Gi GROUP UK
CORPORATE
SOCIAL
RESPONSIBILITY
REPORT 2016







Introduction

Welcome to the third edition of the Gi Group UK's CSR activity update.

We have now been operating our CSR programme for more than two years, during which time we have learnt a great deal as a business. In particular, we have discovered where we can really add value and this is now influencing how and where we concentrate our CSR efforts to make the greatest possible impact as a responsible business.

The content of this year's report reflects that in covering the following four areas:-

- Gi Group International
- Gi Group UK Awards
- Activity Review 2016
- Direction for 2017

Delivering our commitment to operate as a socially responsible business remains at the forefront of the relationships we hold with all key stakeholders.

We hope you enjoy reading the report and we invite you to support the development of our programme whenever it is possible to do so.





Gi Group International

WHO WE ARE

Gi Group is a leading multinational employment company, as well as one of the main players at global level involved in services dedicated to the development of the labour market. The Group, which is headquartered in Milan, Italy, operates in the following areas:

- Temporary, permanent and professional staffing
- Search & selection
- Executive search
- Outsourcing
- Training
- Outplacement
- HR consultancy











OUR MISSION:

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

Gi Group's mission represents the foundation of the company's corporate social responsibility and it shows the direction the Group needs to follow. It describes the way Gi Group wants to manage its business and the way in which the company wants to be part of the development of society.

In 2016, Gi Group offered services to over 12,000 companies with a turnover of around 1.6 billion Euros. The Group operates in more than 40 countries in Europe, APAC, the Americas and Africa with its own offices and through partnership agreements.



Gi Group's first global CSR event, Destination Work, was held on Saturday 22nd October 2016.

Events were held in 12 countries and resulted in thousands of young, unemployed people visiting our offices to receive training and advice which will improve their chances of finding suitable permanent or temporary work. Hundreds of Gi Group employees dedicated their free time to make the event a great success, with social media updates and posts helping to promote the events taking place both during and after the day itself.

Destination Work confirmed our intent to become influential in developing both the labour market and supporting local communities in as many countries in which we have a presence as it is possible to do so.







CSR MILESTONES

Starting from its Mission and Values, Gi Group has developed some global initiatives to underpin its Corporate Social Responsibility programme:

■ April 2014 International Code of Ethics publication and adoption

■ June 2014

CSR Team set-up, aimed at supervising the Code of Ethics observance

■ September 2014 Internal policy "Company Procedure - Adoption of the Code of Ethics, management of requests, reports and complaints" issued

■ January 2015

Launch, at international level, of a common volunteering activity for 2015 - aimed at organising local projects to foster employability among disadvantaged people

April 2015

First International Gi Group CSR Report issued

October 2015

New CSR governance body appointed: CSR Committee, aimed at creating and implementing Gi Group international CSR strategy

December 2015

Stakeholders' needs analysis: internal employees international survey launched

January 2016

Stakeholders' needs analysis: local Institutions and Associations international survey launched

April 2016

International Gi Group CSR Report 2016 issued

October 2016

Destination Work – first global CSR

UK Structure GI GROUP UK CSR MANAGEMENT FRAMEWORK

Executive Management Team

Approve strategic objectives, take part in committees and CSR activities.

CSR Committee Chair, Group Training & Compliance Manager & Five Staff Representatives

Develop & implement CSR strategy, lead and take part in CSR activities.

Charity Committee

Develop & implement fundraising activities for chosen charity.

Organise and take part in activities.



Gi Group UK Awards



Members of the Gi Group UK CSR Committee receiving the 2016 REC award for Best CSR

> While it has never been a driver for our CSR programme it is always great to receive official recognition of our key initiatives by winning recognisable, credible awards.

To date our roll of honour is as follows:

2013 – Business in the Community National Award in the Workplace, Talent and Skills category

2014 – Recruitment and Employment Confederation's Institute of Recruitment Professionals' National Award in the Best CSR Practitioner category

2014 – Business in the Community Reaccreditation with a "Big Tick" for our 2013 Award-winning Workplace, Talent and Skills programme

2015 – Recruiter Magazine's Investing in Talent Award, winner of the Most Effective **Employability Strategy**

2015 – Business in the Community's East Midlands Volunteer of the Year award

2015 - Business in the Community Reaccreditation with a "Big Tick" by the BITC for our 2013 Award-winning Workplace, Talent and Skills programme

2015 – Personnel Today magazine – reached the final shortlist for the Award for Excellence in Learning and Development

2016 – Recruitment and Employment Confederation's Institute of Recruitment Professionals' award for the Best CSR Practitioner (this was the second time we have won the award with our entry focused on the volunteering activity that we complete with schools)



employees have

graduated from

our Management

Academy

programme.

Activity Review 2016

We committed to further develop an environment which promotes the health and wellbeing of both temporary workers and permanent employees of Gi Group UK. Also, to ensure that effective support mechanisms were in place to enable temporary workers and permanent employees to fulfil their potential and to improve internal communication and working relationships across all business units.

2016 WORKPLACE ACTIVITIES



















The Academy

Over the last nine years, 129 employees have graduated from our Management Academy programme. Nine members of our Site Managed Services (SMS) division graduated from the 2016 Academy by completing a series of leadership challenges at St. George's Park (home of the Football Association) in Burton on Trent.

The Academy continues to underpin our talent management programme. This year two more groups, one from the Branch Network and one from SMS, will be embarking on this year's programme with their graduation scheduled for early in 2018.

Employee Survey Results

At the end of 2016, all permanent employees of Gi Group UK were invited to complete an employee survey and we had a tremendous response.

The results are collated and analysed and the UK Executive Management Team (EMT) and Heads of Department review the results and together decide what actions should be taken.

We are delighted to report that:



of UK employees confirmed that they enjoy their job.



of UK employees see their long term future with the Gi Group.



of UK employees stated that working for Gi Group provides them with an opportunity to be as good as they can be.











EMPLOYABILITY, SKILLS AND LEARNING

apprenticeships in 2016

R Our Employability, Skills and Learning (ESL) division was responsible for the delivery of 352 apprenticeships in 2016 (an increase of 65 on 2015).

Temporary workers completed apprenticeships in Performing Manufacturing Operations, Warehouse and Storage, Business Improvement Techniques and Team Leading. Internal employees completed apprenticeships in Business Administration.

In 2017 we will extend our apprenticeship offering to internal employees by adding qualifications in Leadership and Recruitment Consultancy and Business Improvement Techniques.

The ESL team also successfully negotiated an OFSTED inspection, achieving a creditable rating of "Grade 2 Good".

© 2016 TARGETS & RESULTS

Introduce a personality and skills profiling product which supports the internal recruitment process and helps to reduce the turnover of employees within their first 12 months of employment by 5%.

During the course of the year we have evaluated several potential skills profiling products. A benchmarking process was completed and we are now in a position to introduce a product to support our internal training programme in 2017.

Aim for all locations within the branch network to employ at least one apprentice.

All locations within the branch network employed a Business Administration apprentice.

Introduce an occupational health service which supports temporary workers back into work and reduces the amount of sick pay paid as an overall percentage of the payroll - from 0.26% to 0.16%.

An occupational health service was introduced and we reduced sick pay as an overall % of our payroll to 0.15%.

Improve overall awareness of CSR and involvement in our annual programme by introducing an online training module as part of our core operations training schedule.

A specific section on CSR has been included in our new core operations online training modules.

Evaluate the effectiveness of our current internal training programmes to ensure that they remain fit for purpose in 2017 and beyond.

The existing internal training programme has been redeveloped to suit the challenges we face in 2017 and to support the growth of the business. New online modules are in place and the "Gi Group Experience" workshops have been introduced to enhance the core operations training programme.

© Ensure that the extended senior management meetings facilitate the implementation of the key initiatives resulting from the employee survey.

In addition to initiatives that have been introduced as part of the process of achieving our CSR targets, the following are now also in place:

- Sales presentation tablets
- Intranet relaunch project
- Internal knowledge library
- Company suggestion box
- Existing client "Service and Innovation Audit"
- Childcare voucher scheme
- New acceptable IT Usage Policy
- Introduction of electronic Flexible Employee Handbooks







Community

We committed to continue to provide volunteering opportunities to those who wish to do so with an increased participation in Give and Gain Day, working with schools and colleges and fundraising activities for our chosen charity.

2016 VOLUNTEERING ACTIVITIES

Employee volunteering is increasingly becoming culturally normal in many businesses across the UK. Employees are becoming more aware of the importance and benefits of investing their time and skills in supporting their local communities and having a positive impact on social issues which affect us all.

Taking this into account, we would like to thank all Gi Group UK colleagues who gave up their personal time to volunteer in 2016.

members of our staff took part in four events

Give & Gain Day

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

Last year, 62 members of our staff took part in four events, those

- Da Vinci Community School, Derby our team was assigned to grounds maintenance duties and also rebuilt part of the school aarden.
- Redgate Farm Animal Sanctuary, Leicestershire our Midlands team revamped a visitor area called 'Goose Meadow'.
- Sutton Park Primary School, Hull team Gi Group set about some maintenance work in the area around a new support unit building and built a school garden.
- Enham Trust, Andover our team took part in an Art Project designed to improve the environment for patients and visitors of the neurological unit.

Gi Group UK will, once again, participate in Give and Gain Day in 2017.



















Working With Schools

During the last two years various members of the UK team have invested many hours working with local schools and have supported a diverse range of pupils. In fact we consider ourselves as specialists in this area given the extensive experience we now have.

We are committed to further developing this line of community work in 2017.

Our volunteer programme includes:

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

In 2016 we predominantly supported schools in Oxford, Derby, Hull and Bridlington.

This year, we are exploring several other projects which will provide additional opportunities for volunteers to work with schools across the UK.

Read what Emma Walker, Branch Manager in Derby had to say:

Historically, my team has had students complete work experience in-branch and I also attended mock interview sessions, but I must admit that I had always been a little bit reluctant to become any further involved in volunteering activity.

That all changed once I attended a 'HumanUtopia Day' at da Vinci School in Derby. It was slightly daunting to start with but working with year 10 and 11 students to help them improve their behaviour and raise their aspirations was hugely rewarding for me - and hopefully a good experience for a number of the students as well!

I am looking forward to becoming involved in a student mentoring programme (also at da Vinci) which is a natural follow on from the 'HumanUtopia Day'.

I would encourage anyone to become involved in working with schools whenever you get the opportunity to do so.



2016 TARGETS & RESULTS

Raise £30k from all charity fundraising activities.

In the calendar year of 2016 we raised a total of £32,957 for Macmillan. A special mention to the Gi Group onsite team at Boots in Burton who alone contributed £4,543 to this total.

Continue to provide a total of 0.2% of employee working hours to complete volunteering opportunities on community projects.

We maintained the target of providing 0.2% of total employee working hours to the completion of volunteering activity.

Increase the involvement of Clients in community and fundraising activities.

We have increased the involvement of Clients in fundraising activities for Macmillan, our chosen charity partner. We still have work to do to involve them in other volunteering opportunities.

Increase the number of locations which provide support to BITC's **Business Class (working with** schools) programme.

Our work with schools has now increased to include the following relationships:

- da Vinci School, Derby
- St. Gregory the Great School, Oxford
- Headlands School, Bridlington
- Boulevard Academy, Hull
- Frederick Gough, Scunthorpe

Outside of the Business Class we are supporting the Enhancing Britain's Future programme and are now actively looking to build relationships with additional Academy groups across



Fundraising for Macmillan Cancer Support

We noticed that there was a significant increase in employee engagement (compared with that for our previous charity) since we began to raise funds for Macmillan Cancer Support, who are our chosen Charity of the Year partner.

Throughout 2016 it was great to see both the volume and variety of events taking place and, as a result, our initial target of £30,000 was smashed.

















Marketplace

We committed to continue to develop and deliver products which enhance our service offering to all stakeholders. To improve the sustainability and transparency of our supply chain in line with the Modern Slavery Act and increase stakeholders' knowledge of how our CSR programme is developing and the results that are being produced.















2016 TARGETS & RESULTS

Produce and communicate a slavery and human trafficking statement in line with the Modern Slavery Act which confirms our commitment to preventing modern slavery within our supply chain.

Our Prevention of Human Trafficking and Modern Slavery statement is available for circulation and can be found in the CSR section of our website.

Develop innovative methods of candidate attraction, selection and management which improve the all-round experience of temporary workers and permanent candidates.

Locations across the network utilised additional methods of candidate attraction, selection and management, however these initiatives were implemented outside of any formal co-ordination programme. In 2017 we have launched the "Candidate, Attraction, Retention and Engagement" programme – Project CARE – across all operational sites in the UK.

Host HR forums for key stakeholders which address important legislative challenges that businesses will face in 2016/17.

We held one forum in 2016 which focused on the Apprenticeship Levy. Further events will be held in 2017.

Introduce new products and service lines which enhance the overall service offering across our customer base.

During 2016 we introduced the Intoo outsourcing business to the UK and also purchased TACK International who are a global training provider based in the UK. A specific driving version of the Agility CRM has been developed for our SMS driving accounts. The Dynistics Management Information System was introduced to the SMS division.

Review our internal recruitment and management of information process to ensure it continues to meet the demands of the marketplace in 2016 and beyond.

We commenced a review of our internal process in the UK. This has now been put on hold as a global project is underway.



Environment

We committed to build on the environment-related activity completed to date and improve the effect we have on key environmental impacts that are within our control.



PERFORMANCE REPORT AGAINST 2016 TARGETS

Introduce initiatives which both co-ordinate and improve recycling activity across the operational network.

Several initiatives have been evaluated, however we are yet to implement a universal scheme. Our recycling survey did show a small increase in the level of recycling activity across the operational network but we still have work to do in this area during 2017. The introduction of electronic Flexible Employee Handbooks has greatly reduced the amount of paper used within the company.

Improve fuel efficiency for the top 20 high mileage users by 5%.

The miles completed per litre for our top 20 high mileage users dropped slightly from 9.56 to 9.29. Working on the fuel efficiency of this group will once again be a focus for the forthcoming year. Regular advice and tips have been issued through the course of the year.

Undertake a review of energy consumption at Head Office which results in the implementation of energy consumption reduction initiatives.

We have begun to use the ESOS report and recommendations to review energy consumption at Head Office. The first consideration is to switch to LED lighting.

We will continue to look at alternative ways of reducing energy consumption.



Improve fuel efficiency by

5%



improve recycling activity across the operational network



The first consideration is to switch to LED lighting











Direction for 2017

During the last three years, we have developed significantly as a responsible business by working towards specific commitments and targets.

Now that we have established the areas where we can make a real difference we have restructured our approach for 2017. While we have removed commitments and targets under the key areas of Marketplace, Workplace, Community and Environment, we have re-engineered these under the more relevant headings of the "3Es".

- Engaging Stakeholders
- Employment Initiatives
- Environment

OVERALL AIM

To remain and be universally recognised as the most socially responsible recruitment company in the UK.

To achieve this by focusing our activity on the following areas, where we can have the most impact:

Engaging Stakeholders

Internal employees through:

- Career development
- Volunteering
- Health and wellbeing

Clients through:

- Sustaining responsible relationships
- Innovative product development
- Market leading compliance
- Safe working environments

Suppliers through:

- Developing transparent supply chains
- Socially responsible purchasing
- Preventing exploitation within the supply chain

The wider business community through:

- Active partnerships
- Sharing and developing best practice
- Industry representation at a national level

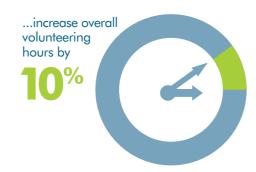
Specific, targeted engagement with internal employees, clients, suppliers and the wider business community will increase the prospect of achieving our overall aim.

Providing consistent opportunities for employees to contribute to our work with schools, general community projects and raising funds for our charity partner will help to attract and retain the best available talent.

We plan to...

£100,000

by the end of 2018







Developing and delivering effective career development programmes and recognising the direct relationship between health, wellbeing and peak performance will help retain talent and underpin our growth as a business.

The profile of a successful recruitment company in the eyes of a client is constantly evolving. Creating innovative products which prioritise compliance, will lead to the development of responsible, sustainable, low risk relationships for both our client base and temporary workers.

The introduction of the Modern Slavery Act 2015 has placed an even greater emphasis on the development of socially aware, transparent supply chains. The volume and variety of suppliers who we purchase from is not extensive but we will ensure that our supply chain is fit for purpose, free from exploitation and managed effectively.

We recognise our responsibility, as a market leader, to broaden our networks amongst the wider business community. Becoming an active member of trade associations or business networking groups will lead to the natural sharing of best practice and the development of both our own and our business partners' organisations.

Targets

- Raise a total of £100,000 for charity by the end of 2018. This total will include funds raised for our chosen charity partner and additional support provided to national fundraising days, such as, Red Nose Day and Children in Need.
- To increase overall volunteering hours by 10%.
- To continue to ensure our compliance programmes maintain our status as a market leader and support the development of transparency within customer supply in relation to the prevention of modern slavery. Ensuring our suppliers meet our key supplier criteria.

Employment Initiatives

Schools through:

- Employability workshops
- Student mentoring
- Senior leadership team support

Temporary workers through:

- Responsible recruitment
- Removing barriers to entry
- Improving employability through appropriate formal training opportunities
- Increasing customers' awareness of the available labour pool

By investing both time and money in people and utilising our core skills as recruiters we can help develop the workforce of the future and close the current skills gaps in the employment market place.

Our work with schools aims to help prevent a student's social background from hampering their success, both in school and in the world of work, with a particular focus on those who may not gain qualifications to secure work easily, as well as students whose main strengths may not be academic.

By not limiting applications by age, race, health or gender and providing people from these groups with access to our qualification programmes we can only increase their employability prospects.

Targets

- To increase the number of schools where we deliver employability-related activity by 40%.
- To implement initiatives which increase the employability chances of candidates who traditionally find it difficult to secure meaningful employment.

Environmental Focus

Fuel efficiency and energy consumption through:

- Targeting the top 20 highest mileage drivers
- Limiting emissions in our fleet
- Improved energy reduction initiatives and consumption management

Waste management and recycling through:

- Reduction in paper use
- Increasing recycling opportunities across all sections of the business

As a service provider, our direct impact on the environment is not as significant as companies operating in some other market sectors. However, this does not mean that we take our responsibility lightly.

Our accreditation to ISO 14001 confirms our commitment to reduce the environmental impacts under our control whilst still being able to carry out our key, day to day activities to the expected high standard.

As a result, we have identified two key areas to focus on. Firstly, waste management and recycling, with a particular emphasis on the use of paper. Secondly, energy consumption and the increase in fuel efficiency.

Targets

- 50% of high mileage company car users to improve fuel efficiency compared with 2016 performance.
- Introduce initiatives which help co-ordinate and improve recycling activity across the network.





Accreditations



Status: general accreditation to the Standard

ISO 9001:2015

ISO 9001 is by far the world's most established quality framework, currently being used by over 1 million organisations in 178 countries worldwide.

It sets the standard for not only quality management systems, but management systems in general. It helps us to succeed through improved customer satisfaction, staff motivation and continual improvement as well as providing us with the framework for achieving the expected level of compliance with industry regulations and as such is instantly recognised by current and potential clients. We initially achieved accreditation in 1992.

Our certification is held with the BSI Group.



EMS 619537

Status: general accreditation to the Standard

ISO 14001:2004

This International Standard specifies requirements for an environmental management system to enable an organisation to develop and implement a policy and objectives which take into account legal requirements and other requirements to which the organisation subscribes, and information about significant environmental aspects.

It applies to those environmental aspects that the organisation identifies as those which it can control and those which it can influence. It does not itself state specific environmental performance criteria.

We were accredited to this Standard in December 2014.



Status: Head Office accredited to the Standard

BS OHSAS 18001

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT

BS OHSAS 18001 is a framework for an occupational health and safety management system. It helps organisations put in place the policies, procedures and controls needed to achieve the best possible working conditions, aligned to internationally recognised best practice.

Gi Group UK was accredited to this Standard in December 2015.



Status: registered training centre

HIGHFIELD INTERNATIONAL

Highfield is the UK and Middle East's leading supplier of compliance training materials and is a family business that was formed on the core values of quality, value, service and integrity. Its vision is to set the global standard for listening and responding.

Our status as a registered training centre allows us to deliver QCF training.



Confederation

Status: Corporate member, driving sector member, Accredited Induction Scheme member, members of the **Employment Policy Committee**

RECRUITMENT & EMPLOYMENT CONFEDERATION - REC

The Recruitment and Employment Confederation is the representative body for the UK's private recruitment and staffing industry. It currently has over 3,600 corporate members as well as 5,500 members of the Institute of Recruitment Professionals.

We have held membership since it was formed in 2000 following the merger of the Federation of Recruitment Services (of which we were a member) and the Institute of Employment Consultants.

We are one of only 26 members in the UK of the Accredited Induction Scheme which enables us to deliver the REC's Certificate in Recruitment Practice qualification internally. When a student passes the examination they receive an initial one year's membership of the Institution of Recruitment Professionals.



CHARTERED MANAGEMENT INSTITUTE

The Chartered Management Institute has 450 corporate and 87,000 individual members. It is the only professional body in the UK dedicated to promoting the highest standards of management and leadership.

Chartered status is the government stamp of approval, unique in the sector and a guarantee of the integrity and quality of a member's advice and portfolio of services. CMI works in partnership with employers across private, public and not-for-profit sectors, and has achieved thought-leadership status through its research with academic institutions and lobbying of policy-makers.

All of our managers have the opportunity to subscribe to Management Direct, which is an online learning and development tool. If they choose to do so they can also become an affiliate member of the CMI.



FREIGHT TRANSPORT ASSOCIATION – FTA

The Freight Transport Association is one of the UK's largest trade associations and represents the transport industry's interests at local, national and European level.

We have been members since 2005.

In November 2010 we became the first agency in the UK to be audited and approved by the FTA following a rigorous review of our compliance systems. We are also currently involved in shaping the FTA's proposed agency accreditation project.

All of our operational staff who are involved in the supply of drivers take the Certificate of Professional Competence in Driving Recruitment course and examination. Once completed each member of staff can class themselves as being 'FTA accredited' which carries great prestige within the logistics industry.



Status: general membership

Status: general membership, members of Executive Committee

ASSOCIATION OF LABOUR PROVIDERS – ALP

The Association of Labour Providers is a trade association for organisations that provide workers within the food, agricultural and other Gangmasters Licensing Authority (GLA) regulated sectors. It focuses on providing members with quality information, positively influencing policy and industry regulations as well as training standards and promoting good practice.



Status: licence holder

GANGMASTERS LICENSING AUTHORITY – GLA

The Gangmasters Licensing Authority is a non-departmental government body of DEFRA which was established to protect workers from exploitation in agriculture, horticulture, shellfish gathering and food processing and packing. It is illegal for an agency to operate in these sectors without a licence. It is also an offence for an organisation operating in these sectors to use an unlicensed supplier.



Status: Grade B Membership

THE SUPPLIER ETHICAL DATA EXCHANGE – SEDEX

The Supplier Ethical Data Exchange is a membership organisation for businesses that are committed to the continuous improvement of the ethical performance of their supply chains. It is a not-for-profit organisation which is based in London but is open for membership to any company in the world.

Its membership list includes organisations such as BBC Worldwide, Marks & Spencer, Royal Mail, Adidas, the London Organising Committee of the Olympic Games and the Walt Disney Company.

It is a distinct advantage for an agency to hold a grade B membership if they are looking to supply staff directly to a Sedex member or to a company within their supply chain.













