

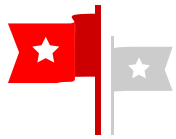


CORPORATE SOCIAL RESPONSIBILITY REPORT 2017



Business always means a
responsibility to society

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COMPANY

ICL Services is a Russian company that provides world-class managed IT services to its clients. We are the IT company in ICL Group and operate in the international market since 1991.



Included in the IAOP*
TOP-100
rating



24/7/365
Customer Support in English,
Russian, French and German



Quality and standards
(availability of certificates):

- ▶ ISO 9001
- ▶ ISO/IEC 20000
- ▶ ISO/IEC 27001



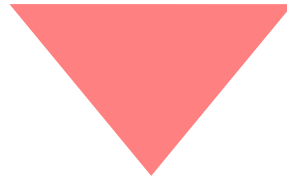
MORE THAN 50
Customer in 26 countries

ICL SERVICES PROVIDES:

- ▶ integrated services for all IT infrastructure components from data centers and user workstation to complex business-critical applications with modern methodologies and flexible service models;
- ▶ minimizing and sharing IT infrastructure management risks with the customer;
- ▶ guaranteed availability of IT infrastructure and applications, as well as full compliance with the SLA;
- ▶ transformation and upgrading of IT infrastructure using effective technology;
- ▶ business performance increase through reliable and stable IT services.

*IAOP – International Association of Outsourcing Professionals.

COMPANY HISTORY



2016 <

ICL Services opens its first overseas office in Belgrade (Serbia). Our company was listed for the second time in the TOP 100 of the largest outsourcing providers in the world according to the IAOP. Partnership agreements with the largest IT vendors (Cegid, "Omninet," and Red Hat) are formed.

2015 <

ICL Services is now among world top 100 outsourcing companies. Solution developed by ICL Services experts won in the innovation time contest in the category «Technology Innovation of the Year»

2014 <

Russia GDC enters the Russian market under the brand ICL Services. The brand is based on the idea of unique services based on the Western experience, international standards and highly qualified personnel.

2013 <

ICL Group withdraws from Fujitsu Group in order to implement an independent development strategy in the Russian market. At the same time Russia GDC continues to cooperate with companies of the Fujitsu Group with the status «Fujitsu's preferred supplier of Services».

2012 <

The division of Fujitsu Russia GDC was opened in Voronezh.

2008 <

Formation of Infrastructure Services. Beginning of remote administration of IT infrastructure of customers. In 2014 IS and WS formed a single structure called Managed Infrastructure.

2007 <

Creation of competence center for integrated solutions used in retail automation and logistics. The development of Application Services (AS) and Test and Validation (T&V) - subsequently - Workplace Services (WS).

2006 <

Formation of Fujitsu Russia GDC (later ICL Services) as a separate subdivision of ICL-KME CS.

1997

Fujitsu Group buys company International Computers Limited (ICL) and performs its rebranding in Fujitsu Services. New business model was developed following by formation of a team of qualified managers. From this time point ICL-KME CS is a part of Fujitsu Limited.

COMPANY FACTS



250 business applications



10 000 servers supported



99,3% level of compliance the SLA*



>1200 employees



>50 large customers in 26 countries

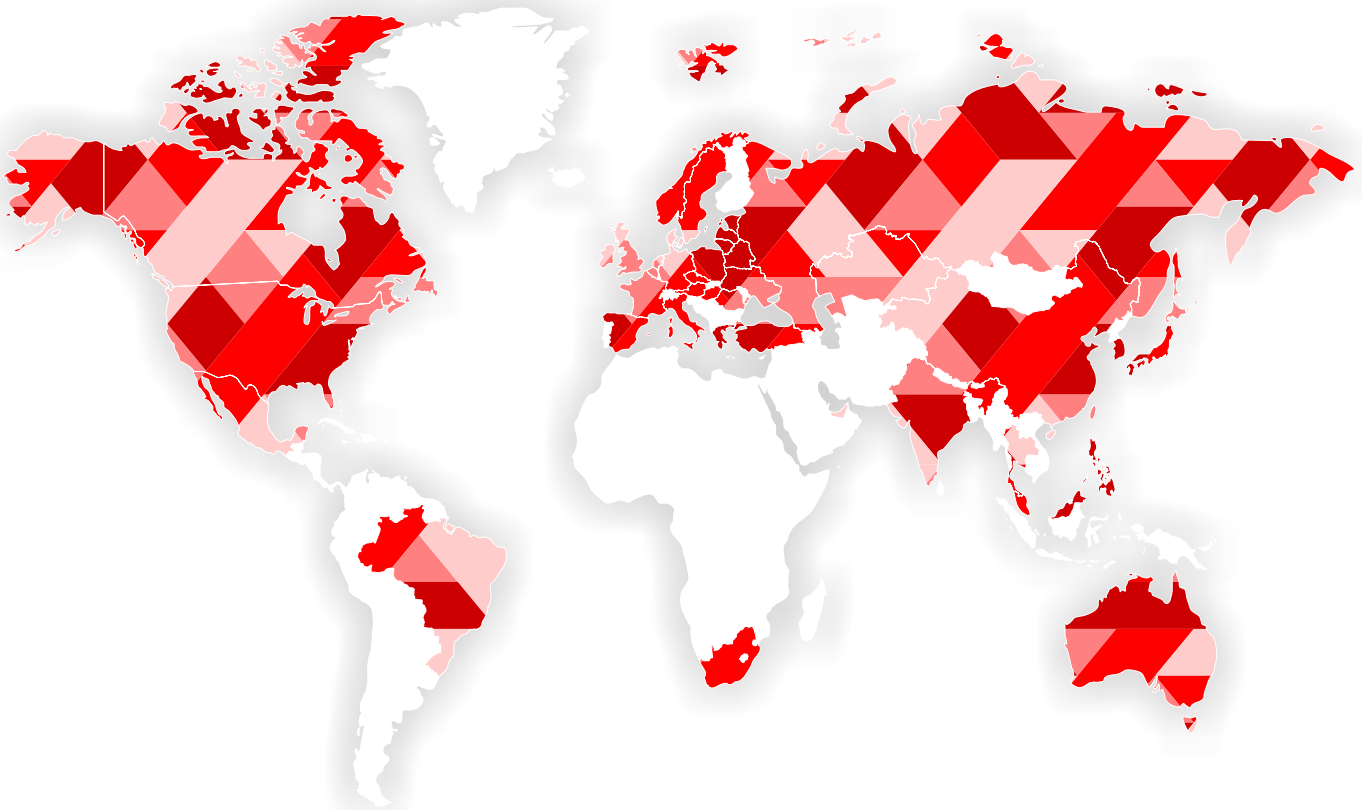


>900 jobs were created in the Republic of Tatarstan



13 Pbytes of data warehousing and
8 DB with 4 Pbyte in total volume

GEOGRAPHY OF WORK



*SLA - Service Level Agreement



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GOALS

ICL Services sets GOALS in assessment of Social Responsibility:

- ▶ Increase Customer loyalty by expanding their involvement in the resolution of socially significant issues
- ▶ Promoting the sustainable development of society on the territories where the Company conducts business
- ▶ Consolidating the Company's competitive edge by creating an image on both markets – on domestic and global markets
- ▶ Creating mechanisms for determining and registration of stakeholder's interest in the operations of the Company as well as informing the interested parties on the results of the Company's activities in the sphere of social responsibility.
- ▶ Attaining an additional positive effect from social Company's activities and increasing of its brand value
- ▶ Attaining an excellence in management in assessment of Social Responsibility by organization of system work. A planning process organization of the activities in assessment of Social Responsibility, attaining cost effectiveness
- ▶ Control over, and management of, the Company's reputation risk level as it pertains to Social Responsibility related matters.

THE MAIN OBJECTIVES

The main objectives in assessment of Social Responsibility:

- ▶ Social Responsibility principles integration into the Company's business activity.

THE COMPANY'S PRINCIPLES TOWARDS CORPORATE SOCIAL RESPONSIBILITY



Company recognizes its responsibility of economic, social and environmental implications of undertakings and observes following principles defined by international standard ISO 26000:

01 THE PRINCIPLE OF TAKING STAKEHOLDER'S INTERESTS INTO CONSIDERATION

The company considers ethical the behavior of its employees, which corresponds to the company's mission and values.

02 RESPECT FOR THE RULE OF LAW AND INTERNATIONAL NORMS OF BEHAVIOR

The company complies with all applicable laws and regulations, takes steps to identify and study such applicable laws and regulations, informs employees about the responsibility for compliance and promotes the adoption of appropriate and timely measures to ensure compliance with the law in all company's jurisdictions.

03 RESPECT FOR HUMAN RIGHTS

The company respects human rights, realizing that they are inseparably applicable in the countries where the company operates, in all cultures and circumstances, it takes measures to comply with them, considers it to be unacceptable to benefit from situations where the law or its implementation does not provide commensurate protection of human rights.

04 ACCOUNTABILITY

The company recognizes the need for regular reporting on the impact of its activities on society, economy and environment. It is considering constructive criticism of parties concerned as a source of the improvement of its activities and will respond to such criticism, which includes measures aimed at preventing the recurrence of negative impacts. The relationships between Company and our main stakeholders are the area of application and Social Responsibility controlled object. In order to implement the Policy we identify the following stakeholders and their groups (*Table 1*).

05 TRANSPARENCY

The company strives to disclose in a clear, accurate, complete, reasonable and sufficient form its policy, decisions and activities for which it is responsible including the known and likely impacts on society, economy and environment. The principle of transparency does not imply the disclosure of confidential information or information which disclosure may result in a violation of legal, commercial, security and privacy obligations

06 ETHICAL BEHAVIOR

The company considers ethical the behavior of its employees, which corresponds to the company's mission and values.

To making work the relationship management with our stakeholders, we focused our activities in assessment of Social Responsibility on following priorities (*Table 2*).

Table 1. Definition and classification of major stakeholders

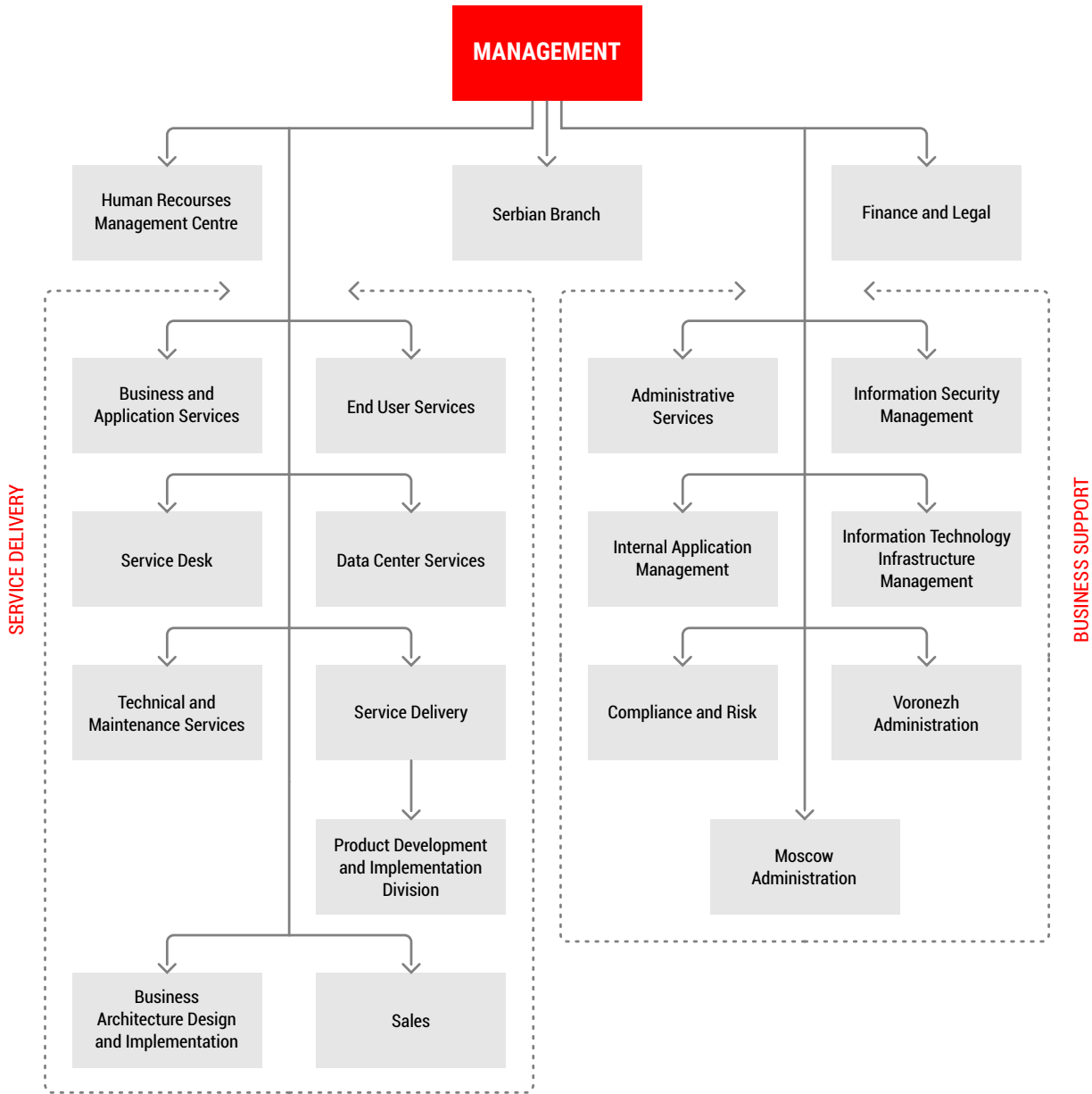
GROUP	JUSTIFICATION
Customers	Customers are service consumers. Their preferences define the sustainability of the company's business.
Employees	The company is a major employer. Employees are the company's main asset; they work with its customers, develop its reputation, and implement the company's strategic and business goals.
Society (local communities)	The company interacts with society (local communities). Its activities are closely connected to the social and ecological environments in which it is active.
Founders and investors	The company is interested in maintaining transparent and open relationships with its founders and investors.
State	The company is a major division of a large tax-payer. The state is an important partner of the company.

Table 2. The company's corporate and social responsibility priorities

STAKEHOLDER GROUP	CORPORATE AND SOCIAL RESPONSIBILITY PRIORITIES
Customers	Quality of products and services. Availability of services.
Employees	Investing into human capital. Supporting the family as a social institution.
Society (local communities)	Charity and sponsorship. Minimization of negative environmental impacts.
Founders and investors	Responsible corporate behavior.
State	Contributing to the economic development of the regions where the company is active.

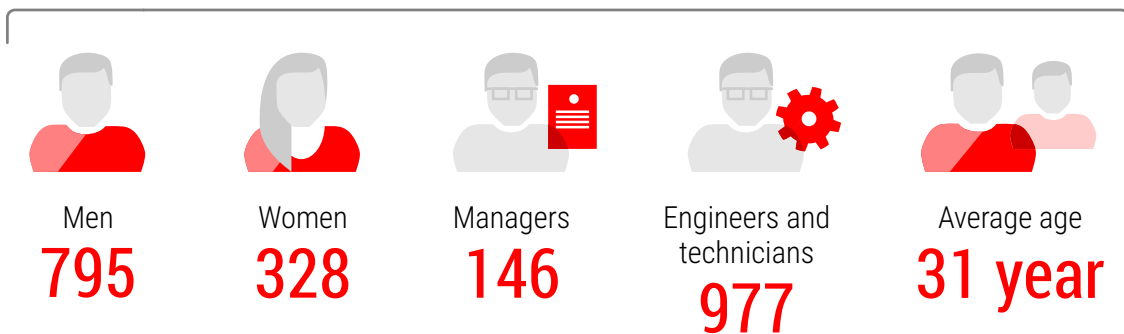
THE BEST STANDARDS IN MANAGEMENT

CORPORATE STRUCTURE



FACTS ABOUT COMPANY STAFF

1123 QUALIFIED SPECIALISTS



VALUES

It is equally important for getting high-effective results to have the professional knowledges and skills and also to share correct values inside the Company. We share 5 core values in internal and external relations and interactions:



RULES

pooling knowledge and experience, which help us in our work and communications



RESULT

the outcome of joint efforts, which satisfies us and our customers completely



RESPONSIBILITY

ability and readiness to be responsible for the result



DEVELOPMENT

continuous improvement in completing tasks and achieving new goals



TRUST

confidence in each other's responsibility and reliability

BUILDING WORKFLOWS FOR THE BENEFIT OF THE COMPANY AND ITS EMPLOYEES

According to an internal study conducted in 2016, 83% of employees would recommend ICL Services as an employer. Such a result was possible because the employees work effectively in comfortable conditions. This in turn allows the company to develop sustainably. To ensure this, ICL Services workflows are designed to take into account the interests of both parties.

Work processes start from recruitment

Relations between an employee and a company begin even before signing the labor contract.



Stage 0/4. Vocational training

A large IT company has considerable potential to provide students with experience of using modern technologies. ICL Services' system for training young talent includes the following:

- ▶ fundamental education based on IT-universities in Tatarstan;
- ▶ short IT special courses (Database, IT Security, etc.) provided by the company;
- ▶ internships for students, working on real projects;
- ▶ scholarships for talented IT students.

Interns and course attendees are not obliged to work for ICL Services but many join the company. And every one of them is familiar with ICL Services' working methods.



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Stage 1/4. Recruitment

Cooperation processes with an applicant should provide:

- ▶ access to company information. That's why we are represented on job sites, at [career fairs](#), in social media and on other platforms, and we respond quickly;
- ▶ objective and clear evaluation. During the interview, the applicant talks to HR, technical experts and their future manager;
- ▶ comfort and care. For example, we compensate 50% of transport expenses for applicants; new employees will get help in finding a home and handling registration.

Stage 2/4. Adaptation

After recruitment, new employees need help in on-boarding in the company and getting acquainted with the team. We have built corresponding processes: 100 % of new employees will have a buddy for the first 3 months. This is an experienced worker and "personal adviser" who will answer all questions related to work and associated issues.



Stage 3/4. Work

Apart from compliance with the labor code of Russian Federation, employees will receive:

- ▶ *clear performance evaluation*. Personal KPI will decompose the company's strategic goals up to the level of individual experts. Automatic evaluation eliminates subjectivity. The evaluation system meets the interests of the company and of its employees: before implementation, the system was tested for six months by 100% of staff, which allowed us to improve the system based on feedback;
- ▶ *comfortable offices and safe workplaces*, reviewed by external experts;
- ▶ *opportunities for education* – internal and external courses (technical, soft skills, foreign language), vendor certification, internal library, "labor pool", etc. Every year 90 % of employees undergo training;
- ▶ *clear "game rules"*. Work processes are logged in internal documents. Each employee can study them and they are mandatory for all staff, including top-managers. In non-regulated scenarios, you shall be guided by the company's code, and in critical situations (legal noncompliance, financial and reputational risk, etc.) contact the compliance manager and directors in person;



Stage 4/4. Completion of working relations and further cooperation

Company keeps in contact with former colleagues. For example, we invite them on corporate holidays and tell them about new job openings. In turn, our "Alumni" act as brand ambassadors and recommend our company to their friends, and sometimes they return to ICL Services.

extended compensation package:

- ▶ health care (private medical insurance, vaccinations, allowance for health centers for the children of employees, allowance for sports, free football, volleyball and basketball sessions);
- ▶ rest and entertainment (leave allowance, holidays for employees and their families, corporate recreation center, internal tournaments, corporate discounts in more than 30 coffee shops, stores, travel firms, etc.);
- ▶ help in important events (zero-interest loans, allowance for weddings, birth of children and funerals of relatives);
- ▶ help with accommodation (relocation allowance or corporate apartment if moving from another city, housing communities for employees, allowance for mortgage interest).



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Continuous improvement taking employees' feedback into account. Feedback channels

In addition to fine-tuning the workflows, there are dozens of other important factors to consider. These are investigated in the following way:



An example of a factor that is not directly related to work but influences employee engagement is communication and feedback. Employees need the chance to:

- ▶ ask a vital question and get an answer in a timely manner and, if necessary, from the very top of the company;
- ▶ influence events inside the company, suggest improvements and changes.

Both issues are addressed using open feedback channels. ICL Services has 13 of these, including:

- ▶ Strategy Update – personal meeting of top-managers with volunteering employees;
- ▶ expert consultations – answers from field-specific employees (HR, administration, etc.) on staff questions;
- ▶ “Red button” – a way to communicate about privacy violations, reputational risk for the company and other critical situations;
- ▶ iC-SAT – internal Customer SATisfaction – a survey to quickly evaluate the performance of internal services;
- ▶ and even an information terminal to collect feedback on the quality of food in the corporate canteen.

Every year ICL Services surveys employees and continuously resolve issues they encounter. Communications, recognition programs, office greening and many other issues are what we are trying to improve in addition to major work processes, in order to make working for ICL Services even more comfortable.



RESULT:

according to a general internal survey, **95%** of employees don't have problems with information inside the company. **71%** are sure that they can address top-managers, despite occupational hierarchy.



IMPORTANCE OF CORPORATE EDUCATION

As a service provider in a high-tech and dynamic industry such as IT, ICL Services places great emphasis on educating and developing its employees. Opportunities for continuous professional development are provided in accordance with employees' own interests and the company's needs. In particular, the company conducts internal training and pays for employees to attend training and certification courses run by external providers.

Indicators of employee education and development



Total number of external providers used for training company employees – **MORE THAN 50**



Number of employees who request internal or external training at least once a year – **MORE THAN 90%**



Number of employees who pass certification exams at least once a year – **84%**

ICL Services provides services for customers from 26 countries and is a leader in the Russian IT market. The experience gained working in international and domestic markets proves the effectiveness of the principles and practices adopted by the company. There are two of particular importance:

- ▶ its advanced anti-corruption policy and compliance with business ethics;
- ▶ its organization of work according to the "lean production" methodology and continuous improvement.

BUSINESS ETHICS – THE BASIS FOR EFFECTIVE BUSINESS

ICL Services believes in honest and open competition and attracts customers through the quality of its customer service experience, as well as its world-class IT service provision.

The need to provide services of equally high quality in 26 countries has led to the creation of a single internal approach to compliance with anti-corruption legislation, used by all employees. Anti-corruption measures and compliance with business ethics are an essential component of the corporate social responsibility policy.



Zero tolerance of bribery and corruption:

- ▶ this is a cornerstone of ICL Services' anti-corruption policy.



ICL Services sets GOALS in assessment of Social Responsibility:

- ▶ mandatory compliance;
- ▶ defines activities for all employees in key spheres, such as interactions with clients, competitors, providers and partners, government bodies, charities, etc.;
- ▶ contains general principles, as well as standards and procedures, for working with various parties.

Full compliance with anti-corruption policy is one of the company's business priorities. For this reason, ICL Services has a Compliance Manager. This employee is responsible for the corruption risk management and control system, as well as adopting measures to counter illegal activities.



"The business should be directly and actively involved in taking anti-corruption measures and must have a clear position on this issue,"

said Sergey Soloviev,
Director of ICL Services

Requirements made for partners and providers

The company's image is defined not only by its own behavior but also by that of its partners and providers. For this reason, ICL Services developed a "Code for Providers and Business Partners," which specifically defines the requirements that must be met by the company's partners regarding anti-corruption measures.

Practically speaking, the "Code" is implemented as a set of measures, which include the following:

- ▶ compliance with the principle of zero tolerance of corruption in any business partner;
- ▶ consideration of anti-corruption legislation in contracts concluded by the company;

- ▶ evaluation (internal audit) of business partners against quality and price criteria, as well as its reputation and readiness to comply with the law.

For the best results, an anti-corruption policy should be integrated into corporate culture. This allows every employee to fight illegal practices to a certain extent. For this reason, ICL Services is implementing a regime to create and support such a culture to the greatest extent possible and is also taking proactive measures against illegal actions:

- ▶ every new employee learns the business ethics rules and studies educational programs on corruption control;
- ▶ each year, every employee undergoes training (to update their knowledge) and mandatory testing on business ethics and the company's anti-corruption policy;

- ▶ "Red Button" online service makes it possible for the employees to denounce illegal actions or violations the instant they occur;
- ▶ similarly, employees can address all business ethics issues to the compliance manager or directly to the company management.

The anti-corruption policy guarantees privacy and protection from persecution and threats for any employee who notifies management about a violation.

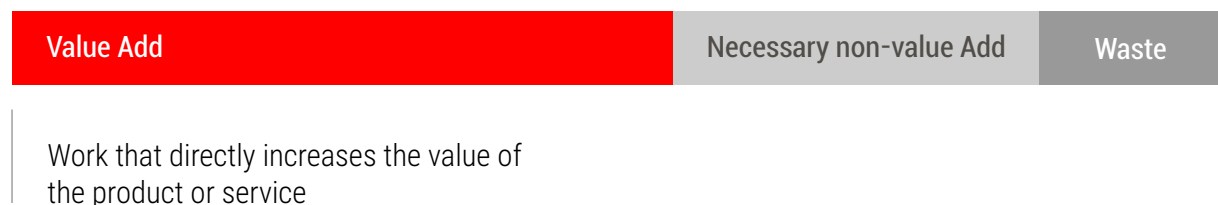
LEAN PRACTICES IN ICL SERVICES

The LEAN Production concept is used in many spheres, for example, IT, energy, commerce, and healthcare. The essence of LEAN is to do everything possible to really understand customer requirements and gradually remove everything that does not bring the customer value. In other words:

FROM THIS...



...TO THIS



The majority of ICL Services units work using the LEAN methodology. Examples of the results achieved with this methodology:

- ▶ the department for the development of installation packages and corporate OS images reduced operating time per package by **28%**.



As a result, Customer orders are fulfilled much faster and always with high quality.

- ▶ First time fix on a software development and support project for a large retailer grew by **32%**.



Customer employees noticed that problem resolution time became faster.

- ▶ an IT-outsourcing project for a global manufacturing company reduced monitoring incidents by **50%**.



Engineers had more time for additional operations for the Customer.

- ▶ a project for a power generating equipment manufacturer helped reduce incoming incidents by **20%**.



and the Customer gained more sustainable IT-infrastructure.

Implementation of this methodology allowed several projects to half routine tasks and repeated user requests! Being free from routine, employees can develop, look for new opportunities for improvement and increase service value for the Customer.



A lot of areas and practices have been created as part of LEAN methodology over the decades. Our LEAN version requires focusing on three aspects.

1. Company employees;
2. Customers;
3. A culture of continuous improvement.

This means that (1) all company employees have to direct their activities at (2) providing better services for Customers and (3) continuously look for opportunities to improve existing services and business-processes.

The methodology requires following seven principles.

01 UNDERSTAND CUSTOMER NEEDS

Build every process from the point of view of the value it brings the Customer.

02 INVOLVE EVERY EMPLOYEE

We talked about this earlier.

03 ENSURE TRANSPARENCY

Every employee should understand that colleagues take part in creating value for the Customer.

04 LEARN FROM EXPERIENCE

Learn from your own mistakes and successes and from those of your colleagues.

05 MONITOR SIGNIFICANT KPI

Focus on those metrics that reflect the creation of value for Customers.

06 REMOVE WASTE

Waste is redundant actions that require resources, but don't create value for Customers. This is the cornerstone of LEAN. The major types of waste include unnecessary downtime, overproduction, etc. (the full list can be found in any article about the LEAN concept, including Wikipedia).

07 STANDARDIZE

Document Best Practices and implement them in all teams involved in this process.



Our basic LEAN tool is a Quality Circle, weekly/ /daily team meetings.

They have a strictly defined structure and agenda. A mandatory component of a meeting is to discuss and register successes and failures for the period, analyze the reasons for problems and find solutions. During the Circle meetings participants monitor the team's key KPI and analyze the changes. Data and takeaways are logged on a physical or virtual structured board where the project status is displayed. The discussed issues must be resolved by the next Circle meeting. All team employees exchange information, review work processes and look for opportunities for improvement.

The Quality Circle embodies all LEAN principles, and employees find this approach convenient. Using the Circles together with other programs and initiatives helps increase effectiveness by **28%** and even **50%**.

Not only LEAN

LEAN is not the only solution that helps us continuously improve service quality for our Customers. Additionally, for example:

- ▶ every quarter we survey Customers about service quality satisfaction (C-SAT survey – Customer Satisfaction). If necessary we implement changes based on Customer expectations;
- ▶ on every service project we launch a Continuous Service Improvement Plan (CSIP). By increasing effectiveness we ensure a planned reduction of service cost for the Customer;
- ▶ we added the Customer Voice role for active Customer cooperation inside ICL Services;
- ▶ we are developing and implementing technical solutions (Server Automation Tool – server infrastructure management, Colibri – application deployment and migration management, etc.) to improve service efficiency.

ICL Services fully understands that environmentally-responsible business can be a powerful tool in encouraging people to adopt environmentally-friendly behaviors and that it influences employees, their families, and the local community; therefore, it is developing a large in-house eco-program. Its major component is the development of an environment volunteer movement within the company.

Creation of an environmental movement in the company

At the moment, ICL Services has a team of ecological activists: **more than 20** permanent participants and **up to 150** volunteers who take part in various events. Initially, this movement was inspired by two employees who contacted management with the following suggestions:

- ▶ organize active leisure for colleagues – a bike ride together with clearing garbage from suburban lakes and a picnic at the end;
- ▶ put battery disposal cans in offices, and then take them for recycling.

The company supported both suggestions: initiatives were announced through "official" channels, and the organizers received the necessary help. When other concerned employees noticed this support, they also began to suggest ideas: greening activities, waste paper collection, etc. This led to the creation of a group of green enthusiasts – people who are inspired by the environment, charity and sports. The team grew via word of mouth: new colleagues joined after several events. If the team grows, then the number and diversity of environmental initiatives also grows.

Support for the environmental movement: "simpler" = "better"

The employees will take part in eco-events if the company simplifies the process, for example:

- ▶ it buys and transports trees and tools for greening events;
- ▶ it puts boxes for waste paper collection and battery disposal in the office;
- ▶ it provides transport for taking trips out of the city;
- ▶ it allows the initiator of an eco-event to delegate complex organizational issues to HR and the administrative division, and so on.

Examples of eco-activities

From early 2017, volunteers from ICL Services have done the following:

- ▶ They developed a mobile application for internal car sharing. This helps employees who live near each other to give each other a lift to and from work. Give a colleague a lift and reduce the number of cars on the road: this is good for the environment and employees will save on gas.
- ▶ The team organized an 85-kilometer bike ride with a "green" excursion to an arboretum for more than 70 colleagues. The company helped to create awareness and paid for the tickets. We showed you don't need a car for long-distance trips.



- ▶ They agreed on corporate participation in the regional event "Avenue of Memory" – planting apple trees in memory of heroes of the Great Patriotic War in city parks. The company helped to create awareness and provided tools. As a result more than 30 employees joined this activity.
- ▶ Enthusiasts suggested installing boxes for waste paper, plastic, and old clothes in the office. They are easy to access, and hundreds of people have made use of them.
- ▶ During summer 2017, green enthusiasts installed containers for old clothes. Clothes in good condition are sent to eco-markets or orphanages. Clothes in too poor condition are recycled – this is more environmentally friendly than making new clothes from raw materials.
- ▶ We have been collecting batteries since 2014. When batteries end up in rubbish dumps, they contaminate the earth, water, and air with toxic agents. But when batteries are thrown away in the office, they are then sent for safe disposal. Some colleagues even bring batteries from relatives and friends, so they don't dispose of them in their daily garbage. In the first eight months of 2017, the employees successfully disposed of over 100 kg of batteries.
- ▶ PET bottles are collected in special containers and taken for recycling by ICL Services administrative service. This is a great example of an initiative supported by the company's internal departments.
- ▶ Also in summer 2017 we organized a waste paper collection for the first time in the office.



Results

ICL Services organizes and provides support for environmental and charitable initiatives because they fit with the company's corporate culture and the values of its employees. The unifying effect of such activities should also be noted.

Helping the world together is a powerful tool for team-building across the company. The enthusiasts themselves have non-financial motivations. Incidentally, many are key specialists: experienced engineers, sales managers, and even department managers and team-leaders;

OTHER EXAMPLES OF ECOLOGICAL INITIATIVES RUN BY ICL SERVICES



Summer bike ride, picnic, and litter pick on the shores of a suburban lake



Energy and water saving in the company's offices



The separate waste collection initiative is under way.

ICL Services' IT solutions help clients increase savings, business security, productivity, and customer satisfaction.

Self-service portal

The self-service portal makes it possible to access the company's resources and services and quickly resolve IT problems without using the support desk, and if additional support is absolutely necessary, the portal provides the option to register a query. Unlike existing solutions, the ICL self-service portal is a one-box solution which allows a wide range of tasks to be automated:

- ▶ autonomous access to printers and shared access to files;
- ▶ autonomous installation of allowed applications (with one click);
- ▶ registration of different administrative and IT queries;
- ▶ resolution of standard technical problems.

The tool can always be accessed from the desktop, so you don't have to remember where to call or write to. The solution is created as a one-stop-shop service. Its interface combines many different existing systems, helping the user to find and access services without having to remember the addresses/names/ /titles of resources.

Access to portal functions is provided either via web interface or a desktop agent (specifically in the system tray). Such an approach ensures continuous access to self-service functions wherever you are: on the road, in the office, or at home. The web interface makes it possible to easily integrate the solution into any corporate portal, while retaining the company style. Automation is configured and managed on the server side (centrally) thus reducing solution maintenance costs and increasing system efficiency.

Also due to the centralization, system support can remotely perform different tasks, and this is crucial for automating IT department activities, especially for first support line and for First Call Resolution optimization. We should also point out integration with Microsoft System Center Manager (SCCM), which makes it possible to autonomously install corporate applications using advanced algorithms for approving and restricting access rights on the self-service portal. The system interface language is fully adapted to the user's needs, which can be very helpful for companies working in the CIS and other countries.



ICL Services estimates that **up to 30%** of queries can be resolved independently, which could lead to substantial budget savings.

MAINTAINING A HIGH LEVEL OF CUSTOMER SATISFACTION

The principle of continuous improvement adopted by ICL Services as the basis for its business relies on regular Customer Satisfaction Surveys (C-SAT). According to evaluations submitted last year, ICL Services' clients gave an average score of **8.6** out of **10**.



8.6 OUT OF 10

the average customer satisfaction score for services provided by ICL Services.

The company collects feedback from the key representatives of customers using interviews and online surveys. Customers evaluate service provision in three categories: strategy, account management, and operations. This evaluation permits successful practice and areas for development to be identified, as well as the calculation of an average score to be made.

C-SAT provides an objective and comprehensive evaluation of the following areas:

- ▶ strategy (to what extent ICL Services improves and increases the client company's effectiveness);
- ▶ importance (to what extent ICL Services is easy to use in the context of running a business and provide value for money to the customer);
- ▶ relationships (whether the company understands its clients, whether it shares its best practices, whether it meets its obligations);
- ▶ resources (the professionalism of the personnel who provide the services);

- ▶ projects (the effectiveness of the project management);
- ▶ service (whether ICL Services meets its target service level, whether it solves problems quickly and proactively).

C-SAT results are used to constantly improve the quality of services provided to clients. For example, the company creates a Continuous Service Improvement Plan (CSIP) for every service project. This plan registers suggestions regarding service quality improvement (by decreasing number of incidents, increasing customer satisfaction, etc.) and then tracks how implementation progresses. The constant search for new opportunities and improved service quality decreases the service cost to the customer.

Software solution based on the Omnitacker platform

It is necessary to plan and control company assets. This can be done using a software solution based on the Omnitacker platform developed by ICL Services, an international IT service company. The solution helps store and manage data hosted in the company's assets (such as network devices, databases and data storages, physical and virtual services). It allows companies to:

- ▶ organize and optimize storing and handling information about assets;
- ▶ control the existing infrastructure condition using reporting;
- ▶ use a unified convenient tool developed on the basis of current needs.



Within this solution, every IT infrastructure component has a wide range of attributes necessary to provide the most complete and detailed information possible about a device. If additional information is needed, there is an option to add custom attributes and work with them. Then reports are created, which are configured taking into account the needs of a particular project. This makes it possible to control the environment in a user-friendly way and to work and make decisions at a higher level.

To provide the technical capability for data processing, as well as a general understanding of how to do it, ICL Services' specialists have developed a process to manage such assets. This helps to understand roles and responsibilities, rules and procedures, as well as necessary actions. This process is quite flexible, so it can be implemented "as is" or adjusted according to the company policy requirements.

CLIENT'S BUSINESS SECURITY

One of the key expectations of clients who engage IT outsourcers is a guarantee that their data will be protected from leaks and other information security (IS) risks.

ISO/IEC 27001. Working complying with international quality and security standards

Often the least critical services are the first to be outsourced. The outsourcer receives more complex and risky services only when the services are proven to comply with the basic IS requirements.

But there is a simpler way to make sure that the outsourcer guarantees that the basic IS requirements will be fulfilled: by checking whether a current ISO/IEC 27001 certificate has been awarded following an independent audit.



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"If a bank makes the decision to outsource operations such as workstation IT support, service desk, or IT infrastructure monitoring, security risks are low," emphasizes Ruslan Vagizov, Executive Director of ICL Services. "They can easily be minimized using standard security tools. For example, it is possible to restrict the outsourcer's access to important banking information (critical servers and applications), implement access control tools (single point of entry, two-factor authentication, registration logs), and protect communication channels (VPN)".

ICL Services is regularly audited by the most authoritative independent auditors in order to confirm its compliance with ISO/IEC 27001 standard requirements. An awareness of the requirement for IS compliance is a part of company's corporate culture. This awareness is ingrained in the employees from the moment they start. All specialists regularly undergo training and mandatory testing regarding IS rules.

Information security in the financial sector

100% confidence in data security is especially important for banks and financial firms. ICL Services successfully provides services for clients of this type, taking full account of specific risks and limitations regarding their business.

Mobile personnel management system

The automated mobile personnel management system is designed to cost-effectively perform scalability tasks and to increase labor productivity.

Let's see how it works using the example of engineers from ICL Services. Work orders are delivered to the service engineer's smartphone. Using a mobile device, the engineer can report on tasks in real time or with little delay, receive service information, and notify about problems. The major task is to get rid of all useless and not valuable work and free up time spent on reporting and other paperwork.

The system also makes it possible to optimize the engineer's assignment to work orders based on location, estimated travel time to the site, and current workload. This approach will also be applied to subcontractor employees hired to perform service operations.

So, by using a mobile personnel management system, companies can:

- ▶ retain manageability with the same number of managers in the event of a large increase in work and engineering staff expansion;
- ▶ ensure management and management information quality through transition from "voice management" to "digital";
- ▶ control SLA and balance existing capabilities;
- ▶ reduce the human factor in coordination and planning tasks, and improve workplace discipline using geolocation tools;
- ▶ retain manageability in the event of business scalability;
- ▶ completely shift to the service model and stop using fixed teams, leading to a cheaper service and retaining service quality.

WORK IN PROFESSIONAL COMMUNITIES

ICL Services is part of several professional communities, in particular the non-commercial partnership "RUSSOFT" and the Strategic Outsourcing Association "ASTRA".

Through sharing experiences with other members of such communities, our company helps to increase the general level of expertise in the IT outsourcing market. In particular, ICL Services can share its significant experience of international operations with colleagues and customers from **26** countries.

Membership of professional communities also provides additional opportunities for organizing face-to-face events: meetings with current and potential clients, masterclasses on certain subjects, and so on.



ICL Services employees visiting an orphanage

CORPORATE VOLUNTEER PROGRAMS – CONTRIBUTING TO LOCAL COMMUNITY DEVELOPMENT

In ICL Services' experience:

- ▶ employees are ready to initiate and take part in volunteer activities and programs;
- ▶ these activities can make a large contribution to society as long as a company is prepared to direct this energy in the right channel, remove ineffective programs, and help employees who volunteer to maximize their effectiveness.

The HR department, the organization development department and administrative department service of ICL Services are responsible for supporting volunteer programs. Employees usually raise funds for local societies or provide help in kind.

- ▶ Employees have participated in the "A million little things" event several times. The company helped with logistics, managing donations and the internal information campaign.
- ▶ In 2015, employees collected 75,000 rubles and transferred this money to the Mothers of Kazan – an organization, which takes care of orphans in hospitals.



ICL Services employees visiting an animal shelter

- ▶ Employees have been participating in the "Kindness Fair" for 3 years in a row. Initially, this was a local initiative by Kazan high school No. 19, but now it is a city-wide event. The company helps participating employees, and the project is coordinated by a dedicated HR-specialist.
- ▶ ICL Services has employees who are honorable donors of the city and Republic.
- ▶ Employees regularly visit orphanages, give presents, spend time and play with the kids, and prepare creative events with them.
- ▶ In 2017, volunteers organized waste paper collection inside the company. They managed to collect 300 kg. Money earned from recycling the paper was donated to the "Fund of Anjela Vavilova".
- ▶ In the Kazan office of ICL Services, employees constantly donate clothes to those in need. This summer more than 60 kg of collected clothes were sent to Freemarket and to the Good Hands charity warehouse.
- ▶ Volunteering employees visit nurseries for homeless dogs, take them for walks, donate money and dog food. For example, on the last trip they brought 30 kg of specialized food.

How to find volunteers?

People will take part in additional activities if it is easy and pleasant, but, most importantly, it should inspire them.

ICL Services knows this.

- ▶ The company has more than 1000 employees. These are people with different interests: some of them want to take care of people, some of nature, some of animals, some want to promote a healthy lifestyle, and so on. That's why instead of 2–3 large charity acts, the company supports dozens of different small events for 10–30 people. So, in the first half of 2017 there were more than 15 charity events. Every event found its audience, and every concerned employee found an interesting activity.
- ▶ Anyone can take part in these charitable acts, it's easy and makes you happy. At the beginning of this year, the company published an event calendar on its intranet, and entries are added throughout the year. Every event has its organizer, and participants only have to come to the location on time.

From one event to another there are more and more corporate volunteers from ICL services, including employees and their relatives. Initially, volunteering was inspired by environmental initiatives, and through the years it has developed in several directions: helping vulnerable people, supporting sports in the region, the environment, events supporting family values, etc.

How to find volunteer organizers?

In ICL Services, charity acts are organized with maximum simplicity and transparency.

If an employee has an initiative, the company will evaluate it, then provide support and help with organizing it. Most organizational issues which may seem complicated to a beginner can easily be resolved with a help from event managers and colleagues with more charity work experience. This removes the main barrier in the organizer's path: the fear of becoming waylaid by organizational issues.

Transparency of the procedure, support for initiatives, openness to everything new and personalization – these are what make volunteering so popular.



Result

Volunteering employees are inspired by the desire to help and solve problems of certain people, charity organizations, and orphanages. Thanks to the company's support, volunteers achieve success quicker and see the result of their initiative.

By expanding charitable activities, the company receives employee engagement and active employee participation in corporate life.

OTHER CHARITY WORK CARRIED OUT BY THE COMPANY

The company does what it can to support local communities. Below are some of charitable initiatives carried out by the company:

- ▶ sending computers to schoolchildren in Beslan;
- ▶ support for labor veterans (direct aid, organization of meetings);
- ▶ help for the AIDS-center of Tatarstan Republic;
- ▶ sponsorship of a student sports team;
- ▶ sponsorship support for a social canteen in Kazan;
- ▶ support for Kazan school No. 15 (provision of furniture and equipment, renovation, etc.);
- ▶ helping "Ronald McDonald House" in Kazan – preventative inspection, maintenance and repair of office hardware, 24/7 emergency support;
- ▶ purchasing and sending of 200 New Year gifts for children in a psychoneurological clinic, and so on.

SUPPORT FOR EDUCATION AND VOCATIONAL DEVELOPMENT

The company is clear about the importance of providing support for education and vocational development within its region and nationwide. For this reason, it regularly supports related initiatives by government bodies and educational institutes. At different times, the company has created or supported the following events and projects:

- ▶ A regional state program for the creation of an "electronic school." The company supported this program.

- ▶ Corporate scholarship programs. They have evolved as the educational environment in the region has changed and as the company itself has developed. The company is implementing a scholarship program in order to support students already employed by the company.
- ▶ All-Russian Information Technology Olympiad. The company provided all the necessary hardware, which it donated to local schools after the Olympiad.
- ▶ XIX International Applied Science Conference "IT in Mechanical Engineering, Metallurgy, Fuel and Energy Complex, Chemistry, and Retail." The company sponsored this event.

PROPRIETARY EDUCATIONAL PROJECTS BY ICL SERVICES

Educational projects by ICL Services:

- ▶ designed for students at subject-specific universities and young specialists;
- ▶ they are implemented independently or in partnership with leading IT universities in the region;
- ▶ they create a system to prepare young people for work in a modern dynamic IT company.

This system follows a series of stages: from identifying talented students to providing them with practical experience and opportunities to quickly gain an in-demand IT specialization at the level needed to begin work.



OLYMPIADS AND PROGRAMMING TOURNAMENTS

From time to time the company organizes or supports programming Olympiads for pupils and students. In 2000–2016, the company, in partnership with KFU and Kazan National Research Technical University, organized ICL Tournament. This was run as an international event in 2013–2016. By 2017, the company achieved the goals identified when the tournament had first been held (to contribute to wards increasing the quality of IT training of pupils and students, to popularize IT education), and the tournament program was brought to a close.

These events encourage talented pupils and students to develop an interest in IT and help to identify future "stars" in order to support them in their education and vocational development.



LABORATORIES

Organization: in partnership with IT universities. Duration: several semesters.

Students gain experience of working with modern technologies which are used by ICL Services, in parallel with the university education course. Hands-on training sessions are conducted by experienced ICL Services employees. Graduate projects are undertaken as part of real ICL Services projects.

The laboratories have been in operation since 2011. Over the years, the company has set up laboratories with different specializations: Cloud, Unix, Java, Testing, and others.



INTERNSHIPS IN THE COMPANY

Organization: independent. Duration: 3–6 months.

Students can take part in internships for different positions (system engineer, developer, analyst, etc.) and gain priceless experience of real IT work.

In the past year, **126** interns gained work experience at ICL Services.



IT SPECIALIZATION COURSES

Organization: independent or in partnership with IT courses. Duration: 30–100 hours.

Intensive courses are designed for senior year students, graduates, and young specialists. They prepare participants for work on specific ICL Services projects. The company's employees act as teachers, with real-life situations encountered in the company being used as the instructional material. Many graduates are employed in starting engineering positions at ICL Services.

Last year, there were **84** course participants; **44** of them subsequently began work at ICL Services.

RESPECT FOR HUMAN RIGHTS AS A BASIC PRINCIPLE OF THE COMPANY



ICL Services fully agrees that *"business can only flourish in societies in which human rights are respected, upheld and advanced"* (Paul Polman, CEO, Unilever). For this reason, human rights principles are respected in all company's activities.

The company has a clear position on CSR, in particular human rights

When working according to the principles of corporate social responsibility (CSR), the company must:

- ▶ formulate its own goals;
- ▶ clearly explain them to its employees and allow for consultations;
- ▶ define requirements hierarchy.

We solved these problems when we recorded the CSR requirements in the corporate Policy. It is available for all employees. Everyone knows: an order violating CSR regulations can be disputed using the Policy. In a complex case you can contact the compliance-manager, deputy director of HR or the CEO in person.

The company's CSR Policy includes the principle of observing human rights:

"The Company respects human rights, understanding that they are inseparably applicable in the countries where the Company operates, in all cultures and in any circumstances; it takes all measures to observe them, and assumes that making profit from situations where legislation or its application does not guarantee the necessary human rights protection is unacceptable."



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Maximum guarantees for employees

The law requires any company to comply with the Labor Code of the Russian Federation and other Russian and international regulations. However, ICL Services tries to expand on the legally guaranteed minimum as much as possible, concentrating on several areas:

- ▶ stimulate employees for continuous education and development;
- ▶ provide the opportunity for recognition and self-fulfillment;
- ▶ provide the opportunity for professional and career growth;
- ▶ invest in the health and well-being of employees.

Investments in health and well-being

ICL Services provides private medical insurance for its employees, including dentistry, hospital care, and home visits from doctors. Every year, the private medical insurance program is reassessed based on over 20 criteria and a survey of insured employees. Improvements to the program are made based on the assessment and survey.

Company offices have medical rooms and every year we provide free vaccinations and fluorography. The company reimburses part of the cost of gym memberships, hires out football, volleyball and basketball facilities for employees, and supports their participation in sports events (Kazan Marathon). The company has football teams that play in the company tournament. From time to time, partner programs allow employees to buy memberships for gyms and swimming pools at reduced rates. There are sports facilities in the company's grounds.

These investments also cover the families of employees. For example, we partially reimburse expenses on sanatorium therapy for children of employees, we organize events for them, etc. On significant family events (wedding, birth of a child), employees get additional payments.

A healthy lifestyle is supported not only at a corporate level but also through personal examples. For example, in 2017 executive director of ICL Services Ruslan Vagizov, as well as other company's employees, took part in the Kazan Marathon with. Members of staff who enjoy mountain climbing have published promotional photos featuring the corporate flag on Elbrus, Kilimanjaro, and Lenin Peak.

Education and development

We pay for the education and certification of our employees in full. They can develop their technical skills, soft skills and learn foreign languages on external and internal courses. As a result, every year **90%** of our employees take advantage of the education opportunities.

Recognition and self-fulfillment

We have **more than 15** recognition programs: official and informal, for business results and volunteering, technical achievements and for helping colleagues. This means that anyone who performs something interesting and significant for themselves can receive company recognition.

Transparent growth system

Together with employees, we have built a system for evaluating performance: we tested it across the entire company and used feedback to improve it. We automated it to get objective results. We consider employees for management and senior engineering positions. The rules for performance evaluation, certification and position change are registered in public documents.

Readiness to help

As part of its efforts to help its employees to live good lives, the company supports them beyond the workplace. In important life situations, any employee can ask ICL Services for the following help:

- ▶ access to a large zero-interest loan to solve temporary difficulties;
- ▶ additional vacation days and payments for important family events (wedding, child birth, death in the family);
- ▶ receive reimbursement of mortgage interest payments at the company's expense (this is relevant because the average employee age is 31, and many young families wish to move up the housing ladder). The company has also implemented its own housebuilding program for employees.

All those taking part are involved in the process

Corporate social responsibility requires participation of the company and every employee: from director to junior specialist. For this reason, the company provides support for every employee. Its position regarding support is thoroughly thought-through and officially documented, and the support provided is constantly checked for compliance.



ICL
SERVICES

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