Society and Institutions

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Antonio Bonardo
Chief Public Affairs
Officer

“ Private employment agencies encountered significant challenges in 2025. Various factors contributed to this, including a tough economic climate, the disparity between skill supply and demand in a rigid job market, and geopolitical tensions.

Despite these hurdles, private employment agencies strived to enhance their efficiency and reach more jobseekers through both physical offices and online platforms. HR managers globally are recognising that flexible workforce solutions are essential in this rapidly changing environment.

Agencies are continuously innovating, utilising technology to expedite the matching of candidates with job opportunities and offering customised workforce solutions.

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

Every year, the Group renews its collaboration with global, European, and national institutions, aiming to actively foster a sustainable labour market through initiatives that include political risk planning and mitigation. Since late 2010, the Group has been affiliated with the World Employment Confederation (WEC), the international body of employment agencies. Gi Group Holding is a Global Corporate Member of this confederation and partners with WEC – Europe, of which I am the chair, having been elected on January 1st 2026.



Antonio Bonardo
Chief Public Affairs Officer

Regarding youth training, Gi Group Holding has been a partner of the European Alliance for Apprenticeships since 2015. This alliance, which was established by the European Commission, is a network of businesses and training organisations that promotes apprenticeships in schools and companies, providing young people and families access to these opportunities.

Aligned with the goal of making work more sustainable, Gi Group Holding has joined the Coalition for Social Justice initiated by the ILO (International Labour Organization). This partnership aims to foster collaborations that enhance the impact of the Sustainable Work pathway, creating new avenues for broadening the scope and actions aimed at building a future of social justice for all.



8.1

Public Affairs



8.1.1 Local Initiatives

Italy

The Milan Longevity Summit

As part of the Milan Longevity Summit, INTOO hosted a multidisciplinary event dedicated to exploring how organisations can respond to evolving demographic, social and workplace dynamics. The programme addressed several key themes, including effective intergenerational dialogue within companies, corporate support for employees with family care responsibilities, and strategies for promoting long-term wellbeing by fostering a sustainable balance between professional and personal life. Discussions also focused on how organisations can plan for longevity in the workforce, adapting people management practices to demographic trends and supporting employees in navigating different life stages. The event was complemented by a series of thematic labs, such as sessions on the “sandwich generation” (i.e., people between the ages of 40 and 60 who are “sandwiched” between caring for their children and their elderly parents), women’s financial culture, economic independence and longevity planning, offering participants practical tools and reflections for strengthening wellbeing, inclusion and resilience within the workplace.

Reindustrialisation: challenges to address and opportunities to seize

The process of transformation and reindustrialisation represents both a significant challenge and a major opportunity for all stakeholders involved. Implemented by INTOO in 2025 at the Palazzo del Lavoro in Milan, the project demonstrated how reindustrialisation can generate tangible, practical benefits: from strengthening a company’s public image to consolidating a relationship of trust between public institutions and trade unions. It also contributes to minimising legal costs, avoiding duplicated management expenses and streamlining operational processes, thereby reducing overall project timelines and costs.

Most importantly, reindustrialisation safeguards the professional future of employees and preserves the value of productive assets. In essence, it is an investment in future, sustainability, development and evolution.



Empowerment Pathways and Parenting Support

In March, the Auditorium at the Palazzo del Lavoro in Milan hosted “DiciottoPiù (18 plus): We Care, We Empower – Empowerment Pathways and Parenting Support”, an event designed to foster dialogue on women’s employability, demographic challenges and the role of organisations in supporting parenthood. The discussion drew on insights from the study “Women, Work and Demographic Challenges”, conducted by Fondazione Gi Group and Valore D (Value D), and on the experience of the DiciottoPiù project, which since 2023 has supported 138 individuals through guidance, psychological support and material assistance aimed at strengthening parenting and financial autonomy. The event featured presentations by Regione Lombardia (Lombardy’s regional government) and several corporate partners, who reflected on how companies can promote women’s employability and help ensure that parenthood and professional growth are no longer perceived as conflicting goals.

The Dedalo Laboratory: Institutional Engagement

In 2025, Fondazione Gi Group strengthened its institutional engagement through the Dedalo Laboratory, a permanent digital observatory on the NEET phenomenon. The project was formally presented at the Italian parliament in Rome during the event “NEET: Young People Are Not Invisible: Challenges and Solutions for Unlocking the Resources of the Future”, which brought together leading institutional representatives and experts. The opening session featured speeches by the President of Fondazione Gi Group alongside the Chair of the Labour Committee of the Chamber of Deputies, and by senior representatives of INPS (Istituto Nazionale della Previdenza Sociale, Italy’s National Institute for Social Security), ISTAT, Eurofound, Fondazione Cariplo, ANP and members of parliament. The event concluded with remarks by the Undersecretary to the Presidency of the Council of Ministers (i.e., the prime minister and cabinet) and the Deputy Minister of Labour and Social Policies.

On this occasion, the Chair of the Labour Committee announced the launch of the legislative process to make 9 July the National Day for Combating the NEET Phenomenon.

Through Dedalo, Fondazione Gi Group has positioned itself as a credible institutional partner, contributing evidence, analysis and advocacy to support public policy aimed at addressing one of the country’s most urgent social challenges.

Focus on Gender Equality

The commitment of the Group’s companies to gender equality translated into a structured internal transformation process which, in June 2024, led Gi Group and four of its Italian subsidiaries to obtain UNI/PdR 125:2022 Gender Equality Certification. This milestone builds on the work initiated in 2022 with the signing of the Carta delle Pari Opportunità e l’Uguaglianza sul Lavoro (Italian Diversity Charter, promoted by Fondazione Sodalitas), and has significantly strengthened organisational awareness of gender-related issues. The management system introduced through the certification has helped embed more equitable and inclusive practices across processes and decision-making, while also influencing corporate culture, everyday behaviours and leadership approaches. Complementary initiatives, including adherence to the Manifesto della Comunicazione Non Ostile (Non-Hostile Communication Manifesto) and the Manifesto per la Parità di Genere nella Filiera Italiana (Manifesto for Gender Equality in the Italian Supply Chain), further reinforced a shared commitment to respectful communication, inclusion and continuous improvement in building fairer and more gender-balanced workplaces.



Participation at Forum PA 2025

Gi Group Holding took part in the 2025 edition of Forum PA, contributing to the national discussion on the evolution of Public Administration in the age of Artificial Intelligence. We focused on how AI is reshaping the role and responsibilities of HR functions within the public sector – from the communication and management of recruitment processes to human capital development, talent attraction and continuous training. The session offered a practical reflection on the pathways needed to make Public Administration a more attractive, inclusive and future ready environment that's capable of responding effectively to the complexities of the present.

China

Training Program on the Impact of Emerging Technologies and Vocational Training Design in Costa Rica

On July 4, Gi Group Holding Greater China participated in the Costa Rica Emerging Technology and Vocational Training Design Program in Ningbo, cooperating with multiple Costa Rican institutions to explore the integration of technology and vocational training. Weibing Liu, Country Manager of Gi Group Holding Greater China, shared insights on China's employment and talent mobility, and answered questions in Spanish. This cross-border exchange demonstrates the enterprise's professional strength and social responsibility, laying a solid foundation for future global talent cooperation.



Germany

Talent Without Borders

Since joining the EURES network (a European Commission initiative that promotes mobility within the EU labour market) in 2023, Gi Group Germany has continued to expand its support for international candidates. Through EURES, job-seekers and employers all over Europe gain access to cross-border opportunities and practical information on living and working conditions in different countries. In 2025, we further strengthened this commitment by enhancing the services offered to foreign applicants entering the German labour market.

Harmonising International Mobility Standards

We have developed an important initiative aimed at establishing uniform standards for international mobility within the employers' association.

This work became particularly significant following the merger of several associations into GVP (Gesamtverband der Personaldienstleister, the General Association of Personnel Service Providers), requiring a comprehensive review and alignment of existing practices.

The standards have now been formally adopted and rolled out throughout the company, ensuring consistency, transparency and compliance in all mobility-related processes. Gi Group Holding continues to play a leading role in reviewing and refining these standards, reinforcing our commitment to responsible governance and high-quality international mobility management.



Difference Is Strength

Our team in Germany has signed the Charta der Vielfalt, the national Diversity Charter, reaffirming our commitment to fostering an inclusive and respectful workplace. In 2025, we continued to advance this commitment by embedding diversity and inclusion principles more deeply into our organisational culture. This includes recognising and embracing differences across age, nationality, gender identity, ability, sexual orientation and belief, and promoting an environment where inclusion is actively practised. Through ongoing awareness initiatives and internal engagement, we aim to ensure that diversity remains a source of strength and a driver of long-term, sustainable growth.



India

Empowering Youth, Women, and Communities: Our Commitment to Meaningful Employment

We are dedicated to driving positive change through impactful employment initiatives. We have successfully hired approximately 6500 young professionals across India for our Retail FMCG clients, empowering them with career opportunities and skill development. Our commitment to women's workforce participation is evident in the recruitment of 900+ women employees across Retail and Manufacturing sectors, fostering inclusivity and economic independence.

Additionally, we have forged strong collaborations with esteemed organizations such as Magicbus Foundation, Reliance Foundation, Centum Foundation, Dharavi Redevelopment Project, Hope Foundation further strengthening our mission to uplift communities.

Our support for skill-building programs is reflected in the hiring of 350 candidates under the National Apprenticeship Promotion Scheme (NAPS) across Manufacturing and Food Retail sectors in South, West, and North India.

The UK and Ireland

Supporting Young People and Schools in 2025

In 2025, our UK team continued to strengthen its engagement with local schools and young people through a comprehensive set of initiatives designed to enhance employability, inclusion and career readiness. Throughout the year, we supported inclusion students by developing interviewing skills, delivered CV workshops for post-16 learners, and provided guidance on career pathways, including a dedicated session on finance careers followed by a Q&A. We also contributed to employer board meetings to discuss current and future workforce needs, collaborated with school representatives to align educational and labour market expectations, and offered multiple work experience opportunities, including T-Level (Technical Level) placements and short placements for Year 10 pupils. Furthermore, we promoted community wellbeing through charity activities and CPR (cardiopulmonary resuscitation) training. Together, these initiatives reflect our ongoing commitment to equipping young people with the skills, confidence and exposure needed to navigate the world of work successfully.

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, training and career guidance 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 @ School: Corporate Volunteering for Youth Empowerment

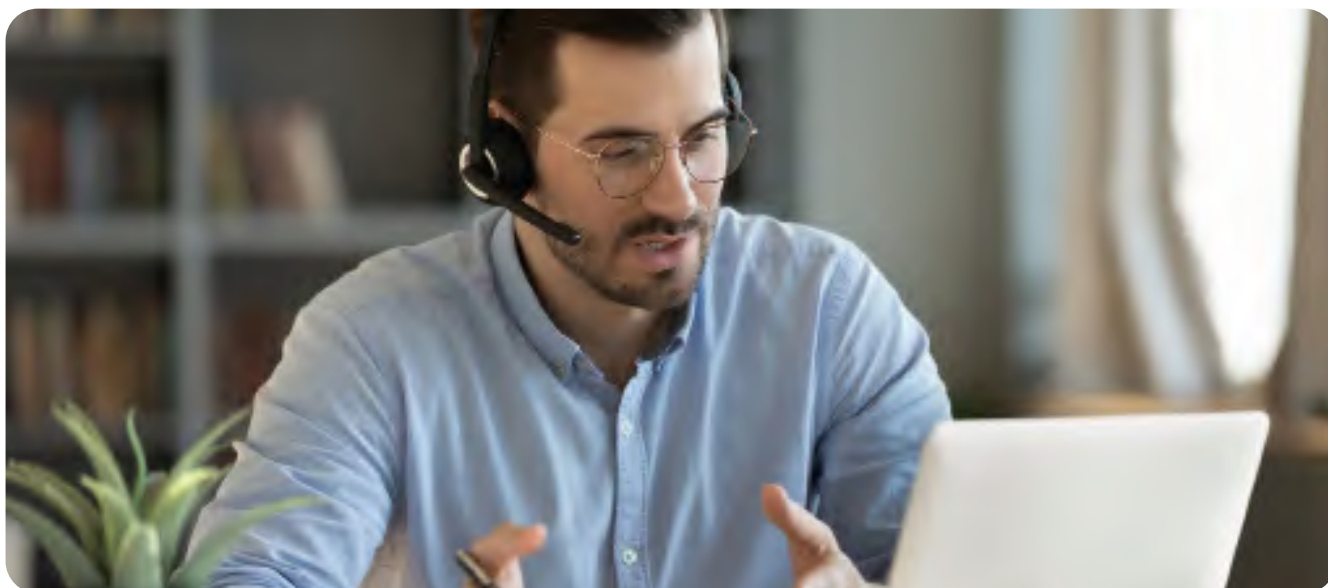
In 2025, Gi Group Holding strengthened its corporate volunteering commitment through Destination Work @ School, the Group's CSR (Corporate Social Responsibility) initiative designed to help young people develop a more informed and confident approach to the world of work. The programme, which is aligned with our Sustainable Work objectives and Fondazione Gi Group's focus on youth and NEET prevention, engaged first and second-year upper secondary students throughout Italy. More than 200 employee volunteers played a central role in delivering the initiative, particularly through "Storie in costruzione" (Stories under construction), a game-based activity implemented directly in classrooms to help students explore their talents, interests and aspirations. As in previous editions, all volunteers received dedicated training to ensure high-quality delivery of the activities. The programme was launched with the hybrid event "Sfidarsi per crescere" (Challenging yourself to grow), which reached over 3,600 students nationwide and introduced a positive narrative of work as a pathway to self-discovery and personal growth. Through this initiative, our people contributed directly to empowering younger generations and supporting them in navigating key educational and career choices.

Mentorship project by Intoo

For national women's associations such as Lean In and NoiD, support was provided in the matching process and in the initial training phase of their mentorship programmes. The matching activity involved analysing the professional profiles and development needs of 76 participants, both mentors and mentees. Using structured criteria – including competencies, objectives and seniority – the most effective pairings were identified. The outcome was a coherent network of 38 mentor-mentee pairs, designed to maximise learning, exchange and mutual growth.

The Unicredit Relay Marathon

On Sunday 6 April 2025, 32 colleagues from Gi Group Holding took part in the Unicredit Relay Marathon, running in eight relay teams to raise funds in support of the projects of I Gigli del Campo (Wild Lilies), AGPD (Associazione Genitori Persone con Sindrome di Down, the Association of Parents of People with Down's Syndrome) and La Grande Casa (the Big House) – organisations and non profits with which the Group collaborates and that are committed to combating social and labour exclusion. This collective effort reflects our ongoing dedication to promoting inclusion and strengthening the impact of the communities we support.



Summer Charity Dinner – An Extraordinary Evening

Among the initiatives designed to create moments of connection and community, a special mention goes to the 2025 edition of the Summer Charity Dinner, an event that—each year—is organised by a spontaneous and diverse group of colleagues committed to supporting causes aligned with our values.

The charity dinner, Una Serata Straordinaria (An Extraordinary Evening), was held on 24 June at the Oratorio San Giovanni Bosco in Baranzate, in support of Fondazione La Rotonda’s project L’accademia dei giorni straordinari (The Academy of Extraordinary Days). The event created a social and solidarity-driven moment for colleagues and their families to come together, reconnect and enjoy time as a community.

Thanks to the contribution of all volunteers involved in organising the evening with their teams, participants had the opportunity to learn more about the work of Fondazione La Rotonda—which for 15 years has been promoting social inclusion in the municipality of Baranzate (MI)—and about the specific project supported through the donation: a new after-school space dedicated to children aged 8 to 13.

Continued Partnerships with Homo Faber and Cometa

In 2025, Gi Group Holding continued to strengthen its long-standing partnerships with Homo Faber and **Cometa**, two organisations that are deeply committed to social inclusion, education and the reintegration of vulnerable individuals.

Homo Faber, the social cooperative that was established in 2006 on the initiative of Gi Group, continues to offer inmates at the prison in Como the opportunity to acquire both theoretical and practical skills to become Graphic and Office Operators – an experience that supports personal growth, responsibility and preparation for social reintegration.

At the same time, the collaboration with Cometa also progressed throughout 2025. Cometa, which has been active since 1986 in supporting children, young people and families, has developed innovative educational and social inclusion programmes, including the Oliver Twist School, a vocational training centre for students aged 14 to 18.

The school promotes an educational approach rooted in hands-on learning and the value of work as a space for cultural, professional and personal development.

In 2025, two funded courses for 23 young people from Cometa were successfully completed:

- the 290-hour “Minimaster in Hospitality”, which began in 2024
- the 168-hour “Minimaster in Housekeeping”

Continued Support for Long-Standing Social Partnerships

In 2025, Gi Group Holding continued to support several long-standing partners committed to education, social inclusion and community welfare. The collaboration with **BITeB** was renewed through the donation and refurbishment of used IT equipment, an activity conducted with the involvement of colleagues from the IT department and other teams.

The Group also maintained its support for **Fondazione Banco Alimentare** (the Food Bank Foundation) and **Associazione Hafaliana – La Gioia**, contributing through targeted one-off initiatives that help sustain their work in assisting people in need and supporting humanitarian projects in Madagascar. The partnership with ASLAM, one of the partners at the Milan Training Hub, continued into 2025.

Reaffirmed its commitment to fostering education, inclusion and social support across the communities it serves.

China

Chinese New Year public welfare care

On January 11th, the 2025 Chinese New Year public welfare care event was held in Shenzhen, hosted by the city’s Association of Persons with Physical Disabilities and caring enterprises. Disability Care Event

Targeting 100 financially disadvantaged disabled households, it delivered practical New Year gift packages and sincere wishes. Gi Group Holding Greater China supported the event via donation, joined the on-site activity and earned a public welfare honor for its contribution.

World Red Cross Day Event

On the 78th World Red Cross Day, Gi Group Holding Greater China participated in a themed event hosted by the Ningbo Red Cross Society at Tianyi Square. As a corporate social responsibility practitioner, we set up an “Employment Counseling” zone to support urban builders and new employment groups by popularizing first aid skills, providing vocational training and policy consultation. Adhering to the public welfare core of “teaching people to fish,” Gi Group Holding Greater China focuses on addressing new employment groups’ career pain points and strives to build a warm social environment through professional services.

Germany

Supporting Refugees in Entering the Labour Market

In 2025, Gi Group Holding Germany continued to advance its commitment to refugee inclusion through its partnership with the Jobturbo network, an initiative designed to help refugees – particularly those arriving from Ukraine – enter the labour market. Through language support, integration courses and accessible job opportunities, the programme equips people with the tools they need in navigating their next chapter. In order to further ease onboarding, employment contracts are now available in German, English and Ukrainian.

The Group also strengthened its engagement by remaining an active member of two key networks promoting refugee integration. The first, Tent for Refugees, is a global coalition that connects businesses with displaced people through hiring events, coaching and targeted support. The second, Netzwerk Unternehmen integrieren Geflüchtete (the Network of Companies Integrating Refugees), led by the German Chamber of Commerce and Industry (DIHK, Deutsche Industrie- und Handelskammer), brings together companies that are committed to long-term, sustainable integration.

These ongoing partnerships reflect our belief that access to work is one of the most powerful drivers of recovery, autonomy and community resilience.



India

Multigenerational Workforce Research Report

Gi Group Holding India, in collaboration with its partner Valuvox, has released the annual research report **“The Multigenerational Workforce.”** This comprehensive study explores the dynamics, expectations and working styles of three generations coexisting and thriving in today’s workplace. The report provides insights into how organisations can better understand, engage and support a diverse workforce across age groups.

A Back-to-Work Initiative for Women

An initiative has been developed to support women in returning to the workforce and restarting their careers. The programme focuses on enhancing women’s employment opportunities and creating sustainable, relevant and skills-aligned job pathways. It is designed to provide structured support, improve employability and facilitate long-term career reintegration. This is an ongoing initiative.

The Books for All Initiative: Promoting Education and Community Wellbeing

In 2025, Gi Group Holding India collaborated with Books for All to reaffirm its commitment to sustainable development and community empowerment. As part of this partnership, we organised the “Books for All Initiative”, a company-wide book donation drive aimed at expanding access to learning resources for underserved communities. At Gi Group Holding India, we believe in the transformative power of knowledge and in the importance of giving back to society. By investing in education and supporting community welfare, we contribute to long-term social prosperity and help create more equitable opportunities for future generations.

Recognition from the Hope Foundation and the Magic Bus Foundation

Gi Group received formal recognition from the Hope Foundation for its successful temporary and permanent placements. The award, which was presented during the HR Conclave in Bangalore, highlighted the positive impact of our collaboration and the quality of our contribution to employability initiatives. It marked an important milestone for our team, as the Hope Foundation publicly commended the organisation’s commitment and results. Gi Group India collaborated with several NGOs – including 1M1B, the Magic Bus Foundation, the Times Foundation, the Centum Foundation, the Hope Foundation and TNS (TechnoServe) India – to support programmes aimed at enhancing skills, employability and social inclusion for individuals from underserved communities.

Empowering Women through Employability: Partnership with the Setu Foundation

In 2025, Gi Group Holding India strengthened its commitment to social impact by collaborating with the Setu Foundation to enhance employability opportunities for underprivileged women as part of our CSR initiatives.

Through this partnership, we supported participants in developing essential skills, increasing their confidence and improving their access to sustainable employment pathways. The initiative reflects our broader commitment to fostering inclusion, promoting economic independence and enabling women from disadvantaged backgrounds to build stronger, more resilient futures.



Slovakia

Supporting Animal Welfare through Local Volunteering in Slovakia

In 2025, our team in Slovakia strengthened its commitment to community engagement by supporting a local dog shelter through hands-on volunteering activities. Employees had the opportunity to contribute directly to the wellbeing of the animals by assisting with daily tasks such as feeding, cleaning and walking the dogs that live there. This initiative not only provided essential support to the shelter, but also fostered a sense of solidarity, responsibility and shared purpose among our people. By dedicating time and care to a vulnerable part of the community, our volunteers helped create a tangible positive impact while reinforcing the Group’s broader commitment to social responsibility and local engagement.



The UK and Ireland

Community Volunteering Initiatives in 2025

In 2025, Gi Group Holding UK strengthened its commitment to community wellbeing through a series of meaningful volunteering activities. Colleagues supported a local turtle sanctuary, contributing to the protection and care of marine wildlife through activities such as habitat maintenance, feeding and monitoring. At the same time, employees also volunteered in a hospice, offering practical assistance and compassionate support to patients and staff. These initiatives reflect the organisation’s dedication to fostering social responsibility, deepening its engagement with local communities and contributing to the wellbeing of both people and the environment.

Volunteering in Local Schools

In 2025, Gi Group Holding UK employees actively supported local schools through a series of volunteering initiatives aimed at strengthening students’ employability skills. Colleagues dedicated their time to conducting mock interviews, providing personalised feedback and helping students build confidence in presenting themselves to future employers. Volunteers also delivered CV writing workshops, guiding young people in structuring their profiles, describing their strengths and understanding what recruiters look for. Through these activities, our people contributed to creating more inclusive and accessible pathways into the world of work, reinforcing the Group’s commitment to supporting youth development and fostering meaningful connections with the communities in which we operate.

Giving Back

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



9. The Environment

The United Nations 2030 Agenda continues to define a shared pathway towards a more sustainable and equitable future. The impacts of climate change are no longer distant or abstract – they are unfolding in real time and becoming increasingly difficult to ignore. While some governments have accelerated their commitments, global progress remains uneven. What is clear is that no sector can afford to delay action.

The transition to a greener, more circular economy is reshaping how we consume, travel and work, with profound implications for daily life. As industries rethink their models, the demand for **new skills** and **new ways of working** is rapidly increasing. For Gi Group Holding, this is not a peripheral trend: it is directly connected to our purpose and to the sustainable future of work we are committed to advancing.

Climate change is, above all, a **human challenge**. It reflects the systems we design, the decisions we take and the type of future we choose to invest in. When people understand their role within these broader systems, they become active drivers of change. For this reason, throughout 2025 we continued to strengthen awareness across our organisation, **reducing our environmental footprint** and **fostering a culture of responsibility** throughout our global workforce.

Taking into consideration the environmental pillar, even if our impact is intrinsically limited, embedding sustainability into our daily operations remains a strategic priority. In this context, the **ISO 14001** framework continues to serve as an important point of reference for structuring environmental management and guiding companies in integrating sustainability principles into their processes.

Gi Group Holding S.p.A. maintained its **ISO 14001:2015 certification** throughout the year, reflecting a consistent operational commitment to environmental responsibility and alignment with the broader objectives of our sustainability strategy.

Operational Architecture

Italy

- Gi Group SPA
- Gi Formazione SRL
- INTOO SRL
- Tack TMI SRL
- OD&M SRL
- ENGINIUM SRL
- GI BPO S.r.l.
- GI GROUP HOLDING SPA

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 GROUP OUTSOURCING 2016 S.L

Turkey

- GI GROUP AND WYSER TURKEY SEÇME VE YERLEŞTİRME A.ŞUK

UK

- GI GROUP HOLDINGS RECRUITMENT LT



10.

Our Sustainability Plan

In 2025, we further strengthened our commitment to Sustainable Work, building on the foundations laid by the **Sustainable Work Manifesto** and advancing the evolution of our group-wide Sustainability Plan. Together with our corporate mission, this plan continues to guide our ambition to shape a labour market that is **sustainable, inclusive**, and capable of **responding to the complex challenges** emerging worldwide.

The plan is structured around four strategic pillars that steer our actions across all countries and business lines: **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 reinforced each year through coordinated initiatives that involve multiple functions and geographies. In 2025, our commitment took a significant step forward with the publication of two new Global High-Level Policies: the **Occupational Health & Safety Global Policy** and the **Environmental Global Policy**. These documents turn our values into clear, group-wide standards and strengthen our ability to act consistently in two areas that are central to our vision of Sustainable Work: **protecting people and safeguarding the environment**.

Their introduction reflects our determination to embed responsibility into everyday operations and to support all countries in adopting practices that promote safe workplaces and reduce environmental impact. This year also saw important progress in our alignment with the European Union’s Corporate Sustainability Reporting Directive (**CSRD**). Working closely with external experts, we continued to refine our reporting processes, governance structures, and data collection systems in order to ensure full ESG (Environmental, Social and Governance) criteria integration across the Group.

This effort is not only a regulatory requirement: it is helping us develop a more robust and reliable enhancement of our organisation, improving our ability to map information, monitor performance, and communicate transparently with stakeholders. Indeed, over the course of 2025, the Group initiated its first comprehensive **data collection** exercise in all the countries in which it operates, with the aim of identifying areas for improvement in the gathering and aggregation of sustainability-related information. This effort marks an important step towards strengthening the robustness, comparability, and reliability of the Group’s reporting processes in line with evolving regulatory expectations.

Alongside our CSRD project, we launched a new wave of initiatives in 2025 focused on **governance, culture**, and **social impact**, each of which contributed to our ambition to be recognised as a Champion of Sustainable Work. These initiatives reflect a broader transformation: a shift towards a more responsible, resilient, and future-oriented way of operating, grounded in shared values and collective commitment. Through these initiatives, the Group reaffirms its commitment to responsible business practices and sustainable development, striving to meet the evolving expectations of legislators, investors, clients, and the broader community.



Strengthening Corporate Governance and Culture

- Updating our training and monitoring programmes relating to our **global policies**, by reviewing our approach and creating interlinked modules dedicated to ESG criteria.
- Improving data collection and analysis processes in order to progress towards **CSRD compliance**.
- Developing new projects, campaigns, and content across all candidate and employee touchpoints, strengthening the consistency and visibility of our value proposition.

Promoting the Culture of Sustainable Work

- Supporting **Fondazione Gi Group** through coordinated local and global promotion activities, engaging both internal and external stakeholders.
- Expanding initiatives aimed at promoting the **Sustainable Work framework** to a broader internal and external audience.
- Advancing the **dissemination** of the Sustainable Work concept through partnerships with institutional and third-sector organisations.

Enhancing Our Value Proposition with Greater Social Impact

- Developing **guidance and training initiatives** – particularly for young people – in order to help reduce the number of individuals at risk of becoming NEETs (Not in Education, Employment, or Training).
- Supporting labour market inclusion by providing tailored services and tools that support **access to employment**, with particular attention to vulnerable groups.

	PEOPLE	COMPANIES	SOCIETY
Decent & Safe Work	Advancing safe and compliant working conditions, supported by the rollout of new Group-Wide High-Level Policies on workers’ fundamental rights, further reinforcing our commitment to dignity, autonomy, and a broad, shared understanding of workplace protections.	Addressing the risks of exploitation all along the value chain by strengthening reporting practices and fostering fair and respectful forms of collaboration, recognising each worker as a person with rights and aspirations rather than a mere operational resource.	Maintaining active collaboration with international partners through supranational working groups, contributing to the wider dissemination, understanding, and uptake of the Sustainable Work framework.

	PEOPLE	COMPANIES	SOCIETY AND INSTITUTIONS
Employability & Satisfaction	Being a trusted sidekick for people by investing in lifelong learning, enhancing skills, and providing training and career guidance that support candidates and employees throughout every stage of their career journey.	Being a trusted sidekick for companies by delivering sustainable and flexible workforce solutions that facilitate career transitions, address skills shortages, and help organisations adapt to an evolving labour market.	Implementing practical initiatives – such as mentoring pathways for junior profiles – in order to facilitate smoother transitions into employment and address persistent challenges, including the skills gap and youth disengagement.
Diversity, Equity & Inclusion	Promoting job satisfaction and safeguarded individual wellbeing – both psychological and physical – by embedding the principles of our Global High-Level Policy on Diversity, Equity and Inclusion.	Guaranteeing respect for – and the 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 in order 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	Fostering professional relationships grounded in trust, recognition of individual strengths, and a strong sense of collective belonging.	Prioritising responsible innovation by balancing efficiency and productivity with the ethical and transparent use of emerging technologies, including AI. Improving integration of environmental and social considerations into governance processes in order to partnering with companies/clients with the same goals.	Expanding our collaboration with institutional partners in order to enhance the industry’s positioning, recognising our business as a useful driver for enabling long-term sustainable growth, improving the alignment between the needs of the labour market and the skills on offer, and reducing the number of NEETs.

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