

CORPORATE SOCIAL RESPONSIBILITY REPORT



Business always means
a responsibility to society



2019

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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



80 large customers

in 30 countries



Included in the IAOP*

TOP-100 rating

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 2006.

ICL Services provides:

guaranteed availability of IT infrastructure and applications, as well as full compliance with the SLA;

minimizing and sharing IT infrastructure management risks with the customer;

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;

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

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.

2006

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

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).

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.

2012

The division of Fujitsu Russia GDC was opened in Voronezh.

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".

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.

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".

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, Omnicor and Red Hat) are formed.

2017

In 2017 Hr team of ICL Services won in the "First Steps" category in "IT HR Award" with the program for beginners called "Buddy". The Expert Council of the "Innovation Time-2017" named ICL Workspace solution as the "Product of the Year" in the "IT and Digital Technologies" category. For the third year in a row, our company entered the Global Outsourcing top -100 rating, compiled by the IAOP.

2018

Expanded partnerships in the Asian region (Japan, Singapore). We are actively develop competencies in [IoT](#), machine learning and robotization. In June, ICL Services reached Huawei certification level 5. ICL Services CEO Sergey Soloviev was awarded the title "Honored worker of information and communication of the Tatarstan Republic". ICL Services is planning to complete 2018 year with a 30% service volumes increase.

Opening new office in Usady, Kazan



COMPANY FACTS
GEOGRAPHY OF WORK

14 000

servers supported

>1800

employees

250 business applications

>80 large customers in 30 countries

>1000

jobs were created in the Republic of Tatarstan

13

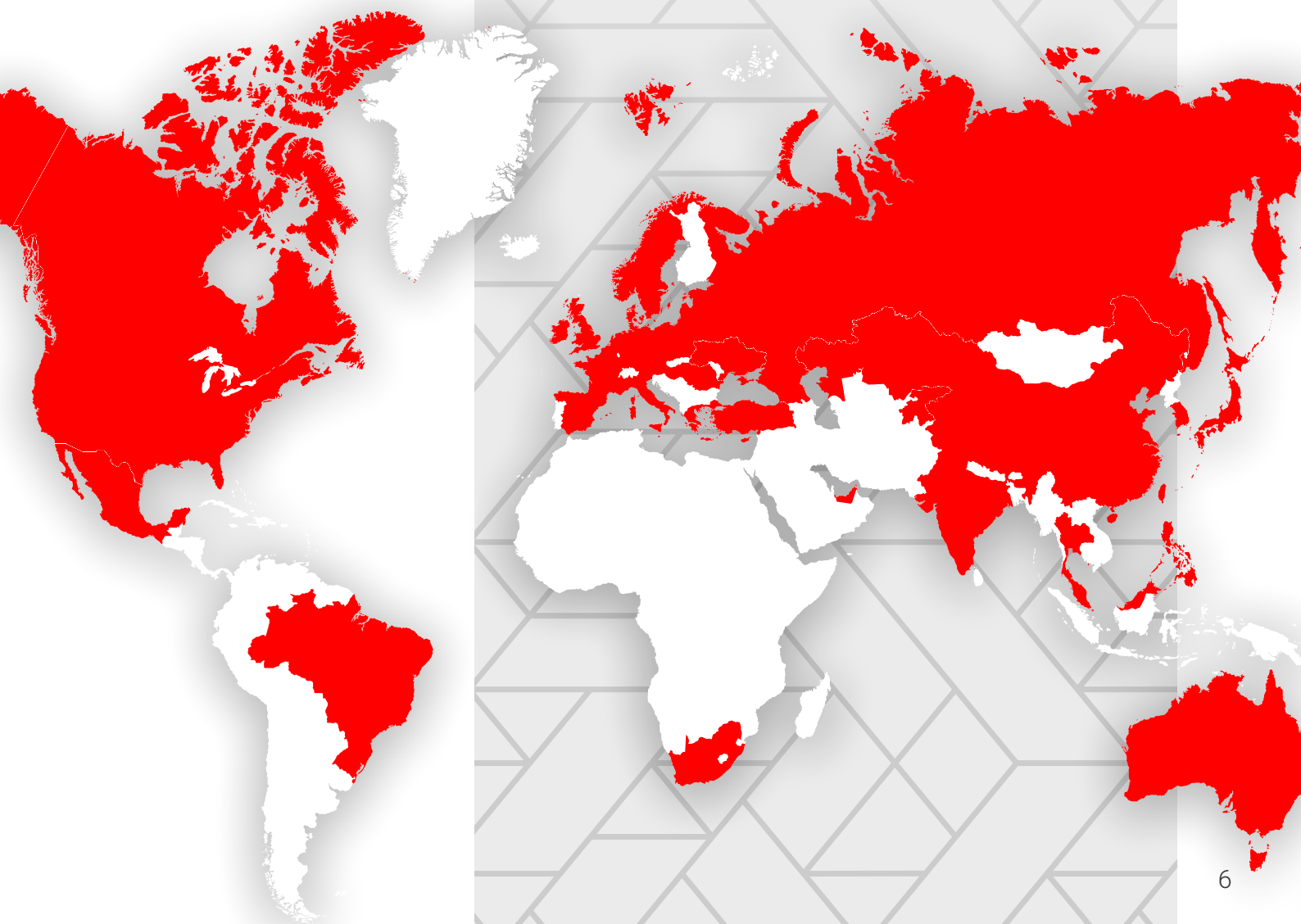
PBytes of data warehousing and 8000 DBase with 6,45 PByte in total volume

99,3%

level of compliance the SLA*

60 000

USERS
WORLDWIDE



CORPORATE SOCIAL RESPONSIBILITY POLICY



GOALS

ICL Services sets GOALS in assessment of Social Responsibility:

Increase Customer loyalty by expanding their involvement in the resolution of socially significant issues;

Consolidating the Company's competitive edge by creating an image on both markets – on domestic and global markets;

Promoting the sustainable development of society on the territories where the Company conducts business.

THE MAIN OBJECTIVES

The main objectives in assessment of Social Responsibility:

Social Responsibility principles integration into the Company's business activity;

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;

Control over management of the Company's reputation risk level as it pertains to Social Responsibility related matters.

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.

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:



TRANSPARENCY

01

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.

ETHICAL
BEHAVIOR

02

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

THE PRINCIPLE OF TAKING
STAKEHOLDER'S INTERESTS
INTO CONSIDERATION

03

The company continuously interacts with parties concerned, on a regular basis it identifies, assesses and takes into account the expectations and interests of those parties through meetings, interviews, surveys, and analysis of complaints.



RESPECT FOR
HUMAN RIGHTS

06

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.



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

RESPECT FOR THE
RULE OF LAW AND
INTERNATIONAL
NORMS OF BEHAVIOR

04

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.

ACCOUNTABILITY

05

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).

TABLE 1

Definition and classification of major stakeholders

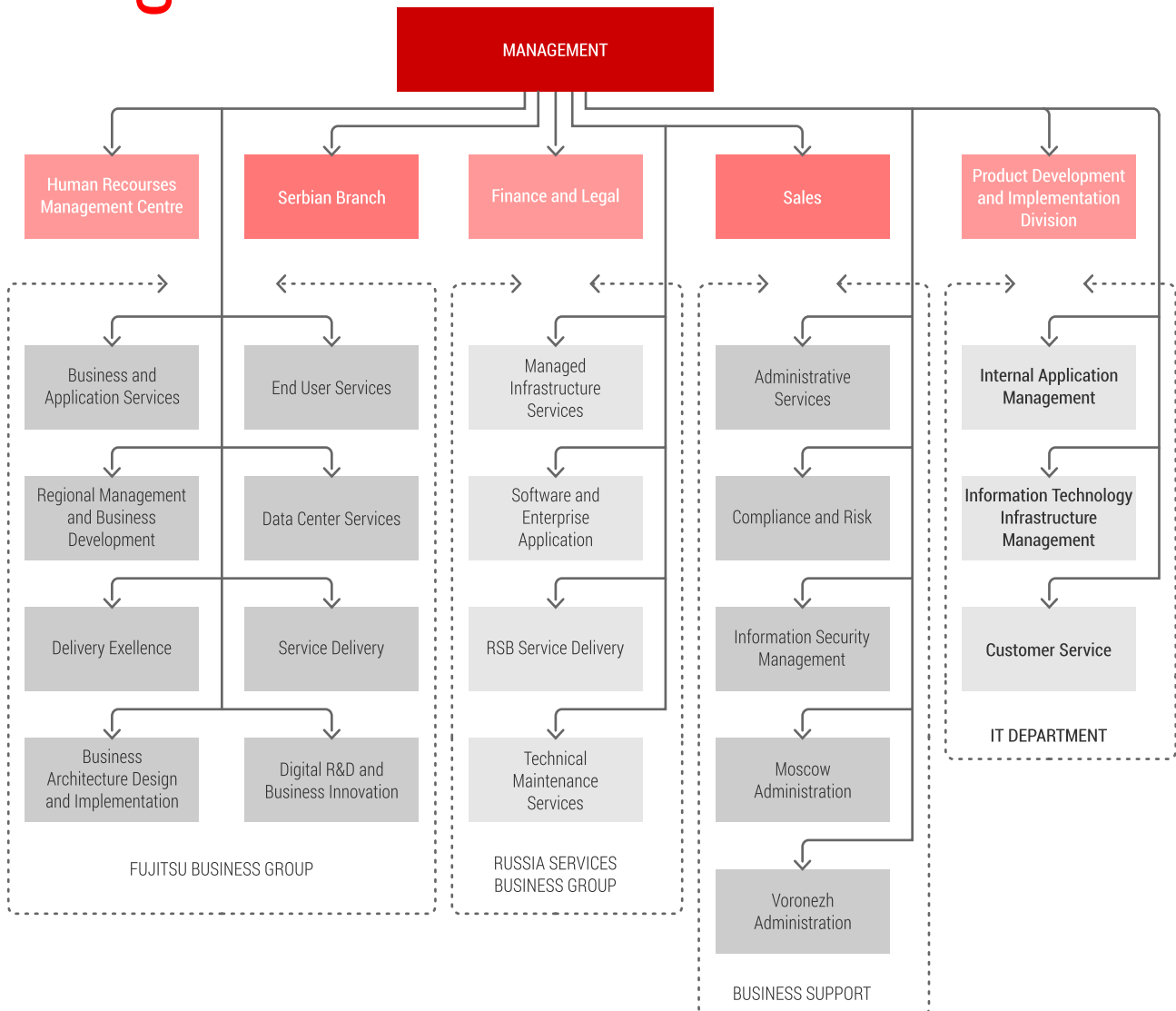
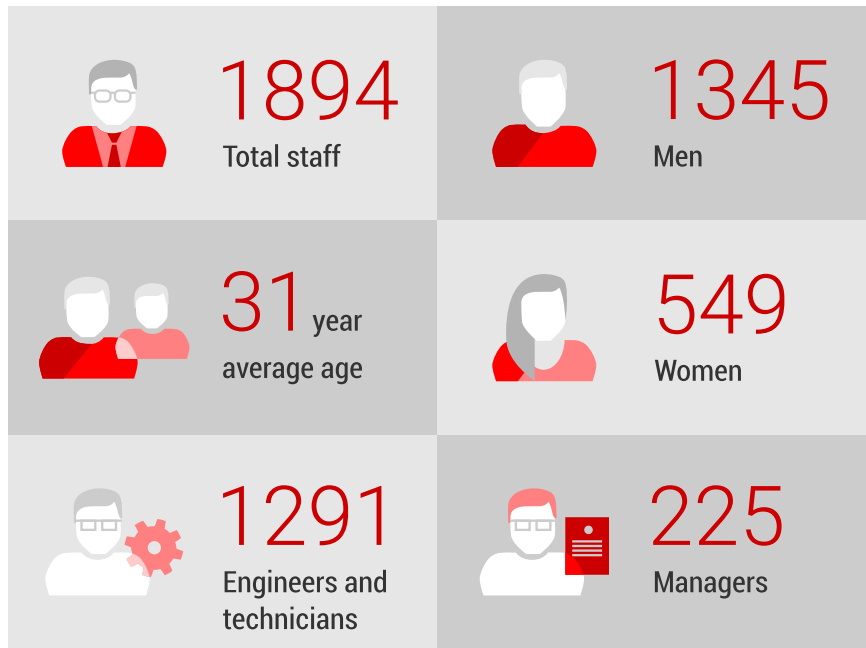
Group	Justification
Customers	Customers are service consumers. Their preferences define the sustainability of the company's business.
Employees	The company is a major employer. Employees are the company's main asset; they work with its customers, develop its reputation, and implement the company's strategic and business goals.
Society (local communities)	The company interacts with society (local communities). Its activities are 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.

**FACTS ABOUT
COMPANY STAFF
CORPORATE STRUCTURE**



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

01

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

RESULT

02

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

RESPONSIBILITY

03

ability and readiness to be responsible for the result

DEVELOPMENT

04

continuous improvement in completing tasks and achieving new goals

TRUST

05

confidence in each other's responsibility and reliability

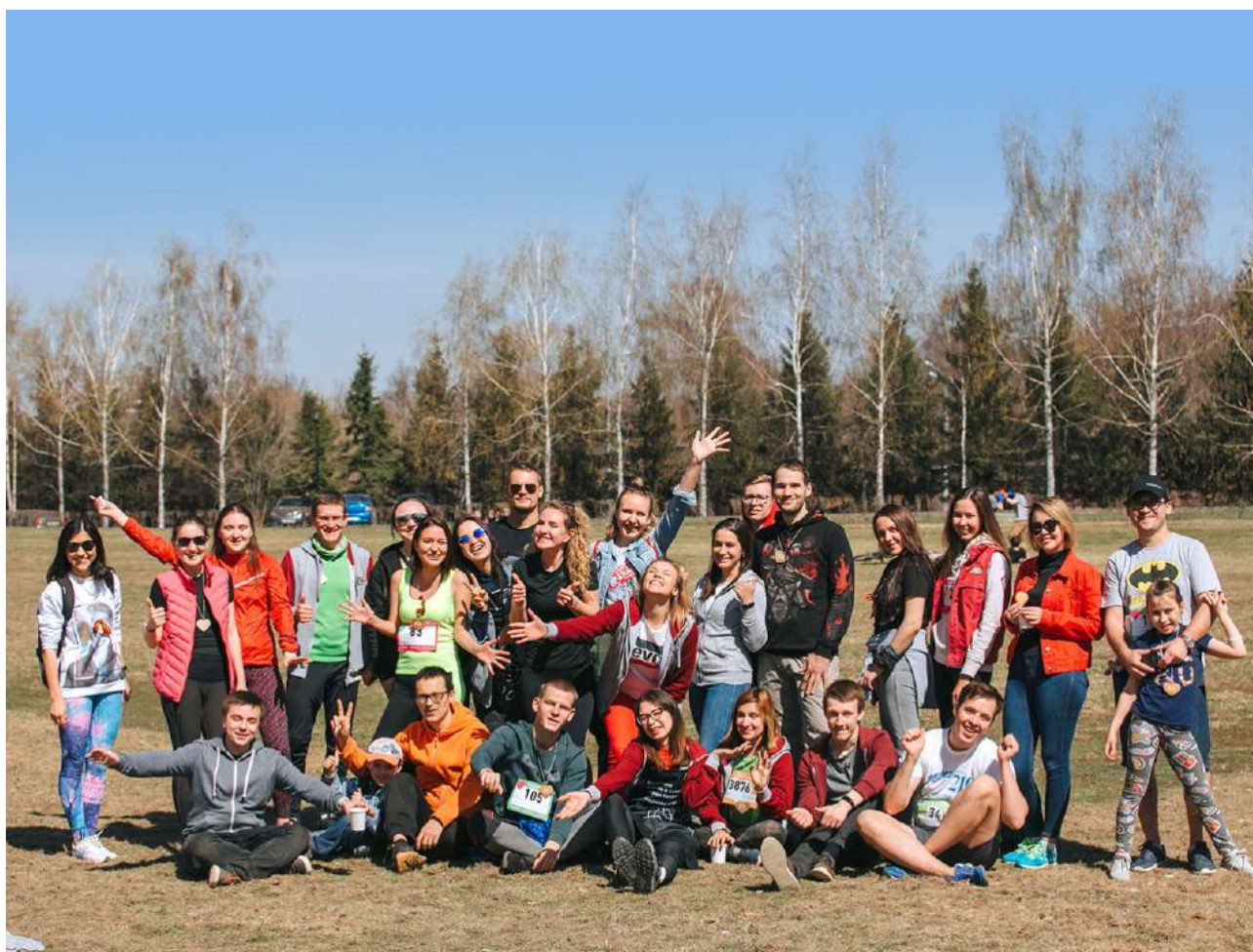
COMMUNITY INVOLVEMENT AND DEVELOPMENT

Does business need charity
and social projects?

ICL Services answers

More and more celebrities and large international and Russian companies are engaged in charity, developing their own and supporting other people's social projects. Charity marathons on social media, fundraising campaigns, even recreational activities focus on helping socially disadvantaged segments of the population. It is no longer a rarity when paying for an e-ticket for a business conference or a sporting event to see an offer to support a charitable foundation or donate towards the treatment of a specific child emerge.

Why do companies with a strong marketing strategy go for it? We'll answer this question using the example of ICL Services, a large international IT company.



TO CREATE A
POSITIVE
IMAGE FOR
CUSTOMERS
AND PARTNERS

1

TO FIND
TALENTED
EMPLOYEES

2

TO HELP
FUTURE PRO-
FESSIONALS
FIND THEIR
PATH

3

MAIN GOAL

4



Social projects help the company enhance its positive image in the eyes of customers and partners. First of all, it is an investment in the moral and ethical sphere. ICL Services provides services to more than 80 customers from 30 countries and increases the volume of services every year. Many customers are foreign and global companies from the financial and industrial sectors and retail. Their corporate ethics value socially responsible partners.

There is also an economic element. The more often the company's charitable projects are mentioned, the more attractive a partner the company becomes. This is because the company can only allocate resources to social projects if it's performing well (remember the episode with the observatory in the book "The Titan" by Theodore Dreiser!).

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MAIN GOAL

4

Blood Drive



The image of a company that runs charity projects is important for young people looking for a job. Members of Generation Y and, to a larger degree, Generation Z aim to find an employer who will help impact the world and act as a volunteer or a social project manager. More than just routine business activities.

They find that kind of work at ICL Services. The company's main initiators of charitable and social projects are the employees themselves. They generate a project idea and implement it with a team of co-workers who are fellow volunteers. In 2018 and the first half of 2019 alone, about 30 social projects were implemented that had an impact on about 1,000 people.

SOCIAL PROJECTS IN
WHICH EMPLOYEES OF ICL
SERVICES PARTICIPATE

ICL Services' experience with social projects is large-scale. They include:

supporting retirees and workers with many years of service (gifts on the 9th of May, hosting gatherings of retirees/workers, excursions);

providing assistance to an animal shelter in Stolbishchi, Tatarstan;

holding Blood Drives twice a year;

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PATH

3

MAIN GOAL

4

providing assistance to orphanages and nursing homes (New Year's gifts for the elderly, visits to the Duslyk orphanage, assistance to a correctional school in Derbyshki, Kazan);

sponsoring a community kitchen in Kazan;

holding the charity fair in Gymnasium No. 19 in Kazan;

and dozens of other events.

Every year, the company holds events around the New Year season to support orphanages and nursing homes. The offices post Christmas tree notes with the children's or seniors' wishes. Each employee chooses one and buys a gift. In 2018, two such events took place. ICL Services employees fulfilled the wishes of 100 residents of a nursing home and 100 children from an orphanage. The company's event coordinator was an engineer.

Popular events that have already become traditions are ones dedicated to helping animals, which were created by volunteers from the marketing department. They have a funny name—Sweets for Kitty Treats—but mean business. Employee volunteers prepare sweets at home and bring them to a bake sale at the office.



TO CREATE A
POSITIVE
IMAGE FOR
CUSTOMERS
AND PARTNERS

1

The sweets don't have a fixed price, but all donated proceeds go to help the animal shelter in Stolbishchi, Tatarstan. In 2018, the shelter received donations of 30,000 rubles, 120 kg of food, and animal hygiene products. Hands-on help, such as cleaning the kennels and walking dogs, is very popular with the staff and is useful for the shelter, where there are never enough helpers.

Event initiators are not only ordinary employees but also company executives. ICL Services Executive Director Ruslan Vagizov ran a marathon distance to support children from Tatarstan undergoing treatment for cerebral palsy. The website Sdelai.Org helped draw attention to his deed. In a month and a half, it collected 320,000 rubles to help the children. Many of the 195 donors who participated in the fundraising are ICL Services employees and even some of the company's customers and partners.

TO FIND
TALENTED
EMPLOYEES

2

TO HELP
FUTURE PRO-
FESSIONALS
FIND THEIR
PATH

3



MAIN GOAL

4

THIS IS DOABLE AT ICL SERVICES

Social projects don't just provide direct assistance to those in need. After all, "Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime." Or, in other words, helping people to learn and choose a vocation.

That's why ICL Services conducts free educational programs for students, schoolchildren, and even preschool-age children. Cooperation with leading universities, free educational projects, scholarships for talented students, and support for student IT competitions help develop the potential of the region's youth.

TO CREATE A
POSITIVE
IMAGE FOR
CUSTOMERS
AND PARTNERS

1

TO FIND
TALENTED
EMPLOYEES

2

TO HELP
FUTURE PRO-
FESSIONALS
FIND THEIR
PATH

3

MAIN GOAL

4



COLLEGES AND UNIVERSITIES

The company partners with the region's leading universities to:

organize free educational courses at KFU and KNRTU-KAI;

annually sponsor the student projects competition I-TEAM (KNRTU-KAI) and the Information Security Olympiad (KNRTU-KAI);

participate in university events (job fairs at KFU, KNRTU-KAI, Programmer's Day hosted by KFU's Institute of Computational Mathematics and Information Technologies), meetings with parents and applicants to suggest what they should do to get well-paid and promising work in the future.

ICL Services contributes to developing students' skills, which means developing the region as a whole.

ICL SERVICES SCHOOLS

ICL Services Schools are free short-term educational projects for undergraduate students, graduates, and professionals who have decided to change their profession to IT. The goal of the project is to provide young specialists with basic IT knowledge sufficient to start working in the field in a short time (from 3 weeks to 2 months). Instructors are experts working at ICL Services, who are able to share knowledge and experience in popular technologies with students.

TO CREATE A
POSITIVE
IMAGE FOR
CUSTOMERS
AND PARTNERS

1



200+
audience

TO FIND
TALENTED
EMPLOYEES

2



9 different
areas
of training

TO HELP
FUTURE PRO-
FESSIONALS
FIND THEIR
PATH

3



13 schools



>50%
of employed

In 2018–2019, 13 Schools were organized focusing at various fields: Service Desk, Project Management, UNIX, information security, workplace infrastructure, etc. More than 200 young people studied there. Studying at Schools does not impose employment obligations. After studying, students can work at ICL Services or, having received a certificate, find a job at another company. However, more than 50% of the school's students come for paid internships or are employed at ICL Services.

MAIN GOAL

4

STUDIES FOR SENIORS

ICL Services does not limit academic work to a youth audience. A team of ICL Services volunteers is currently working on a project to train pensioners in computer literacy. They will learn how to work with computers and the Internet, as well as protect themselves against fraudsters who often use retirees' lack of IT knowledge for financial crimes and stealing personal data.

MAIN GOAL

4

TO HELP
FUTURE PRO-
FESSIONALS
FIND THEIR
PATH

3

TO FIND
TALENTED
EMPLOYEES

2

TO CREATE A
POSITIVE
IMAGE FOR
CUSTOMERS
AND PARTNERS

1



Any company is first and foremost the people who work there. ICL Services is committed to bringing the best people in the industry to its team, in terms of both human and professional qualities. The best people tend to make the world around them brighter and help others just because they need help.

Charity and social projects are gradually changing the world for children and the elderly, schoolchildren and students, people who need blood, and even animals rescued from the streets. That is why employee volunteers invest time and effort in them, and why ICL Services supports their efforts.

LABOR PRACTICES

THE FIGHT FOR EMPLOYEES

How companies are arming themselves to win on the labor market

Each company is a kind of planet where its own laws and gravitational forces operate. Companies go to great lengths to avoid being jettisoned into open space outside the employment market. First of all, they try to do everything to provide employees with a comfortable work environment. ICL Services has been using labor best practices for 13 years, which includes introducing new processes and replacing what is no longer relevant.

FIRST CONTACT

The first contact with the employer occurs before the candidate decides to find a job. At student events ("open house" events, job fairs, etc.), company employees answer questions about working conditions, training, the job, and give recommendations on how to get a job and useful knowledge. This removes the fear of the first employer and facilitates entry into the company. ICL Services sponsors student events (Information Security Olympiad, I-TEAM student competition, ICL Programming Olympiad together with KNRTU-KAI), actively working with applicants, parents, and students along the way. In 2018–2019 alone, the company has taken part in 40+ events for talented youth.

Many students intern at the company and write their theses under the guidance of ICL Services specialists. After successfully defending their thesis, many young people continue their career path.

ICL Services also offers a paid internship. For young professionals, this is an advantage in the labor market. It's not easy finding a job without experience. The intern is assigned a mentor who gives practical and educational tasks and helps adapt. The internship lasts 3–6 months. If it's successful, an in-house job is offered.

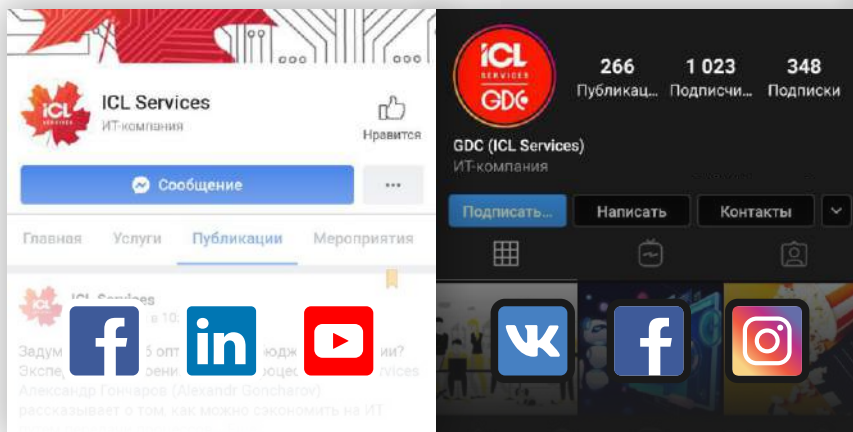
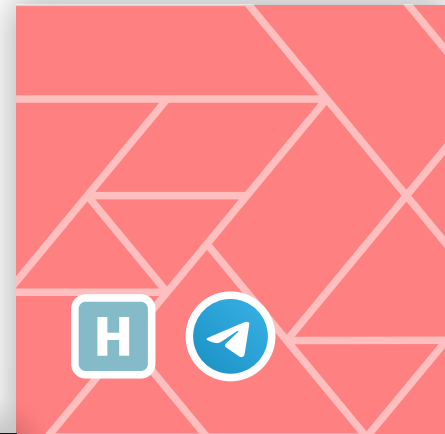


A unique line of support for talented youth is the ICL Services Schools for students and graduates. The regional labor market does not have enough candidates who possess the necessary business knowledge. In response to this challenge, the company's management decided to teach these technologies for free, using all of ICL Services' resources, from equipping classes to finding experienced professionals to lecture. As a result, in 2018–2019, 13 schools have been held with a total of 200+ students. Over 50% of them were hired by the company.

In addition to these schools, there are current technologies in different IT fields. These include service desk, project management, system administration, databases that are not taught at universities, as well as a flexible study schedule in the evenings and the program's rapid pace.

ON THE
SAME WAVE

Today, when the boundaries between the employer and the applicant/employee are very tentative, it is important to use all possible channels of communication and quickly respond to questions. This gives a competitive advantage over other companies and creates transparency at all levels of interaction with employees:



You can evaluate the expertise of the people you'll work with in the future in the [Habr](#) professional community.

A bot is currently being piloted to help the HR team conduct an initial screening.

The company has business accounts on [Facebook](#), [LinkedIn](#), and [YouTube](#). The accounts feature success stories, information about innovations, and insight into the company's plans.

It also has pages aimed at corporate culture on [VKontakte](#), [Facebook](#), and [Instagram](#). Their goal is to show how employees live and to get closer to subscribers by promptly answering their questions.

The internal communications network for existing employees also covers a wide area:



NEWS PORTAL

850 news articles in 2018



"Thanks" button



meetings with top management 3 times a year



opportunity to contact a leader at any level



A SMOOTH LANDING:

Adaptation according to plan.

When a newcomer joins the company, everything is done to quickly get them situated and adapted as comfortably as possible.

The mentoring program that assigns a buddy to the new employee is a great example of this approach. Mentoring lasts 3 months and helps the newcomer to socialize in the team. The new associate always has someone nearby to answer job-related and office-related questions. The program received the prestigious [IT HR Awards](#).



The electronic adaptation plan shows what kind of training the employee has to take and what he/she can expect ahead.

Induction training guides the new employee through all of the company's departments. The employee also learns about lean manufacturing and volunteering and can personally ask the company's directors any questions.

Evaluation 360 at the end of the probationary period (self-assessment plus evaluation by colleagues and the manager) offers an effective evaluation of the new employee.

Three times a year, the company holds a Strategy Update. These are major events involving the company's directors where all aspects of the company's operations are discussed.



500+

people
- the average
attendance at
Strategy Update



Managers answer

>50

questions during
each event



A PLEASANT
ATMOSPHERE IN A
PLEASANT OFFICE



In addition to the built-in communication processes, staff evaluation, and recognition programs, ICL Services' modern office, Technopark, plays an important role. It was part of the Best Office Awards 2018.

Employees took part in developing the sleek modern design of this office, which meets all modern requirements. It is environmentally friendly and is equipped with game rooms, recreation areas, modern meeting rooms, workstations, and fail-safes in case of power failures. Work stations in the open space format are designed in such a way that soundproof partitions allow you to work quietly while you're surrounded by colleagues. The company offers another perk to environmentally conscious employees: containers for collecting batteries and separate garbage and recycling collection.





GROWTH,
COMPENSATION,
AND RECOGNITION

The company's principles of work are transparent to all employees. Evaluation is based on KPIs, which are negotiated by the manager and the employee. KPIs depend on the employee's position and department. As a rule, rewards are given for accomplishing supertasks and performing high-quality work. The system is automated, which protects against the human factor.

Employees receive their salary and a competitive benefits package.

01

Training at the Company's Cost

ICL Services invests in its employees' growth and provides an opportunity to take internal technical and skill courses, to learn foreign languages during the workday at the office or online. The fact that the company also picks up the cost of international certification and training through expensive external courses is also a significant plus for the employer. About 90% of employees take certain courses and certifications every year.

The company supports its employees' growth through individual plans and a manager training program (personnel reserve) and allowing employees to gain experience in new roles, such as an internal trainer, media expert, or Tech Lead.

02

Benefits.
Health and Well-Being

Material Aid

While the company pays special attention to observing all the requirements of the Labor Code of the Russian Federation, it also takes note of its employees' health. The company offers an annual medical examination, fluorography, vaccinations, lectures on preventing office illnesses, stress management, an expanded private health insurance plan for employees and family members.

The company offers a host of perks. For example, it reimburses membership costs to fitness clubs. It also rents space for its employees to play football, volleyball, hockey, and table tennis. Twice a year, it holds trials to the running club and it partially reimburses participation in athletic events (the Kazan Marathon, the Race of Heroes, the National Half Marathon, the Belgrade Marathon, etc.)



The company compensates for the costs of mortgages, provides special conditions for purchasing housing in the IT village for employees and new residential complexes near the office.

Financial assistance for important events in an employee's life is a definite perk that offers interest-free loans from the company, financial support during childbirth, marriage, or in the event of a close relative's death.

The relocation program includes housing location assistance to employees from other cities, as well as initial financial assistance when moving.

03

Work–Life Balance

The company holds 80+ events a year, not counting team-building events. These cover various areas, from entertainment (the company's anniversary, professional holidays, etc.) to social events (eco-races, support for nursing homes, trips to animal shelters, etc.).

Additional vacation days, additional days off for working mothers and additional days off for the disabled are also among the opportunities available to employees.

04

Employee Recognition Programs

Annual awards at the end of the year among all colleagues, the Professional Award in each department, awards for volunteers and the personnel reserve, receiving team ratings from customers are only a small part of the recognition programs at ICL Services.



IF PATHS DIVERGE

The company added over 300 new employees in 2018. However, there are those who decide to leave the company. ICL Services works with them as well.

HR managers hold an exit interview with the outgoing employee to understand why they are leaving. If possible, the company offers another solution: transfer to another department, to a new position, or another work format. Reasons for leaving are recorded to resolve problems and improve conditions for other employees.

A distinctive feature of the company is the fact that ICL Services maintains contact with former colleagues. They still have the opportunity to attend corporate events, recommend new employees and get a bonus for the recommendation. They can also return to the company, which is not uncommon for ICL Services. After all, you always want to go back to where things are good.

HUMAN RIGHTS

>2 200 000

Walmart



ICL SERVICES' 4 PRINCIPLES

Corporate ethics in the era of human rights challenges

In 2018, the Universal Declaration of Human Rights turned 70. But, as [noted](#) by Salil Shetty, Secretary General of Amnesty International, no one in the world can count on unconditional respect for their rights. Even if we leave aside the most monstrous events of recent years—armed conflicts, ethnic cleansing, repression, and restriction of freedoms—human rights have faced dozens of diverse challenges, even in relatively prosperous societies.

We are in a time of growing phobias and reactionary changes after the liberal transformations of previous decades, the struggle for equality and tolerance, and open and bold statements about mass crimes against the person (#MeToo), etc. It seems that these calls concern only two parties: the person and the state as a guarantor of his rights and freedoms. Business is obliged to simply follow the laws. But is corporate ethics right to leave it at that?

The American supermarket chain Walmart employs over 2,200,000 people. If Walmart were a country, it would have surpassed 98 other world countries. The largest private employer in Russia, PJSC Magnit, has 270,000 employees. This is more than the entire population of Veliky Novgorod. Large businesses involve a huge number of employees, as well as their loved ones. In such a situation, corporate ethics can (and should) become a driving force for improving the area of human rights.

270 000

PJSC Magnit



224 297

Veliky Novgorod



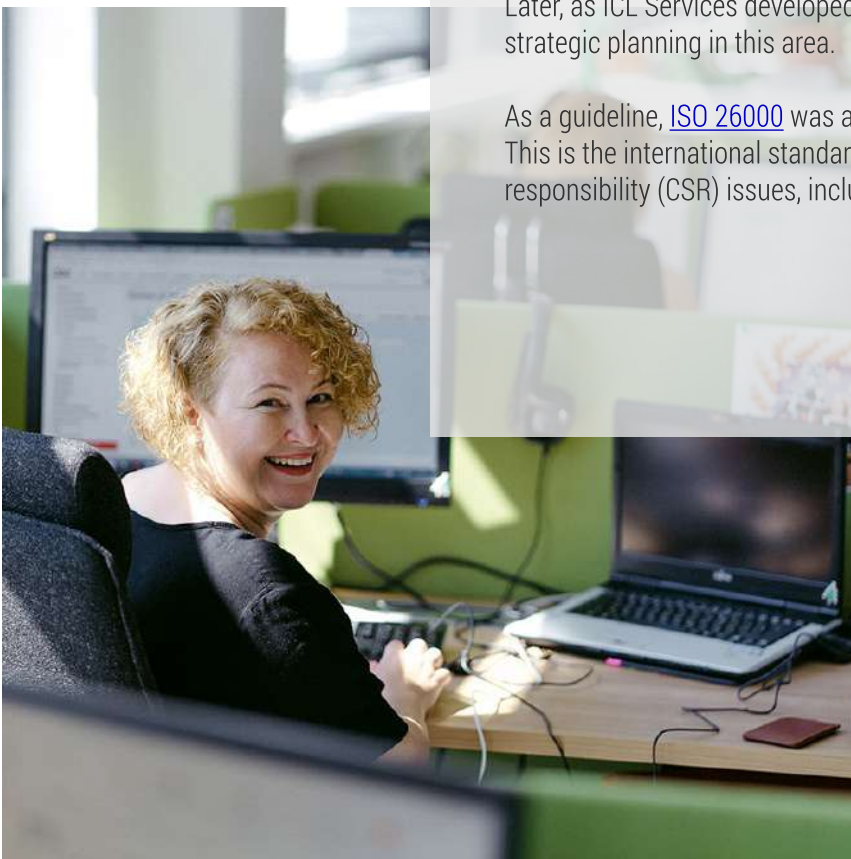
Understanding their responsibility, the largest companies are active in the social sphere. Nestle was the first global corporation to publish a white paper, its human rights reports. L'Occitane provides regular, well-paid employment to 11,000 women in impoverished regions of Burkina Faso in Africa. The head of Unilever Paul Polman named respect for and observance of human rights among the principles of his company's prosperity. There are other worthy examples. And even if businesses can't solve the most critical issues, in this time of challenges any contribution to the cause of human rights—even a relatively small one—holds a special value.

Companies don't have to be transnational giants to make a contribution. Moreover, it doesn't require excessive resources. As ICL Services' experience shows, it is sufficient to simply build your daily work in accordance with 4 simple principles in order to achieve certain improvements in the areas of the rights to health, social security, education, development, etc.

ICL Services is an IT service company with 1,800 employees. It is among the top 100 global outsourcers and works with clients from 30 countries. 90% of its employees are located in Russia.

During the company's first stage of development and growth in the field of human rights, the only highlighted priority was complying with the laws of the Russian Federation. Later, as ICL Services developed, it became possible to clarify strategic planning in this area.

As a guideline, [ISO 26000](#) was adopted. This is the international standard regulating corporate social responsibility (CSR) issues, including human rights issues.



THE TONE IS
SET AT THE
TOP

1

MORE
RESPONSIBILITY
IN WORKING
WITH
COUNTERPARTIES

2

PROCESS,
NOT PROJECT

4

FOLLOW BOTH
THE SPIRIT
AND
THE LETTER
OF THE LAW

3

We can talk about observing human rights in a company if this principle is followed by the entire or absolute majority of employees. But, to demand this from its staff, the company must first:

set clear priorities in situations where respect for human rights conflicts with speedy action or short-term economic results.

model desired behavior at every level of managers and opinion leaders;

articulate its goals and vision of the results;

explain clearly and unambiguously to its employees and at the same time provide a channel for operational advice;

To accomplish these tasks, human rights issues were enshrined in the company's CSR Policy, and ICL Services' internal portal contains contact information for the compliance manager, HR director, and company director, which can be contacted in difficult cases.

Here's an example of what the Policy says:

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



The sphere of influence of a successful business far exceeds the circle of employees and their loved ones. It also includes partners and contractors and, in part, even the company's clients. Ideally, a business' area of responsibility in respecting human rights should correspond to its area of influence.

Imagine a situation that, alas, is quite possible. Company No. 1 produces a high-quality, low-cost product and respects the rights of its employees and customers when doing so. Company No. 2 supplies cheap raw materials for the first company, secretly using child labor. Having earned a good reputation, the first company is buying more raw materials as it grows. As a result, the second company employs more children and increases their shifts. The first company strictly observes the laws but encourages partners to violate them. To avoid such situations, the first company should expand its area of responsibility by showing interest in the nuances of how its counterparties work and making sure that they respect basic human rights.



To accomplish this, ICL Services uses a [Code for Suppliers and Business Partners](#). Before starting work with the company, contractors are obliged to sign it and observe it when working.

THE TONE IS
SET AT THE
TOP

1

In accordance with the letter of the law, the company is required to comply with the Russian and international human rights instruments.

The spirit of the law can be interpreted in a broader sense, i.e. providing as complete guarantees in this area as the company's capabilities allow. ICL Services seeks to support employees in implementing the following rights:

MORE
RESPONSIBILITY
IN WORKING
WITH
COUNTERPARTIES

2

PROCESS,
NOT PROJECT

4

90–95%

of the company's employees use their educational opportunities every year

FOLLOW BOTH
THE SPIRIT
AND
THE LETTER
OF THE LAW

3

RIGHT TO EDUCATION

ICL Services pays for employees to take external training and certification and offers internal technical, skills, and language courses.

GENDER EQUALITY

On the one hand, the absence of gender discrimination is a requirement of the law (which, of course, is observed). On the other, there are also opportunities for improvement. In the field of IT, the gender balance is shifted, starting with pre-university and university education. Mathematics and IT specialties are traditionally considered male domains. ICL Services implements career guidance and educational programs in schools and universities, which are designed to show girls opportunities in this area and support them in choosing this professional path. In addition, there are meetings of female students and interns with ICL Services' female employees who work as managers and senior specialists in the technical field. The personal experience discussed at these meetings motivates and supports girls to continue in IT.

THE TONE IS
SET AT THE
TOP

1

MORE
RESPONSIBILITY
IN WORKING
WITH
COUNTERPARTIES

2

RIGHT TO HEALTHY
LIVING AND MEDICAL CARE

Employees have Private Health Insurance (PHI), which includes dental coverage, free annual vaccinations, and fluorography. Office buildings are equipped with medical facilities. The company partially reimburses the purchase of fitness club memberships, provides employees with sports fields for team sports, and supports participation in athletic events (marathons, sports days, the Race of Heroes, etc.).

PROCESS,
NOT PROJECT

4

FOLLOW BOTH
THE SPIRIT
AND
THE LETTER
OF THE LAW

3

100%

of employees participated in piloting the evaluation system and gave feedback that helped shape its final form

There are also support measures for employees' families. For example, partial reimbursement for spa resorts with medical services for children and bonus payments for weddings, childbirth, etc.

RIGHT TO
DEVELOPMENT AND
FAIR EVALUATION

The opportunities for growth and development in ICL Services are associated with a socio-economic human right—the right to social security—as well as the psychological needs for recognition and self-actualization. The corporate performance evaluation system was created in conjunction with the company's employees. Automatic assessment by openly published rules guarantees transparency and objectivity. Finally, selecting employees for senior positions is primarily carried out within the company in order to provide fair opportunities for growth.

THE TONE IS
SET AT THE
TOP

1

MORE
RESPONSIBILITY
IN WORKING
WITH
COUNTERPARTIES

2

FOLLOW BOTH
THE SPIRIT
AND
THE LETTER
OF THE LAW

3

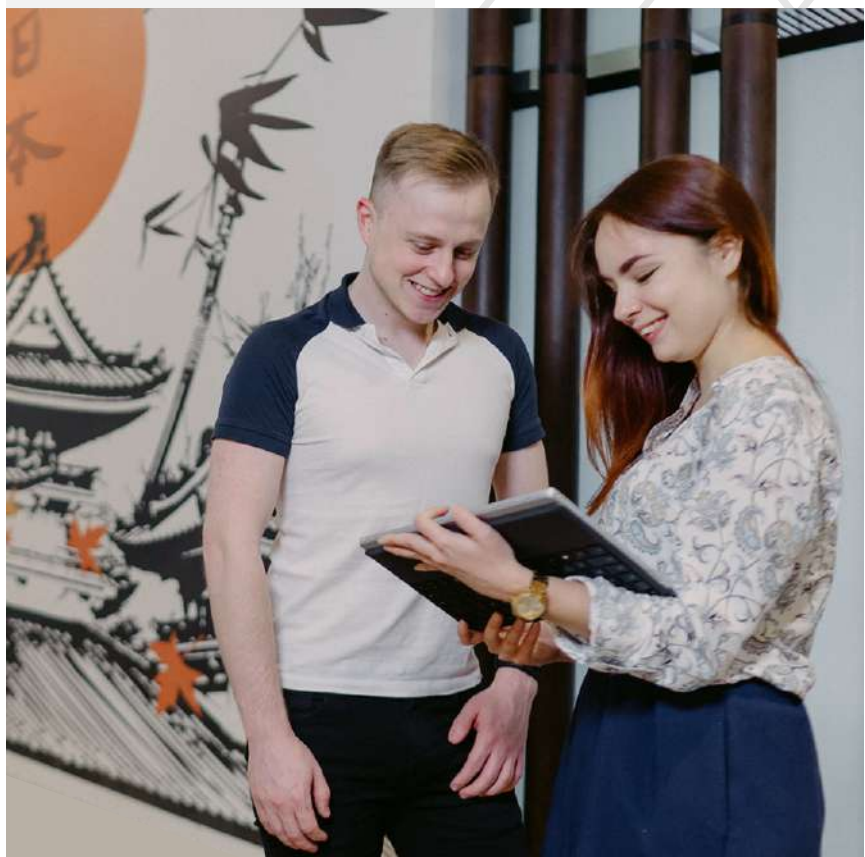
PROCESS,
NOT PROJECT

4

Respect for human rights is not a one-time project but an ongoing process. It requires involvement of the company as a whole and each individual employee—from an intern to the CEO—in particular.

At the same time, the company's task is to provide employees with a base: an officially stated position, as well as the means to follow it.

ICL Services' experience shows that building this kind of platform is quite realistic and doesn't require extra costs on the part of the company. That's why there's the desire to hope that more and more companies will take on the constant and daily responsibility for observing human rights.



FAIR OPERATING PRACTICES

ANTI-CORRUPTION POLICY:

Experiences of a Russian IT service company

In 2018, the share of economic harm caused by corruption-related crimes in Russia was about 46 billion rubles, said Yuri Chaika, Prosecutor General of the Russian Federation, in [an interview with Kommersant](#). He also noted in the interview that only 8.5 billion rubles were voluntarily reimbursed by corrupt officials. The most common crimes are: providing inaccurate or incomplete information about income, expenses, property and property-related liabilities, there are many incidents involving bribery and the embezzlement of assets. Despite actively combating corruption, the scale of this phenomenon is growing, not only in Russia, but all over the world.

Various preventive measures to avert economic crimes have been implemented, not just at the federal and regional levels, but particularly in companies as well. ICL Services has many years of international experience partnering with customers which shows that the use of anti-corruption measures within a company is a necessary prerequisite in a modern global market system.



TRANSPARENCY AND PLAYING FAIR

ICL Services is one of the leading IT outsourcers in the world, so focusing on global best practices had been a key pillar in its work from day one.

The company always fights openly and fairly for customers whose geographies span more than 30 countries. International practices in IT-related services have contributed to developing a unified approach for company employees to observe the anti-corruption laws of Russia and other countries where customers do business. Therefore, combating corruption has become one of the key aspects of corporate social responsibility policy.

The anti-corruption policy developed and adopted within the company contains the norms, principles, and procedures for interacting with state bodies, political parties and associations. The policy also governs the company's charitable activities.

The experience of international colleagues in combating illegal economic activity has become the cornerstone of a zero-tolerance policy for bribery and corruption. The company's Compliance Manager conducts supervisory activities to counteract illegal practices, and also ensures the functioning of the internal control and corruption-related risk management systems.



FRAUD
PREVENTION
IS THE BEST
WAY TO PROTECT

The level of economic crime is gaining momentum: 66% of respondents said that their companies faced various types of fraud in 2018. A PwC survey shows that company executives are increasingly paying attention to certain types of fraud like cybercrime. This is due to the fact that over the past two years, the number of companies that have developed operational plans to defend against cybercrimes has significantly increased (from 26% in 2016, to 62% in 2018). On top of that, as noted in [the PwC research](#), the proportion of senior executives among the country's lawbreakers is growing: in 2016, it was 15%, but increased to 39% in 2018.

The consequences of fraud are primarily measured by financial losses, but we must not forget about other losses for a business: it impacts goodwill as viewed by customers and competitors, as well as the moral and psychological climate within the organization.

COMPETITION AS
AN UPHOLDER
OF COMPLIANCE
WITH ANTI-
CORRUPTION
LEGISLATION

That is why, in its work, ICL Services adheres to the principle of the inadmissibility of corruption and necessarily includes a clause in its contracts regarding compliance with the norms of current anti-corruption legislation. After all, transparency in revealing fraud and informing the involved parties about precautions help to minimize or even eliminate the damage.

Aware of all the threats that could potentially arise as a result of economic crime, ICL Services is creating a corporate culture not only among its employees, but also among its partners.

To establish fair competition, the company annually conducts internal audits of suppliers with which ICL Services has the right to run its business. These audits show the level of partner's compliance with the claimed criteria: quality-price ratio, reputation, and the ability to comply with all relevant anti-corruption legislation requirements.

“Corruption risks pose a real threat to business, so we take all kinds of response measures to prevent them. These actions are of strategic importance to us.”

Sergei Soloviev,
CEO of ICL Services





CORPORATE CULTURE

15% of respondents expressed concerns about possible bribery or corruption in Russian companies in 2018, whereas this rate is just 12% in the rest of the world. As respondents say, in the future, the economic realm will become more and more challenging. Therefore, it is very important to create mechanisms to control the risks of economic crimes.

ICL Services closely monitors anti-corruption policies and business ethics. All employees undergo anti-corruption training programs, which include a required testing unit. In addition, each employee is informed about concepts like “conflict of interest.”

The ICL Services corporate portal has a tool for reporting any known or suspected economic crimes: a violation notice is sent to the responsible person - the compliance manager. At the same time, the anti-corruption policy guarantees protection for employees from possible threats and harassment. Compliance with principles of anti-corruption policy makes ICL Services a reliable partner for customers in the international and Russian IT markets.

ENVIRONMENTAL IMPACTS

ECOLOGICAL EDUCATION

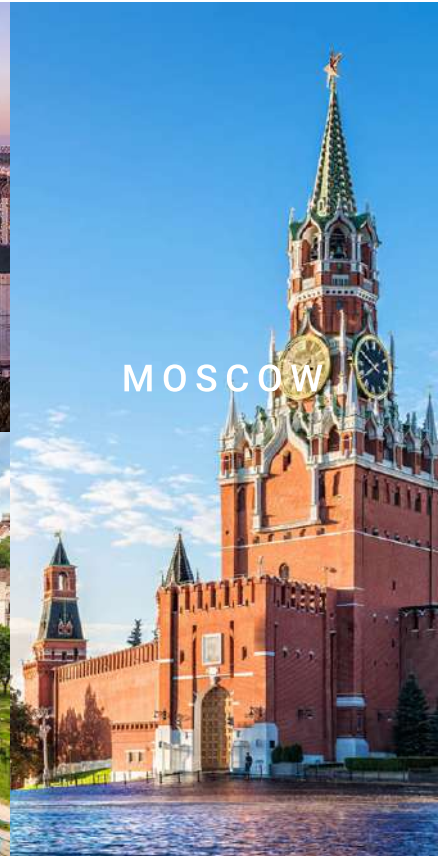
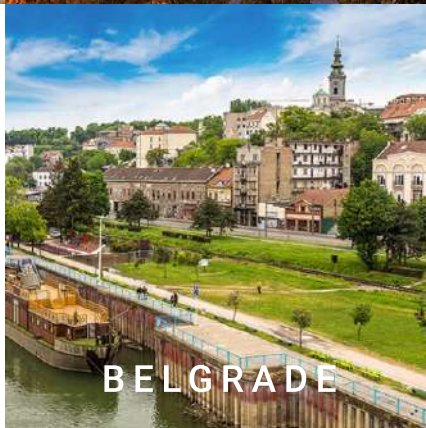
How ICL Services instills love for nature in its employees

Society is facing an ever-increasing number of ecological problems. Man-made fires, loss of unique natural assets, and plastic pollution are no longer a ghostly threat to the future but the sad reality of the present. To deal with these problems, it is necessary to instill eco-friendly behaviors from childhood: in the family, at schools, clubs, and institutions of higher learning. But what if adults in their 30s, 40s, and 50s don't have this education and well-constructed value system? The answer is to engage in developing ecological thinking at the workplace.

Ecological education is part of moral education, which consists of two parts, mindfulness and behavior. Using ICL Services as an example, we will explain how this works at a for-profit company.

Eco-activities at the company are completely voluntary. That said, a significant portion of the company's employees and management are interested in them and realize their value. Among all the possible options for developing eco-initiatives, the company chose to support enterprising employees. The scheme works like this: an employee declares an eco-initiative, the company provides the necessary support for it, other employees join the initiative.

ICL Services provides IT services to more than 80 customers from 30 countries. It employs 1,800 people, with offices located in Kazan, Moscow, Voronezh, and Belgrade.





Ecological values at ICL Services are declared when joining the company. Many applicants say that they considered the corporate culture described in the vacancy – which includes charitable, environmental projects, and volunteer programs – as an additional advantage when choosing ICL Services.

On the first day of work, the employee receives a welcome kit, which shows that ICL Services treats both new employees and nature with care.

The employee has the ability to take their first eco-step: drinking from their own cup instead of using disposable plastic cups. The cups left behind by employees who decided to leave the company are also used ecologically. We plant flowers in them to make our office green.

When organizing events, the company tries to move away from traditional solutions to more environmentally friendly ones. For example, replacing plastic cups with paper ones made from recycled goods, replacing plastic containers with craft paper bags, discarding beverage straws and small containers, ordering eco-friendly souvenirs for employees and partners.

It impacts the company's positive image as an employer and also makes it possible to find new customers by distinguishing the company from competitors.



**GREEN
OFFICE LIFE**

ICL Services' headquarters, situated at Technopark in the village of Usady, meets the world's best eco-practices. This building was selected to participate in the Best Office Awards 2018. Eco-friendly building materials, a huge green area around the building, a water-free water purification system, items for separate garbage collection, battery collection, reuse drafts, a reminder that you need to turn off the computer before you leave to save energy. This is only a small part of the benefits of an eco-office. Today, for most employees, these have become part of their daily work activities. Working in an attractive and comfortable eco-environment helps to transition to environmental awareness painlessly and quickly, without resistance.

EDUCATION

Employees conduct quarterly open meetings and environmental education activities. For example, in their first days at the company, new employees go through induction training that includes a section on environmental initiatives that anyone can join. Eco-active colleagues talk about areas of environmental and social work and even conduct training on separate garbage and recycling collection.





Beautifying Technopark

EVENTS

When an employee has mastered their work tasks, there is time to take part in the company's corporate life.

One of the most popular events at ICL Services is planting trees in the office area and environmental workshops and events.

In 2018–2019, employee volunteers:

have conducted a series of Academy workshops on how to minimize their negative environmental impact in everyday life;

have planted trees on the grounds of Technopark, where the office is located. More than 100 blue spruce trees, deciduous plants, and shrubs have been planted, and the area has been thoroughly weeded;

took part for the third time in the All-Russian Ecological Action Bike to Work Day (about 50 employees from Kazan and Voronezh chose to ride their bicycles to work for a week instead of travelling by car);

have conducted training on separate garbage and recycling collection, lectures on vegetarianism and sensible purchase of clothes;

organized the city event Eco-race in Gorky Park, Kazan, with the participation of everyone interested and subsequently cleaned the area;

Community workday
in Gorky Park



have taken part in urban community workdays in city parks;

organized a traditional bike ride for 50+ participants with a field trip to the Kazan Observatory. They continue working on an Android app for our corporate carpool service. It helps employees who live nearby bring each other to work and home, thus reducing the number of cars on the road.

Bike race





HOW TO TAKE PART IN AN ECO-PROJECT

Any ICL Services employee can suggest ideas for an environmental project and lead it, as well as become a volunteer for an existing initiative. To do this, they need to go to the intranet to find out when to attend a volunteer meeting.

For each initiative, a team of like-minded people is recruited. Colleagues from the HR department and administrative service help with organizational issues.

These events are quite popular because they offer a chance to help nature while serving as a great communication and team-building platform. They also provide an opportunity to be active and spend time constructively.



NO RULES

Ecological education is not a set of rules of conduct. Instead, it's a culture, an integral part of a unified education system that can be built only by explaining and showing with examples why it is important. This is a necessary component of creating and developing the personality that can solve the tasks of the next generations. That is why environmental education holds such an important place in the public arena throughout the world and in individual companies. ICL Services shows by example that it is not so difficult to achieve this. The main thing is to give the initiative to the employees themselves and support their initiatives.



Gifts for volunteers



ICL Services standard for information security management of service projects

Information security incidents can be very damaging to business. According to 60% of directors and heads of financial departments and organizations, cyber security is one of the most serious risks (ACCA study), and the responsibility for ensuring cyber security often falls on IT specialists alone.

In order to establish unified requirements for information security management of commercial projects and define standard IS measures aimed at ensuring compliance with the requirements and reducing IS risks in service projects, ICL Services created a special Information Security Management Standard.

The standard was created on the basis of ISO 27001, the recognized international standard for IS management.

The users of the standard are the Company's employees in executive positions within the framework of service projects. The IS management standard consists of a risk-based approach. This involves conducting an analysis of IS risks and customer requirements for each project, after which measures to ensure IS are implemented. The way in which the same IS measures are implemented may vary from project to project.

In order to assess the level of maturity of the IS management process of a particular project, as well as to further improve the IS management processes within the project, ICL Services has developed a 4-level maturity model:

LEVEL 4	Level 4 is the highest. This level is not always needed.
LEVEL 3	Level 3 is the target level. The objective of Level 3 projects is to support it.
LEVEL 2	Level 2 is the minimum allowable level. The objective of Level 2 projects is to reach Level 3.
LEVEL 1	Level 1 is the lowest. This level is considered a risk for IS. The objective of Level 1 maturity projects is to achieve at least Level 2 maturity.

The level of maturity is assigned based on the results of the IS internal audit of the project and is recorded in the audit report. The parameters by which the maturity level is estimated include compliance with customer requirements in the field of IS, IS risk management within the project, communication, team awareness, access control and others.

The information security management standard was developed in 2015. During 4 years of work, it was implemented in many of the company's Russian and international projects. As noted by project managers, thanks to the implementation of the IS management standard, these projects have significantly reduced IS risks, and as a result, the number of incidents and escalations has decreased, and customer satisfaction has increased.



Chatbots, RPA and ML in business service

Digital transformation is a natural, evolutionary and market process. Many breakthrough innovations have significant prospects and can radically change the economic and social aspects of society. Large companies have long understood this and have already developed transformation strategies, and leading system integrators have identified a stack of necessary technologies that can bring companies to new markets or provide competitive advantages. Typically, we are talking about big data, artificial intelligence, the Internet of things and robot automation of processes.

We'll consider which options in the field of innovative technologies can be used for the benefit of business based on examples from ICL Services, an international IT service company.

Automatic incident coordinator

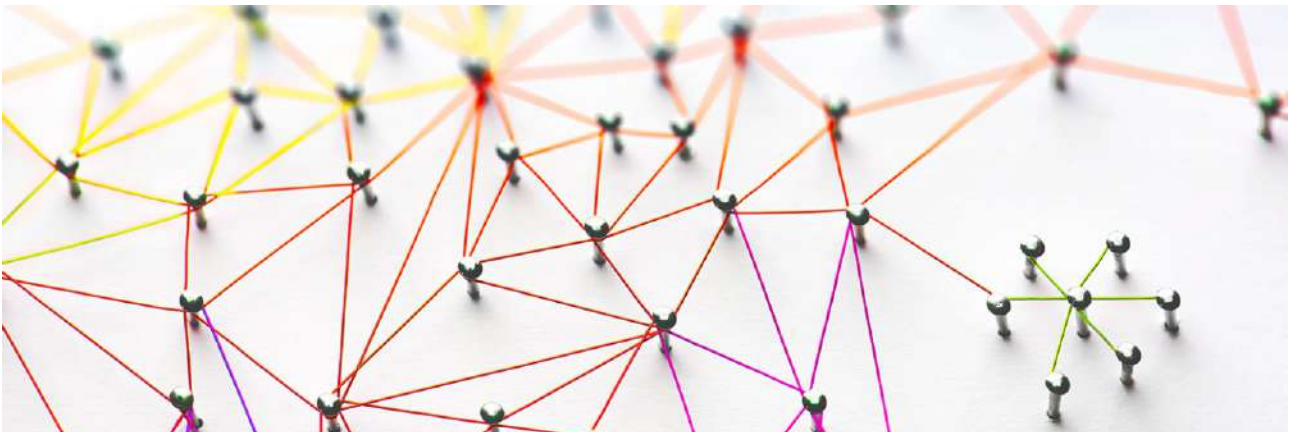
Customer projects have a complex structure, and there can be many teams working on the project. One of the main tasks is the qualitative distribution of incidents, both between teams and within teams, when assigning incidents to a specific engineer. One of these cases was a project with 11 teams (about 50 engineers in total), where ICL Services experts were able to distribute incidents in the customer's project with an accuracy of more than 90%.

To implement such a mechanism, the solution developers built an entire architecture containing several learning models, and all this was debugged and interconnected. In the final implementation, the program has the following functionality:

Selection of the most competent queue engineer to solve the incident, according to the model assessment.

Distribution of incidents from the "incorrect" queue to the correct one using intelligent evaluation;

Distribution of incidents from the shared queue to the team queue that is most suitable for incident resolution;



The development team used (in addition to the main results of the model prediction) a calculation system. This is necessary for the correct qualitative and quantitative distribution of incidents among engineers. With the calculation system, the model began to take into account not only the competence of the engineer, but also the real circumstances.

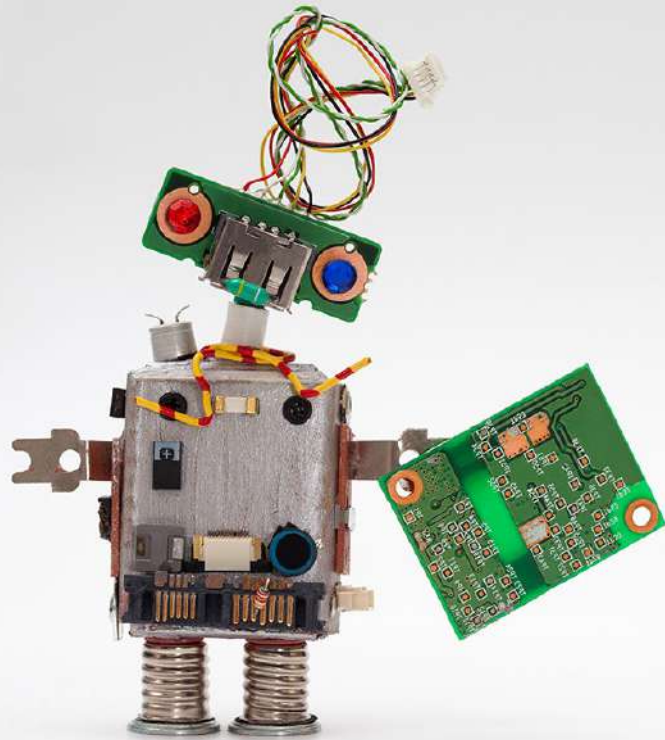
For example, if an engineer is present or on vacation, or if he has an excessive or insufficient workload.

At the moment, the application is fully automatic. The program is trained daily to monitor changes in project activities and make the best decision.

The software solution has left the piloting phase and is now in full production. The engineer in the role of "incident coordinator" can take a breath and do more important things, and the rest of the engineers in the team have more time to solve the incident because the coordinator does not spend this time on clarifying the circumstances.

This automation saves about
1800 working hours
per year, which constitutes
22% and 11 FTE of service
time.

This solution is now being implemented in all major projects, and in the near future will become part of the standard for the provision of support services. The incident, according to the model assessment.



GOSHA ROBOT

The pilot implementation of the Gosha robot to handle requests on the side of the ITSM system was successfully completed at ICL Services in December 2018. Then there were revisions, additional training of the robot, and its functionality was supplemented. The robot was created in order to increase automation in the processing of user requests.

As a result, the robot:

Monitors new requests in the support queue and assigns them to agents;

Transfers part of the requests to 3rd line support;

Determines the availability of agents by their Skype for Business status;

Displays the "Service" and "Request Type»;

As part of the project, it is planned to train the robot to handle certain requests independently. It is intended to transfer requests that have model solution templates, where the solution does not require communicating with the applicant or collecting additional information. These capabilities of the robot will reduce the load on support agents and reduce the average time of the request in the stack. In addition, reducing the load on agents will in turn free up time for training. Firstly, this involves receiving knowledge from the 3rd support line for processing more complex requests. The fewer developers are involved in support, the more time is left for development.

Machine Learning to support the IT Department

The introduction of artificial intelligence in the work of the IT Department entails decreasing the time for processing requests and reducing the agents' load.

At ICL Services there are two key smart projects:

A robot for processing requests on the side of the ITSM system;

A chatbot to communicate with users.

CHATBOT

In order to minimize costs regarding requests which have standard answers, the development team at ICL Services created a chatbot. The chatbot helps employees to solve commonly occurring problems, such as adjusting the sound in headphones or changing an outdated password. At present, this pilot project has already begun working at ICL Services. The bot sends links to existing instructions or gives the employees advice and recommendations from its knowledge base. It can be accessed through Teams, after downloading it from the app store.

The development plans for chatbot capabilities are as follows:

Collecting additional information on the problem;

Clarifying the problem and offering a solution;

Creating a request in the ITSM system if there is no appropriate solution;

Saving all collected information in the request for further processing by the agent.

The introduction of all innovations has produced significant results, including improved business efficiency and quality of services, a positive impact on economic development indicators, as well as obtaining advantages over competitors. Modern innovative solutions in the field of digital technologies are better at coping with the key tasks of any business than ever before.

Delivery Excellence: a culture of continuous improvement

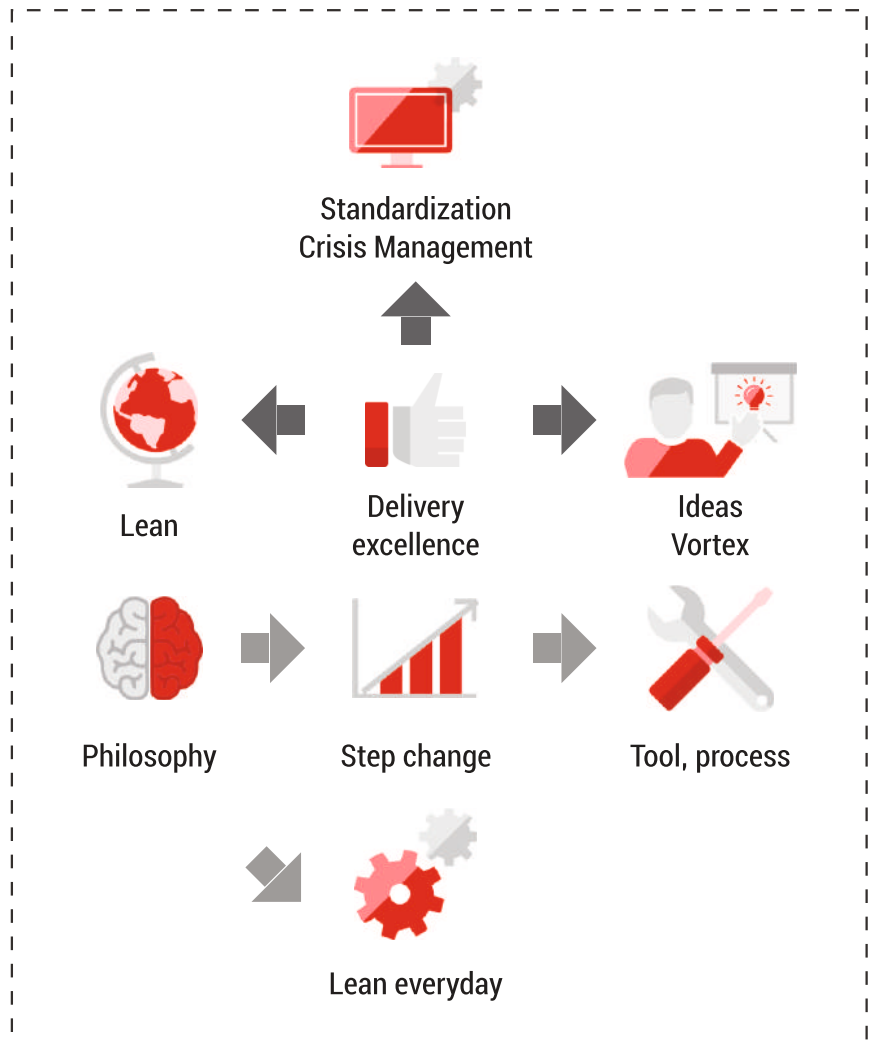
Continuous improvement is the basis for the success of any business. A development strategy that keeps you ahead of the curve, optimal budget planning, and partnership relations with customers are directly dependent on the innovations offered and implemented within the company. Introducing this process in all areas of the business can bring a qualitative change in a short space of time. And there are already examples of this. ICL Services, a large IT service company, even created an internal unit for Delivery Excellence, which main purpose is precisely to introduce innovative changes to the company's practice.

**DELIVERY
EXCELLENCE**

To stay competitive, and meet and anticipate customer expectations, companies have to keep their finger on the pulse and respond flexibly to changes. Methodologies and frameworks such as Agile, 6-sigma, SCRUM, SAFe and others provide the company with this flexibility and speed when it comes to making decisions. However, this alone is no longer enough. Businesses strive to create processes that will ensure a continuous process of innovation.

Delivery Excellence was established at ICL Services in 2018. Its main goal was to develop a culture of continuous improvement within the company and implement ideas to optimize budgets to reduce project costs. To do this, the project team designed the work system (Fig. 1).

The main focuses of the Delivery Excellence division's work are areas such as Lean and Ideas Vortex. Together they form the process of developing and implementing innovative projects.



LEAN



The basis of the Lean approach is a deep understanding of customer needs and a timely, or even proactive, response to customer requests. Using tools and lean manufacturing techniques changes the way that the teams in the company think; a “customer centric mindset” is formed when the team learns to manage the changes in customer expectations faster.

Lean is introduced in the teams on a step-by-step basis, starting with creating a platform for discussing the quality of team work. Then, lean manufacturing tools are added to this site. The first successes in the work are visible within a few weeks, which prompts the use of Lean techniques for more complex tasks.

The Delivery Excellence team builds a systematic workflow to develop a culture of continuous improvement, involving all levels of the company. In this process and introducing optimization tools. The result of this work are improvements with measurable results. They can be Indirect (affect customer satisfaction, improve quality, but only indirectly affect cost reduction) or Direct (directly affect cost reduction).

Lean focuses on three components in ICL Services:

Company's employees;

Customers;

A culture of continuous improvement.



This means that (1) all employees of the company should direct their actions to (2) provide the best services to customers and (3) continuously look for opportunities to improve existing services and business processes. The introduction of Lean is a cultural change. Without the participation of each employee, the company would not be able to do it.

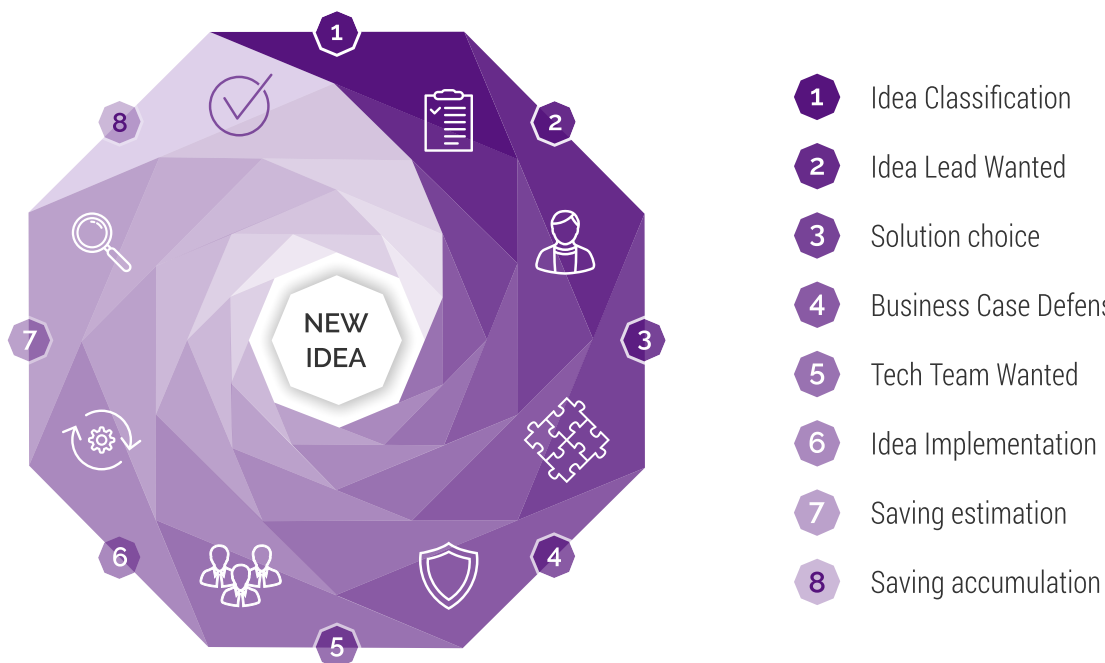
As a result, Lean helps to reduce the number of incidents by 20%, while increasing productivity in the company by 28%. More than 30% of the high ratings of customer service quality are directly related to using the tools of this philosophy.

IDEAS VORTEX

Ideas Vortex is a portal for collecting ideas and initiatives to improve service, work and automation, which require significant labor costs and cannot be implemented by the project team on their own. The purpose of this area is to implement automation and optimization projects, as well as replicate successful cases of specific teams. The result of such projects are company-confirmed savings.

Ideas Vortex was first launched on November 29, 2018. Since then, about 200 ideas have been submitted by the company's employees. At the moment, 6 initiatives are already saving money, another 12 will be implemented in the near future, 90 ideas are being considered and about 50 are yet to be agreed. Ideas that have not been evaluated are also available - they are sent to the archive.

Thus, innovative projects that have passed through Delivery Excellence help to constantly improve the quality of services and fulfill customer requirements. The experience of ICL Services shows that companies that seek to achieve great results with the help of qualitative changes should take a closer look at the development of progressive methodologies.





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