



Crif S.p.A.

Sustainability report as at 31 December 2023

(with independent auditor's report)

KPMG S.p.A.

5 luglio 2024



KPMG S.p.A.
Revisione e organizzazione contabile
Via Innocenzo Malvasia, 6
40131 BOLOGNA BO
Telefono +39 051 4392511
Email it-fmauditaly@kpmg.it
PEC kpmgspa@pec.kpmg.it

(This independent auditors' report has been translated into English solely for the convenience of international readers. Accordingly, only the original Italian version is authoritative.)

Independent auditors' report on the sustainability report

*To the board of directors of
Crif S.p.A.*

We have been engaged to perform a limited assurance engagement on the 2023 Sustainability report (the "sustainability report") of the Crif Group (the "group").

Directors' responsibility for the sustainability report

The directors of Crif S.p.A. (the "parent") are responsible for the preparation of a sustainability report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" issued by GRI - Global Reporting Initiative (the "GRI Standards").

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of a sustainability report that is free from material misstatement, whether due to fraud or error.

They are also responsible for defining the group's objectives regarding its sustainability performance and the identification of the stakeholders and the significant aspects to report.

Auditors' independence and quality management

We are independent in compliance with the independence and all other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (the IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our company applies International Standard on Quality Management 1 (ISQM Italia 1) and, accordingly, is required to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal regulatory requirements.

Auditors' responsibility

Our responsibility is to express a conclusion, based on the procedures performed, about the compliance of the sustainability report with the requirements of the GRI Standards. We carried out our work in accordance with the criteria established by "International Standard on Assurance Engagements 3000 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information" ("ISAE 3000 revised"), issued by the International Auditing and Assurance Standards Board (IAASB)



Crif S.p.A.

Independent auditors' report

31 December 2023

applicable to limited assurance engagements. This standard requires that we plan and perform the engagement to obtain limited assurance about whether the sustainability report is free from material misstatement.

A limited assurance engagement is less in scope than a reasonable assurance engagement carried out in accordance with ISAE 3000 Revised, and consequently does not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures we performed on the sustainability report are based on our professional judgement and include inquiries, primarily of the parent's personnel responsible for the preparation of the information presented in the sustainability report, documental analyses, recalculations and other evidence gathering procedures, as appropriate.

Specifically, we performed the following procedures:

- 1 analysing the reporting of material aspects process, specifically how the reference environment is analysed and understood, how the actual and potential impacts are identified, assessed and prioritised and how the process outcome is validated internally;
- 2 comparing the financial disclosures presented in the sustainability report with those included in the group's consolidated financial statements;
- 3 understanding the processes underlying the generation, recording and management of the significant qualitative and quantitative information disclosed in the sustainability report.

Specifically, we held interviews and discussions with the parent's management personnel. We also performed selected procedures on documentation to gather information on the processes and procedures used to gather, combine, process and transmit non-financial data and information to the office that prepares the sustainability report.

Furthermore, with respect to significant information, considering the group's business and characteristics:

- at group level:
 - a) we held interviews and obtained supporting documentation to check the qualitative information presented in the sustainability report;
 - b) we carried out analytical and limited procedures to check, on a sample basis, the correct aggregation of data in the quantitative information;
- we visited Crif S.p.A., Crif Services S.p.A., Cribis Credit Management S.r.l., Teleservice S.r.l., Cribis D&B S.r.l. and Crif Ratings S.r.l., which we have selected on the basis of their business, contribution to the key performance indicators at consolidated level and location, to meet their management and obtain documentary evidence, on a sample basis, supporting the correct application of the procedures and methods used to calculate the indicators.



Crif S.p.A.

Independent auditors' report

31 December 2023

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the 2023 Sustainability report of the Crif Group has not been prepared, in all material respects, in accordance with the requirements of the GRI Standards.

Bologna, 5 July 2024

KPMG S.p.A.

(signed on the original)

Davide Stabellini
Director of Audit

Together to the next level

Corporate Social Responsibility
Report 2023

Contents

CRIF

05 | CRIF Group profile

- 06 | CRIF Group
- 07 | Our values and mission: together to the next level
- 09 | The business
- 10 | Corporate Governance model
- 12 | International industry memberships

GOVERNANCE

14 | Governing the sustainable transition

- 15 | Sustainability governance
- 18 | Stakeholder engagement and materiality analysis
- 27 | CRIF ESG Strategy
- 33 | Recognitions and the ESG network

34 | Business ethics and integrity

- 37 | Protection of human rights
- 38 | The fight against corruption and money laundering
- 40 | Risk management system
- 42 | Information security protection
- 44 | Responsible supply chain management

47 | Driving sustainable transformation through data and Artificial Intelligence

- 49 | Listening to customers – ensuring quality, security and business continuity
- 50 | The ESG Journey - creating models to facilitate the integration of ESG factors
- 55 | Dissemination of a culture of sustainability and institutional partnerships
- 59 | Facilitating financial inclusion: consumer services
- 65 | INNOVECOS: Foster & Accelerate Innovation

PEOPLE

68 | Promoting the development and wellbeing of human resources

- 72 | Diversity & Inclusion
- 74 | CRIF Global Talent Acquisition: selection and onboarding process
- 77 | Training and skills development
- 79 | Growing talent: development and retention
- 81 | Welfare and Wellbeing
- 83 | Occupational health and safety management system

COMMUNITY

86 | Creating value for the community and local area

- 88 | BOOM, the CRIF knowledge and innovation hub
- 90 | CRIF for education
- 91 | Financial education and support
- 95 | CRIF for inclusion
- 97 | Local projects supported in 2023

ENVIRONMENT

100 | Reduction and monitoring of environmental impacts

- 102 | Sustainable mobility
- 103 | Environmental sustainability education

105 | Methodology note

109 | Data and indicators

- 110 | CRIF Group
- 130 | GRI Content Index

Letter to stakeholders

Dear Stakeholders,

The increasingly challenging global macroeconomic context, characterized by uncertainty and subject to rapid geopolitical, economic, social, environmental and regulatory changes, makes it increasingly important to establish business models that take into account the impact generated, for all stakeholders.



During the 28th United Nations Climate Change Conference (COP28), held in 2023, the need to evolve the economic system toward sustainability and resilience was once again highlighted, in order to address the impacts of climate change and related social and economic challenges.

And it is this context that makes us even more aware of the importance of our mission: “empower knowledge to generate economic and social value.” We promote the financial inclusion of consumers by facilitating access to credit and actively support our clients, businesses, financial players and organizations in the sustainable transition process through our information assets, which enable us to build advanced models that forecast physical and environmental transition risks, in accordance with European ESG policies.

These changes, driven in part by new European regulations, including the Corporate Sustainability Reporting Directive (CSRD), require even more of an internal effort to properly manage the risks, impacts and opportunities associated with the sustainability pathway. For this reason, during the preparation of this Report, we established and formalized a Sustainability Governance framework, setting up two committees: the Sustainability Committee, created with the aim

of guiding the company on a path to integrating ESG factors into its business model, and the Equal Opportunities Committee, aimed at steering and monitoring Diversity & Inclusion issues and policies, with the goal of continuing to pursue and ensure equal opportunities in terms of access to employment and career progression.

Establishing a Sustainability Governance framework will allow us to better monitor the pathway outlined in our Sustainability Plan, the CRIF ESG Strategy 2023-2025, which defines practical actions and short, medium and long-term objectives for each of the three ESG pillars. The progress of the 2023 targets is discussed in this Report.

We are all potential change agents within the sustainable transition process. That is why the sustainable development path we are undertaking must include a People Strategy that focuses on people and their wellbeing and aims to create an inclusive and sustainable work environment that makes everyone feel part of a shared vision.

Finally, looking at the environmental impacts generated by our activities, in 2023 we achieved two important goals: obtaining ISO 14001 certification for one of the main offices of our


headquarters in Bologna and, continuing on from 2022, the year in which we started calculating our Carbon Footprint, obtaining ISO 14064 certification for the Italian part of the business. The aim is to extend emission measurement to all locations with significant environmental impacts, as a necessary first step to developing a low-carbon transition plan and implementing practical actions to reduce those emissions.

For us, these goals are not a destination, but a solid basis for building the sustainable transition process, on the one hand, tackling the challenges and objectives of the new Corporate Sustainability Reporting Directive and, on the other, seizing the opportunity to continue generating a positive impact for the entire ecosystem made up of our stakeholders, the community and the environment.

Carlo Gherardi
CEO CRIF

A handwritten signature in dark ink that reads "Carlo Gherardi". The signature is written in a cursive, slightly slanted style.

Highlights

€ 812.862 Mln 
economic value generated

4.765 
employees worldwide

34
Global Sustainability
Ambassadors

2
new ESG
committees

23
local associations
supported

49%
of the total
company population
are women

94%
of employees
have a permanent
contract

85.724
hours of training
provided



**CRIF ITALY IS A
SUSTAINABILITY
LEADER**

2
new environmental
certifications
obtained: ISO 14001
and ISO 14064

93%
of overall spending of
the Italian companies
goes to local
suppliers





CRIF Group profile

CRIF Group

CRIF, founded in Bologna in 1988, is an Italian data-driven company operating at a global level and specializing in credit and business information systems, analytics, outsourcing and processing services, as well as advanced digital solutions for business development and open banking.

Thanks to a unique data ecosystem, the use of innovative technologies and expertise acquired over more than 30 years in highly competitive markets, CRIF, through its solutions, helps credit supply meet demand, helping institutions to manage lending more efficiently and effectively, and providing specific help to millions of consumers and businesses to access credit more easily. CRIF provides advanced solutions to decision-makers in the banking, financial, insurance, telecommunications, utilities and business world, starting from listening to and understanding the business needs which make each company unique and different.

Creating value and new opportunities for consumers and businesses by providing reliable information and solutions that allow more powerful decisions and accelerate digital innovation are the cornerstones of the company's mission. CRIF has **digital and financial inclusion** at its core, offering innovative and compliant solutions to improve access to credit, enabling excluded and underserved people to access digital financial services.

CRIF is the **leader in continental Europe in the field of banking credit information** and one of

the main operators on a global level in **integrated business and commercial information and credit and marketing management services**.

The company now has a significant global presence, operating across four continents (Europe, America, Africa, and Asia), with direct activities in 37 countries.

Thanks to the work of over 6,400 professionals operating in more than 85 Group companies, today more than **10,500 banks and financial institutions, 600 insurance companies, 90,000 businesses and 1 million consumers** worldwide use CRIF services.



10.500+

banks and financial institutions



600

insurance companies



90.000

businesses



1.000.000

consumers

Our values and mission: together to the next level

CRIF's commitment to Corporate Social Responsibility is now also reflected in its corporate purpose and values.

In 2023, CRIF updated its corporate purpose and values with the aim of clarifying the principles that underpin all its activities, from day-to-day operations to strategic decisions.

Since it was established, CRIF has been committed to using data and information as a tool to facilitate broader access to credit for companies and

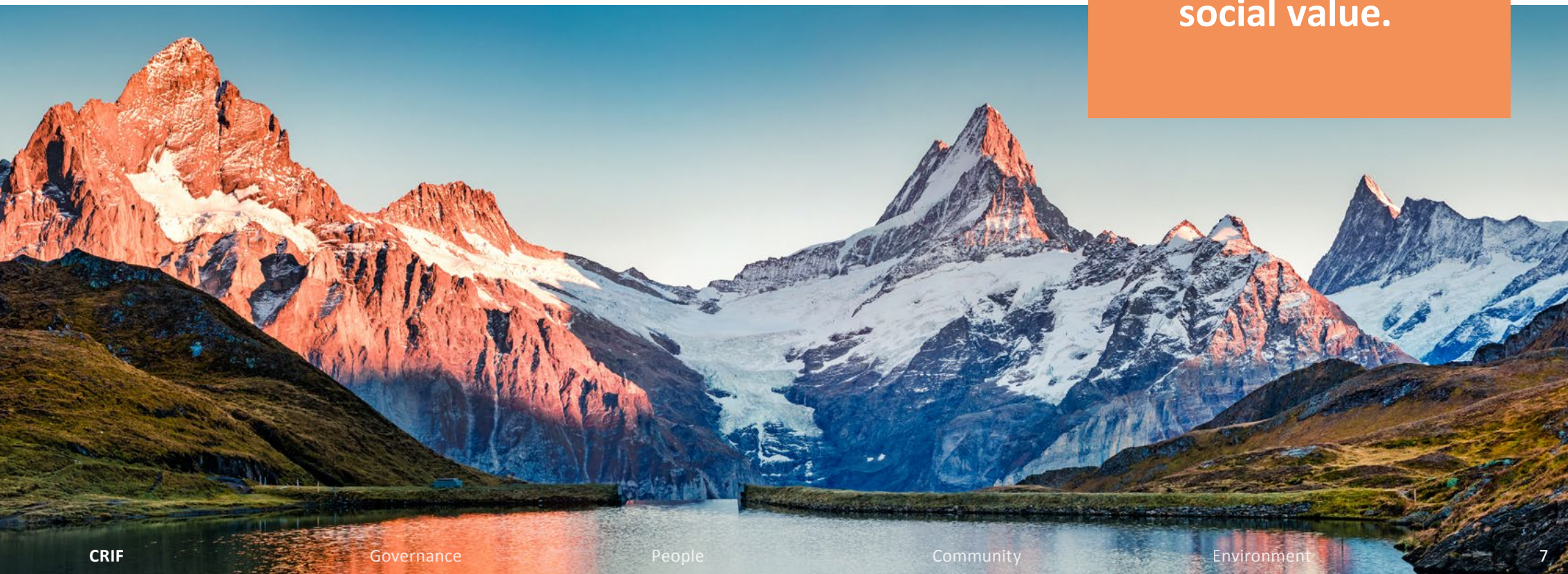
individuals. The goal of making a positive impact on society has always guided business decisions.

The review of the corporate purpose and values involved all of the Group's top management and global marketing managers. The participation of all markets allowed the collection of detailed insights, operational drivers and strategic outlooks to identify the main thematic pillars of communication and to redefine the values CRIF employees identify with.

The drive for innovation, the continuous search for excellence and new opportunities, the spirit of collaboration and dedication are joined by

“Supporting trust & passion”, underlining the company's focus on the principles of integrity and responsibility, the motivators that drive CRIF's entire population to operate responsibly.

**We empower
knowledge
to generate
economic and
social value.**



Every day, CRIF people offer their **knowledge, commitment and passion** to clients, helping them grow: **together to the next level.**

Supporting Trust & passion

We make sure that we act with integrity and responsibly in all aspects of our business.

We treat data, our people and the environment with respect and consideration.

We promote a positive and rewarding work environment to maximize its full potential.

Thinking outside the box

We don't set limits in our pursuit of excellence, addressing challenges with an open-minded and unconventional approach.

We always ask ourselves "why not?", pursuing ambitious goals without reservation.

Embracing diversity

We recognize the intrinsic value of each and every person, both as an individual and as a citizen of the world.

We value the contribution that each person makes to the community, recognizing diversity as a driver for collective growth and progress.

Being at the cutting edge

Innovation is our driving force, shaping our identity and driving our actions.

It defines who we are and enables us to understand the needs and complexities of the market, providing our clients with customized solutions that guide them to a successful future.

Pursuing excellence

We strive to consistently deliver a high-quality global service.

We provide our clients with the tools, knowledge and information they need to succeed in a dynamic and evolving financial environment.

The quality of our offer confirms us as a reliable international partner.

Challenging time

We constantly challenge ourselves to stay ahead of market needs.

We maintain a significant competitive advantage, enabling our clients to stay one step ahead and achieve high standards of quality and performance.

The business



Information

- Credit bureau & data pool
- Business Information
- Marketing services
- ESG services & information
- Turn key credit bureau platform
- Property information

CRIF's information assets come from a wide variety of sources, from proprietary information to public and alternative data, enabling CRIF to provide not only accurate measurements, but objective and comparative evaluations for creditworthiness assessments, to establish and nurture business relationships and to support national and international business development.



Intelligence

- Advanced & big data analytics
- Open banking suites
- Risk, digital & management consulting
- ESG Analytics & advisory
- Credit rating services

CRIF's advanced analytics enable powerful algorithms to be built to support informed decision-making, for both financial and non-financial institutions, as well as to address specific needs through tailor-made consultancy projects. CRIF's intelligence capabilities span a wide range of services: from standard products and platforms to custom analytics performed by more than 200 data scientists worldwide.



Platform

- End-to-end credit management platform
- Onboarding & remote collaboration
- Identification & anti-fraud services
- Customer Journey as a service platform
- Customer engagement & business development

CRIF supports its clients around the world in digital transformation processes through dedicated platforms that enable fully digital end-to-end processes, strengthening the financial inclusion of consumers and SMEs.



Outsourcing

- Business process optimization
- Credit collection & special servicing
- Real estate valuation
- Real estate energy & sustainability

CRIF has developed a dedicated line of outsourcing services which enable, on the one hand, the management of lending processes with end-to-end solutions aimed at the overall optimization of operating activities and, on the other, the valuation of real estate assets, providing qualified support to lenders and investors.



Consumer Services

- Financial health and affordability
- Identity theft and cyber risk protection

CRIF is committed to facilitating financial inclusion and responsible access to credit through specific services and solutions that enable consumers to check their creditworthiness, monitor their credit information and protect themselves from credit fraud and cyber risks.

Corporate Governance model

The Group is made up of 82 subsidiaries, with 90% of its capital held by its founding members and management, with the remaining 10% held by various credit institutions. These include 3 international banks: BNL-BNP Paribas, Deutsche Bank and Banco Popolare (the largest Italian cooperative bank), which have been part of the shareholding group since the 1990s.

Our corporate governance structure is currently organized according to the traditional/standard system, whereby responsibilities are divided between: the General Shareholders' Meeting, the Directors, the Board of Statutory Auditors and the Independent Auditors.

GENERAL SHAREHOLDERS' MEETING

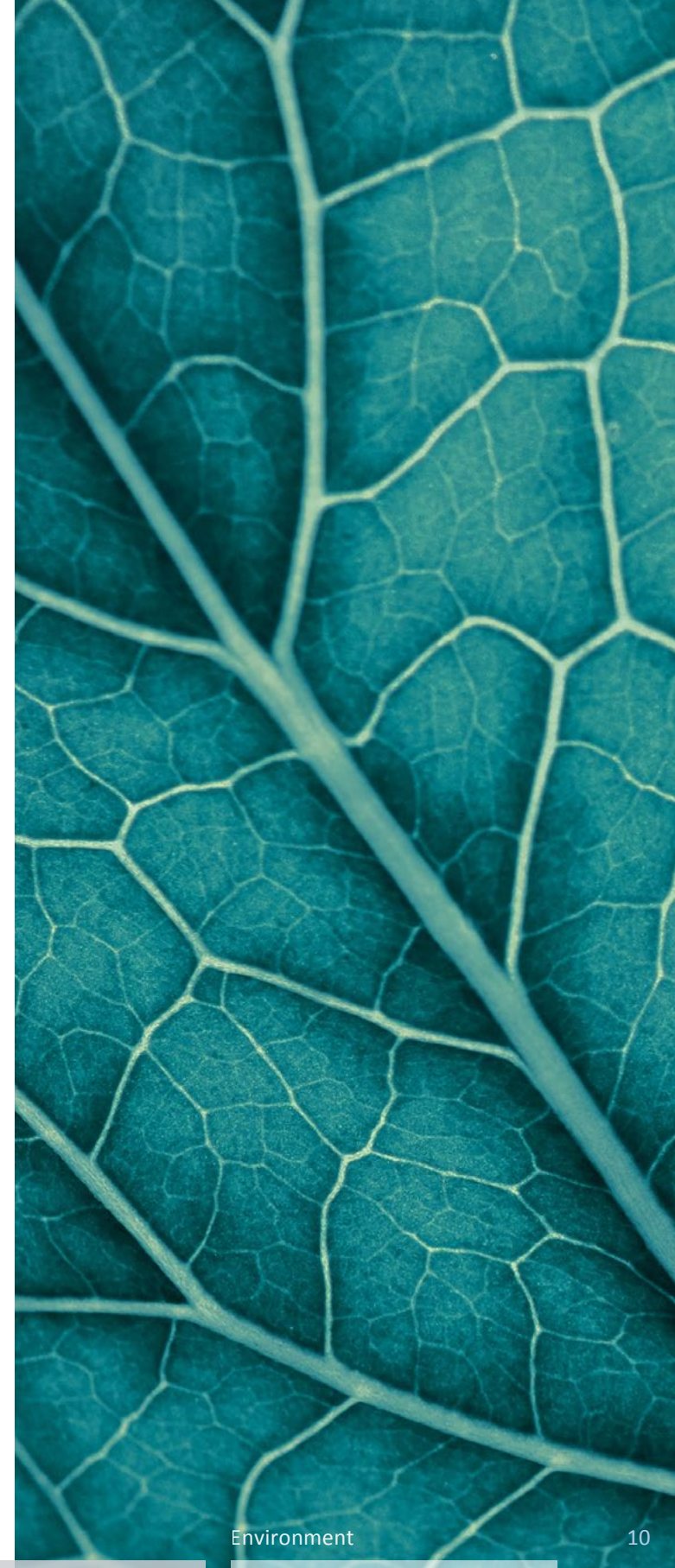
The General Shareholders' Meeting is at the heart of the company and is the means by which the company's intentions are formed through decision-making functions on matters reserved to it by law and the Articles of Association. The General Shareholders' Meeting appoints the members of the other bodies.

BOARD OF DIRECTORS

The Board of Directors is the collective body entrusted with the ordinary and extraordinary management of the company within the limits and in compliance with the corporate purpose and has the task of representing the company in relation to third parties. It was renewed in May 2023 and consists of nine members, 22% of whom are women. All Board members are over the age of 50. The Chair of the Board of Directors is also the Chief Executive Officer. The other Board members are not executive or independent members.

BoD members	Men	7 (78%)	Age <50	0
	Women	2 (22%)	Age >50	9 (100%)

The Board of Directors is renewed every 3 years, according to the Italian Civil Code.





Pursuant to Art. 18 of the Articles of Association, the directors are appointed by the General Shareholders' Meeting based on the lists submitted by shareholders, in which the candidates must be listed using sequential numbers.

The submitted lists must be filed at the registered office at least 10 days before the scheduled date of the first meeting.

Each shareholder may submit or participate in the submission of a just one list and each candidate may be submitted on a single list under penalty of ineligibility. Only shareholders who, alone or jointly with other shareholders, represent at least three per cent of the shares with voting rights at ordinary meetings are entitled to submit lists. In order to prove ownership of the number of shares necessary for the submission of the lists, shareholders must submit and/or send to the registered office a copy of the documentation proving their right to participate in the meeting, at least five days prior to the scheduled date of the first meeting.

BOARD OF STATUTORY AUDITORS

The Board of Statutory Auditors is a supervisory body within the companies and is made up of 5 members (3 standing and 2 substitute) appointed by the General Shareholders' Meeting for a three-year period and re-electable. The Board of Statutory Auditors was renewed in May 2021.

INDEPENDENT AUDITORS

The company appointed for the statutory auditing of accounts must by law verify proper bookkeeping and the correct disclosure of management-related issues in accounting records, as well as the conformity of the annual and consolidated financial statements with the appropriate standards for their preparation. It must also verify the correct and truthful representation of the assets and liabilities and annual financial results in these documents, expressing an opinion both on the financial statements and on the consistency of management reports with the financial statements.

The current auditing firm is KPMG S.p.A., appointed by the General Shareholders' Meeting on May 18, 2022.

International industry memberships

CRIF has always invested in best practices and certifications in relation to quality, innovation and security, and is currently a recognized member of global industry associations and organizations:

ACCIS

CRIF is a founding member and Full Member of ACCIS, the Association of Consumer Credit Information Suppliers. Established in Dublin in 1990

EACRA

CRIF Ratings, the credit rating agency of CRIF S.p.A., authorized by ESMA (European Securities and Markets Authority), is a member of EACRA (European Association of Credit Rating Agencies). A platform for cooperation between European credit rating agencies, EACRA was created in 2009 in Paris. Its mission is to promote credit ratings throughout Europe and to defend the interests of European rating agencies. EACRA strives to foster transparency, develop common standards and improve understanding of credit ratings within the financial community and the general public.

EUROFINAS

CRIF is an associate member of Eurofinas, the European Federation of Finance House Associations, which brings together consumer credit providers in the European Union and associations from across the continent, which represent specialist banks and financial institutions.

ECBC

CRIF is a member of the European Covered Bond Council (ECBC), the European platform which brings together operators from the covered bond market. Founded in 2004 by the European Mortgage Federation (EMF).

ASSOVIB e TEGoVA

CRIF is a founding member of ASSOVIB, the Association of Italian Property Valuation Companies, which represents the main Italian companies providing valuation services to banks in relation to real estate used as mortgage collateral. In turn, ASSOVIB is a Board Member of TEGoVA (European Group of Valuers' Associations), the non-profit organization which brings together 63 valuer associations from 35 countries. TEGoVA is responsible for the European Valuation Standards, cited by the European Central Bank as the reference standards for Asset Quality Review.

FIABCI

CRIF is a member of the International Real Estate Federation (FIABCI), the federation of global real estate associations, and a meeting point for entrepreneurs and professionals from the entire real estate market. FIABCI was founded in Paris in 1948.

UNIREC

CRIBIS Credit Management, the CRIF Group company specializing in the outsourced management of debt collection, is a member of UNIREC, the association that brings together credit protection service companies in Italy, which in turn is a member of FENCA, the Federation of European National Collection Associations.

FEBIS

CRIF is a member of FEBIS (Federation of Business Information Services), a federation with more than 80 worldwide members providing business information and debt collection services, both nationally and internationally.

ANCIC

CRIF is a member of ANCIC (Italian Association of Business Information and Credit Management Companies). ANCIC member companies operate in the area of collection, analysis and assessment of economic and financial data relating to Italian companies. The objective of the association is to offer its customers an accurate assessment of the solvency and financial capacity of companies with which they have business relationships.

ASSOCIAZIONE T6

CRIF is a member of Associazione T6 (Working group on Italian real estate enforcement), which has the aim of developing and spreading ideas, data and observations with the purpose of rapidly contributing to greater efficiency in the real estate dispossession sector.

BIIA

CRIF is a member of BIIA, the Business Information Industry Association, established in Hong Kong in 2005.

European AVM Alliance

CRIF is a member of the European AVM Alliance, which consists of some of the leading AVM service providers in Europe. The aim is to ensure that the value of AVMs is understood by both prospective clients and institutions, promoting transparent and consistent AVM standards across Europe.

ICC Italia

CRIF is an Associate of the Italian National Committee of the International Chamber of Commerce, the world's largest business organization, which promotes an open system of international trade and investment, supporting professionals and businesses in addressing the challenges and opportunities of globalization.

IFAB

CRIF is a member of IFAB (International Foundation Big Data and Artificial Intelligence for Human Development), established to consolidate and supplement the scientific and technological skills available in Italy, supporting the recovery of the entire production system.

IIA – Italian InsurTech Association

CRIF is a founding member of IIA, the association that brings together all the companies and professionals who support the widespread application of new technologies to the Italian insurance industry.

RICS

CRIF Services and CRIF Real Estate Advisory, CRIF Group companies, are “RICS regulated”. This designation confirms adherence to the principles that RICS promotes globally: transparency, ethics, and competence. RICS is a world leader in the qualification and definition of internationally agreed standards in all areas of real estate.

SME Finance Forum

CRIF is a member of the SME Finance Forum, which manages a global membership network that brings together financial institutions, tech companies, and financial development institutions with the aim of sharing knowledge, driving innovation in the sector, and promoting SME growth.

WOA – World of Open Account

CRIF is a founding member of WOA, a peer-to-peer community that brings together all players in the Open Account Finance ecosystem. WOA is a collaborative organization, where companies and professionals can share skills and knowledge to develop business activities, discuss their experiences, offer insights and ideas, and participate in webinars and other collective initiatives.

DT4C

the DT4C Alliance represents data providers and technology companies that provide essential solutions for effective prevention of money laundering, sanctions evasion and counterfeit terrorism, and consists of companies across the board and in all geographies.

ASSBB

CRIF is a friend of ASSBB, the Association for the Development of Bank and Stock Exchange Studies in Italy, whose mission is to stimulate the interest of academia and the world of research to produce economic, financial and banking studies in order to increase the knowledge and professional development of operators in the banking industry.



Governing the sustainable transition

Sustainability governance

In a context where businesses are being called upon to respond proactively to address increasingly evident environmental, social and economic challenges, implementing a formal Sustainability Governance framework plays a key role in integrating ESG factors into business strategies and in governing decision-making processes related to environmental and social responsibility issues.

For this reason, during the preparation of this Report, CRIF Group established two committees: the **Sustainability Committee**, created with the aim of guiding the company on the path to integrating ESG factors into its business model, and the **Equal Opportunities Committee**, aimed at steering and monitoring Diversity & Inclusion issues, with a specific focus on gender equality.



SUSTAINABILITY COMMITTEE

The Sustainability Committee, reporting directly to the Board of Directors, was established to create a sustained connection between the Board of Directors, top management and responsible departments, identifying and defining clear objectives, planning practical actions and regularly assessing the progress made in promoting sustainable development.

It has a total of 5 members, 40% of whom are women. In addition to the Chairman and CEO, the other members were selected from top management, taking into account their role and functions in relation to sustainability issues.

The Committee meets every six months and is responsible for the following tasks:

- Supporting the Board of Directors in managing ESG issues
- Assessing ESG scenarios, best practices and macro-trends
- Monitoring the company's ESG positioning against benchmarks
- Overseeing and reviewing sustainability policies and procedures
- Monitoring and implementing short, medium and long-term sustainability goals
- Monitoring and reviewing the Corporate Social Responsibility Reporting process and its contents, prior to approval by the Board of Directors
- Giving an opinion on the integration of climate-related and environmental risks and their assessment and management, together with the Risk Management Department
- Identifying the impacts and material topics for the organization
- Cooperating closely with the Sustainability team

Operating activities related to sustainability are entrusted to the HR Social Responsibility team, reporting directly to the Director of Human Resources, which performs the following tasks::

- Preparation and editing of the Corporate Social Responsibility Report
- Definition and monitoring of impact assessment KPIs
- Coordination of the key functions involved in the implementation of the CRIF ESG Strategy
- Planning of internal and external awareness-raising initiatives
- Integration of ESG factors into human resources management policies
- The design and development of Diversity & Inclusion initiatives
- Activities to ensure compliance with the new European "Corporate Sustainability Reporting" legislation
- Operational coordination of the Sustainability Committee and the Global Sustainability Ambassador network
- Stakeholder engagement activities

EQUAL OPPORTUNITIES COMMITTEE

The Equal Opportunities Committee aims to ensure the pursuit, achievement and maintenance of the objectives of gender inclusion and equity through the adoption and implementation of ad-hoc policies and procedures, as well as through the definition and continuous monitoring of specific KPIs for the promotion of gender equality.

The Committee also has the task of overseeing and monitoring the Gender Equality System, which will be implemented in 2024, in line with the UNI/PdR 125:2022 practice.

The Equal Opportunities Committee meets every four months and comprises 6 members, 67% of whom are women, selected on the basis of the real added value that their skills and experience can bring to the promotion of gender equality in the company.



New committees

GLOBAL SUSTAINABILITY AMBASSADOR

With the aim of fostering a sustainability culture in the company and increasingly involving employees in the ESG initiatives promoted by CRIF Group, the first workshops of the Global Sustainability Ambassador network were launched in 2023. The network was set up in 2022 and comprises 34 Ambassadors from 20 of the countries in which CRIF operates.

In 2023, 5 meetings were held, the initial focus of which was to bring internal stakeholders up to speed with the policies, actions and objectives defined by the Group, and the company's strategic position in the area of sustainability.

A brainstorming phase followed, aimed at defining actions and projects with the goal of implementing the CRIF ESG Strategy at a corporate level and creating engagement among employees in relation to ESG issues.

34 

Ambassador

20 

Countries of origin

Starting from these workshops, 4 Projects were established:



Communication Campaign Project

The team is responsible for developing internal communication campaigns with the aim of raising awareness of the projects carried out by the Global Sustainability Ambassador network and informing the whole company population about sustainability issues.



Sustainability Engagement Survey

The team is responsible for developing a Sustainability Survey to engage employees with ESG issues and to get feedback for the implementation of corporate and local initiatives.



Global Awareness Campaign: Waste Recycling

The team is responsible for implementing and developing awareness-raising campaigns aimed at the company population on the issue of proper waste management, with a specific focus on the circular economy.



Global Awareness Campaign: Travel & Energy Consumption

The team is responsible implementing and developing awareness-raising campaigns aimed at the company population on energy consumption and sustainable mobility.

In 2024, there will be a design and planning phase, leading to the launch of the initiatives among the entire company population.

CRIF's main objective is the ever-increasing engagement of employees, so that everyone can feel actively involved in the company's journey, including contributing to the implementation of sustainable practices within the organization.

Stakeholder engagement and **materiality analysis**

CRIF operates in a constantly changing environment, where active dialog and cooperation with its stakeholders is essential to understanding the changes, expectations and demands of the market.

Continuous dialog, facilitated through a variety of engagement channels and feedback gathering, on the one hand, enables CRIF to identify risks and opportunities related to relevant topics that directly or indirectly generate or could generate environmental, social and economic impacts on the stakeholder ecosystem or on the Group's activities and, on the other hand, helps establish synergies that drive the company's sustainability strategy and CSR actions.





MAPPING OF STAKEHOLDERS AND ENGAGEMENT

Employees

- Internal climate surveys to assess the level of company satisfaction and wellbeing
- ESG workshops
- Training and development paths
- Welfare and wellbeing programs
- Feedback interview during the Performance Management process
- Support through ad-hoc communication channels (corporate intranet, in-house newsletter, HR Corner)
- Focus Groups
- Team building

Clients, consumers & partners

- Customer satisfaction survey targeting Bank and Enterprise customers
- Client events (e.g., Finance Meeting)
- Dedicated support channels (web chat, call center operators, Public Relations Office counter)
- Consumer satisfaction questionnaire on the CRIF website
- Corporate LinkedIn account
- Awareness-raising initiatives to facilitate financial inclusion
- Open Innovation programs

Suppliers

- ESG screening through the dedicated platform, Synesgy
- Questionnaires
- Internal meetings to raise awareness of ESG issues

Community

- Partnership with universities
- Career guidance meetings for young people
- Meetings with local associations
- Participation in events organized by local associations and institutions
- Observatories
- Videos and podcasts for the promotion of financial education



Since 2022, CRIF has integrated the materiality process into its Corporate Social Responsibility Report, in line with the GRI Standards 2021, identifying and prioritizing material topics that have the potential to impact stakeholders or the Group’s performance.

In view of the further evolution of the concept of materiality requiring organizations to consider not only the impact of their activities on the surrounding environment, both from an environmental and social point of view, but also how these external factors could influence their financial performance, starting from 2024, CRIF will expand the recently introduced materiality analysis process so that it is compliant with the principle of “double materiality”.

With this in mind, in 2023 we re-examined the material topics, based on those identified in 2022, in order to identify any changes to the Group’s internal and external context. Following the analysis carried out in 2023, CRIF’s material topics are unchanged, confirming the importance of the topics mapped the previous year.

Cybersecurity	The maintenance and constant updating of cybersecurity measures in order to ensure the confidentiality and integrity of personal data by preventing any cyber attacks that could lead to a compromise of data protection.
Service reliability and quality	Offer of reliable and innovative solutions and services that take into account the quality of the information managed, improving access to credit and supporting clients and consumers in making more informed financial decisions.
Consumer satisfaction	Attention to customer satisfaction thanks to the presence of multiple listening channels and systems for monitoring satisfaction levels to intercept client and consumer needs and to ensure the constant improvement of the service offered.
Business continuity	Implementation and continuous updating of business procedures to mitigate operational risks and ensure business continuity and availability/accessibility of key processes and services for clients and consumers.
Business ethics and anti-corruption	Promotion of a business management model based on principles of professional ethics and integrity and containing measures and mechanisms to prevent corruption and ensure transparency in the market, protecting users of the Group's services.
Investment in talent, training and development projects	Development of growth paths through the use of tools such as training, mentoring and coaching that allow the acquisition of new skills in line with market demands and trends, with a specific focus on young talent.
Innovation and digitalization	Building partnerships with startups, digital accelerators, academia and research, and national and international hubs dedicated to cutting-edge issues in order to foster development of the local entrepreneurial fabric linked to technological innovation and to offer innovative solutions and products that enable them to be at the forefront of an ever-changing context.
Diversity & inclusion	Promotion of D&I policies that foster social inclusion and respect for human rights, creating a working environment in which all staff members feel included, valued and free to express their potential.
Support to local communities and associations	Investment in the economic and social development of the local area CRIF operates in, supporting its growth and local communities through digital and financial inclusion projects and ad-hoc campaigns.
Wellbeing and health & safety	Existence of policies and procedures that ensure a safe working environment and promote wellbeing actions and programs aimed at supporting the engagement and wellbeing of the entire company population.
Supply chain	Integration of ESG factors into supplier assessments to monitor ESG impacts throughout the supply chain.
Energy consumption	Periodic assessment of energy performance and identification of actions to optimize energy efficiency.
Carbon footprint	Measurement of the CRIF Carbon Footprint aimed at estimating and identifying the main categories that generate an environmental impact and setting targets for reducing GHG emissions into the atmosphere.

The materiality process involved 3 steps:

Context analysis

Analysis of key trends, industry benchmarks and best practices in the context of sustainability to help update the topics relevant to the company.

Impact identification

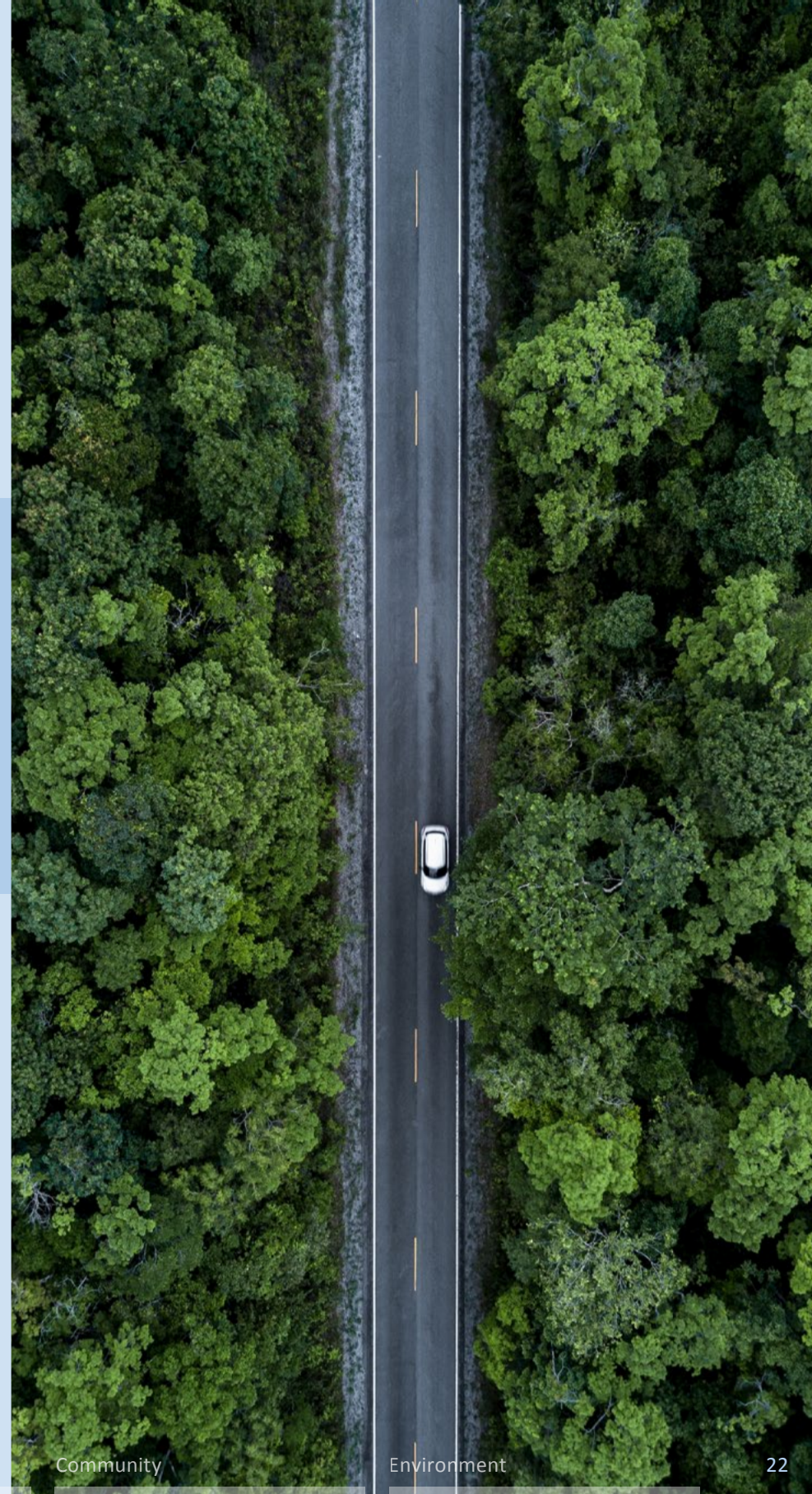
For each topic identified, the actual or potential negative or positive impacts that the company can have on the environment, society and people were identified.

Impact assessment

This phase involved internal and external stakeholders.

The internal assessment involved the CEO and Top Management, who assessed the impacts according to 2 indicators, using the methodology adopted and validated by the Risk Management team:

- Probability of the impact happening
- Magnitude/severity of the impact.



The following table shows the link between material topics, impacts and their evaluation, which represents the output of the materiality process:

MATERIAL TOPIC	IMPACT DESCRIPTION	ACTUAL / POTENTIAL	PROBABILITY	IMPACT	SIGNIFICANCE
ENERGY CONSUMPTION	↑ Upgrading and improved efficiency of the energy system by CRIF Group with the resulting reduction in electricity consumption thanks to the use of green/renewable energy.	ACTUAL	Likely	Medium	SIGNIFICANT
	↓ Increased environmental pollution and greenhouse gas emissions from fossil fuels (coal and petroleum) used for electricity production.	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT
CARBON FOOTPRINT	↑ Reduction in GHG emissions through a monitoring and energy efficiency system.	ACTUAL	Likely	Medium	SIGNIFICANT
	↓ Scope 1, 2 and 3 GHG emissions generated by CRIF Group.	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT
WELLBEING AND HEALTH & SAFETY	↑ Increased focus on health and safety issues, through monitoring of potential risks, specific and periodic training programs and the development of wellbeing initiatives.	ACTUAL	Likely	High	SIGNIFICANT
	↓ Increase in the rate of work-related injuries due to the lack of a health and safety culture and increase in the rates of dissatisfaction with the working environment due to the lack of wellbeing policies.	POTENTIAL	Unlikely	Medium	NOT SIGNIFICANT
DIVERSITY AND INCLUSION	↑ Creation of a working environment in which all staff members feel included, valued and free to express their potential thanks to training programs and awareness-raising activities.	ACTUAL	Likely	High	SIGNIFICANT
	↓ Lack of a system to monitor performance review processes and reward processes that could lead to discrimination.	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT

ENVIRONMENT

SOCIAL

MATERIAL TOPIC	IMPACT DESCRIPTION	ACTUAL / POTENTIAL	PROBABILITY	IMPACT	SIGNIFICANCE
INVESTMENT IN TALENT, TRAINING AND DEVELOPMENT PROJECTS	↑ Development of new skills in line with market demands and trends as well as potential, with a specific focus on young talent and an increase in the hire rate for Generation Z.	ACTUAL	Likely	High	NOT VERY SIGNIFICANT
	↓ Employee dissatisfaction due to the lack of training policies and growth plans to develop potential.	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT
SUPPORT TO LOCAL COMMUNITIES AND ASSOCIATIONS	↑ Investment in the economic and social development of the local area CRIF operates in, fostering its growth.	ACTUAL	Likely	High	SIGNIFICANT
	↓ Lack of investment in the local area and resulting loss of opportunities for the development of local entrepreneurship.	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT
	↑ Digital and financial literacy and inclusion through ad-hoc campaigns.	ACTUAL	Likely	High	SIGNIFICANT
	↓ Difficulty in accessing financial instruments due to a lack of financial education programs.	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT
CONSUMER SATISFACTION	↑ Improved service and relationship with consumers through customer satisfaction analysis.	ACTUAL	Likely	High	VERY SIGNIFICANT
	↓ Lack of an active monitoring and listening system that identifies consumer needs.	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT
SERVICE RELIABILITY AND QUALITY	↑ Improved access to credit and support to clients and consumers in making more informed decisions through the provision of reliable and innovative solutions and services.	ACTUAL	Likely	High	VERY SIGNIFICANT
	↓ Difficulty in accessing credit and loss of business and investment opportunities due to a lack of transparent communication on how to access credit information and manage credit risk.	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT

MATERIAL TOPIC	IMPACT DESCRIPTION	ACTUAL / POTENTIAL	PROBABILITY	IMPACT	SIGNIFICANCE
INNOVATION AND DIGITALIZATION	↑ Investment in research and startup projects, with a view to supporting the development of high-tech entrepreneurship.	ACTUAL	Unlikely	High	SIGNIFICANT
	↓ Failure to develop a market segment linked to technological innovation resulting in a loss of competitiveness and attractiveness for the country system.	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT
BUSINESS ETHICS AND ANTI-CORRUPTION	↑ Integrity and transparency in the market and protection of service users.	ACTUAL	Likely	High	VERY SIGNIFICANT
	↓ Non-compliance with laws, regulations and external standards, and unethical business conduct that negatively impacts society and the economy.	POTENTIAL	Very Unlikely	Medium	NOT VERY SIGNIFICANT
BUSINESS CONTINUITY	↑ Implementation and continuous updating of business procedures to mitigate operational risks and ensure business continuity and availability/accessibility of key processes and services for clients and consumers.	ACTUAL	Likely	High	VERY SIGNIFICANT
	↓ Potential disruption of core service delivery due to a lack of business continuity procedures, with negative consequences for stakeholders.	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT
CYBERSECURITY	↑ Updating of security measures to ensure the confidentiality and integrity of personal data, including in the event of cyber attacks.	ACTUAL	Very likely	Very high	VERY SIGNIFICANT
	↓ Cyber attacks or acts of negligence that may compromise the confidentiality and integrity of personal data.	POTENTIAL	Unlikely	Medium	SIGNIFICANT
SUPPLY CHAIN	↑ Increase in suppliers assessed according to ESG criteria	ACTUAL	Likely	Medium	SIGNIFICANT
	↓ Lack of a supply chain monitoring system, compromising the generation of positive impacts.	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT

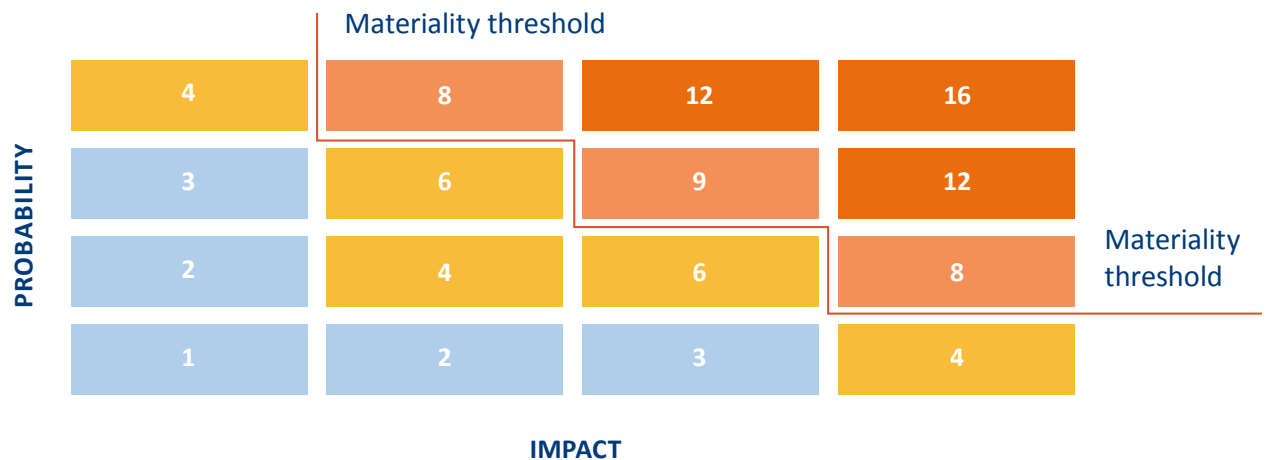
ASSESSMENT SCALE

VALUE	LEVEL	DEFINITION/CRITERION
1	Very Unlikely	Impact is extremely unlikely to occur (frequency of occurrence: multi-year - less than every two years).
2	Unlikely	Impact is not very likely to occur (frequency of occurrence: annual/six-monthly - 1 or 2 times a year maximum).
3	Likely	Impact is likely to occur (frequency of occurrence: monthly/quarterly - 1 or more times per quarter).
4	Very Likely	Impact is extremely likely to occur (frequency of occurrence: weekly - several times a month or a week).

VALUE	LEVEL	DEFINITION/CRITERION
1	Low	In the event of a negative impact, the effects of exposure are rapidly reversible. The event generates negligible effects in economic, environmental and social terms. The impact is temporary and on a local scale.
2	Medium	In the event of a negative impact, the effects of exposure are reversible with short recovery times. The event generates non-negligible effects in economic, environmental and social terms. The impact is temporary and on a national scale.
3	High	In the event of a negative impact, the effects of exposure are reversible but with long recovery times. The event generates significant economic, environmental and social effects. The impact is prolonged and on a national scale.
4	Very High	In the event of a negative impact, the effects of exposure are irreversible. The event generates very significant effects in economic, environmental and social terms. The impact is prolonged/permanent and on an international scale.

Based on the results obtained during the assessment phase, each impact was classified according to the following assessment scale:

- 10 a 16 Very significant
- 7-8-9 Significant
- 4-5-6 Not very significant
- 1-2-3 Not significant





CRIF ESG Strategy

The company's focus on ESG issues started back in 2022 with a reflection on the need to integrate qualitative and quantitative objectives in the short, medium and long term, leading to the introduction of the first Sustainability Plan 2023-2025, aligned with the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda, with the aim of implementing the sustainability path started in previous years.

The CRIF ESG Strategy covers the 3 pillars: Environmental, Social and Governance. Action areas and short, medium and long-term KPIs were identified for each of these.

Once again in 2023, CRIF worked toward the achievement of its ESG goals, the progress of which is described below, and continues to analyze its internal and external context through listening to the market, stakeholders and teams involved in ESG processes to identify new goals that facilitate the integration of ESG factors into the business model and business processes, generating value for the economy, the environment and stakeholders.

This approach and ongoing monitoring of ESG KPIs allow the company to adapt to the changing needs and challenges emerging in the context of sustainability.

CRIF ESG STRATEGY PLAN 2023-2030

Environment

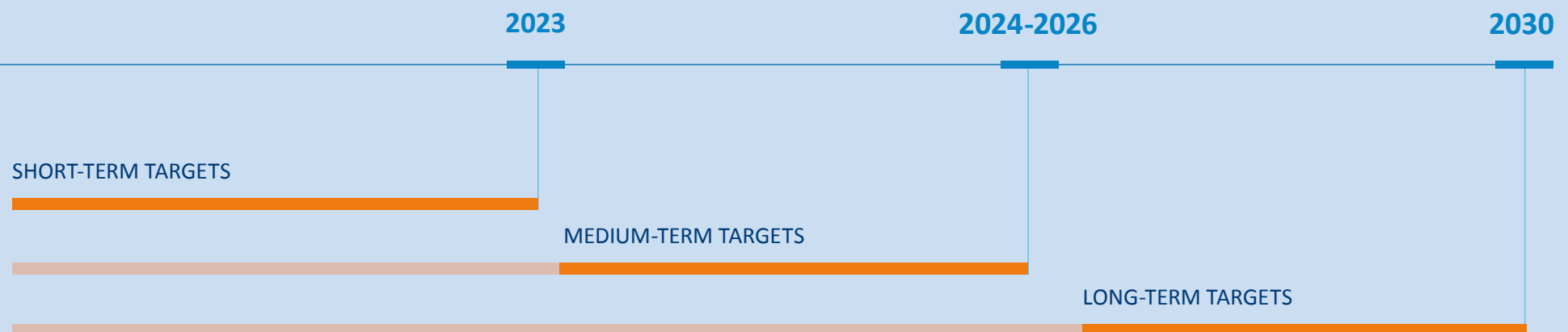
- Environmental management system: assessment and certification
- Carbon Footprint calculation
- Renewable energy plan (italian perimeter)

Social

- Gender Equality
- Women's empowerment
- Welfare: health and wellbeing promotion
- People: training and development
- Human rights

Governance

- Global Sustainability Ambassadors
- ESG factors in leadership model
- ESG MBO targets
- ESG risk assessment and monitoring



Environment



MATERIAL TOPIC	TARGET	SHORT-TERM 2023	PROGRESS STATUS 2023	MEDIUM-TERM: 2024-2026	LONG-TERM: 2030
CARBON FOOTPRINT	ENVIRONMENTAL CERTIFICATIONS	ISO 14064	In line with the objectives set, in 2023 CRIF calculated its emissions in relation to its operations in Italy, obtaining third-party ISO 14064 certification, the ISO standard that outlines the standardized process for the management, reporting and verification of data and information related to GHG emissions	<p>ISO 14064: By July 2024, GHG inventory calculation using 2023 data for the whole CRIF ITALY Group and third-party certification</p> <p>ISO 14064: By September 2024, GHG inventory calculation using 2023 data for international locations (Vienna, Krakow, Bratislava, Prague and Zürich) and third-party certification</p>	ISO 14064: Based on the results obtained during the assessment, extend the certification to other countries.
		<p>By June 2023, Carbon Footprint calculation based on 2022 data (Italy)</p> <p>By the end of 2023, ISO 14064 was obtained for Italy and calculation of the Carbon Footprint was started in some EU countries (Vienna, Prague, Krakow, Bratislava)</p> <p>ISO 14001 (International Standard for Environmental Management Systems):</p> <p>By the end of 2023, ISO 14001 certification was obtained for Italy (1 building) and the assessment phase for one EU country (Austria) was closed</p>	<p>In addition, the Carbon Footprint was calculated using 2022 data for some of CRIF Group's international locations, including Vienna, Krakow, Bratislava and Prague</p> <p>As regards the environmental management system, at the end of 2023, CRIF's new headquarters, located at Via della Beverara 21, obtained ISO 14001 certification</p>	<p>By October 2024, Carbon Footprint calculation for the CRIF GERMANY offices</p> <p>UNI EN ISO 14001: By September 2024, extension of the certification to the CRIF CAMPUS – Castel San Pietro Terme</p>	ISO 14001: Based on the results obtained during the assessment, extend the certification to other countries.
ENERGY CONSUMPTION	RENEWABLE ENERGY	<p>Improve the energy performance of buildings through optimization measures (Italy).</p> <p>Implementation of a new photovoltaic system.</p>	<p>In 2023, the following systems were installed:</p> <ul style="list-style-type: none"> New photovoltaic plant generating 267 kW of green energy and with an annual production of 218,000 kWh – CRIF 21 office, Via della Beverara 21 New photovoltaic plant generating 36.45 kW of green energy and with an annual production of 39.45 kWh – Osteria Grande office New photovoltaic plant on pergola parking lots with an annual production of 329,000 kWh – CAMPUS site Extension of rooftop photovoltaic plant with an annual production of around 67,600 kWh/year – CAMPUS site 	<ul style="list-style-type: none"> Activation of the systems under construction is planned for 2024 50% of building energy from renewable energy sources (Italy) 	



Social

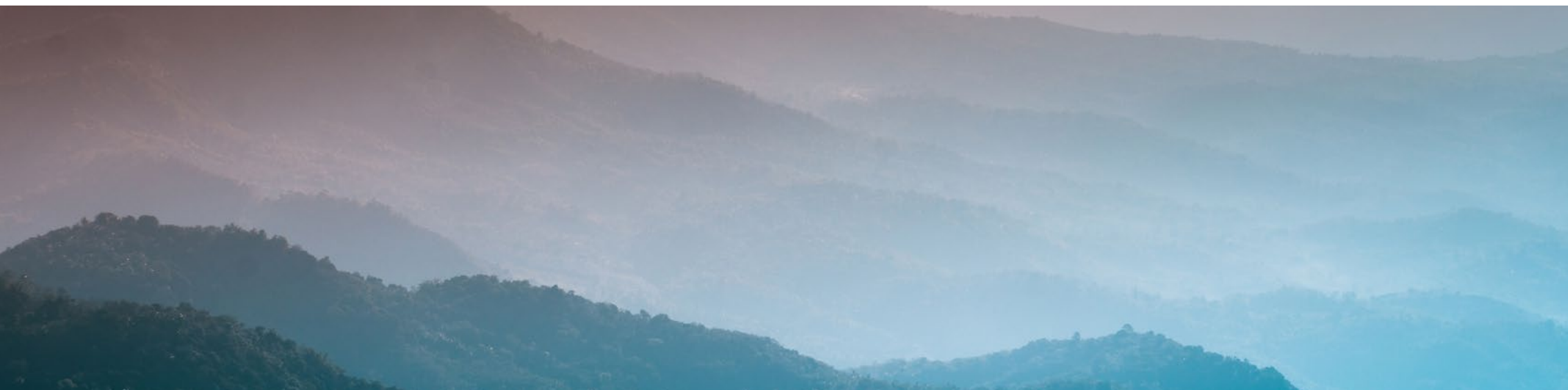


MATERIAL TOPIC	TARGET	BASELINE 2022	SHORT-TERM 2023	PROGRESS STATUS 2023	MEDIUM-TERM: 2024-2026	LONG-TERM: 2030
INVESTMENT IN TALENT, TRAINING AND DEVELOPMENT PROJECTS	INCREASE THE ANNUAL AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE	18	20 (monitoring for equal learning opportunities)	In 2023, the annual average number of training hours delivered stayed at 18. The trend has remained constant, partly due to the increase in the company population as a result of new company acquisitions. The continuous monitoring of gender balance data also shows an 8% increase in training for women, or 43% of the total.	25 (monitoring for equal learning opportunities)	35 (monitoring for equal learning opportunities)
WELLBEING AND HEALTH & SAFETY	MAINTAIN OR INCREASE EMPLOYEE SATISFACTION % DURING THE ENGAGEMENT SURVEY	82% of participants expressed a good satisfaction rate (2021 baseline).	From the survey results, implementation of an action plan to improve or maintain the % of employee satisfaction.	In 2023, based on the results of the survey, an action plan was implemented identifying 3 areas of action: Work-life balance, feedback from management and learning opportunities. Practical actions were developed for each, with a total of 5 new initiatives.	From the survey results, implementation of an action plan to improve or maintain the % of employee satisfaction. Development within the Action Plan of at least 2 Corporate Benefit initiatives.	
DIVERSITY & INCLUSION	ADVANCEMENT OF HUMAN RIGHTS		Publication of the Human Rights Policy.	In 2023, the Human Rights Policy was launched for the entire company population, accompanied by ad-hoc training and published on the crif.com corporate website	Training and awareness-raising campaigns promoting the Human Rights Policy.	
	INCREASE WOMEN'S EMPOWERMENT		<ul style="list-style-type: none"> D&I Policy published Introduction of the "International Women's Day" event" 	In 2023, the D&I Policy was launched for the entire company population, accompanied by ad-hoc training and published on the crif.com corporate website	<ul style="list-style-type: none"> Support for equal opportunities projects developed within local communities Start of local initiatives to raise awareness on D&I issues communicated through the Global Sustainability Ambassador network 	

Social



MATERIAL TOPIC	TARGET	BASELINE 2022	SHORT-TERM 2023	PROGRESS STATUS 2023	MEDIUM-TERM: 2024-2026	LONG-TERM: 2030
DIVERSITY & INCLUSION	INCREASE THE % OF WOMEN IN MIDDLE MANAGEMENT POSITIONS	35%	Implementation of a dedicated dashboard to monitor and ensure equal opportunities within the career development process.	<p>While there is already a monitoring system in place, in 2023 the HR IS team worked on the implementation of a specific dashboard to give the global HR team visibility of analytics on the composition of the company population, providing a detailed view of metrics across all HR processes, from recruitment to promotions.</p> <p>The dashboard was introduced with the intention of effectively monitoring career progress KPIs, further ensuring equal opportunities in the company, and thereby creating the conditions for achieving medium and long-term objectives.</p>	36-38%	40%
	ENSURE GENDER BALANCE WITHIN RECRUITMENT AND PROMOTION PROCESSES	<p>Composition of the company population: 48% women and 52% men.</p> <p>Promotions within the company population: 55% of men promoted, 45% of women promoted.</p>	<p>Implement a specific dashboard to monitor and ensure:</p> <ul style="list-style-type: none"> • equal opportunities within recruitment and promotion processes • equal distribution of salary increases (with a tolerance margin of 5%) 	The implementation of the dashboard in 2023 enables continuous monitoring of the recruitment and promotion processes, as well as remuneration policies, with the aim of ensuring equal opportunities in terms of gender and age.		



Governance



MATERIAL TOPIC	TARGET	SHORT-TERM 2023	PROGRESS STATUS 2023	MEDIUM-TERM: 2024-2026
ETHICS AND ANTI-CORRUPTION	ESG GOVERNANCE	<ul style="list-style-type: none"> Launch of the Global Sustainability Ambassador network Introduction of ESG factors within the Leadership Model 	<p>In 2023:</p> <ul style="list-style-type: none"> The Global Sustainability Ambassador network was launched, created in 2022 and comprising 22 Ambassadors from 20 of the countries in which CRIF operates. A total of 5 workshops were held The new “TRUST” leadership model, integrated with ESG factors, was introduced. In detail: <ul style="list-style-type: none"> BUILD A SUSTAINABLE ENVIRONMENT: The ability to organize work and business in a sustainable way with regard to ESG principles DEMONSTRATE TACTFULNESS: Accepting and experiencing diversity and inclusion positively, transforming them into added value within the organization <p>Furthermore, anticipating some of the medium-term targets, 2 important milestones were achieved:</p> <ul style="list-style-type: none"> Formalization of the HR Social Responsibility department and establishment of the Sustainability Committee The assignment of ESG targets to Top Management 	Introduction of the CSR Policy



Recognitions and the ESG network

To formalize its commitment to sustainability, CRIF was a member of the following organizations in 2023:

Global Reporting Initiative

The Global Reporting Initiative is a standard CSR reporting format, and its indicators are used by CRIF as well as by more than 1000 companies worldwide.

United Nations Global Compact

CRIF has signed up to the 10 principles of the United Nations Global Compact on human rights, labor, the environment and the fight against corruption, an initiative set up to encourage businesses to adopt sustainable and socially responsible policies and to report on their implementation.

Swisscleantech

The Swisscleantech trade association has around 500 members from all sectors. To demonstrate their commitment to tackling climate change, members of the association signed the Swisscleantech Charter with the aim of making Switzerland carbon neutral by 2050 at the latest.

ASviS

The objective of ASviS (Italian Alliance for Sustainable Development), created on the initiative of the Unipolis Foundation and the University of Rome "Tor Vergata", is to raise awareness of the importance of sustainable development among

Italian society, business players and institutions, bringing together all those involved in achieving one or more of the 17 SDGs to help define an appropriate national strategy to be achieved by 2030.

Impronta Etica

Since 2022, CRIF has been a member of Impronta Etica, a non-profit association established in 2001 for the promotion and development of sustainability and corporate social responsibility. Impronta Etica aims to promote sustainability-oriented processes in Italy and Europe, acting as a driver for member companies to translate their drive for innovation into sustainable competitive leadership experiences.

Sustainability Makers

CRIF professionals are members of Sustainability Makers, the Italian association that brings together professionals dedicated to defining and implementing sustainability strategies and projects in companies and other organizations. The association is involved in training and promoting such professionals with the aim of increasing skills and leadership, through training and networking activities, studies and research, workshops and webinars.

Green Building Council Italia

CRIF Services, as an active operator providing services for the real estate sector, is an associate of the Green Building Council Italia, a non-profit association that aims to promote and accelerate the spread of a green building culture, to raise

awareness among the public and institutions of the impact of how buildings are designed and built on the quality of life of citizens, and to provide clear benchmarks for industry operators.



Leader della Sostenibilità 2023

In 2023, CRIF Italy received recognition as a 2023 Sustainability Leader. The ranking was compiled by Il Sole24 Ore in collaboration with Statista, a leading independent market research institute specialized in rankings and business data analysis. The "Sustainability Leaders" list ranks the top 200 large Italian companies that stand out for their commitment to sustainability, highlighting those companies that pay the greatest attention to environmental and social issues. The study analyzed around 1500 Italian companies, taking into account 45 key performance indicators (KPIs) taken from published sustainability reports and financial statements and referring to the three pillars of sustainability: environmental, social and economic.



Business ethics and integrity

The values and principles of integrity and honesty, fairness and compliance with applicable laws underpin the Group's operations and Governance System.

These principles are contained in the **Code of Conduct, introduced at a Corporate level in all Group companies in 2010**, with the aim of:

- Developing a business model and relationships based on transparency and integrity
- Ensuring that the conduct of each stakeholder is based on the principles of **diligence, fairness and loyalty**, as well as on our **Values and Mission**, applying to both internal stakeholders, including members of corporate bodies, employees and contractors, and external, including partners and suppliers
- Outlining the rules of conduct that characterize the performance of work activities within the workplace
- Minimizing the risk of regulatory breaches and reputational issues

The content of the document is periodically reviewed to ensure that the principles expressed are always up-to-date and integrated with respect to business developments and the context in which CRIF operates. The latest update of the Code of Conduct was made in April 2023, with the aim of further improving the document's completeness, effectiveness and consistency in relation to the business.

In order to enforce the implementation of the principles and values contained in the Code of Conduct, CRIF has in place internal procedures designed, on the one hand, to make both internal and external stakeholders aware of the content of the Code of Conduct and, on the other hand, to ensure its implementation.



Training & Awareness procedure

Communication and training activities tailored to the roles and responsibilities of the recipients

Assignment of a compulsory course to be taken during onboarding for all new hires, aimed at facilitating the understanding of the principles contained in the Code of Conduct. A signature is required to confirm that the employee has read and accepts the Code.



Grievance Procedure

An internal complaint procedure that allows the reporting of any wrongdoing and/or unlawful conduct (omissive or commissive), that may constitute a breach, even a suspected breach, of the principles set out in the Group Code of Conduct.

All aspects of the procedure are treated confidentially and disciplinary action will be taken if a breach of the Code of Conduct principles is found.

Within its Code of Conduct, special attention is paid to the prevention of any conduct that may involve a conflict of interest, indicating in detail the different behaviors that constitute a breach of the Code of Conduct and specifically describing potential situations that could generate a conflict of interest. In addition, the organizational measures, procedures and departments involved in dealing with any conflicts of interest are described.

Finally, in 2023, CRIF Group introduced its Business Ethics Policy on a global scale (with “Country Annexes” in cases where there are significant differences in the local regulations), with the aim of ensuring the values of integrity and ethical behavior expressed in its Code of Conduct and compliance with the obligations under European legislation on whistleblowing (EU Directive No. 2019/1937).

The purpose of the Policy is to inform, support and protect anyone who intends to report potential breaches of laws and/or regulations which may result in offenses and crimes.

In particular, CRIF Group has implemented a whistleblowing system, which can be reached via a link on the website of each company, to safeguard the values of integrity and ethical conduct expressed in the Code of Conduct and to support and protect anyone who reports potential breaches of laws and regulations, such as corruption, fraud, financial crime, harassment and discrimination or conflict of interest, excluding claims of a purely personal nature and/or relating to individual work relationships with peers, subordinates or hierarchically senior figures, or consultancy/collaboration or partnerships with CRIF Group.

TRANSPARENCY IN RATING PROCESSES – CRIF RATING AGENCY

CRIF Ratings is the CRIF Group rating agency based in Italy, subject to supervision by **ESMA** (European Securities and Markets Authority), and authorized since December 2011 to assign ratings to non-financial companies based in the European Union in the form of bond issuer and issue ratings.

In order to ensure transparency in the assessment processes and in the production of solicited and unsolicited ratings, CRIF has adopted a specific **Code of Conduct** with the aim of **protecting** users involved in the assessment and issuance of credit ratings and **ensuring** proper management of public and/or **confidential** information, including information received from the Rated Entity in the context of solicited ratings, used in the assessment and issuance of credit ratings.

CRIF Ratings has also introduced a specific **policy aimed at preventing any actual or potential conflicts of interest** which could arise in relation to CRIF S.p.A.’s rating activities, its directors, managers, rating analysts, employees, or any other natural person whose services are made available or are controlled by CRIF, or any other person controlled directly and indirectly by CRIF.





Protection of **human rights**

Respect for and the promotion of human rights are core values for CRIF Group, reflected both in its Code of Conduct and Human Rights Policy, made available to all internal and external stakeholders via the corporate website.

The Policy aims to define the guiding principles, responsibilities and actions aimed at supporting and promoting the protection of human rights, in line with the international framework of reference, as defined by the United Nations Universal Declaration of Human Rights, the International Labour Organisation (ILO)

Fundamental Conventions and the principles of the United Nations Global Compact, which CRIF has adhered to since 2022, committing to respecting and promoting the ten universally accepted principles, including those relating to the protection of human rights by companies.

Specifically, the company is committed to safeguarding human dignity, protecting health, safety and the right to privacy, and condemning all forms of discrimination related to personal characteristics, violence, corruption, and forced and child labor, both inside and outside the workplace. The company has a reporting system in place to report potential breaches of human rights laws and regulations.

Full respect for human rights is deeply rooted in human resources management policies, which are supported by the use of national collective labor agreements and a certified occupational health and safety management system. The supply chain is also required to comply fully with the rules for the protection of human and workers' rights, in particular the national collective labor agreements of the category to which it belongs, the provisions on social security, accident prevention and insurance, as well as the specific legislation on occupational health and safety.

The fight against corruption and money laundering

CRIF Group has a zero tolerance approach to all forms of corruption and adopts policies aimed at preventing potentially high-risk situations from arising through the implementation of appropriate anti-bribery and corruption systems.

CRIF requires not only its staff, but also all its Partners, to share the same values and principles. In the context of CRIF Group's anti-bribery and corruption policy, bribery and corruption refer to:

- any conduct that involves profit-making through the misuse of professional favors or other incentives, including improper offers and payments to or by Group employees;

The Policy applies to all CRIF Group personnel under any type of employment contract, in any Group company or legal entity, and generally to anyone acting in the name of, on behalf of, or in the interests of the Group and having business and professional relationships with it, and covers:

- Bribes
- Gifts and/or hospitality
- Payments
- Charitable contributions
- At-risk personal/family situations

It is the responsibility of all personnel to avoid any conduct that may give rise to or imply a conflict of interest between their activities and those of CRIF. Therefore, in the event of a conflict of

interest or if an employee believes that a situation may result in or lead to a conflict of interest, the employee must report this to his or her manager and/or Human Resources in order to resolve the situation fairly and transparently. CRIF's anti-bribery & corruption policy specifies the types of prohibited behavior and encourages employees to pay attention to certain situations, described in the Code of Conduct, that may give rise to a conflict of interest. In order to prevent such situations from occurring, during the recruitment phase, new hires must accept the Code of Conduct containing these principles and suppliers must sign up to it before entering into business agreements.

All CRIF employees are required to undergo specific training on the content of the Code of Conduct and the time of employment receive, in addition to the Code of Conduct, the HR Handbook, where regulated and unacceptable behavior is restated, as well as a description of the disciplinary procedures applicable in the event of a breach of the rules and principles. Indeed, any breach of the company's Anti-Bribery & Corruption Policy that has serious legal and reputational repercussions and that may cause material damage to the Group may result in disciplinary action, including termination of employment.

To strengthen this policy, CRIF has also adopted a more specific Anti-Bribery & Corruption Policy that applies to all Procurement Department personnel at all levels and grades (permanent, fixed term, or temporary), as well as consultants, contractors, interns and any person performing/

in charge of procurement activities, wherever they are located. The purpose of this policy is to establish controls to ensure compliance with all anti-bribery & corruption laws and that CRIF Procurement Department activities are conducted in a socially responsible way. Proactive behavior is required in the case of gifts and/or hospitality received, with employees being required to log any gifts or hospitality received in a personal log subject to Manager review. In all cases of payment on behalf of CRIF, it is necessary to verify whether the amount requested is proportionate to the goods or services provided and to provide a receipt stating the reason for payment.

PREVENTION OF MONEY LAUNDERING AND TERRORIST FINANCING

The company's "OFAC & Anti-Money Laundering Compliance Policy" was introduced in 2016, aimed at defining the rules of conduct to which the various Group functions must adhere in order to prevent the use of the financial system for the purpose of money laundering or terrorist financing.

The policy applies to anyone involved, even indirectly, in business processes involving incoming and outgoing cash flows and provides a list of possible indicators of anomalies and elements of risk in the performance of activities that must be notified to the Internal Auditing function whenever they occur.

In addition, it is strictly forbidden to:

- establish any type of relationship with subjects of doubtful reputation
- engage in conduct that, although not in itself a criminal offense, could potentially become or be considered a criminal offense

On the other hand, it is expressly recommended to:

- provide supporting documentation for all incoming and outgoing money transactions
- adequately formalize contracts and agreements
- perform intra-group transactions in compliance with applicable regulations and procedures
- make sure that any money transactions are traceable and reconstructible at all times

In order to ensure and promote the adoption of transparent behavior, the anti-bribery and corruption policies have been communicated to all CRIF Group employees and to date, there have been no cases of disciplinary action related to bribery or corruption and no penalties for non-compliance with laws or regulations.

Risk management system

CRIF has always paid maximum attention to continual investment in quality and security, fundamental components of its mission and an integral part of the corporate culture and value system.

CRIF Group has implemented an Integrated Management System, documented through policies and procedures, which it implements and keeps

up-to-date through internal auditing activities, continuously monitors through the application of specific metrics, and improves through continuous improvement initiatives.

The Integrated Management System has a set of related certifications in order to have an effective and efficient tool for the governance and the internal organization of processes and staff, in the continuous pursuit of satisfying the needs of customers, third parties, and various stakeholders that come into contact with CRIF.

As part of the maintenance of the Integrated Management System, CRIF guarantees a number of periodic activities and logical, physical and organizational security measures. To ensure proper governance and continuous improvement, CRIF has created a body called the Quality & Security Forum, which has the task of approving strategic guidelines, policies and security regulations related to the protection of employees and corporate information systems.

QUALITY & SECURITY FORUM AUDITING ACTIVITIES

Application of legislation on the **processing of personal data**

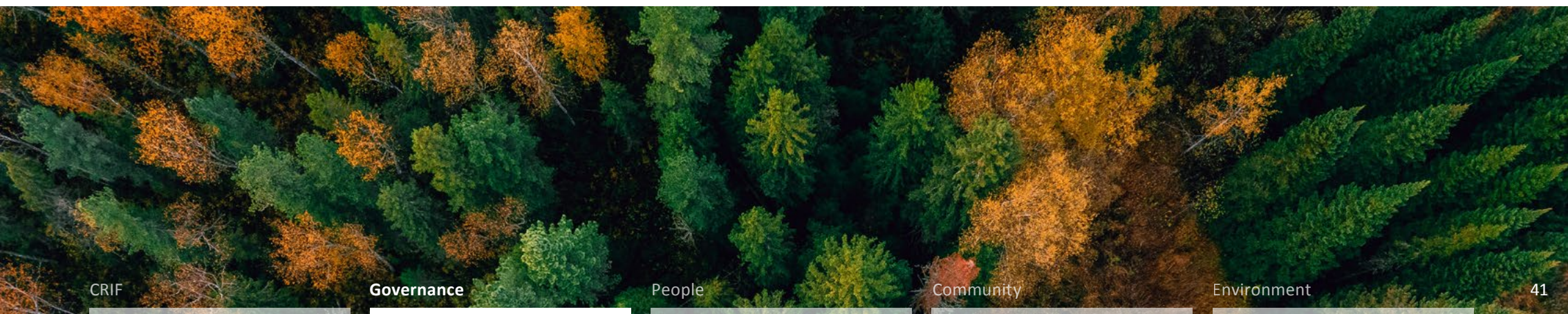
Business Continuity



Information **security and quality**

Occupational **health & safety**

CERTIFICATION	DESCRIPTION	CERTIFIED COMPANIES
ISO 9001:2015 Quality management system	<p>A certified quality management system is a crucial requirement for the performance of company processes, to improve the effectiveness and efficiency of product development and the supply of services. All aimed at achieving maximum customer satisfaction.</p>	<p>CRIF S.p.A CRIF Services S.p.A CRIBIS Credit Management S.r.l CRIBIS D&B S.r.l CRIF REAL ESTATE ADVISORY S.r.l. CRIF Ratings S.r.l</p>
ISO 27001:2013 Information security management system	<p>The reference standard is ISO 27001, which defines the requirements for the implementation and subsequent certification of an Information Security Management System (ISMS). It identifies a security management approach based on the definition of structured processes, on the allocation of clear responsibilities, and identification of operating procedures.</p>	<p>CRIF S.p.A</p>
ISO 45001:2018 Occupational health and safety management system	<p>An internationally recognized standard that provides guidance on how to formalize and structure risk management, on the management of legislative compliance (Italian Legislative Decree 81/2008 and subsequent amendments), the promotion of safer working practices and the assessment of occupational health and safety performance.</p>	<p>CRIF S.p.A CRIF Services S.p.A CRIBIS Credit Management S.r.l CRIBIS D&B S.r.l</p>
ISO 14001:2015 Environmental management system	<p>An international standard that defines a corporate management system to manage environmental aspects, meet regulatory compliance obligations, and address and assess risks and opportunities.</p>	<p>CRIF S.p.A (Building Beverara 21)</p>
ISO 14064 Carbon Footprint certification	<p>The standard specifies the principles and requirements, at an organizational level, for the quantification and reporting of greenhouse gas (GHG) emissions and their removal. It includes requirements for the planning, development, management, reporting and verification of an organization's greenhouse gas inventory.</p>	<p>CRIF S.p.A CRIF Services S.p.A CRIBIS Credit Management S.r.l CRIBIS D&B S.r.l Teleservice S.r.l.</p>





Information security protection

CRIF is a company specializing in credit information and business information systems, in which the processes of data collection, analysis, and processing constitute the core activities of the products and services offered by the Group.

For this reason, data security and cybersecurity are key issues for CRIF Group, which has adopted a Privacy Policy in accordance with EU Regulation No. 679/2016 (GDPR) on the protection of personal data and obtained **ISO 27001:2013** “Information Security” certification in 2003 from the certification body DNV, which defines the requirements for the implementation and subsequent certification of an Information Security Management System (ISMS). It identifies a security management approach based on the definition of structured processes, on the allocation of clear responsibilities and identification of operating procedures.

The purpose of an ISMS is to protect data against internal and external threats so as to ensure data integrity, confidentiality and availability, and to guarantee clients, whether credit institutions, companies or private individuals, that CRIF has adopted suitable internal processes and measures aimed at protecting their data and minimizing any potential security risk.

In line with privacy regulations, a **Data Protection Officer (DPO)** has been appointed with the responsibility of overseeing the entire process related to the processing of personal data and privacy risk analysis, monitoring compliance with the rules on personal data protection, and providing advice and support to the Controller on matters relating to the protection of personal data. The DPO operates at a Group level and relies on the support of specialist teams that periodically implement a process aimed at identifying the risks the business is subject to (Risk Analysis) and quickly implementing the actions and countermeasures that may be necessary to reduce or mitigate the identified risks (Risk Management).

In this regard, CRIF Group has in place a set of policies and procedures that ensure high levels of cyber and information security and that comply with the regulatory principles of privacy by design and privacy by default, in line with EU Regulation

2016/679 (“GDPR”). For each CRIF service used, users are provided with a specific and detailed information notice in accordance with Articles 13 and/or 14 of the GDPR, and each type of processing of personal data is put in place based on the legal grounds referred to in Art. 6 of the GDPR. The data is processed lawfully and fairly, guaranteeing its security and confidentiality, according to the provisions of the GDPR and all other applicable laws.

If users have questions about the processing of their personal data or intend to exercise any of the rights set out in Art. 15 et seq of the GDPR, the company provides e-mail and certified e-mail addresses through which the DPO can be contacted. In the event of a personal data processing violation, a complaint can be submitted to the Italian Data Protection Authority by following the instructions on the website.

CRIF Group has also established a **Security Committee** that is responsible for identifying and, if necessary, defining the appropriate mitigation actions for the management of any issues related to information security. The members of the Security Committee meet on a monthly basis, with regular reporting to the Management Committee by the representative of the Security Committee, the CIO.

More specifically, the Security Committee:

- Provides support in defining the information security documentation, including the information security policy, and, if necessary, on any other applicable regulations
- Provides support in the development and amendment of emergency plans and in crisis management
- Manages and coordinates the company’s information security process and monitors the involvement of external IT service providers
- Verifies the implementation of information security measures by business functions
- Actively participates in IT projects
- Advises on all matters relating to information security
- Coordinates training and awareness-raising activities for information security issues

In addition, every CRIF Group employee receives appropriate training on the processing of personal data through the “CRIF GDPR Training Session” provided on the corporate e-learning platform and through classroom-based courses that enable recognition of the main risks and prevent any attacks on data security.

Responsible supply chain management

One of the priorities of CRIF Group's sustainability agenda is understanding its own supply chain and value chain. As in previous years, the Group has continued raising awareness of sustainability among its suppliers, organizing strategic training for the representatives of suppliers to its Italian and German companies. The goal was to begin standardizing local in-house knowledge and ensure alignment between the mission and sustainability at a global level.

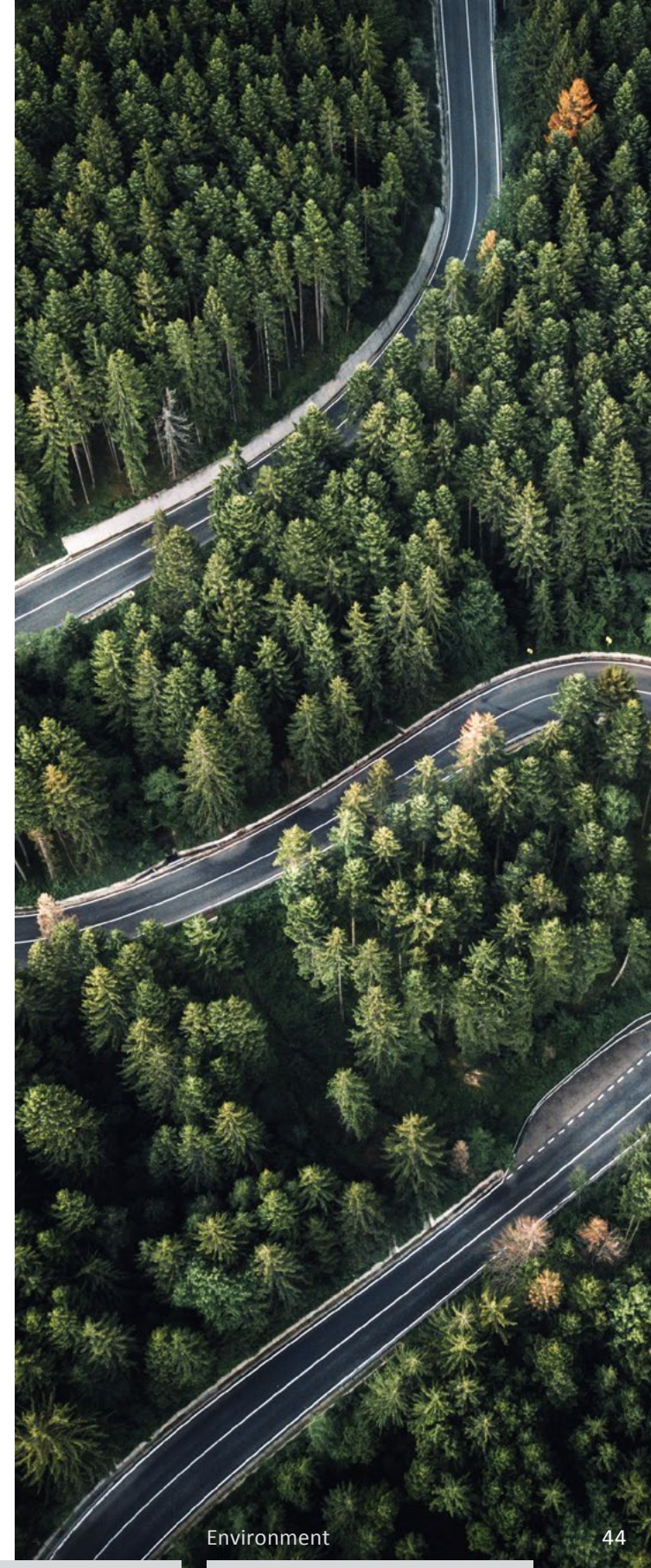
CRIF Global Procurement abides by an internal Code of Ethics and complies with the "Supplier Management" procedure. This procedure establishes how to operate and who is responsible for ensuring that the purchased product/service meets requirements, both when selecting, assessing and managing suppliers over time and when providing purchase orders with all the information necessary to define the supply requirements. Furthermore, it establishes a procedure to guarantee compliance with quality, information security and occupational health and safety standards.

In this respect, Procurement takes a zero tolerance approach to all forms of corruption. Indeed, the purchasing processes are based on the assessment of pre-contractual and contractual behavior oriented toward mutual trust, transparency and collaboration. Suppliers' performance must, in addition to ensuring the necessary quality standards, go hand in hand with their commitment to adopting best practices in relation to human rights, health,

working conditions, occupational health and safety, and environmental responsibility. In addition to the assessment of quality, reliability and financial sustainability, achieved through specific criteria reflected in an automated scorecard, Procurement assesses all suppliers, considering their overall environmental, social and governance (ESG) efforts using the "SYNESGY" methodology. The supplier completes a sustainability questionnaire during the onboarding process through the e-procurement portal; this is an integral part of the supplier qualification process and the overall SYNESGY rating is fed into the above scorecard. Procurement, therefore, works alongside its supply chain, providing advice and monitoring the journey toward ESG criteria.

ESG projects initiated by the Global Procurement Department include the integration of environmental, social and governance factors into the assessment of suppliers during the qualification stage through the Synesgy questionnaire, in order to understand their maturity in the area of sustainability.

Synesgy is the CRIF Group global digital platform which assesses the commitment of companies to Environmental, Social and Governance (ESG) issues through the compilation of a questionnaire. The supplier selection and assessment process



involves a significant commitment and focus by the Procurement Office and also includes social responsibility aspects.

Due to the nature of the business, particular focus is paid to suppliers of product classes considered critical by the Group such as:

- hardware providers: servers, storage, networking equipment
- connection providers
- software development providers
- supplies through procurement contracts

The Procurement Department also decided to make completion of the Synesgy questionnaire a mandatory part of its qualification process, requiring all new significant suppliers acquired during the year to register on the portal.

Using the questionnaires compiled by Italian suppliers, the Procurement Department defined a roadmap to support its strategic suppliers, in order to trigger a virtuous cycle in the sustainable management of supply streams. The portal registration process has been undertaken in Italy and has recently been released for India, and by the end of the year will be adopted in Germany, Austria, Switzerland and Poland; the process will continue in accordance with the program, leading to the certification of a growing number of suppliers. One of the future objectives is to complete the mapping of all Group companies served at a corporate level by 2025.

More than 93% of the overall spending of CRIF Group's Italian companies is spent within Italy. Since CRIF is a company that uses global products and services, and is itself aimed at the global market, some purchases are necessarily made centrally by the Headquarters at an international level.

For suppliers not belonging to the critical product classes and/or managed through a contract, the process is performed but is made simpler since the selection takes place based on cost, information quality and security, as well as occupational health and safety parameters.

For critical product classes, a widely used tool for choosing suppliers, by both Italian and international companies, is CRIBIS X, which assesses their financial stability. This Group solution allows management of the entire supplier portfolio by quickly comparing exposure and reliability, and by providing alerts when any of the calculated indexes change. Among other available information, it also provides evidence of:

- Truthfulness and accuracy of company data
- Shareholding structure with details of all shareholders
- Sector of activity and core activities described in the articles of association
- Banks used by the company
- Information from filed financial statements and the respective calculated ratios
- Legal and/or Special Events indicator
- D&B Failure Score history and industry comparison
- Financial Data
- Supplier solvency

In the case of the provision of consultancy services, the qualification and monitoring of its suppliers, both Italian and international, at a corporate level currently involves checks to verify that suppliers have the necessary occupational health and safety certifications. The purpose of these checks is to ensure, among other things, that:

- the tariffs applied safeguard workers in terms of remuneration
- salaries and contributions are paid on time

- workers receive financial compensation in the case of overtime and/or holiday work.

The Procurement Department also supports the organization in the management of complex contracts, including due to the need to verify any regulatory obligations, compliance and the responsibilities defined for their management. As a contracting company, CRIF must fulfill the obligations laid down in Art. 26 of Italian Legislative Decree No. 81/08 and also Italian Tax Decree 2020 (Art. 17-bis of Legislative Decree 241/1997 introduced by Art. 4 of Decree Law 124/2019 converted from Law no. 157/2019).

In the case of outsourced activities, actions are also carried out to request and collect certifications periodically or on expiry (where a date exists), where the certifications are aimed at verifying ISO 14001 compliance, as well as audits of the suppliers themselves to verify the effective compliance with the standard. In the case of product procurement, it is then checked that the suppliers have the necessary environmental certifications and are compliant, both in the quotation stage and in the delivery phase.

93%

of the overall spending of CRIF Group's Italian companies is spent within Italy.

Each year, suppliers are assessed by internal clients on, among other things, parameters such as service quality, flexibility, timeliness as well as on ancillary supply costs such as the cost of administrative and business management.

Through a computerized survey, the performances of critical suppliers are collected, giving them a score that is fed into the supplier scoring and that also identifies corrective actions in the case of identification of critical issues. Since 2021, the survey has involved internal clients in

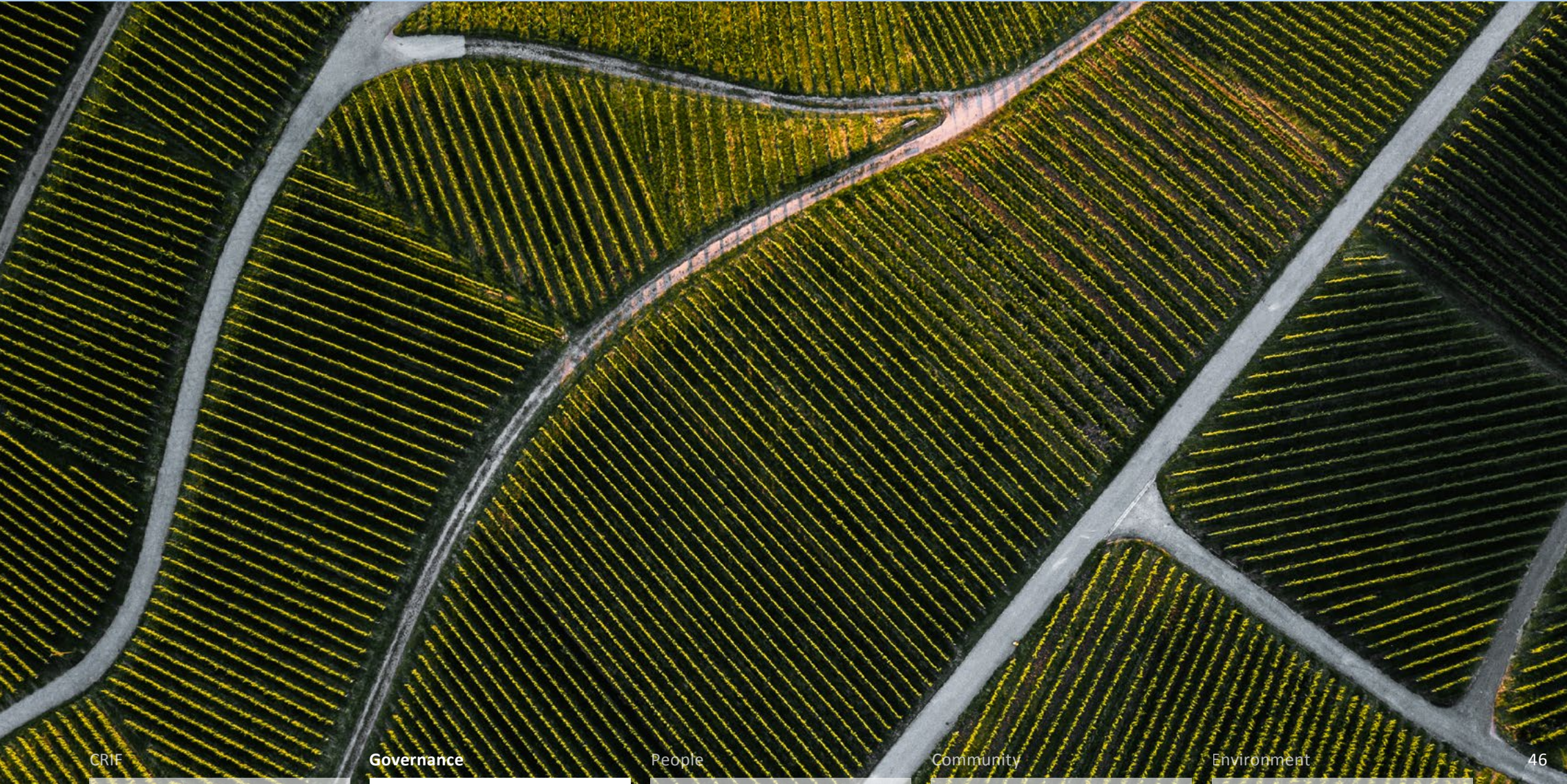
order to also collect data from foreign companies for critical suppliers.

At the end of 2022, the Global Procurement Portal (GPP) was launched for Italian companies, whose key suppliers were invited to complete their registration within the first quarter of 2023. The adoption of the supplier assessment processes on a new platform for Indian companies was initiated in May 2024, and by 2024, companies in the DACH area and Poland will also be activated, with the involvement of their respective suppliers. The

aim is to complete the activation of the remaining CRIF Group companies by the end of 2025.

The Global Procurement Portal, as a tool for process digitalization, has initiated:

- collaboration for contract signing
- the dematerialization of all qualification documents (insurance contribution payment certificate, tax compliance certificate, other certificates, etc.)
- tenders and assignments





Driving **sustainable transformation** through data and artificial intelligence

The CRIF Information Core is a unique data ecosystem, the largest in Italy in terms of variety and availability, consisting of over 40 information sources, 70% of which are proprietary, constantly updated and “augmented” thanks to exclusive partnerships.

By combining information on individuals, businesses and real estate, as well as open and alternative sources such as climate-related, environmental and local data, and data on digital channel interactions, CRIF provides consumers, credit companies, businesses, telcos, insurance companies and utilities not only with accurate measurements, but also objective and comparative analyses for the assessment of clients and partners, to support them in making informed decisions, facilitating financial inclusion and sustainability.

CRIF Scores, the analytics developed using the CRIF Information Core, are combined with information to enhance the predictive assessment of phenomena to support all business areas: from default risk, to physical and transition risk, to propensity, to digitalization, to the risk of an employee leaving the company.

Data and analytics are combined and integrated with know-how and technology platforms to create value and accelerate innovation. A data-driven company to its core, every year CRIF invests heavily in its ability to process millions of pieces of data, including using advanced artificial intelligence and machine learning techniques to produce augmented analytics and management scores. All thanks to a multidisciplinary team of over 200 professionals, including Data Scientists, Manipulators and Engineers dedicated to the study and development of Augmented Intelligence models and solutions. Thanks to its presence in more than 30 countries, CRIF has also

gained in-depth experience in AI methodologies in those countries where these technologies were first used or are more widespread, all for the benefit of knowledge sharing and cross fertilization of initiatives.

Artificial intelligence in particular is one of the main drivers of change and innovation, now influencing all industries and processes from Finance to ESG. While, on the one hand, this enables the identification of patterns in data that are not immediately recognizable to the human eye and the development of advanced models, technologies and architectures capable of processing large volumes of data, both structured and unstructured, on the other hand, this technological progress raises important questions relating to ethical risks and social impact. In this context, CRIF is committed to developing Explainable Artificial Intelligence (XAI) systems that aim to address these issues by balancing the transparency and accuracy of machine learning models.

40+

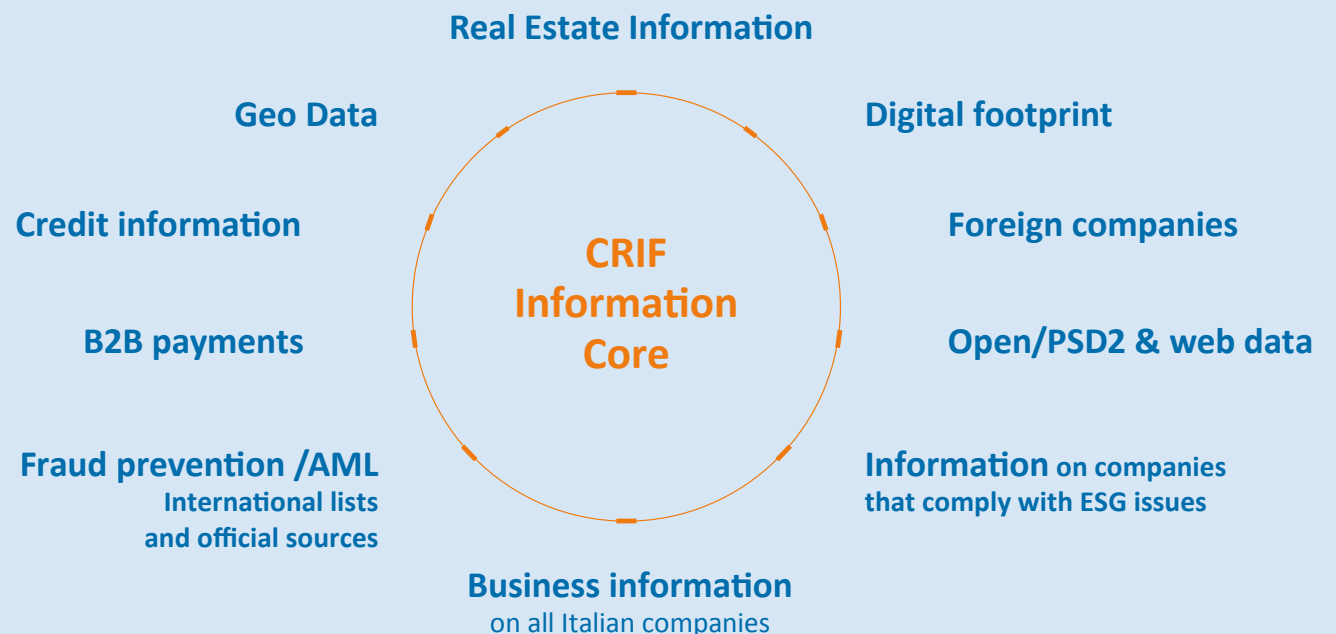
formation sources

100

predictive indicators

1 bln

pieces of raw data



Listening to customers

ensuring quality, security and business continuity

CRIF experts work with clients through dedicated teams to analyze and search for the most innovative and sustainable solutions designed to meet customer needs, creating a **relationship of reliability**. CRIF's customer-centric approach is expressed in the **utmost care** given to the services offered.

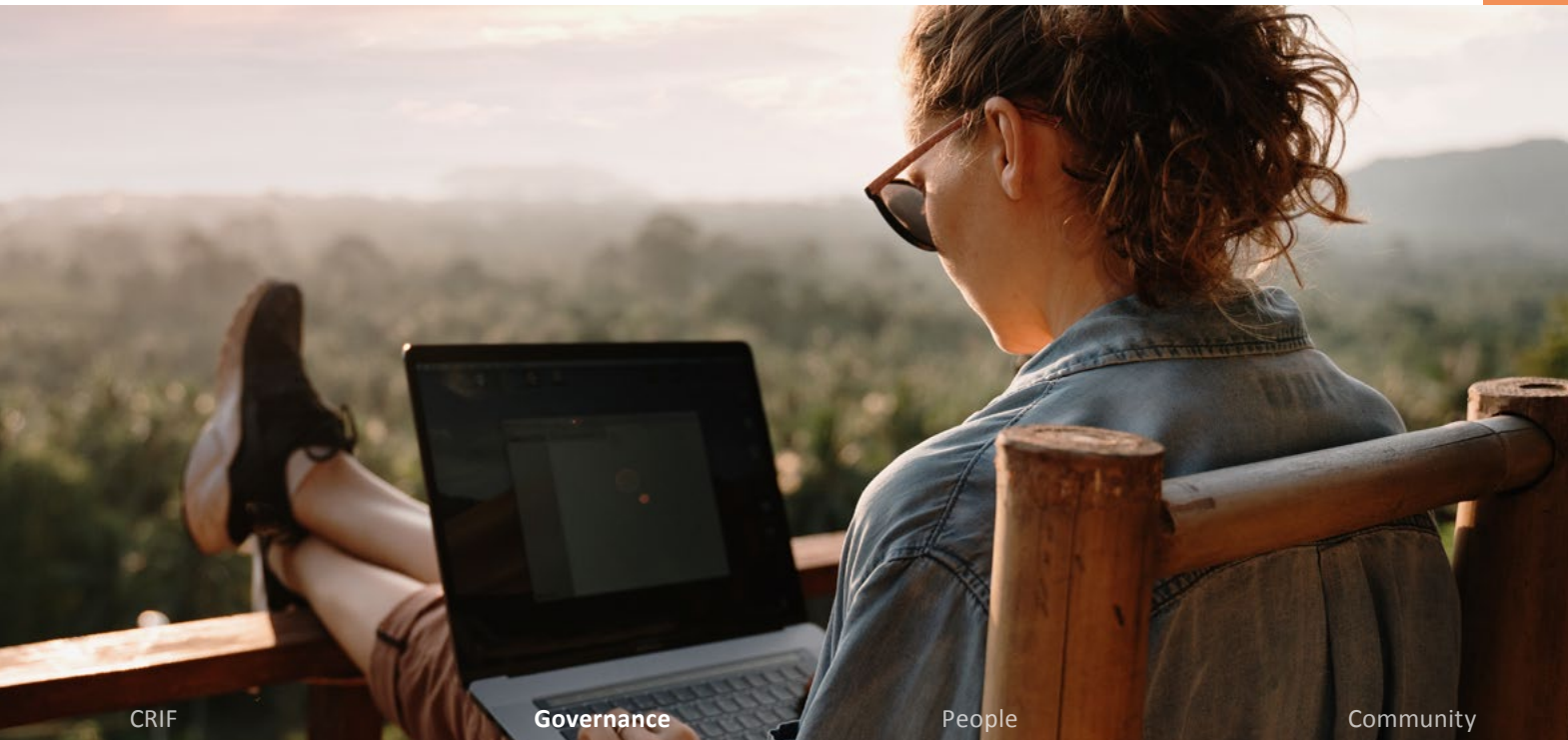
CRIF has always invested continuously in quality and security, as well as regulatory compliance, fundamental components of its mission and an integral part of its corporate culture and value system.

In order to ensure the protection of customer privacy and the security of the data processed, CRIF Group has adopted an "ISO 27001:2013 information security management model" and a set of policies and procedures for identifying, monitoring and managing data protection risks.

Service quality is ensured thanks to the presence of an **ISO 9001:2015-certified quality management system**, a crucial requirement for conducting business processes, improving the effectiveness and efficiency of product and service delivery, and responding to customer needs.

In order to ensure the continuity and availability of business-critical processes and services, CRIF has implemented a Business Continuity Management System in accordance with ISO 22301, through the adoption of business policies and procedures in line with business best practices and the identification of technological and organizational solutions capable of preventing or dealing with any disruption to operations.

Listening to the customer is a central element of the Customer Experience, organized through tools for the regular monitoring of Customer Satisfaction, including questionnaires and interviews that allow the collection of feedback and suggestions for improvement.



The ESG Journey - creating models to facilitate the integration of ESG factors

For years, CRIF has been investing significantly in developing ESG services to support clients and partners in building more sustainable business. The current context and climate change have further highlighted the need to evolve the economic system toward sustainability and resilience.

The availability of granular, quality information is critical to achieving excellence, even more so when it comes to measuring ESG dimensions. Thanks to a rich ESG Data Lake and a structured ecosystem of AI indicators, analytics and tools, CRIF actively supports its clients, the business community more generally, and financial players in the sustainable transition process in order to build advanced models to predict physical and ecological transition risks in line with European ESG policies.

In this regard, over the years CRIF has developed and consolidated an “ESG Journey”, a suite of services that aims to support financial players with comprehensive, modular and intuitive solutions, and provides CRIF Metadata, a distinctive mix of information, advanced analytics and digital platforms that cover the various transformation needs: information, evaluation, engagement.

On the one hand, the integration of ESG factors and climate-related and transition risks is challenging, requiring careful and continuous management and the creation of dedicated

products, including in light of evolving regulatory requirements. On the other hand, the “green” transition offers financial players a new business policy to meet new targets and develop the portfolio, updating their traditional role as lenders to accompany businesses and individuals in their sustainable projects, including through education that enhances ESG awareness. In this respect, it is essential to:

- **Pursue organizational and technological transformation** to capture and transfer the new ESG dimensions into customer journeys
- **Develop a specific data suite** that, through advanced analytics and AI, captures the characteristics of the local area and real estate, companies, sectors and supply chains, communities and individuals, to support the sustainable transition through ESG-linked products and services

One important aspect of the entire transformation process is data permeation, which means sharing ESG-based information assets with all parts of the bank.

Specifically, CRIF provides a data lake of more than 150 variables and KPIs available for the more than 5 million Italian companies, as well as the synthetic ESG score, alongside the ESG services and methodology of CRIF Ratings, the center of excellence for the assessment of ESG aspects

in the corporate segment. Moreover, with the Climate Risk Analytics Suite – a digital platform developed together with RED and recognized by the Bank of Italy – CRIF supports financial players in the measurement and forward-looking estimation of physical risk when natural or climate-related catastrophes occur.

Specifically for corporate clients, in order to capture new analytical dimensions, design new advisory pathways, assess the impact of the supply chain and increase the green awareness of SMEs, CRIF developed *Synesgy*, the global ESG platform for assessing the sustainability of both companies and the entire supply chain. Specialist CRIF teams support the onboarding phase and offer guided support to companies in completing and optimizing the process.

The keystone is the availability of data and information enriched by the advanced analytical models of the CRIF platform, providing companies with dynamic benchmarks that enable awareness raising and subsequent planning of transformation pathways that financial players can use to truly support their customers with targeted financing plans.

For individuals, CRIF can calculate their carbon footprint based on spending transactions. In this way, it supports the measurement of GHG emissions associated with the consumption of products and services, incentivizing carbon reduction and more informed consumption, or

offering green solutions such as the installation of solar panels or the purchase of electric vehicles as Value Added Services. For example, CRIF offers the use of Green Bees®, a digital platform providing technical and consultancy support for the energy upgrading of real estate, allowing

users to discover, in just a few clicks, which upgrading measures could improve the energy performance of their property, with any costs incurred and possible tax relief, potential savings and an estimate of the achievable energy class.

CRIF's commitment to sustainable development.

CRIF was involved in defining the first European **Sustainable Retail Loan and Green Mortgage**

2017

CRIF contributed to defining the **Super Ecobonus** standards

2019

CRIF received an award from the **Bank of Italy** for the **best climate risk suite**

CRIF consultants obtained ESG Advisor certification

2021

2018

CRIF, together with the European Mortgage Federation, showed the **correlation between energy consumption and credit risk**

CRIF developed the **Governance Risk Index**

2020

CRIF created the first **ESG Repository**

CRIF Ratings incorporated ESG factors into its methodology

CRIF played a leading role in the **TrAnsparEEnS** project for **ESG data collection for the European Commission**

2022

CRIF presented the "Consumer ESG Credit" research together with SDA Bocconi-Assofin

CRIF launched Synesgy: The global digital platform that assesses the ESG commitment of the supply chain

CRIF supported leading Italian banks in the execution of the **ECB climate risk stress test**

CRIF and **SDA Bocconi founded REPAiR Lab**, the research and innovation laboratory

Paper presented to the **World Bank** at the **ICCR Meeting** in Washington on **Synesgy's results**

2023

CRIF took part in the **EFRAG** round table on NFS corporate reporting

CRIF was recognized as a **Sustainability Leader** according to Il Sole 24 Ore and Statista

CRIF published the first **ESG Outlook** - the study that presents a snapshot of the state of the art on Environmental, Social and Governance issues **in Italy relating to companies, individuals and real estate**

CRIF joined the **GRINS project**, an extended partnership related to the National Recovery and Resilience Plan, to create the **AMELIA data platform:** Italy's socio-economic data collector

The FIBA platform for physical risk mapping of buildings developed by **BUILTl and CRIF Res** was recognized at the **SMAU event in Milan**

Synesgy

The first global ESG network for Large Corporates and SMEs, with the aim of increasing awareness and transparency in production chain processes and in their level of sustainability.

It is a global digital platform which assesses the overall commitment of companies to ESG issues through the compilation of a questionnaire. It also collects and manages information relating to ESG principles to verify the sustainability criteria of suppliers.

The Synesgy platform provides an easy, direct and global ESG assessment without compromising on

local sustainability requirements.

As a result, the localized questionnaire is based on a two-level approach: a core part with questions about Business & Strategy and the three pillars - Environmental, Social and Governance - as well as a module assessing the specific business segment. The answers provided are subject to a rigorous two-level quality control system based on automated and manual checks that rely on the availability of dedicated local customer support. Overall, Synesgy calculates an ESG score and automatically generates a final completion certificate and an action plan.

The Synesgy methodology is based on international sustainability standards, including

the Global Reporting Initiative, the United Nations Global Compact, the Carbon Disclosure Project and Taxonomy guidelines. The platform has also benefited from collaboration with the CRIF Group Credit Ratings Agency, which has for years incorporated ESG factors into the assignment of issuer ratings of non-financial companies based in the European Union.

The Synesgy questionnaire is certified by CRIF Ratings (CRA), which is recognized at a European level.

4 

Continents

Europe, Asia, Africa and America

+80

Countries

The Synesgy platform has been localized in 80 countries, enabling easy, direct and global use without compromising on local requirements. The aim is to localize the questionnaire to the regulatory and business references of the country the company is based in.

36

Specific industries

The Synesgy platform covers different industries, locations and business sizes and contributes to global business sustainability. 36 industry sectors have been mapped. For each industry category, we monitor how the company integrates sustainability into every phase of its operations and management systems.



+440k

companies in the supply chain

+1.200

buyers, banks and insurance companies



Climate Risk Analytics Suite (CRAS) for climate change analysis

The Climate Risk Analytics Suite is a digital platform, launched by CRIF together with RED, that supports financial institutions and businesses in one of the most important challenges relating to ESG: measuring and monitoring financial risks relating to climate change.

The platform estimates the forward-looking impact of physical risk when natural or climate-related catastrophic events occur and enables an assessment of the company and customer portfolio, and a climate change scenario analysis to quantify the risk to corporate assets and the potential negative impacts in the short and long term caused by climate change transition risk.



ESG Ratings

In addition to assessing credit risk, CRIF has been providing Environmental, Social and Governance (ESG) profile assessments of non-financial companies since 2019. CRIF's ESG rating is an innovative solution based on an extremely rigorous and accurate rating process.

Its aim is to provide a comprehensive, reliable assessment of the environmental, social and governance sustainability of companies, allowing banks and investors to consider the ESG profile of companies when making lending or investment decisions, giving them a more complete view of social and environmental risks and impacts, as well as financial.



Real estate energy & sustainability

Solutions that impact the areas of **sustainability related to real estate** have become increasingly important in recent years as the real estate sector has proven to be one of the largest CO2 emitters in the world. Indeed, real estate accounts for 40% of energy consumption and 36% of CO2 emissions.

Since 2010, CRIF has built up unprecedented experience through active participation in several European Commission projects and working groups (e.g., the Energy Efficient Mortgage Initiative), membership of the Green Building Council and by developing a wide range of solutions and services for financial institutions, businesses and consumers.

CRIF's Real Estate Energy & Sustainability Solutions provide a set of **sustainable solutions** that help **reduce the environmental impact** and **improve the energy efficiency** of real estate properties.



ESG Consultancy

The CRIF ESG Consultancy team, comprising certified ESG Analysts, Data Scientists and Risk Management Consultants, supports clients using ESG Analytics in the process of integrating ESG principles into the business model and internal control systems, defining and implementing a practical action plan that helps achieve the SDGs of the UN Agenda 2030 and sustainable finance objectives.



Educational & Professional Development: ESG Training

Training and skills development has always been a strategic factor in business growth and competitiveness. In an ever-changing educational landscape, CRIF combines 30 years of knowledge of the banking and financial market with expertise in specialist training to develop the know-how of banking market professionals.

In a rapidly changing European and global regulatory context, sustainable transition increasingly requires the acquisition of new skills that can address this important and necessary change. In this regard, **CRIF Academy**, CRIF's business school, offers an innovative learning ecosystem on key issues for business growth, especially in the ESG area.

In 2023, it implemented its knowledge building offering, organizing advanced training for managers and executives on **"Redesigning banking beyond sustainability"** as well as an **"ESG Financial Journey"** course for professionals, with the aim of consolidating and enhancing the skills and tools needed to support banking and financial institutions and the market in the transition process, and supporting the green projects of Italian companies with new finance and new advisory services, gradually integrating creditworthiness assessment criteria with sustainability indicators in line with supervisory expectations and in compliance with their Action Plans.



CRIF Academy combines classroom training with an innovative learning ecosystem that includes:

Assessment suite

a tool for periodic skills monitoring and measurement of knowledge gaps, useful for designing ad-hoc training plans and empowering employees on a path of personal and professional growth.

Digital sessions

30-minute e-learning sessions organized into 7 courses (Sustainability and ESG, Leading Digital Transformation, Open Business and Open Innovation, Data-Driven Business, Subsidized Finance and the National Recovery and Resilience Plan, New Leadership and New Technologies, Coding and Project Management)

CRIF Academy holds quality certification based on the UNI EN ISO 9001:2008 standard, sector EA 37 - issued by a certification body adhering to the European Accreditation Multilateral Agreement (MLA) - and adhering to the requirements of any relevant "Notices". It also ensures course funding through the Inter-Professional Funds FONDIR, FBA, FONCOOP and FORTE.

1.200+

hours

of continuing professional development

+85

digital sessions

6.000+

case studies

discussed in the classroom

1.200+

financial players, companies and trade associations

have already chosen our training offering

40.000+

professionals trained



Dissemination of a culture of sustainability and institutional partnerships

The dissemination of a sustainability culture requires an in-depth analysis of the current context.

With this in mind, CRIF, through its data-driven approach and continuous interaction with the market, aims to provide a practical analysis of the state of the art of companies in relation to sustainability issues, on the one hand, and, on the other, to provide its expertise as one of the main intermediaries between companies, institutions and universities in order to create practical tools that can help businesses to comply with new EU sustainability regulations, promoting financial inclusion.

CRIF ESG OUTLOOK: the knowledge to act

In 2023, CRIF created the first edition of the “CRIF ESG Outlook”. The study looked at the state of the art on Environmental, Social and Governance issues in Italy in relation to companies, individuals and real estate based on vast information assets and ESG analytics built up over the years by CRIF.

Knowledge of the ESG characteristics of companies and individuals is a key goal for the country/system, so that public and private funding can be directed toward players, projects and behavior models in line with the climate emergency and the necessary green transition, with the pursuit of social objectives as well as good corporate governance. This knowledge is also a priority for banks and other financial intermediaries, which are being called upon to

guide strategic choices and business models toward a gradual transition to higher ESG standards. Financial players, in particular, have a key role to play and are being called upon to increase their commitment to environmental sustainability and collective wellbeing. With the analyses contained in the ESG Outlook, CRIF set itself the objective of promoting the diffusion of knowledge and a shared sustainability culture in Italy, highlighting how financial choices can be a powerful driver of change.

In particular, the study focuses on:

- Italian small and medium-sized enterprises with a turnover of less than €10 million, to analyze their position in relation to ESG factors based on a specific score (which summarizes a wide range of determinants, including some physical risk and transition

measures), i.e., the degree of alignment to the so-called European “taxonomy” through an ad-hoc indicator.

- The impact of physical risks on real estate in Italy.
- Individuals, their consumption and lifestyle habits, and their impact in terms of greenhouse gas emissions.

The perspective adopted was, first and foremost, that of the banking sector, and for this reason the indicators were constructed by weighting individual values not only according to the number of companies or individuals, but also in proportion to the credit disbursed (measured through EURISC – the CRIF credit reporting system).

The CRIF ESG Outlook stands out for its ability to combine detailed data with a clear practical application, aiming to positively influence the decisions of companies and financial players in the context of a changing economy and therefore not only providing an analysis, but acting as a strategic resource.

The ESG Outlook also presents the opportunities and practical actions that financial players can take to facilitate more sustainable practices among businesses and individuals and the contribution that CRIF can provide to them to manage ESG risks and promote economic sustainability, also in light of continuously changing regulations. In line with the aforementioned objectives of knowledge sharing and dissemination, the study was the focus of a dedicated communication plan, and the results of its analyses were taken up by national and industry media, TV, the press and digital channels.

CRIF: the TranspArEEnS project¹

The TranspArEEnS project (Mainstreaming Transparent Assessment of Energy Efficiency in Environmental Social Governance Ratings) was set up in 2021 with the aim of providing small and medium-sized enterprises with a quantitative and qualitative system that could respond to the growing focus on sustainability. It provides a standard model for transparent and rigorous assessment of environmental, social and governance (ESG) factors for a reliable ESG rating. Every company is called upon to play its part today, and the investments they make to protect sustainable development require an appropriate assessment system, which TranspArEEnS aims to achieve.

TranspArEEnS is coordinated by the Ca’ Foscari University of Venice, funded by the European Commission with the support of the European Investment Bank (EIB) and the European Investment Fund (EIF), and involves, in addition to CRIF, partners from the academic, industrial and business worlds.

Thanks to CRIF’s support, TranspArEEnS is collecting data through the Synesgy global platform (www.synesgy.com), which allows each company, through the completion of a dedicated questionnaire, to disclose its commitment to environmental, social and governance issues.

The **Synesgy platform** was developed according to the latest security technologies and uses the main **international sustainability standards**,

including the Global Reporting Initiative, the United Nations Global Compact, the Carbon Disclosure Project and the European Taxonomy Guidelines.

The focus on ESG issues and the need to communicate them correctly and transparently is increasingly required by the market, the financial system, the regulator and the general public. Participation in the TranspArEEnS project therefore offers a solid approach to:

- understanding and unlocking sustainability potential
- ensuring better performance in the market
- evolving in a more sustainable direction through strategic process and product choices

Participation in the TranspArEEnS project and data collection are making significant progress, and more than 4,500 companies have already been surveyed. These are SMEs that are not only very proactive in their sustainability disclosure, but also offer an initial mapping at an Italian level of the awareness, focus and ability to take action on the various aspects of sustainability in view of the increasing demand for information from the financial system and the market.

+4.500 

SMEs

involved in the
TranspArEEnS project


¹ Chapter by Monica Billio, Full Professor of Econometrics at Ca’ Foscari University.

GRINS project – sustainable finance

The GRINS (Growing Resilient, INclusive and Sustainable) project is one of the initiatives selected at a national level by the Ministry of Universities and Research (MUR) under the National Recovery and Resilience Plan. This ambitious project aims to develop “AMELIA”, an open data platform intended to support decision-making processes through the analysis and production of statistical information.


The project involves a number of academic institutions, research centers and companies organized into 9 “Spokes”, each focusing on specific areas, including resilience, enabling strategies and sustainability. CRIF plays a crucial role in [Spoke 4](#), dedicated to “Sustainable Finance”, coordinated by Ca’ Foscari University.


Spoke 4 has the following objectives:

 **Facilitate the mobilization of green and sustainable investments**

 **Improve financial inclusion**

 **Define sustainable financial instruments for businesses**

 **Strengthen the resilience of public debt and the financial system**

 **Define ESG scores for SMEs and facilitate compliance with EU standards**

In particular, CRIF actively contributes to the promotion of green investments, the definition of sustainable financial instruments for businesses and the creation of ESG scores for SMEs, with the aim of aligning them with EU legislation.

This commitment also includes improving financial inclusion and strengthening the resilience of public debt and the financial system as a whole. CRIF, through its work in this area, carries out specific tasks such as collecting data and conducting surveys, which are essential for assessing the ESG profile of SMEs and their impact on raising finance from investors and financial institutions. Through these activities, CRIF not only confirms its commitment to promoting sustainability, but also helps shape a more responsible and resilient financial future.

Contribution to sustainable finance: Repair LAB

A cornerstone of the innovation undertaken by CRIF in the ESG and responsible finance sectors is the partnership initiated with SDA Bocconi School of Management, which in 2022 resulted in the creation of the REPAiR (Responsible, Patient and Reliable Finance) research and innovation laboratory, dedicated to the promotion and study of sustainable finance. REPAiR was created in the belief that finance should be based on the principles of respect, sharing, transparency and accountability. The objective of the Lab is to involve and work alongside institutions, businesses, financial operators and end consumers in a more responsible approach to the transition to sustainable finance, through the production and dissemination of research, benchmarks and analytical indicators directly applicable to business and service models.

Thanks to the valuable contribution of the REPAiR Lab, CRIF is able to develop new valuable assets to support Italian financial players and companies, allowing them to fully exploit the opportunities offered by the National Recovery and Resilience Plan, in particular in the “Green revolution and ecological transition” mission.

The Lab, which in 2022 presented a study on an innovative score on the correlation between energy consumption and credit risk, in 2023 defined the first specific index for the ESG assessment of SMEs listed in the Euronext Growth Milan segment: ESG ITA Growth Index. The Lab is thereby continuing its mission by analyzing potential developments in Finance beyond ESG scoring with a view to managing and mitigating portfolio risk.

“UNLIMITED INNOVATION WITH CRIF METADATA” - CRIF FINANCE MEETING 2023

Interaction with financial partners also takes place through discussions on trending topics and future challenges of the financial market such as the **CRIF Finance Meeting**. This is an annual CRIF event dedicated to the community of professionals, partners, and institutions of the Italian credit industry. It is an exclusive training event offering insights into the current

and future challenges of the credit industry and how the market is evolving.

The 2023 edition, entitled “Unlimited Innovation with CRIF Metadata”, focused on technological innovation, digitalization and **eco-sustainable transition**, three central themes that will increasingly influence future evolutionary paths of the market, oriented toward sustainable and regenerative economic models. The event was held in collaboration with Ansa, Class CNBC and Milano Finanza

500 

minutes of live
streaming across all devices

50+ 

speakers
Top Managers of banks, insurance companies and trade associations



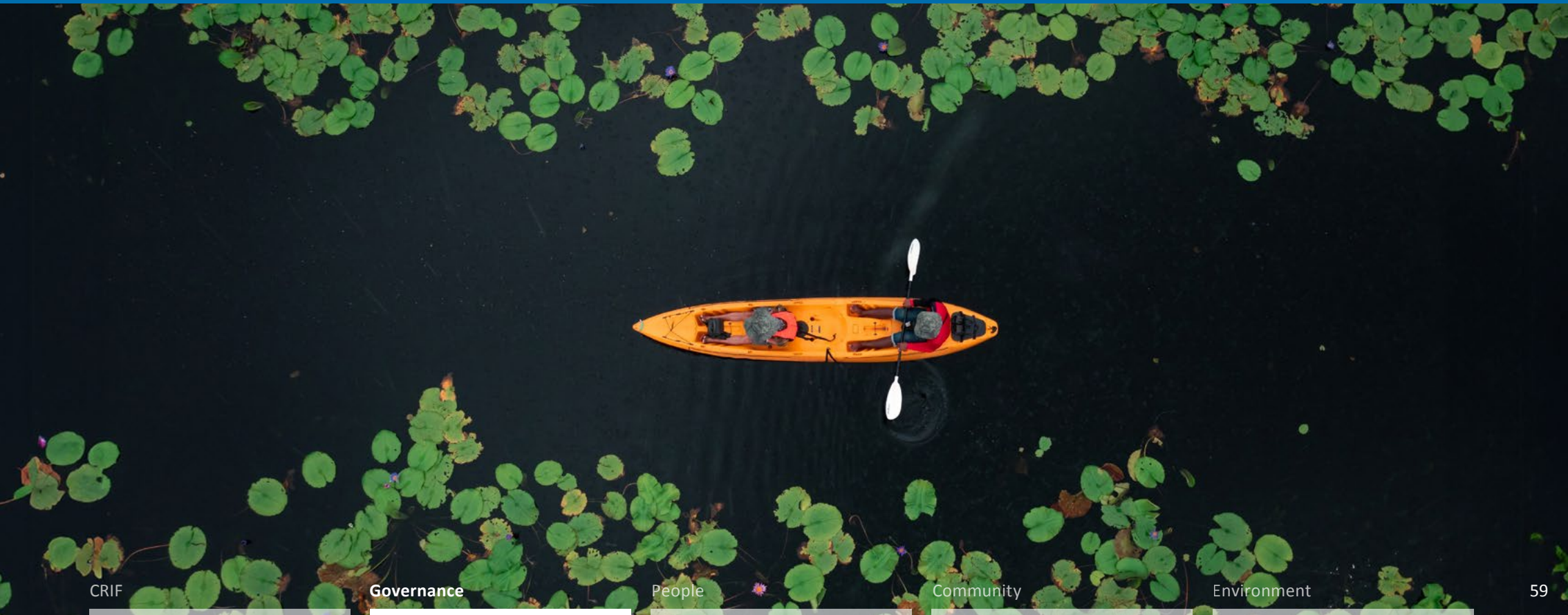
Facilitating financial inclusion: consumer services

More than 1,100,000 million consumers worldwide chose CRIF in 2023 to verify their creditworthiness, monitor their information, and protect themselves from credit fraud and cyber risks. The aim is to help consumers access credit in an informed way and interact responsibly with the world of credit..

Assess the best time
to apply for credit

Protect yourself from
identity theft and credit
fraud

Monitor your data and act
if your information is found
on the web





The main services provided globally include:

Monitoring of creditworthiness: assessing the best time to apply for credit

Through its data enhancement experience, CRIF is committed to facilitating financial inclusion and responsible access to credit through services and solutions that enable consumers to understand their financial situation by analyzing the information that determines their creditworthiness.

In particular, CRIF helps consumers to demonstrate their ability to meet payment commitments to third parties in the short or long term, not only in the credit sector but whenever necessary, by providing practical advice on how to improve their creditworthiness, on choosing the right time to apply for a loan in an informed way and on the accessibility of new credit lines.

CRIF solutions for consumers make it possible to make appropriate predictions on the ability to repay a loan and to analyze the reasons for not being able to access credit by monitoring progressive changes in their creditworthiness over time, thereby contributing to financial education.

Identity theft protection and cyber risk monitoring: controlling the spread of data on the web

Every year, tens of thousands of people discover just how easy it is to fall victim to identity theft. In an increasingly digital and interconnected world, in addition to the many opportunities, the risks posed by the use of these technologies have increased, and there is a growing need for consumers to have informed and easy access to innovative solutions that protect them from financial and credit fraud.

The solutions offered by CRIF aim to promote security against increasingly significant phenomena, such as protecting their personal data from cyber attacks and credit fraud, allowing consumers to intercept fraud and identity theft at an early stage.

Awareness-raising is a key tool for preventing these phenomena. CRIF is committed to the development and dissemination of educational initiatives focused on identity theft and credit fraud, and periodically publishes cyber risk studies through its Cyber Observatory. CRIF has also created Cyberninja, an online game to raise awareness about phishing.

Building relationships of trust with data

CRIF finds the best way to help consumers know and demonstrate their credit and financial reliability, facilitating the creation of a relationship of trust between parties.

In this regard, CRIF offers services that represent guarantees of solvency, such as:

- **Reliability report:** allows consumers to verify their reliability as tenants and the hypothetical amount to earmark for rent, directing their home search to those appropriate to their financial situation. They can share this information with property owners, thus facilitating and strengthening the relationship of trust between the parties.
- **Solvency certificate:** this is a certificate, issued by CRIF after careful analysis of payment data, that allows consumers to prove that they are a reliable counterparty.

CRIF FOR CONSUMERS: SERVICES IN ITALY

The role of CRIF and relationships with individuals and businesses

The CRIF credit reporting system is the most widely used in Italy and the most well-known by consumers. For this reason, CRIF receives and manages more than **1,300 written requests every day** from data subjects (97% consumers and 3% companies), who in almost all cases want to know what information is held about them in the CRIF database.

Despite the high number of requests handled every day and the response times set out in the Italian Data Protection Authority Code of Conduct, which requires that the data subject receives an initial response within 30 days, **CRIF normally provides an initial response within 15 days of receipt of the request.**

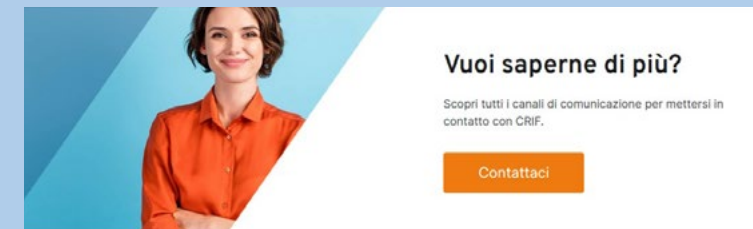
Relationship with consumers: information and contact channels

In order to facilitate consumer access, CRIF provides multiple channels of communication and direct interaction. All contact details can be found in the specific area of the website <https://www.crif.it/consumatori/>.

In detail, CRIF offers the following services free of charge:

- **web chat**, with both bot and operator
- **a call center**
- **a counter open to the public** in Bologna for an immediate initial consultation without waiting

The multiple contact channels guarantee access to information and services for people with disabilities, e.g., web chat and e-mail for people with hearing disabilities; telephone, website and PDF files accessible by voice readers or screen readers in the case of visual disabilities; and an accessible counter for people with mobility disabilities.





Rispondi al questionario per aiutarci a migliorare

Per offrirti un servizio migliore, per noi è importante avere un riscontro da parte dei consumatori e delle aziende.

Aiutaci a migliorare

For the purposes of greater consumer protection, CRIF has initiated **Collaboration Protocols** with the main **Italian consumer associations** (Adiconsum, Assoutenti, Codacons, Federconsumatori) and also with various **anti-usury foundations**, to improve consumers' understanding of credit reporting systems and to facilitate access to the information relating to them.

Data subject requests are managed by a **dedicated CRIF team with specialist knowledge** of the sector, who undergo continuous in-house training. **In order to ensure privacy protection**, the response letter from CRIF can be sent to the data subject's residential address or downloaded - with prior e-mail notification - from the CRIF website only by the data subject using their personal credentials. CRIF carries out random **quality controls** on all communication channels in order to ensure a consistent standard in the service provided.

The **opinion of consumers** is important to CRIF, and is collected through **surveys at the end of**

a phone call or web chat. For letters replying to requests from data subjects, it is possible to rate the experience by answering an **online questionnaire on the CRIF website**.

Level of consumer satisfaction on response received

- As regards the statutory service provided by CRIF (Public Relations Office letter), **users generally consider the written answer to be satisfactory, with 91% responding yes**.
- The **general perception** of survey participants **in relation to the credit reporting systems is positive: 89% favorable**.
- The **appraisal of the CRIF website** in the consumer **information section** is on average high (90% gave a good or excellent score).
- The **ease of finding information** gets a good or excellent score from 86% of respondents.

- The **clarity of language** is assessed positively by 88% of users.

4.100+
opinions gathered

1,4%

of consumers
responded to the e-mail invitation to complete the survey

MANAGEMENT OF DATA AMENDMENT REQUESTS OR COMPLAINTS

CRIF uses its own constantly updated digitalized process to deal with both access requests and data amendment requests in order to quickly respond to consumers' needs and guarantee privacy rights. The procedure also supports consumers, who can submit their requests through any channel (web form, e-mail, mail), and can also get support from CRIF's dedicated staff through call centers, web chat and a physical counter open to the public. Requests are filtered through specific controls and directed to the relevant working groups to ensure they are managed appropriately.

The process of correcting or supplementing the data in the CRIF database involves promptly verifying the disputed data with the institution that reported the information, and if the credit institution does not respond within the established timeframe, CRIF will block the visibility of the data for as long as is necessary to definitively manage the case, updating the data subject on the visibility or non-visibility of the data in the credit reporting system.

CRIF also produces a monthly internal report showing the management of consumer requests, the level of assistance provided and response times in order to monitor the quality of procedures and simplify the use of the service by the data subject without the intervention of third parties.

Importance of data accuracy and updating

For CRIF, the accuracy and completeness of the information managed is a key principle to avoid the situation where the presence of incorrect information in its databases could cause problems for consumers and potentially deny them fair access to credit and services.

CRIF manages the monitoring, updating and deletion of data in full compliance with industry standards such as the EU General Data Protection Regulation 2016/679 and the "Code of Conduct applying to information systems managed by private entities with regard to consumer credit, reliability, and timeliness of payments" approved by the Italian Data Protection Authority on 12/09/2019 and the "Code of conduct in processing personal data for business information purposes" approved by the Italian Data Protection Authority on 12/06/2019. Personal data is

processed solely for the purposes required or expressly permitted by the applicable legislation and, in particular, for purposes related to the assessment, assumption or management of credit risk, and to the assessment of the reliability and punctuality of payments by the data subject, as well as helping to prevent fraud and identity theft.

Public Relations Office - satisfaction feedback collected during calls and chats

Public Relations Office post-call satisfaction survey:

At the end of the call, users can rate the assistance received from 0 to 5. **In 2023, the average score was 4.7 out of 5 (57,900 calls handled)**

Chat satisfaction survey:

At the end of the web chat, users can rate the assistance received. **In 2023, the average score was 7.6/10 for the chatbot and 9.2/10 for the chat with operator (31,400 chats handled)**



Customer responsibility - MISTER CREDIT

CRIF has a dedicated line of services for consumers called **Mister Credit** to help them approach the world of credit in an informed and responsible manner. Thanks to a range of innovative and reliable services, Mister Credit supports consumers in their daily decisions, allowing them to protect themselves in various areas such as **financial wellbeing, identity theft protection, online data security and real estate decisions.**

Mister Credit provides customers with multiple channels of communication and direct interaction. The quality of interactions with customers and prospects is monitored using different customer satisfaction tools.

The main **Customer Satisfaction** actions as part of Mister Credit are:

Post-call satisfaction survey

At the end of the call, users can rate the assistance received from 0 to 5. **In 2023, the average score was 4.8 out of 5 (93,000 calls handled)**

Chat satisfaction survey

At the end of the web chat, users can rate the assistance received. **In 2023, the average score was 7.8/10 for the chatbot and 9.4/10 for the chat with operator (24,000 chats handled)**

Mister Credit Services Survey

In 2023, **86% of clients** of Mister Credit services mainly sold on the direct channel answered the question **“How likely are you to recommend this service to a friend or colleague?”** with a **score of 8 to 10.**

In particular, 90% of respondents believe that the **report is clear**, 89% rate the **customer area as easy to use**, while 86% indicate that the **alerts are useful and prompt.**



1.400+
opinions gathered

2%
of consumers
responded to the e-mail invitation
to complete the survey

INNOVECOS: fostering & accelerating innovation

InnovEcoS (Innovation & Ecosystem), is CRIF's Global Open Innovation Hub, established in 2020 to accelerate innovation within the Group and at a global scale. InnovEcoS aims to create and implement an evolved and highly customer-centric ecosystem based on the collaboration between FinTech companies. .

The Innovation Hub is made up of a dynamic team of multidisciplinary professionals who are passionate about innovation with over 5-25 years of experience in the FinTech sector, acting as local contact points around the world.

The **mission** of the InnovEcoS team is to discover promising business models and to enter into partnerships to relaunch the business through research, experimentation resulting from new partnerships, and the continuous involvement of CRIF personnel and startups.

InnovEcoS caters for:

- **STARTUPS**
- **INNOVATION HUBS**
- **BANKS AND INSURANCE COMPANIES**



InnovEcoS operates according to 3 main pillars:

Collaboration:

through contact with various FinTech Hubs, accelerators, investors and Business Angels to identify high-potential startups and strengthen their business together

Research

with the aim of continuously innovating and anticipating new trends, the most disruptive technologies are explored relating to topics such as artificial intelligence, blockchain, digital assets, natural language processing, and so on

Integration

InnovEcoS has created an ad-hoc path to facilitate rapid testing of small-scale startup solutions and, consequently, their integration into the market.

The InnovEcoS process

InnovEcoS is the gateway to cutting-edge technologies through strategic partnerships with innovative startups, scaleups and forward-looking SMEs. In addition to identifying promising startups, InnovEcoS integrates its services and products with those of CRIF.

Use case exploration

The InnovEcoS process begins inside CRIF, identifying and selecting innovative ideas that can be managed better through collaboration with startups

Scouting for the ideal startup partner

The second step is to identify the startups to work with

Proof of concept

The aim of the PoC phase is to understand whether there are the right foundations for building a successful collaboration between InnovEcoS and the chosen startup, through analysis of the right technologies and the team.

Pilot

Startups that best meet CRIF's needs go to a pilot phase, with the aim of testing the practical integration of the idea and, if so, implementing it.

Since its launch in 2020, CRIF InnovEcos has explored +630 startups, met +74 startups, led +16 proofs of concept (PoC) and +7 pilot projects.

Furthermore, to support and enhance the open innovation flow in CRIF, InnovEcoS launched the third edition of Call4Ideas in 2023, an initiative that involves all CRIF employees at a global level, who are called to share and propose new business ideas, products and solutions in line with Top Tech Trends (Data, Metaverse, ESG, Personal Solutions, Cybersecurity). The best ideas are selected by a jury and have the opportunity to be implemented by a team of young talent.



Accelerating innovation with Corporate Venture Capital

InnovEcoS not only works with the most innovative and synergistic startups and integrates their solutions into CRIF's business, but also invests in them according to the Corporate Venture Capital (CVC) model.

For InnovEcoS, CVC is a strategic tool that supports the growth of startups at all stages, from the early stage through acceleration programs to more mature scaleups.

Through the CVC model, CRIF enters the share capital of startups, gets involved in their strategic decisions and benefits from their successes, allowing CRIF to expand its value through access to new technologies, talent and strategic markets, as well as seeking financial returns.

Since 2020, InnovEcoS has monitored and supported investments in more than 20 startups, with an overall portfolio valuation of approximately €20 million.

Startups in our portfolio include those in industries such as AI, blockchain, agritech, insurance and cybersecurity.

Facilitating innovation: Generative AI

The world as we know it is changing rapidly and we are facing unprecedented interconnected technology challenges. One of the InnovEcoS team's missions is to pre-empt and prepare for the future of technology, including through industry analyses, which identify the major technological trends that will revolutionize innovation.

In this regard, in 2023 InnovEcoS published the research: "Key Technology Trends: expert insights on the top tech trends driving innovation in 2023", a comprehensive analysis of the opinions of tech experts, in order to identify the top tech trends of 2023. The analysis showed that in 2023, the two most significant trends were AI and the Metaverse.

With this in mind, CRIF Group is engaged in research and the use of cutting-edge technologies, such as artificial intelligence

systems, that allow its business to evolve while carefully monitoring the risks. Indeed, if AI systems are not used correctly, they can give rise to serious risks that can have a negative impact, not only in financial terms, but also in terms of protecting confidentiality, data and intellectual property rights.

In addition, the policy is accompanied by training courses provided by the InnovEcoS team together with the support of colleagues in certain CRIF areas, aimed at the entire company population in order to facilitate the use of Generative AI as part of the working life of employees.





Promoting the development and wellbeing of **human resources**

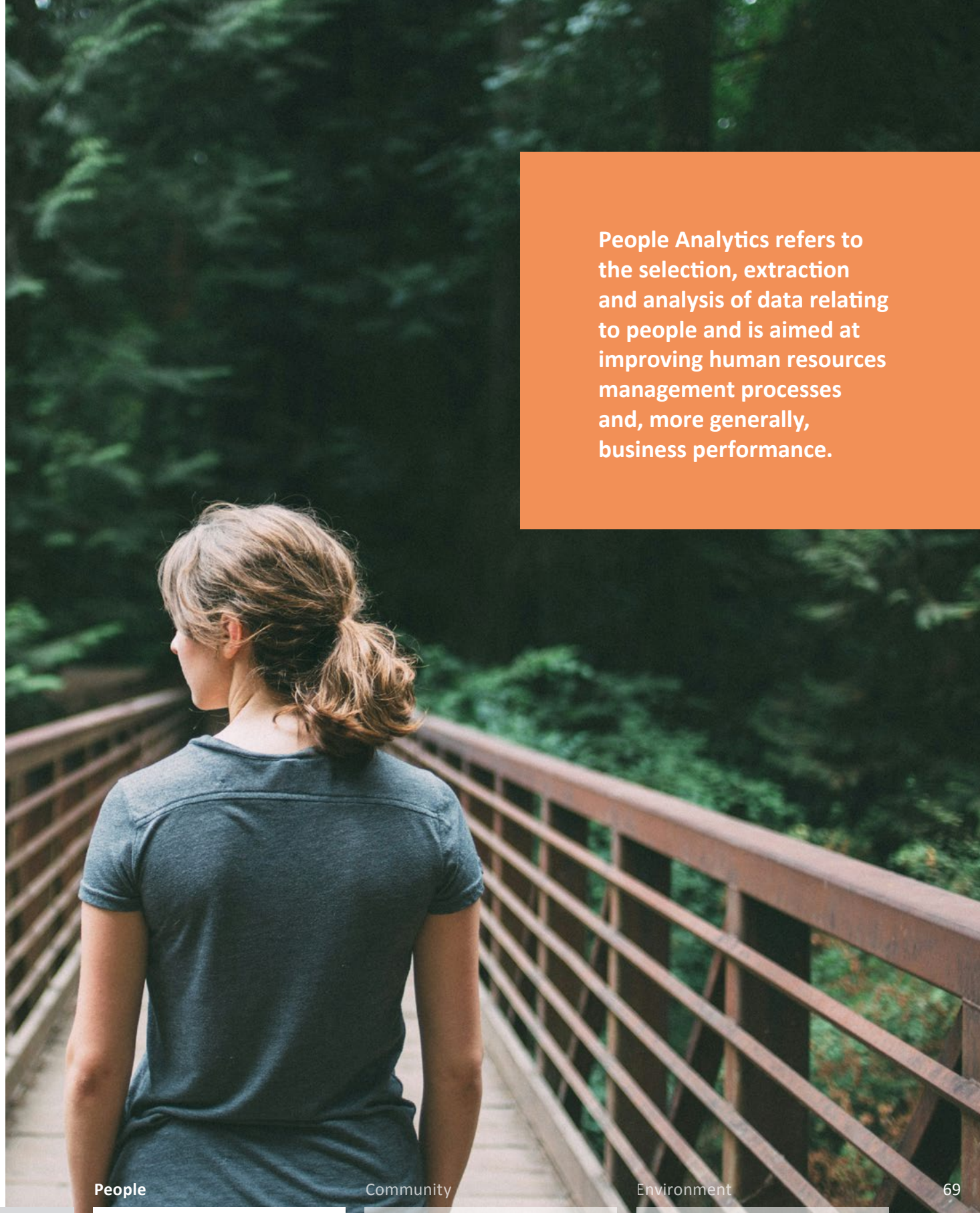
CRIF strongly believes that its sustainable development path must include a People Strategy that focuses on people and their wellbeing, and aims to create an inclusive and sustainable work environment that supports personal and professional achievement and skills development.

People, together with their skills and know-how, have always represented the real value and competitive advantage of the services the company offers, allowing it to make a difference and establish itself in a highly competitive market.

With this in mind, for some time now CRIF has been investing in innovating processes and initiatives related to welfare, wellbeing and the development of potential, following an organizational model that puts the development of people at the heart of its business.

Added to this, CRIF has adopted a truly data-driven approach to HR processes, developing a suite of AI-based people analytics indicators to allow the effectiveness of what has been implemented to be measured and monitored, and also address emerging needs aimed at improving human resources management processes as part of a continuous improvement approach.

People Analytics refers to the selection, extraction and analysis of data relating to people and is aimed at improving human resources management processes and, more generally, business performance.



6.403 

Professionals

in CRIF Group at the end of 2023

4.765 

Employees

at the end of the reporting period

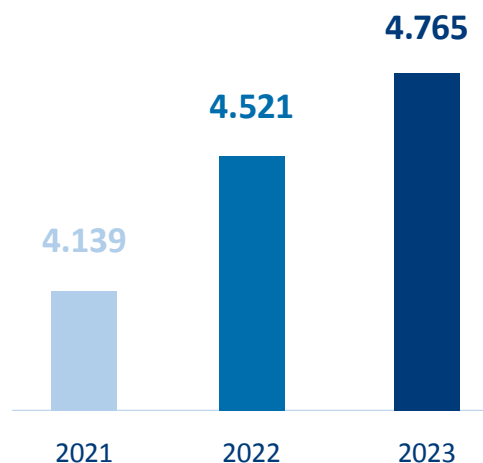
(+5% compared with 2022)

KEY FIGURES

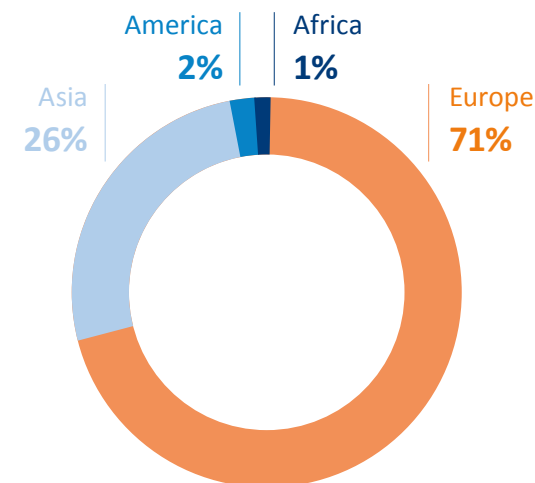
At the end of 2023, CRIF Group had 6,403 professionals distributed across the offices of its subsidiaries in Italy and worldwide, comprising employees, consultants, contractors and interns.

At the end of the reporting period, CRIF Group employees reached 4,765, with the internal workforce growing by 5% compared with the previous year.

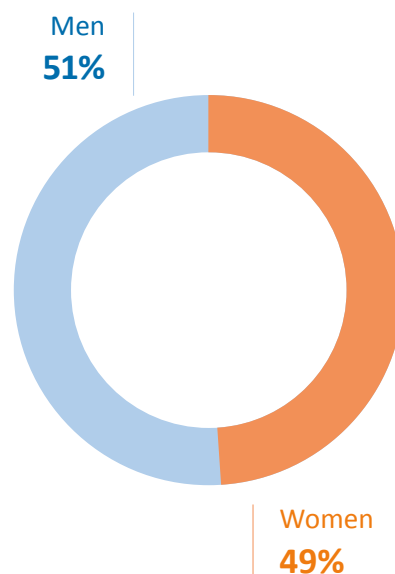
Number of employees



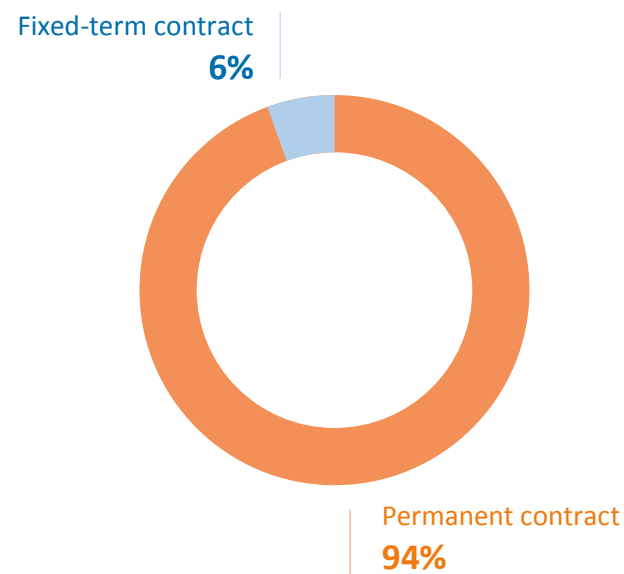
Employees distributed by geographic area



Employees by gender



Employee by employment contract



REMUNERATION POLICY

CRIF's remuneration policy is based on two core reward principles which refer to the application of remuneration schemes for each employee in relation to their position, on the one hand, and performance, on the other, ensuring a remuneration system in which equity, competitiveness and meritocracy are well balanced, without giving room to any form of discrimination or non-inclusion.

The Group's remuneration policy is one of the main drivers for attracting new talent, retaining people in strategic governance and business positions and, in general, pursuing the company's vision, mission and values, ensuring fair pay between employees, teams and countries.

In this respect, the remuneration schemes are regularly updated based on comparisons with the reference markets, as well as in consideration of input from external stakeholders, in order to maintain the organization's competitiveness. The remuneration scheme applicable to all CRIF Group employees, irrespective of contract level (employee, middle manager, top manager) and the job family they belong to, comprises two parts:

- **a fixed component**, with any annual adjustments based on merit or promotion/increase in responsibilities. In this sense, an annual salary review is integrated with the monitoring of compliance with specific KPIs related to gender balance and the promotion of young talent.
- **a short-term variable component** linked to financial, individual and performance targets, which aims to optimize the short-term professional contribution by assigning an annual monetary incentive (MBO) to the

entire business population, defined on an individual basis as a target value expressed as a percentage of the Gross Annual Salary or as an absolute value. The assignment is made at the recruitment stage and can be reviewed when the role changes or as part of the salary review processes. Sales roles are assigned commission schemes that are dependent on the achievement of strategic sales targets to encourage the development of profitable business strategies for continued growth in company revenue.

- **Retention Bonus/One-Time Bonus:** a one-time bonus offered as an incentive to attract and retain talent for a specific timeframe, indirectly reducing staff turnover and improving employer branding.
- **Welfare, Benefit**
Employees in Italy: in relation to Welfare, all personnel classified as employees are guaranteed the option to allocate all or part of their variable pay to welfare goods/services, tax-free, or to benefit from the agreement signed in Italy by CRIF that allows the variable quota to be paid, subject to reduced taxation of 5% (in relation to certain productivity, profitability, quality, efficiency and innovation KPIs that CRIF commits to annually), up to a total maximum amount of €3,000.

Middle/Top Managers in Italy: in relation to Welfare, all personnel classified as Middle and Top Managers are assigned a bonus welfare plan which involves the allocation of €2,500 for Middle Managers and €3,800 for Top Managers. The welfare amount reached is used for welfare goods/services and is tax-free.

For **Top Management**, given the strategic nature of their roles, in addition to the above elements, the following medium/long-term variable plans are provided:

- **Long-Term Incentive (LTI)** aimed at enhancing their professional input in the medium/long term. This is a three-year plan and is defined on an individual basis during recruitment or due to a role change or as part of the salary review processes. Payouts are made based on the achievement of group financial targets, up to a maximum limit.
- **Executive Incentive Plan (EIP)** aimed at enhancing their professional input in the medium/long term. This is a three-year plan and is defined on an individual basis during recruitment or due to a role change or as part of the salary review processes. This plan is subject to the achievement of group financial targets, up to an upper limit, and includes a mix of cash payment and the allocation of free shares.

Diversity & Inclusion

“Demonstrate tactfulness” is one of the key principles of the new Leadership Model introduced by CRIF in 2023, underlining once again how important it is to accept diversity and how it adds value to the organization.

Respect for and inclusion of diversity are core CRIF values, referred to both in its Code of Conduct and its Diversity & Inclusion and Human Rights Policies, introduced at a global level in 2022 to formalize CRIF’s commitment to respecting human rights and equal opportunities.

CRIF believes that promoting an equity-based corporate culture which values the uniqueness

of individuals and ensures equal opportunities for personal and professional growth, regardless of differences in gender, culture, ethnicity and generation, contributes to developing an environment that enables people to express their potential, each according to their own distinctive characteristics, life experiences, knowledge and abilities.

These values are also integrated and applied within the company’s HR processes, from talent acquisition to development processes, with the aim of ensuring equal opportunities. To demonstrate this and to make this formal commitment a reality, in line with the achievement of the 2023 CRIF ESG Strategy targets, CRIF has implemented a monitoring system that, thanks to a specific dashboard,

allows immediate visibility to the whole global HR team of the analytics regarding the composition of the company population, providing a detailed view of metrics across all HR processes with a specific focus on promotions and pay policies.

The aim is to effectively monitor career progress KPIs, further ensuring equal opportunities in the company, and thereby creating the conditions for achieving the medium and long-term objectives set by the company.

CRIF D&I PRINCIPLES

Non-discrimination and Zero Tolerance

Equal opportunities

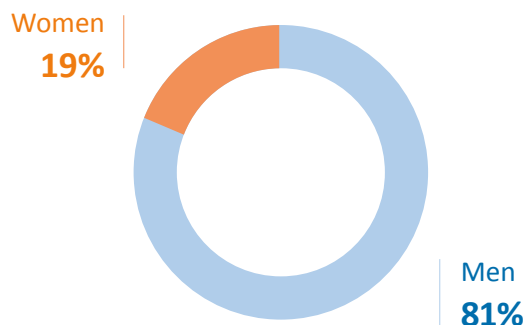
Work-life Balance

Talent promotion

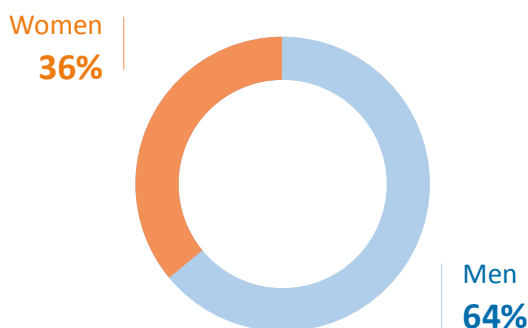


GENDER DIVERSITY BY LEVEL

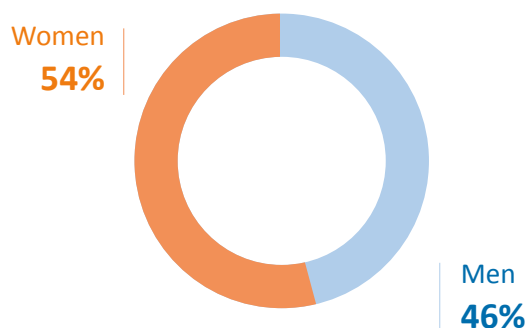
Top management



Middle management



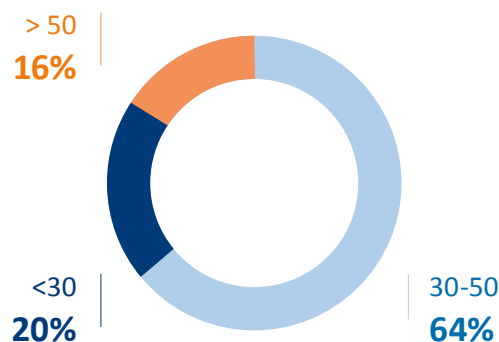
Staff



AGE DIVERSITY

Age diversity, linked to the coexistence of different generations within CRIF, is an asset to be optimized through the development of initiatives that enable the two-way exchange of skills and experience between junior and senior figures thanks to tools such as mentoring, coaching and innovative training plans.

In CRIF Group, **64%** of employees are aged between 30 and 50. The average age is 33.



64%

of employees
are aged between 30 and 50

33
average age

The promotion of D&I cannot be separated from the exchange of best practices within dedicated networks.

Once again in 2023, CRIF Italy renewed its partnerships with the following:

Valore D

The leading association of companies in Italy committed to gender balance and an inclusive culture within organizations and the country. Thanks to this partnership, it has been possible to involve staff in D&I training through mentorship and training programs as well as workshops for sharing best practices, whose core themes are the development of soft skills and management skills that contribute to the creation of an inclusive culture.

Rete Capo D

Rete CapoD, a “Business Community for Equal Opportunities”, which CRIF is a member of, was established in Bologna in July 2019 with the aim of maintaining focus on the subject of equal opportunities, leveraging networking and synergies between companies and the local area, to implement a program of awareness-raising actions, increasing the competitiveness and innovative capacity of the participating companies.

4week4inclusion

In addition, in 2023, CRIF supported 4week4inclusion, the intercompany event developed by TIM in 2020, dedicated to the different aspects of inclusion, to promote interdisciplinary discussions with representatives of institutions and the business community, aimed at enhancing diversity.

CRIF Global Talent Acquisition: selection and onboarding process

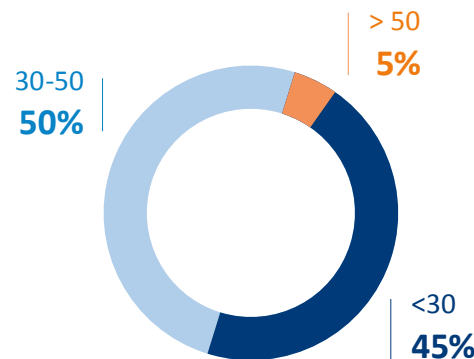
The selection and onboarding of staff is one of the most sensitive and strategic processes for the company, starting with the identification of candidates in line with the Group's values and professional needs, to the integration of the candidate into the business environment by sharing knowledge of the company and its values.

That's why the Global Talent Acquisition team, which is entirely dedicated to managing the Recruitment process, works with Line Managers and HRBPs on a daily basis to ensure a positive and respectful candidate experience in accordance with the principles of inclusion and fairness set out in the Group's Recruitment Policy and Diversity & Inclusion Policy, recruiting talent from all over the world who are assessed solely on the basis of their skills and experience.

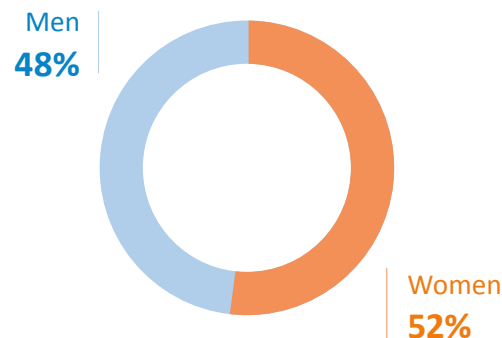
The search for talent takes place through multiple search channels and is also supported by employer branding activities, including participation in career days, and by the creation of partnerships, now well-established, with local universities and training institutions, in order to attract and introduce young talent into the world of work, through training internships that give them the opportunity to improve their skills in a dynamic and international environment

In 2023, **1,105 people** joined CRIF Group, with a hire rate of **23%**, of whom **52% are women**. 50% of new hires belong to the intermediate age group (30-50).

Hire rate by age



Hire rate by gender



To encourage the smooth onboarding of new hires into the company, CRIF has a long established process involving several stages to ensure new employees are aware of company procedures and the main contact points, and to monitor satisfaction, checking that the experience is in line with expectations.

With a view to continuously improving the onboarding experience, CRIF introduced the “Tell Me Why Program” in 2022, which aims to support the full integration of new hires through knowledge of the Group, its values, main business areas and company reference points.

During the first year, the “Tell Me Why Program” includes various opportunities for exchange and sharing between new hires and the company, including participation in special meetings with the involvement of Top Management, for a more in-depth knowledge of the organization and the internal functioning of CRIF, as well as of the corporate strategy.

The aim is to foster a culture of continuous feedback early on and create engagement among all stakeholders in the process, while facilitating interactions with Top Management.

In 2023, there were 4 “Tell me why” events in Italy, involving more than 280 new joiners, with a 98% satisfaction rate.

Another important new feature in 2023 was the extension of the program to other countries in which CRIF operates, in order to standardize the onboarding process for all new employees.



“Welcome on board”
and meeting with HR Business Partner



Meetings
with key company contacts



“Welcome to CRIF” event
to get to know the different areas of the company



Monitoring:
onboarding satisfaction survey



“Tell me why” event



Feedback meetings
with HR, 6 and 12 months from entry



Internal Mobility initiatives

One of the initiatives related to the recruitment and selection processes is called **CRIF & Friends**. This is a referral program where employees can refer people they know for potential recruitment by CRIF. The basic idea is that employees who share their positive work experience at CRIF with their friends and acquaintances contribute to fostering a healthy and collaborative environment from the very start of employment, acting as true **Brand Ambassadors**. In addition, recruitment activities can also be linked to internal processes, specifically through **Internal Mobility**. This process

allows open positions in the company to be managed and filled, starting from a pool of internal staff before moving on to an external recruitment process, thus increasing the retention of talent, while at the same time supporting the need to cover operations within the different areas.

In addition, PAS® was implemented in 2023; the HR Analytics module that, by cross-checking the skills from employee profiles with the skills required in different or more senior roles to the current role, allows more timely identification of internal mobility opportunities, both horizontal and vertical.

With the objective of continuous improvement in mind, an **Exit Interview** process has been in place for several years, guiding employees until their last day in the company. The process involves a meeting with the employee's HR contact and the completion of an online form to gather feedback on the reasons for leaving the company and more generally on the perception of their experience in the company. The feedback gathered through this process is an asset for a company like CRIF, which invests every day in the employee value proposition.

Training and skills development

In line with a corporate culture based on continuous learning, experimentation and innovation, CRIF continues to invest in employee training, with a view to fostering the development and acquisition of skills that encourage in-house innovation and the acceleration of talent growth pathways.

The company's approach to training is characterized by a program of ongoing training, which includes the design and introduction of constantly evolving content that responds, on the one hand, to strategic business priorities and, on the other, to the need for upskilling of the various job families, with a specific focus on technological development topics.

In response to this need, CRIF launched a user-friendly e-learning platform some years ago, which enables all employees at a global level to access courses and enhances the opportunities for continuous learning.

In 2023, thanks in part to the presence of BOOM, CRIF's knowledge and innovation hub dedicated to education, training and innovation on technology development, business and cutting-edge issues, the training offer was updated with the addition of 85 new e-learning sessions.

The main topics covered are: Artificial Intelligence, Blockchain, Consumers, Credit, Digitalization, Digital Payments, Digital Marketing, Open Innovation and Open Business, Legal & Compliance and Sustainability & ESG.

In addition to the many self-learning opportunities generated by the in-house e-learning platform, several training paths were also launched in 2023 based on specific requests from the teams, in order to build training plans tailored to the characteristics of the role and the individual's

need to grow. In particular, the process of defining training plans was made much more effective by digitalizing the course assignment procedure as part of the annual performance process involving all company employees. This system, known as the SKILLS REVIEW, has not only made the assignment mechanism more immediate, ensuring greater coverage in terms of staff included in the training plans, but has also made the definition of training plans more targeted, becoming an integral part of every employee's development path.

Finally, also thanks to this tool, it was possible to identify training needs at a global level, resulting in the organization of training sessions with participants from different CRIF countries using common approaches and methodologies.

The number of training hours delivered in 2023 testifies to the effectiveness of the company's global efforts to increase training and skills development opportunities.

Across CRIF Group, 85,724 hours of training were provided, with an average of 18 hours of training per person.

Other well-established training initiatives also continue:

Knowledge Sharing Program:

a program which, by bringing together the knowledge and skills that each employee develops within the company, aims not only to encourage the creation of new internal synergies, but also the in-depth knowledge of CRIF products and solutions, and to optimize collaboration between colleagues.

Data Science Community:

established to connect all CRIF Data Scientists globally, to share knowledge, develop professional skills and learn from each other. The aim of the community is also to drive the dissemination and use of AI/Data Science in CRIF, in terms of both the growth of in-house expertise and product and service innovation.

Formazione Global Technology:

alongside HR Corporate Training, there is a technical business team which, thanks to technical knowledge linked to new technologies and innovations, is responsible for designing training for WWCC5 – Global Technology colleagues.

Growing talent: development and retention

The Performance Management process is one of CRIF's most strategic HR processes, as it not only analyzes the contribution of each employee in terms of achieving business objectives, but also takes a broader view in terms of developing growth potential.

The aim is to identify the strengths, areas for improvement and potential development of CRIF employees, including their training needs and growth prospects in the role to build development programs that aim to enhance both their professional skills and soft skills.

Given its strategic importance for the company and its staff, CRIF invests significantly in the Performance process, aiming to improve it year after year based on feedback from key players in the process and to keep pace with changes and new challenges, always placing people at its core at all times.

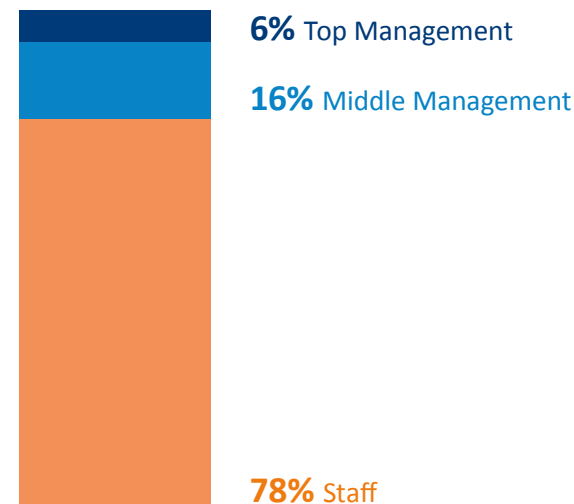
The HR Business Partner plays a key role in ensuring that the assessment and evaluation process is conducted accurately and fairly, only taking into account the skills, role and development potential of the person being assessed.

Again in 2023, the "Unconscious Bias" course was assigned to managers in preparation for the

Performance Management process. The aim is to raise awareness about the cognitive errors that can influence and impact the evaluation process, thus preventing the formation of prejudices and stereotypes linked to gender and diversity.

In terms of development, the annual skills review process is extremely important. This is a skills-based process which, through a self-assessment of the key skills related to their role that each staff member carries out, combined with manager validation, aims to identify individual training needs to fully cover their role and therefore for their personal and professional growth.

Performance Management data by level



In 2023, 3,936 employees received a performance evaluation: 97% of employees eligible² for the process, and 83% of the entire company population. 47% of the evaluated employees were women.

One of the ongoing People Development initiatives is the "Level Up" engagement program, created with the aim of promoting a culture of coaching and continuous feedback in the company, now in its third edition. The program includes a number of initiatives designed to involve all levels of the organization at a global level, from Top Management to young talent.

Given the success of the initiative, the company has tried to involve an increasing number of employees in each activity linked to the Level Up program. Involvement in the program is considered an employee development action aimed at fostering their personal and professional growth. A total of 2,143 employees were involved in the program in 2023.

97% of eligible employees received a performance evaluation

² All employees employed on a permanent and fixed-term contract hired up to 30 September 2023 and with a minimum duration of 12 months are eligible.

The initiatives that make up the program are:



A key initiative that fits within the Development context is one that concerns leadership development of the figures within CRIF. The company has had a leadership model since 2017, whose main objective is to outline the most significant attributes that a CRIF manager should aspire to. The model was updated in 2023, with the new name of the TRUST Leadership Model, to respond to the new post-pandemic scenario. The end result was developed from the input of CRIF Managers, who were involved throughout the model review process, from defining the new principles to naming.

The main principles of the TRUST model are:

T > TRANSFORMATION & INNOVATE: ability to

keep pace with technological innovation and change as an opportunity for growth

R > BE RESULTS DRIVEN: focus on the results and challenges, all with a view to excellence

U > UNLOCK TALENT POTENTIAL: ability to be a leader, i.e., the propensity to unleash the talents of others

S > BUILD A SUSTAINABLE ENVIRONMENT: the ability to organize work and business in a sustainable way with regard to ESG principles

T > DEMONSTRATE TACTFULNESS: accepting and experiencing diversity and inclusion positively, transforming them into added value within the organization

These principles were applied not only on a general behavioral basis, but were also given a

practical aspect through a feedback system that allows team members to appraise their managers annually according to the model's principles to give tangible evidence of the extent to which CRIF managers can be considered TRUST leaders.

In order to develop engagement among the company population and spread the new leadership model, a number of communication initiatives were implemented, including the "Trust Interview", created thanks to the involvement of managers from different business areas at a global level who presented the model's key features through video interviews, and the "Trust Challenge", a challenge for all employees based on themed quizzes.

Welfare and Wellbeing

CRIF works every day to improve the level of wellbeing within the company, adopting, on the one hand, welfare measures that facilitate a better work-life balance in the broadest sense and, on the other, encouraging the creation of an inclusive work environment.

Although an employee wellbeing culture has been rooted in the company for years, the welfare business model has undergone a transformation over time, embracing a systemic approach to wellbeing that sees the individual not only as a worker, but as part of an ecosystem where employment is only one aspect of life.

With this in mind, careful analysis of the market, trends and the needs of new generations was essential to shaping the current Welfare model, becoming a crucial tool for attracting and retaining talent.

In addition, the current Welfare model aims to create a tangible social impact on the lives of employees and on their personal and family ecosystem, improving people's wellbeing and quality of life. That is why welfare is an integral part of the CRIF ESG Strategy, the three-year Sustainability Plan subject to continuous monitoring, actively contributing to achieving the Sustainable Development Goals (SDGs) of the UN 2030 Agenda linked to wellbeing and work-life balance, and to the promotion of equal

opportunities and women's empowerment. However, the key aspects that make the evolution and innovation of the Welfare model possible are the constant listening and monitoring of the needs of the company population, of generational changes and lifestyles.

In this regard, CRIF conducts annual climate surveys, partly through the use of the "Great Place to Work" and "Glickon" online surveys, the results of which have been one of the starting points for the initiation and development of welfare measures. The Action Plan drawn up following each edition of the climate survey by a dedicated "Welfare & Benefits" team complements and expands the initiatives aimed at employees, aimed at responding to the main findings.

In 2023, a Pulse survey was launched to investigate employee engagement one year after the People Satisfaction Survey conducted with Great Place to Work. The survey achieved an overall response rate of 87%, with an engagement rate of 80%. Based on the results of the survey, an action plan was implemented identifying 3 areas of action: Work-life balance, feedback from management, and learning opportunities, for which practical actions were developed, with a total of 5 new initiatives.

One of the initiatives implemented was the introduction of HR Corner, a new communication format created with the aim of spreading knowledge about welfare and wellbeing initiatives, through the organization of regular meetings in which the Welfare & Benefits team presents existing and recently implemented benefits to employees. HR Corner is also a

key point of contact between the company population and the HR Department, allowing new ideas and feedback to be gathered, enabling the welfare system to evolve.

As confirmation of the value of the established initiatives and work environment, **CRIF Italy was ranked among "Italy's Best Employers 2024" by Corriere della Sera for the third consecutive year, taking 3rd spot in the "Consultancy, Agencies, Law Firms and Auditing" category.** The assessment is the result of careful social listening and anonymous interviews conducted among the employees of more than 4,500 companies throughout Italy, who expressed their opinion on their readiness to recommend the company and working conditions, including the quality of benefits within the Welfare system.



Ranked among
"Italy's Best Employers 2024"
by Corriere della Sera for the third consecutive year



The Welfare initiatives in place at CRIF are divided into 4 pillars:

Family: benefits to support employees throughout the family life cycle

In order to help new mothers on their journey back to work, CRIF Italy introduced the company Maternity Plan in 2014, thus giving women the opportunity to plan their return to work following childbirth, benefiting from pay supplements during the period of optional maternity leave and financial support for nursery and childminding services. The company's Maternity Plan was revised in 2022 in response to the "New Normal" situation following the pandemic, with additional remote working options to offer greater flexibility and thus facilitate the return to work. New parents can benefit from special arrangements with childcare facilities, allowing the booking of places and partial coverage of the fee through a company contribution. Over the years, due to the increase in demand, the offer of affiliated childcare facilities has also expanded, providing both partial payment and discounts. For

employees' children, starting from elementary school, there are several programs to support education, including scholarships for middle school, high school and university students, school career guidance, and summer camps in collaboration with BOOM.

Health Care and Wellbeing

By adopting a holistic view of wellness that includes both physical and mental wellbeing, several services have been introduced over the years as part of CRIF's People Care program, including initiatives related to the promotion of health and safety (medical, accident and life insurance), and physical and mental wellness (gym, fitness vouchers, sport, counseling, mindfulness).

Among the welfare initiatives launched in 2023 at a corporate level is the CRIF Health Challenge, a 60-day challenge involving all employees at a global level with the aim of promoting a culture of wellbeing and encouraging the adoption of a healthy lifestyle. 993 employees took part in the challenge, with 10 winners, who were rewarded for doing the most steps and hours of sport. As well as recognizing

the company's most virtuous teams, employees contributed, through their activities, to the creation of the "CRIF Forest", comprising 723 trees.

Social & Workplace Events

This category includes all CRIF events organized for employees to help develop a greater level of engagement and sense of belonging among the people working for the company, creating an inclusive and positive working environment and climate.

Free Time & Work-Life Balance

This includes all benefits related to activities that employees can perform during their free time or that generally help maintain a good work-life balance. Corporate initiatives include the current Hybrid Working model that combines working from home and working in the office in order to ensure, on the one hand, a better work-life balance and, on the other, providing opportunities to work with colleagues in-person to help foster the exchange of ideas, innovate, develop synergies and strengthen teamwork.

Occupational health and safety management system

CRIF Group believes that its success comes from the people whose work contributes to achieving the company's objectives on a daily basis.

For this reason, the Group considers it a priority that every employee works in a safe and healthy working environment, training them in a way that allows them to carry out their activities in complete safety.

OCCUPATIONAL HEALTH AND SAFETY IN ITALY

With this in mind, the Group's Occupational Health and Safety Management System was set up, which aims to go beyond short-term problems, taking into account not only its employees but also contractors and suppliers. This system was implemented on the basis of the ISO standard that sets out Occupational Health and Safety Guidelines.

In 2010, CRIF Group decided to obtain ISO 45001 certification "Occupational Health and Safety Management Systems - Requirements with guidance for use", an internationally recognized standard that specifies the management system requirements and provides the correct guidance for formalizing and structuring risk management, applying legislative compliance (which in Italy is based on Legislative Decree 81/2008 as amended), the dissemination of safer working

practices, and the assessment of occupational health and safety performance.

Health & Safety roles and responsibilities are clearly identified within the Management System. In addition, a set of policies and procedures aimed at occupational health and safety and prevention was created (e.g., there are procedures for the Management of the Highest Risk Categories, Health Surveillance Management, Communication Management, Consultation and Participation, Incident and Near Miss Management, etc.), and periodic training and awareness (Training Management procedure). Every year, in order to identify hazards and assess workplace risks, each Group company is expected to prepare a Risk Assessment Document, in accordance with the legislation in force. For each risk identified within the Risk Assessment Document, appropriate prevention and protection measures are identified. This document is drawn up by a person of fundamental importance to the management of occupational health and safety: the Health and Safety Officer (HSO), who carries out annual risk assessment inspections at the Group's premises. The Risk Assessment Document is one of the key documents of the Occupational Health and Safety Management System and is approved by the Employer, the company Occupational Health Physicians (OHPs), and the Representatives of Employee Safety (ROESs). Through the ROESs, workers can express their opinion and report any anomalous situations. Furthermore, workers have other processes at their disposal, such as reporting to their manager

(supervisor), and can proactively take part in training courses, bringing to light any situations that could be considered critical.

Prevention is a must within the Group, which is why the policies and processes put in place are aimed at removing workers from situations that may result in occupational injuries or illnesses.

For example, the following are in place:

- Health surveillance carried out periodically and for new hires;
- Training courses on occupational health and safety carried out periodically and for new hires;
- Notices, communication campaigns and signage aimed at preventing high-risk situations for employees;
- H&S policies and procedures available to all employees.

Processes are also in place to identify any work-related accidents and injuries in order to determine the most appropriate corrective or preventive actions to mitigate the risk. In particular, there is a structured company process that allows accidents (both off- and on-premises) to be reported to the appropriate office, which is responsible for carrying out investigations and inspections to investigate the causes of the event.



These reports are filed and duly reported to INAIL (Italian Health and Safety Executive).

With the aim of preventing hazards and risks, targeted meetings are organized annually with first aid and fire-fighting team members in order to review the Emergency Plans and ensure proper health and safety management in all locations. The Emergency Plans and lists of team members are published on the company portal, available to all CRIF Group personnel, as well as the names of BLS-trained staff (Basic Life Support Defibrillation).

Occupational medicine plays an important role in preventing hazards and risks. Following the regulations and instructions of the company OHPs, employees periodically undergo health surveillance.

This is done with the aim of verifying the ability of employees to perform their duties. CRIF Group aims to protect both physical and psychological safety in order to ensure wellbeing in the workplace beyond what is required by the legislation. For this reason, in addition to health surveillance, there are numerous benefits available to employees relating to work-life balance, environmental sustainability, and welfare issues. Examples include the in-house vaccination campaign, the availability of a mole scanning service, the opportunity to take out insurance through the company, the company counseling service, etc.

Internal training is key and is managed via a number of programs according to the levels of internal responsibility, including:

- General and specific training
- Training dedicated to first aid and fire-fighting teams
- Basic Life Support Defibrillation (BLS) training
- Supervisor training
- Executive training
- ROES training

The courses delivered in 2023 were carried out in accordance with the provisions of Italian Legislative Decree 81/08 and the State-Regions Agreement of December 21, 2011, which set out the requirements for the training of workers.

The CRIF Group Integrated Management System for Italy, based on the ISO 45001 standard, includes both employees and non-employees. In this way, CRIF Group ensures that, regardless of the type of contract, attention is paid to the health and safety of these types of workers.

Supporting these processes, with a view to continuous improvement, the Group has put in place a monitoring and auditing system to ensure the maintenance of a safe working environment. Monitoring and prevention activities include regular checks carried out by the HSO, regular updates with the ROESs identified in the company, and consultation with workers. In addition, annual

meetings are held involving key H&S figures. **Usually within the first quarter of each year, the annual meeting of the Quality & Security Forum, an important corporate body, is held with the aim of carrying out a Management System Review. The purpose of the review is to assess the efficiency and performance of the management system and to ensure that the corporate policies and their objectives are always met.**

As part of this Management Review, the following are provided in relation to Occupational Health and Safety:

- The level of personnel training;
- Results of employee participation and consultation;
- Relevant communications from external stakeholders and supervisory bodies;
- The performance level of Health & Safety processes;
- Changes that may affect the Management System;
- Developments in legal requirements;
- Opportunities for improvement.

After verifying the adequacy of the Management System, the Quality & Security Forum indicates the timescales and responsibilities for implementing any recommendations and/or actions to be taken with a view to continuous improvement of the working environment and Occupational Health and Safety.

OCCUPATIONAL HEALTH AND SAFETY AT A GLOBAL LEVEL

The CRIF Group countries outside Italy put in place various measures to protect workers, in accordance with the regulatory requirements of each country.

The Group has defined a set of rules in a corporate policy in order to ensure that H&S is treated equally by the different countries, above all in relation to key areas.

A crucial element is the definition of roles and responsibilities within each local management system.

Maintaining a safe workplace, where risks are minimized, is a specific task of Management, and local responsibilities (responsibilities of specific departments or direct responsibility of Country Directors) have been identified to ensure an occupational health and safety management system that is in full compliance with local regulations. These management figures promote a culture that encourages employees to recognize the difference between the right and wrong behavior in the workplace and urges them to comply with local H&S requirements.

Moreover, figures have been identified, where appropriate, or reference processes, to give workers the opportunity to express their opinions and to report any abnormal situations. In relation to the applicable legislation, risk assessment activities and inspections are carried out on a regular basis. The objective is to identify uncontrolled threats and verify the suitability of the working environment, so that corrective or preventive actions can be taken.

Health surveillance by the company OHP varies from country to country, but is always in compliance with local regulations. Medical examinations may be carried out within a certain period of employment, as a result of prolonged periods of illness or according to a set frequency. Training is a key component for the protection of workers. It is carried out on recruitment, then on a regular basis and when necessary in the event of unexpected changes or situations (e.g., COVID).

Training is intended to inform workers of the requirements, hazards and H&S controls envisaged for their protection and teaches them how to behave in the work environment. In addition to general training, fire-fighting and first aid training is provided for members of the emergency teams.

The documentation produced in relation to the Occupational Health and Safety Management System must be kept up to date and in the appropriate local archives.

In 2023, CRIF Group launched a global pilot project involving 27 countries, with the aim of representing the commitment of each Group company to Health & Safety in relation to 2022 in an integrated way. The project involved a multidisciplinary and multicountry team, and was structured as follows:

- **Phase I:** definition of the H&S requirements (based on international standards, GRI standards) to be assessed;
- **Phase II:** evaluation of the requirements implemented by each country according to local regulations;
- **Phase III:** based on the data collected, the minimum shared requirements/targets were identified, to be achieved in 2023/2024 and to be reassessed annually.

For Phase III, the results showed that the most successful requirements in terms of global

implementation were:

- **403-1:** Occupational Health & Safety Management System
- **403-2:** Hazard identification, risk assessment and incident investigation
- **403-3:** Occupational health services
- **403-5:** Worker training on occupational health and safety

In relation to the above, the minimum requirements/targets that CRIF intends to promote for all Group countries, irrespective of the mandatory local regulations, were identified for 2023/2024, including:


- **403-2 - Hazard identification, risk assessment and incident investigation:** widely implemented and necessary to continuously monitor potential risks that could compromise the health and safety of our employees and stakeholders;
- **403-5 - Worker training on occupational health and safety:** widely implemented and a key pillar for building effective H&S control;
- **403-9 - Work-related injuries:** necessary to continuously monitor any incidents that occur in the work environment.



CRIF Group is committed to regularly monitoring these indicators with a view to continuous improvement of the Occupational Health and Safety Management System.



Creating value for **the community and local area**



Aware of the importance of investing in the community and creating value for the local area, CRIF is actively committed to contributing to the economic and social growth of the local communities in which it operates through initiatives of various kinds involving associations, non-profit organizations, universities, schools and institutions, with a single objective: to create a positive impact for the community and shared wellbeing.

BOOM, the CRIF knowledge and innovation hub

Support for local communities and development of the local area is one of the pillars of CRIF's commitment to sustainability, brought to fruition with the creation in 2022 of BOOM, CRIF's knowledge and innovation hub, whose objective is to promote training paths and initiatives dedicated to students, professionals, startups and families.

A place where education, innovation and entrepreneurship meet and interact to generate new opportunities for growth and foster a continuous exchange of know-how.

The aim is to create a hub combining resources and knowledge from different sectors in order to increase the skills and training offered in Bologna and the Emilia-Romagna region, helping to narrow the city-suburbs gap and make the city and region a benchmark for innovation at a European level.

This makes it possible to offer the local area and network of companies with which BOOM cooperates a tangible contribution to the development of innovative skills, especially among the new generations. In particular, training pathways, hands-on workshops and customized events are offered to both junior and senior high school classes, focusing on key issues for future skills development, including sustainable finance, environment and sustainability, generative AI, web & digital.

In this regard, training is essential for the growth of the local area, as it allows a real bridge to be

built between schools and companies as well as solid foundations for the professionals of the future.

The projects developed at BOOM cover four different areas:

BOOM EDUCATION:

developed by CRIF in collaboration with **Fondazione Golinelli**, offers workshops, courses, events, summer camps and training days for schools, teachers and families. The aim is to bring the new generations closer to current and innovative topics in an active and experience-based way; these include sustainable finance, the environment and sustainability, social robotics, artificial intelligence, sustainability and web&digital, supporting them in the development of problem-solving skills, teamwork and design thinking. Teachers can try out the most widely used tools in open innovation processes, so they can translate and adapt their experience to teaching practices. The educational experiences also extend to anyone who wants to develop new skills in 3D modeling, artificial intelligence and digital storytelling.

In 2023, **35 courses** were launched for students and schools with the aim of introducing AI-related technology trends, new jobs of the future, and ideas on how to improve one's sustainable footprint to the young participants. More than **640 children and young people** from 6 to 18 years old and 40 school teachers took part in the BOOM education initiatives, helping them to develop key skills for the future.

In addition, in 2023, BOOM hosted more than **125 students** attending FITSTIC courses at its offices. The courses offer young talent the chance to enter the world of work immediately thanks to training internships and project work in the company.

35 

active courses

640+ 

participants

in BOOM Education initiatives



BOOM LEARNING:

is an area dedicated to professionals, companies and young jobseekers, designed to develop, through hybrid courses (mix of e-learning courses and in-person sessions), innovative skills related to the latest trends, such as data science, open innovation and open business, digital transformation, digital payments, digital marketing, the internet of things, sustainability and ESG, and topics related to technological innovation and cybersecurity. The offer is also enriched by courses dedicated to company employees with interactive training experiences and training on the Metaverse. The workshops allow participants to put what they have learned into practice, supported by industry experts.

BOOM INNOVATION:

developed from the synergy between CRIF and Fondazione Golinelli, combines two courses, one for large companies and investors and one for startups and young entrepreneurs, to create a knowledge and skill-sharing ecosystem. The aim is to support and develop the fragile and strategic space that has always connected the world of research and that of business and to encourage, in the immediate future, the creation of a new type of entrepreneurship with highly innovative and technological content, investing in Italy's areas of excellence.

To this end, the **Startup Community** was created, a program of training events and workshops to support the startups of the G-Factor (Fondazione Golinelli) and CRIF network, to help young entrepreneurs on their path to growth and business model development.

SPACES FOR LEARNING

& INNOVATION PROJECTS:

thanks to its innovative architecture, BOOM offers augmented and virtual reality experiences, transporting participants into an immersive tunnel to find out more about current issues such as sustainable finance, entrepreneurship, sustainability and digitalization. Younger visitors can actively learn through the language they know best, the language of play. In addition, co-working spaces and rooms are available for corporate training, press conferences and events with dedicated areas for networking and games.

In 2023, BOOM hosted 22 private corporate events, and its coworking spaces currently host 2 startups. Furthermore, **BOOM CIRCLES**, a series of regular meetings that attracted more than 150 professionals, were launched. Through case studies and practical discussions, the BOOM CIRCLE meetings provided a unique opportunity to discover emerging skills and new trends.

22

private corporate events
hosted by BOOM

2

startups
hosted in the coworking spaces



CRIF for education

In the different countries it operates in, CRIF is committed to promoting initiatives for the growth and development of the people and communities involved, with a specific focus on initiatives dedicated to education and training:

- **In 2023, CRIF Turkey** again provided financial support through a donation to “DARÜŞŞAFKA”, the first school in Turkey to offer equal opportunities in the education of talented, financially disadvantaged children whose parents have died.
- **Also in 2023, CRIF Poland** worked with local primary schools to promote the importance of data protection to students from the beginning of their school journey.
- **CRIF Germany** started a partnership with the Karlsruhe Institute of Technology (KIT),

where the company’s employees introduced students to careers in data management and analytics, and published job opportunities directly on the Institute’s notice boards. It also organized the “Bogy” initiative, giving high school students the chance to do a one-week internship at CRIF’s offices.

- **In Italy, CRIF** provides study grants, sponsors innovative projects and partners with local universities. In 2023, this included the fourth edition of the Executive Master’s in Cybersecurity: from design to operations, offered by the University of Bologna Department of Computer Science and Engineering and CRIF, designed both for ICT professionals who want to accelerate their career path and for graduates who want to specialize in the field of cybersecurity. The master’s also involves leading companies

operating in the sector, including Certego, Cryptonet Labs, Minded Security and Yoroï, supporting a teaching approach of advanced technical and practical training. The partner companies offer grants to the most deserving students, covering a portion of the course fees according to a ranking system. CRIF is the main sponsor of the initiative and makes some of its most experienced professionals in the field of cybersecurity available free of charge as lecturers on the master’s program. Following the teaching, there is a 500-hour internship with one of the partner companies, with the aim of helping the participants enter the labor market. In particular, CRIF offers opportunities to work with the company first through curricular internships, and then continues working with the most talented students.

Financial education and support

Financial education is a key aspect of every individual's life, providing the knowledge and skills needed to responsibly manage their finances. Making informed decisions about savings, investments, borrowing and long-term financial planning promotes financial wellbeing and, more generally, the financial stability of communities. With this in mind, every year CRIF organizes numerous financial education initiatives, aimed at the corporate world, consumers and the community in general.

Research and publications

With its unique information assets and its more than 30 years' experience in data analysis and management, CRIF conducts international research, studies and periodic surveys to understand the development of retail credit - both consumer credit and mortgages - and business credit. CRIF also produces magazines and newsletters, both printed and digital, dedicated to market players, together with the development and promotion of a series of financial education

and inclusion projects. CRIF offers its knowledge for the benefit of the community to support professionals in their day-to-day activities, businesses in their strategic planning and citizens to help them grow and make informed choices.

SOME OF THE MAIN INITIATIVES

#CYBERSECURITY OBSERVATORY

The Observatory looks at the vulnerability of individuals and companies to cyber attacks and helps interpret the main trends concerning data exposed in open web and dark web environments, the type of information, the areas in which data traffic is concentrated, and the most exposed countries, as well as offering insights to help deal with cyber risk in a more

#CREDIT MAP

The Credit Map is an interactive study carried out by Mister Credit - the area of CRIF that deals with the development of educational solutions and tools for consumers - that provides a six-monthly comprehensive and up-to-date snapshot of the

main indicators relating to the use of installment-type credit by Italian consumers.

In particular, it highlights differences between areas in terms of the main credit products, the average installment and residual exposure.

#MISTER CREDIT BLOG & NEWSLETTER

The content published on the mistercredit.it blog and circulated through the regular newsletter on credit, data protection and online security aims to increase consumer knowledge and help them make more informed decisions.

#CREDIT FRAUD OBSERVATORY

The CRIF Credit Fraud Observatory, published every six months for over 10 years, identifies the

characteristics and trends of credit fraud based on objective data and detailed analysis. Furthermore, the Observatory identifies the needs of credit institutions and institutional bodies involved in preventing and combating fraud.

#TornaConti: FINANCIAL EDUCATION CALENDAR

To help consumers "get their finances back on track", Mister Credit developed TornaConti, providing tips and practical advice to follow each month. Being able to effectively manage your income and expenses, save and plan ahead, can help consumers improve their financial situation, achieve their financial goals and live a less stressful and more secure life.

#MISTER CREDIT GUIDES

Mister Credit guides on the website provide informative and in-depth articles on a variety of topics, including Consumer Credit, Mortgages, Real Estate, Fraud and Credit Cards, and Credit and Public Information.

The guides are written in clear and accessible language and aim to help consumers become aware of various financial issues and avoid falling into online traps and scams.

#CONSUMER CREDIT SURVEY

The Assofin-CRIF-Prometheia Consumer Credit Survey, now in its 54th edition, investigates the various aspects of the retail credit market, including both consumer credit and mortgages. Published every six months, it takes advantage of the uniqueness of the EURISC information assets - the CRIF credit reporting system - and also presents detailed reports highlighting the specific characteristics of the credit market in the individual Italian regions.

#CREDIT APPLICATION BAROMETER

Based on the information assets of EURISC – the CRIF credit reporting system – the barometer shows the monthly trend in loan and mortgage applications as well as mortgage subrogations by Italian households. In addition, the evolution of credit assessment and reassessment requests submitted by businesses is monitored on a quarterly basis.

#NPE OBSERVATORY

The study produced by CRIBIS Credit Management - a CRIF Group company specializing in the management of Collection and NPL management processes - provides a structured overview of the trends in non-performing loan management. The aim is to provide information support to industry operators, giving them a complete and up-to-date

view of the market in relation to credit risk and the dynamics of legal proceedings.

#PAYMENT STUDY

The CRIBIS Payment Study is the quarterly study on the payment behavior of Italian companies. It is the principal benchmark for payments in Italy and its data is used by the main national, local, and industry publications. In addition to national data, it provides different levels of insight, allowing the overall analysis of the degree of integrity of companies from the point of view of payments to their suppliers.

#BANKING ON BANKS 2023 REPORT

The report discusses why banks and lenders must look beyond the cost of living crisis to meet the changing needs of Europeans. It also explains what action has been taken, how consumers have changed their spending habits and what steps they have taken to manage their finances, as well as how banks and other financial providers have responded to the complex challenges. In addition, the report identifies a number of key areas in which banks and other financial providers must continue to improve, including enhancing their digital solutions.

#UNLOCKING GREEN BANKING: UNRAVELING CARBON FOOTPRINT THROUGH PRACTICAL ANALYSIS

The paper by Strands, the CRIF FinTech company specializing in advanced digital banking solutions, explores how banks can leverage transaction data to provide customers with personalized carbon footprint insights.

#SINTESI

SINTESI is CRIF's digital magazine, a practical tool for dialog and sharing experiences and market trends. Sintesi gave rise to Sintesi on Air, the

market outlook in video format to keep up to date on the development of the credit market through original analyses, studies and surveys produced by CRIF. Videos are posted every month on the CRIF YouTube channel.

#FACCIO TESORO

In order to make its own contribution to improving financial culture among people who find themselves faced with increasingly complex choices, CRIF launched Faccio Tesoro, a multimedia project entirely dedicated to financial education. The idea behind the project is to provide practical and easy-to-use information to increase awareness about borrowing and managing personal finances, focusing on knowledge of the key concepts, the available tools and their use.

The initiative comprises 3 promos, 6 comedy sketches focused on certain important stages in a family's life (birth of a child, starting a job, buying a home or an important item such as a car, management of the household budget, etc.), and 106 explanatory videos on topical issues concerning the home, access to credit, new tools, technologies developed by banks, savings and investments.

The videos are published on the YouTube channel dedicated to the initiative and on the website www.facciotesorito.it, where visitors can also test their skills by answering a quick quiz, choosing questions on the topics of greatest interest such as Home and Mortgage, Applying for a Loan, Budgeting and Borrowing, Payment Cards and Valuation Processes. Finally, in the "Ask Faccio Tesoro" section of the website, CRIF uses the skills of its experts to answer specific questions received from consumers.

Confirming its mission to continuously offer new insights and content, in 2021 "Faccio Tesoro" also

became a podcast, with a campaign divided into 32 issues, which brought a number of important topics to Spotify, Apple and Google Podcasts, as well as to the dedicated section at www.facciotesorito.it/podcast.

CRIF CYBER GAME

Phishing is becoming more and more common in the daily lives of young people and adults.

That's why CRIF wanted to build a tool to educate internet users about phishing risks and trends.

The "Cyber Ninja" Cyber Game is aimed at increasing knowledge through a quiz that presents players with different types of communications and e-mails, asking them to identify scams and suspicious messages.

At the end of the game, players get a score and can download a handy guide to phishing.

The game was launched as part of Cybersecurity Month; CRIF actively promoted it across multiple online channels, and there were over 415,000 views.



MISTER CREDIT GUIDES AND TORNACONTI

In 2023, the [Consumer section of the crif.it](http://www.consumers.crif.it) website was revamped, which, with over **1,120,000 visits**, is the most visited section of the website. It provides information both on CRIF's activities and the credit information system, as well as on educational initiatives and consumer services. This section also provides answers to the most frequently asked questions by consumers, as well as providing details of all the CRIF contact channels.

[Mister Credit guides](#) on the website provide informative and in-depth articles on a variety of topics, including Consumer Credit, Mortgages, Real Estate, Fraud and Credit Cards, and Credit and Public Information. The section received over **46,500 visits** in 2023.

The guides are written in clear and accessible language and aim to help consumers:

- Become aware of various financial issues
- Have a basic understanding of their credit information and how it can be useful for credit institutions
- Understand what information is useful in order to compare different loan, mortgage and credit card offers
- Avoid online traps and scams.

The [Mister Credit blog](#) is a knowledge center with articles, news and insights, and useful advice on various topics related to the world of credit, the protection of personal and financial information, fraud and identity theft, updated every week. In 2023, the Mister Credit blog received over **112,000 visits**. Content is delivered via the newsletter and Mister Credit social media channels.

The Mister Credit social media channels

([Facebook](#) and [Instagram](#)) help engage people and bring the business closer to consumers.

In 2023, we reached over **240,000 followers on Facebook** and **328,000 on Instagram**.

The main topics we deal with are:

- **Financial education:** providing advice and information on how to best manage personal finances, how to save money, and how to get a mortgage or loan.
- **Digital life:** discussions about online phenomena such as cyber stalking, bullying, romance scams, online fraud and scams and data theft, with a focus on advice for a more serene digital life.
- **Economic news:** offering news and insights on access to credit and on how to manage the household budget.

Furthermore, to help consumers “get their finances back on track”, Mister Credit developed **TornaConti**, providing tips and practical advice to follow each month. Being able to effectively manage your income and expenses, save and plan ahead, can help consumers improve their financial situation, achieve their financial goals and live a less stressful and more secure life.

1.120.000 

visits to the [crif.it](#) website

240.000

followers on
Facebook

328.000

followers on
Instagram



CRIF for inclusion

Aware of the positive impact that its contribution to inclusion can have on the community, CRIF actively promotes initiatives to facilitate social inclusion and community cohesion.

This commitment is intrinsically rooted in the company's core values, reflected in tangible actions to support local associations in the fight against inequalities.

Through outreach initiatives and volunteering activities, CRIF aims to create an inclusive culture that welcomes and values diversity. For example, partnerships with non-profit organizations or the funding of social projects are just some of the ways CRIF contributes to the improvement of the communities it operates in.

These efforts are not limited to a single geographical area, but embrace a global perspective, aiming to support the Sustainable Development Goals of the United Nations 2030 Agenda.

Here are some examples of the many initiatives and activities in this area that CRIF carries out every year around the world:

- In 2023, **CRIF Germany** organized the “Social Day” event, taking its employees on an excursion with retirement home residents during a working day. In addition, employees from the German office supported children from a pediatric hospice by making a donation to help with the purchase of essential medical equipment.
- For the sixth consecutive year, **CRIF Poland** took part in the Poland Business Run, the largest charity race in Poland that helps make the dreams of people with physical disabilities come true. Every September, employees of small businesses and large international companies, regardless of their profession or position, run in a relay race, with the revenues donated to people with physical disabilities, in particular amputees. Furthermore, in 2023, CRIF, in partnership with the Business Poland Run Foundation, conducted a detailed study aimed at CSR and HR managers as well as ESG specialists from Polish companies, to raise awareness of the importance of the implementation of ESG factors within business processes.
- In 2023, **CRIF Taiwan** strengthened its partnership with the Taiwan Autism Creative Arts Association, an association dedicated to the physical and mental development of people with autism, with the aim of providing them with job opportunities. In 2023, one of the people proposed by the association was offered an internship opportunity in the company. Moreover, a volunteer day was organized dedicated to the packaging and distribution of humanitarian aid.
- **CRIF Greece** organized the 9th edition of the “Women in Business|Together to the next level” Forum, the annual event dedicated to female leadership which follows the exclusive “Leading Women in Business” Business Edition aimed at presenting female entrepreneurship and highlighting the success stories of women entrepreneurs and C-Level executives.
- **CRIF Italy**, through its participation in The Loop, the first team relay event dedicated to the corporate world, contributed to the Sport Without Borders program, aimed at prevention and social inclusion through sport, free of charge to children in a state of financial and social hardship.
- In 2023, **CRIF US** carried out numerous volunteer activities, including the “Meals on Wheels” and “Habitat for Humanity” initiatives. In the first activity, employees delivered meals to the elderly and people with disabilities, while in the second, various teams tackled a series of educational challenges to earn school materials and backpacks for charity.



Local projects supported in 2023

TREEDOM

Treedom is the first site that allows you to plant trees remotely and follow the project online. Since its foundation in 2010 in Florence, more than 3,000,000 trees have been planted in Africa, Latin America, Asia and Italy. All trees are planted directly by local farmers and contribute to producing environmental, social and financial benefits.

On the occasion of Global CRIF DAY, 200 trees were planted, creating the Global CRIF Day Forest; trees that will grow in Colombia, Ecuador, Kenya and Malawi and will bring environmental, social and economic benefits over time, including improved air quality and support to the local communities taking care of the trees.

IIA OASI INSURTECH

CRIF, in partnership with the Italian Insurtech Association (IIA) and other associated partners, played a key role in the success of the “SUSTAINABILITY PARTNERS” initiative, promoted with the aim of creating “Biodiversity Oases”. These urban and agroforestry habitats were created in areas of low biodiversity to help regenerate them. The initiative was launched in conjunction with the “Italian Insurtech Summit – Out of the Box” event to emphasize and promote the commitment to environmental sustainability. Through this partnership, CRIF actively contributed to the Insurtech business and to reducing the environmental impact of the industry. With an investment in planting 2,000 trees in the new Insurtech Oasis, CRIF contributed not only to biodiversity, but also sustaining more than 300,000 pollinating insects annually by planting 200 scalar flowering

nectariferous plants. These actions led to the absorption of about 500 kg of CO2 per year. CRIF’s involvement in this project perfectly reflects its vision of a greener and more sustainable future, positioning it as a pioneer of eco-sustainable practices in the Insurtech sector.

CRIF together with the non-profit FONDAZIONE ANT ITALIA

The non-profit organization Fondazione ANT Italia - set up in Bologna in 1978 - is the largest non-profit organization in Italy providing free homecare to cancer sufferers. Since 2004, it has also been working in the field of cancer prevention. CRIF supports the foundation through internal and external initiatives for fundraising purposes and to raise awareness among employees and their friends and families. Several times a year, we invite the association to set up a stand with volunteers at the main entrance to the company to promote charitable initiatives, and we also advertise other initiatives that it organizes. Free on-site screening is also arranged for employees to prevent melanoma.

CRIF supports LILT prevention initiatives

The Italian League for the Fight against Cancer (LILT) - Milan Monza Brianza District, founded in 1948 and driven by a strong culture of community and health education, operates in the Milan and Monza area addressing all aspects of cancer through multiple services offered to the population in the field of prevention, early diagnosis and assistance, supported by the work of more than 700 volunteers. CRIF supports the association through internal and external initiatives for fundraising purposes and to raise awareness among employees and their friends

and families, as well as promoting the initiatives organized by LILT through the company intranet.

CRIF supports AGEOP

AGEOP is a voluntary association that supports scientific research in the fight against child cancer and is dedicated to the care of young cancer patients and their families through Respite, Care, Psycho-oncology, Psychosocial Rehabilitation, and Awareness-Raising projects. CRIF supports the association through a number of initiatives, and in 2023 with the “MOSAIC LAB” initiative, where volunteers made mosaics which were then donated to AGEOP for sale in charity shops.

ASSOCIAZIONE BIMBO TU

Bimbo Tu is an association that helps children suffering from cancer, autism, epilepsy, neuromotor disabilities and other diseases of the central nervous system. The association helps families by providing practical and emotional support, offers free accommodation for families who need it, and provides practical help to those seeking faster and more effective treatment and diagnosis. CRIF supports the association through internal and external initiatives for fundraising purposes and to raise awareness among employees and their friends and families, as well as promoting the initiatives organized by the association through the company intranet.

FONDAZIONE PIO ISTITUTO delle SORDOMUTE POVERE in BOLOGNA

The mission of the Foundation is to provide support to deaf girls who are currently staying away from home for educational purposes. It is also involved in initiatives to support people with disabilities, through incentive and support



programs. In 2023, CRIF made a donation on the occasion of the “Peonies in Bloom” event.

RIZZOLI FOUNDATION

The mission of the Rizzoli Foundation is to support the Rizzoli Orthopedic Institute, ensuring that the medical care and assistance provided is increasingly tailored to the patient, contributing to research activities and to the enhancement of the artistic and cultural heritage housed in the historic Institute. CRIF participates as a founding member, supporting the Foundation’s projects, extending its ability to integrate into the local area context through improving patient care.

CARITAS

Caritas Italiana is the pastoral body of the Italian Episcopal Conference which has the task of promoting charity, carrying out its educational mission aimed at holistic human development, social justice and peace, with special attention to the most vulnerable people and situations. In 2023, CRIF made a donation in memory of an employee who passed away the same year.

CENTRO CULTURALE MILANO

For several years now, CRIF has been supporting this center, which promotes culture in Milan and Italy, through events, exhibitions and publications.

MUSIC CLUB

Bologna Music Club (Circolo della Musica di Bologna) is a recognized social development association and a member of ENDAS, which organizes many other cultural activities, including a competition for young pianists. CRIF supported young musicians through a donation.

AHBAP ASSOCIATION

The AHBAP Association is committed to providing financial aid to those in need, reinforcing the concept of charity between the various sections of society, aimed at building a modern and sustainable network, and protecting local cultures while contributing to their development through new technologies. CRIF, thanks to employee fundraising, supported

the association with a donation for earthquake victims in Syria and Turkey.

ANTONIANO FOUNDATION

Established in 1959, the aim of the Institute is the “education and training of people with mental illness and other people in need”. In 1963, the Institute became a Vocational Training Center by Decree of the Italian Ministry of Labor, and in 1968 it was classified as a psychopedagogical medical center. In 1984, the Institute became a Rehabilitation Medical Center. In 2005, for the experience acquired in this activity, the Antoniano Institute was recognized as a Foundation. CRIF helped support the foundation with a charitable donation over the Christmas period.

ACCION INTERNATIONAL

Accion International is a global non-profit organization, established in South America, with the goal of creating a more equitable and inclusive economy. It is known for being a pioneer in fields such as microfinance and investing in ethical businesses, committed to balancing

financial return with social and environmental impacts.

CRIF helped support the organization with a charitable donation over the Christmas period.

ADMO

The Association of Bone Marrow Donors was founded in 1990 with the main purpose of informing the Italian population about the possibility of treating leukemia, lymphoma, myeloma and other blood neoplasms through bone marrow donation and transplants. CRIF supports the association through internal and external initiatives for fundraising purposes and to raise awareness among employees. Several times a year, we invite the association to set up a stand with volunteers at the main entrance to the company to promote charitable initiatives, and we also advertise other initiatives that it organizes.

AIL

AIL promotes and supports scientific research for the treatment of leukemia, lymphoma and myeloma; it helps patients and families through all stages of the treatment pathway with services adapted to their needs; it aims to improve the quality of life of patients and to raise public awareness of the fight against blood diseases. CRIF supports the association through internal and external initiatives for fundraising purposes and to raise awareness among employees. Several times a year, we invite the association to set up a stand with volunteers at the main entrance to the company to promote charitable initiatives, and we also advertise other initiatives that it organizes.

La 100 del Dono

La 100 del Dono believes in equality and inclusion, and aims to use sport as a mouthpiece for fundraising activities that reflect these principles. It is also committed to sharing and promoting

sporting values as a pillar of a socially and physically healthy community. CRIF raised funds for the “Marco nel Deserto” project, inviting the association to set up a stand, using volunteers, at the company’s main entrance, with the sale of hats. CRIF is also committed to giving visibility to other initiatives organized by the association.

CHIARAMILLA

ChiaraMilla is an amateur social and sports promotion association created to raise awareness of and promote pet therapy used to improve the wellbeing of people forced to live with hardships of various kinds. In addition, the association aims to promote the concept of animal welfare and responsible dog ownership through pet education workshops. CRIF supported the association with a donation at an event and by promoting its initiatives.

AMERICAN RED CROSS

The American Red Cross’ mission is to prevent and alleviate human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors. The Red Cross provides shelter, food and support to people affected by disasters; it supplies about 40% of the nation’s blood; it teaches skills that save lives; it distributes international humanitarian aid; and it supports veterans, the military and their families. CRIF US supported the American Red Cross through a donation.

SPONSORSHIP NETWORK INTERNATIONAL

Sponsorship Network International is a passionate and dedicated team of professionals committed to making a positive impact on the lives of underprivileged individuals worldwide. With a network of over 3,500 benefactors, it works tirelessly to coordinate financial aid and donations

of essential materials to support grassroots level projects. In 2023, CRIF Switzerland again supported the network through a donation.

PLUSPORT

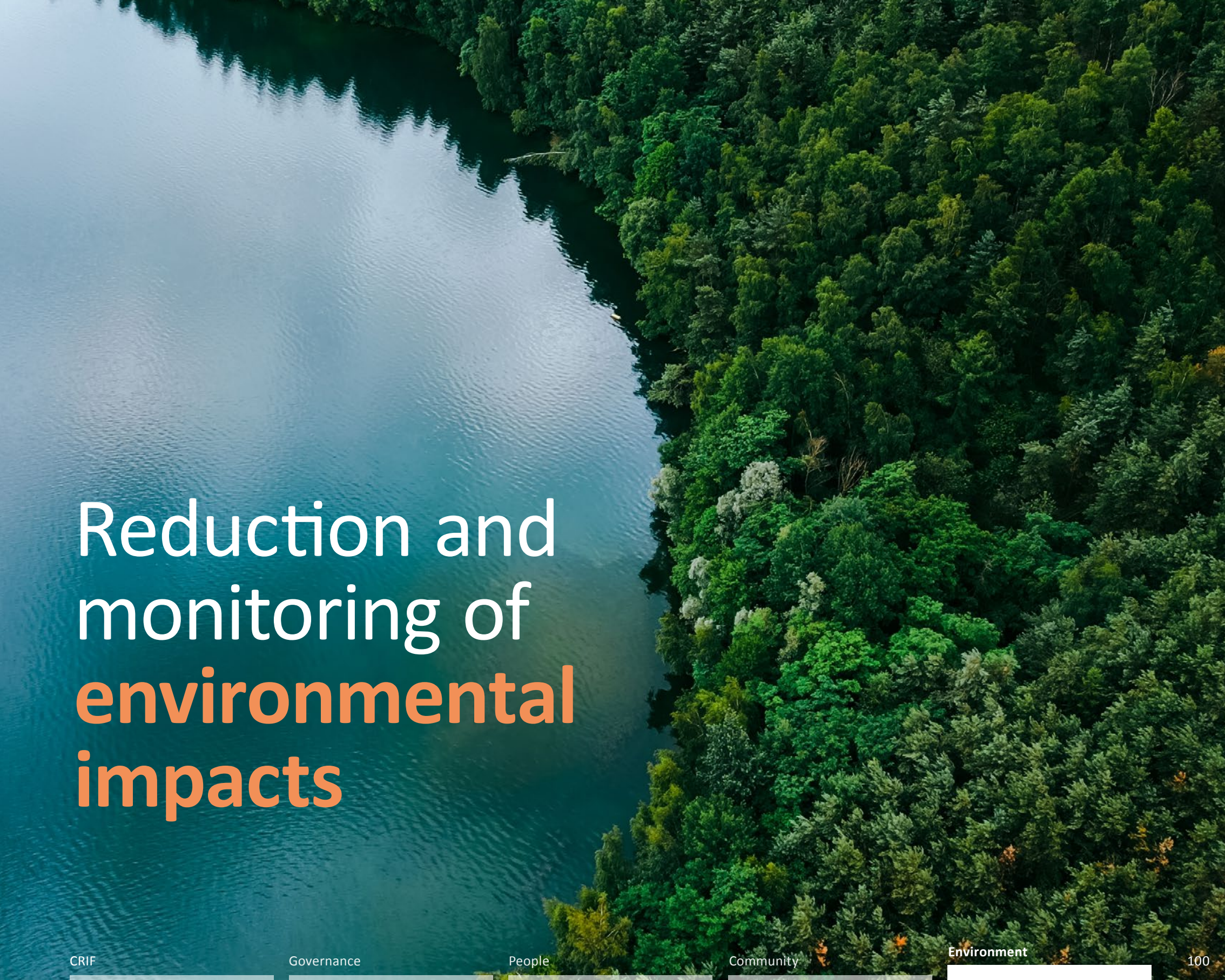
PluSport is a specialist organization for disabled sports in Switzerland. PluSport supports people with disabilities by offering programs for all types of recreational and competitive sports, all target groups, all ages and for all types of disabilities – always with the aim of promoting integration and inclusion. CRIF Switzerland supported the organization through a donation.

SOZIALWERKE PFARRER SIEBER


Sozialwerke Pfarrer Sieber (SWS) is a Swiss charitable foundation and humanitarian organization based in the municipality of Zürich. Founded in 1963 by Ernst Sieber, pastor of the Reformierte Kirche des Kantons Zürich, SWS supports disadvantaged people and helps alleviate addiction-related difficulties. CRIF Switzerland supported the association through a donation.

NCL-STIFTUNG FOUNDATION

Founded in 2002, the NCL non-profit foundation is committed to promoting national and international research to give children with NCL (Neuronal Ceroid Lipofuscinosis) the opportunity to find therapies and treatments that have so far been lacking. To this end, it funds and supports research projects and promotes the formation of a global NCL network. It also provides education and training to doctors, students and schools. CRIF Germany supported the Foundation through a donation on the occasion of its 2023 Summer Party.

An aerial photograph showing a wide, calm river on the left side of the frame, reflecting the sky. The right side of the frame is dominated by a dense, lush green forest. The text 'Reduction and monitoring of environmental impacts' is overlaid on the river area.

Reduction and monitoring of **environmental impacts**



In a global context that is increasingly sensitive to environmental issues and characterized by the challenges of climate change, CRIF is actively committed to integrating sustainable practices and supporting initiatives to mitigate the effects of climate change.

In 2022, to formalize this commitment, CRIF introduced its first Environmental Policy with the aim of defining the Group's commitments, actions and key areas, in order to implement an environmental management system that can reduce and contain the direct and indirect impacts generated by the operating activities of the company and its supply chain.

In order to achieve what is set out in the policy and the objectives set, in 2023 CRIF reached two important milestones:

- Implementation of an environmental management system certified according to the **UNI EN ISO 14001** standard for the new offices located at Via della Beverara 21, which in 2024 will be extended to the CRIF Campus site located in Castel San Pietro Terme.
- Obtaining **UNI EN ISO 14064** certification for CRIF Italy, the international standard that provides guidelines for the quantification, monitoring and management of greenhouse gas emissions, as a fundamental tool for measuring the company's impact on climate change and consequently developing strategies to reduce emissions. With the same objective in mind, the Carbon Footprint was calculated using 2022 data for some of CRIF Group's international locations, including Vienna, Krakow, Bratislava and Prague, in order to obtain certification by 2024.

Sustainable mobility

In recent years, CRIF has strengthened its commitment to mobility, implementing increasingly sustainable initiatives, which at the same time facilitate the movement of employees related to business trips, commuting and personal travel.

The path undertaken in the area of sustainable mobility began in 2017, when CRIF Italy took on a corporate Mobility Manager, whose task is to measure, analyze, design and monitor new mobility solutions that respond to the needs of the company's population, also using tools such as drafting an Employee Commuting Plan.

Based on the analysis carried out, starting from the results of the annual company population survey that investigates the travel habits of employees and their propensity for change, CRIF therefore drew up a Mobility Plan, structured according to 3 pillars, each of which includes different initiatives, with a single objective: to facilitate travel and promote more sustainable mobility choices.



Business travel mobility

Offering a flexible, innovative system that makes business travel easier



Commuting mobility

Making commute to work easier



Personal mobility

Helping organize personal and family travel

Each pillar includes different benefits, based on discounting or a company contribution, to support employee travel beyond the commute to work. The aim is to promote the use of sustainable means of transport as an alternative to private cars.

In the company's international offices, where possible, CRIF implements benefits and actions to promote sustainable mobility.

Environmental sustainability education

CRIF Group is actively involved in awareness-raising activities on environmental sustainability issues through dedicated communication campaigns.

Educating and engaging all stakeholders on sustainability issues is essential to generating an increased awareness of the fact that we are all change agents in the sustainable transition process.

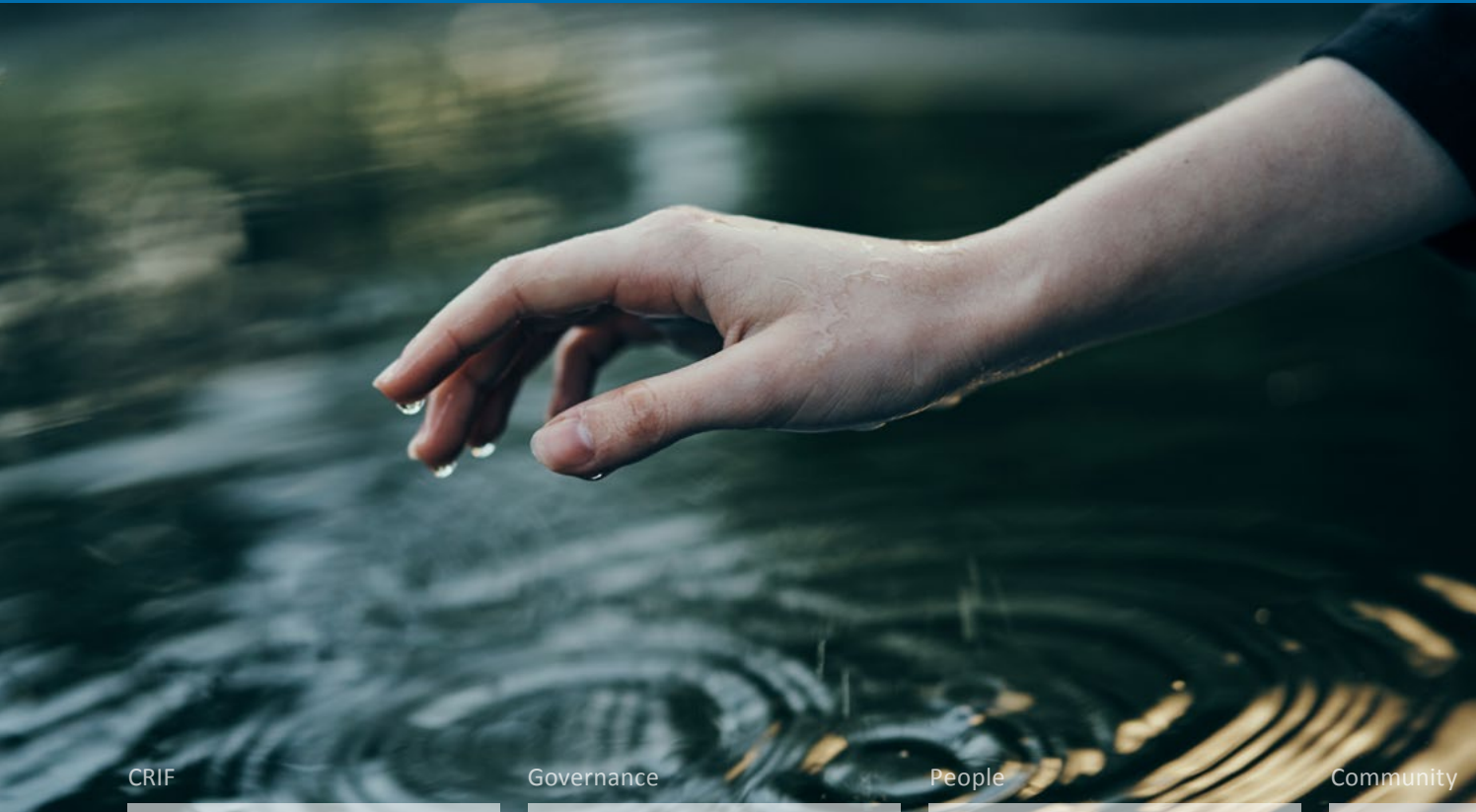
With this in mind, the role of the Global Sustainability Ambassador network, established

in 2022, is crucial, both in planning corporate awareness initiatives and in creating engagement among the company population in relation to ESG issues. In 2024, the Global Sustainability Ambassadors will work toward implementing 2 communication campaigns to raise awareness among employees about good waste and energy management and sustainable mobility.

Furthermore, locally, each office organizes awareness-raising activities to promote the recycling of paper and plastic and the reduction of the use of paper through small actions that can have an environmental impact, including the use of digital signatures, the sending of digital marketing materials, and the printing of

documents only when necessary in black and white and double-sided. In the new headquarters offices, CRIF 21, which opened in October 2023, printers are accessed using passes in order to minimize the use of paper and ink.

Once again in 2023, CRIF Italy joined the environmental initiative “M’illumino di meno” on the occasion of the National Day of Energy Saving and Sustainable Lifestyles in order to raise awareness of the culture of energy saving and to focus attention on environmentally sustainable behavior.



Among the new initiatives in terms of promoting a sustainability culture within the local area and the community, CRIF Italy, together with Impronta Etica and 14 other companies in the area, signed the “Water Pledge” document. Participating companies are committed to developing joint strategies to optimize water resources and reduce waste in partnership with other local businesses, implementing joint initiatives and developing awareness-raising campaigns.





CRIF 21 A SUSTAINABLE BUILDING IN THE HEART OF BOLOGNA

For years CRIF has been committed to being a sustainable company in all its business and non-business areas.

This commitment to achieving and maintaining ever higher standards was behind the CRIF 21 project, from its design to the construction of the building.

The building is located in the Lame area of Bologna, traditionally an industrial area, north of the east-west railway corridor. The area is served by an existing network of mobility systems, which connect and integrate with each other at different levels. The area is characterized by a network of cycle paths that are nearing completion, which, in their future configuration, will connect the urban fabric with the park and the nearby railway station.

The easy accessibility of the building, including by public transport, and the possibility of redeveloping an area to the benefit of the neighborhood were added values that led to this decision. The aim of this project is to cooperate in order to respect the local setting of the building, making best use of the site's potential and its natural resources, in order to help people have a better experience in the place where they work.

This location is a step forward in the evolution of workspaces and represents CRIF's vision of innovation and achieving new goals, serving its clients and employees. The attention to ESG

aspects, from environmental to social, guided every aspect of the project to build the new headquarters. The result is an innovative building that fully embraces today's highest standards of sustainability and energy impact. It is not by chance that CRIF has achieved platinum LEED (Leadership in Energy and Environmental Design) certification and the A4 energy class.

The choices made at each stage of the project facilitated this classification: the demolition phases during which a great deal of attention was paid to minimizing the impact on the neighborhood and the environment, the choice to install solar panels to cover part of the building's energy requirements and finally the decision to make it an all-electric building (no gas).

A further contribution to reducing energy consumption is the use of automated artificial lighting control systems based on natural light and actual occupancy.



Methodology note

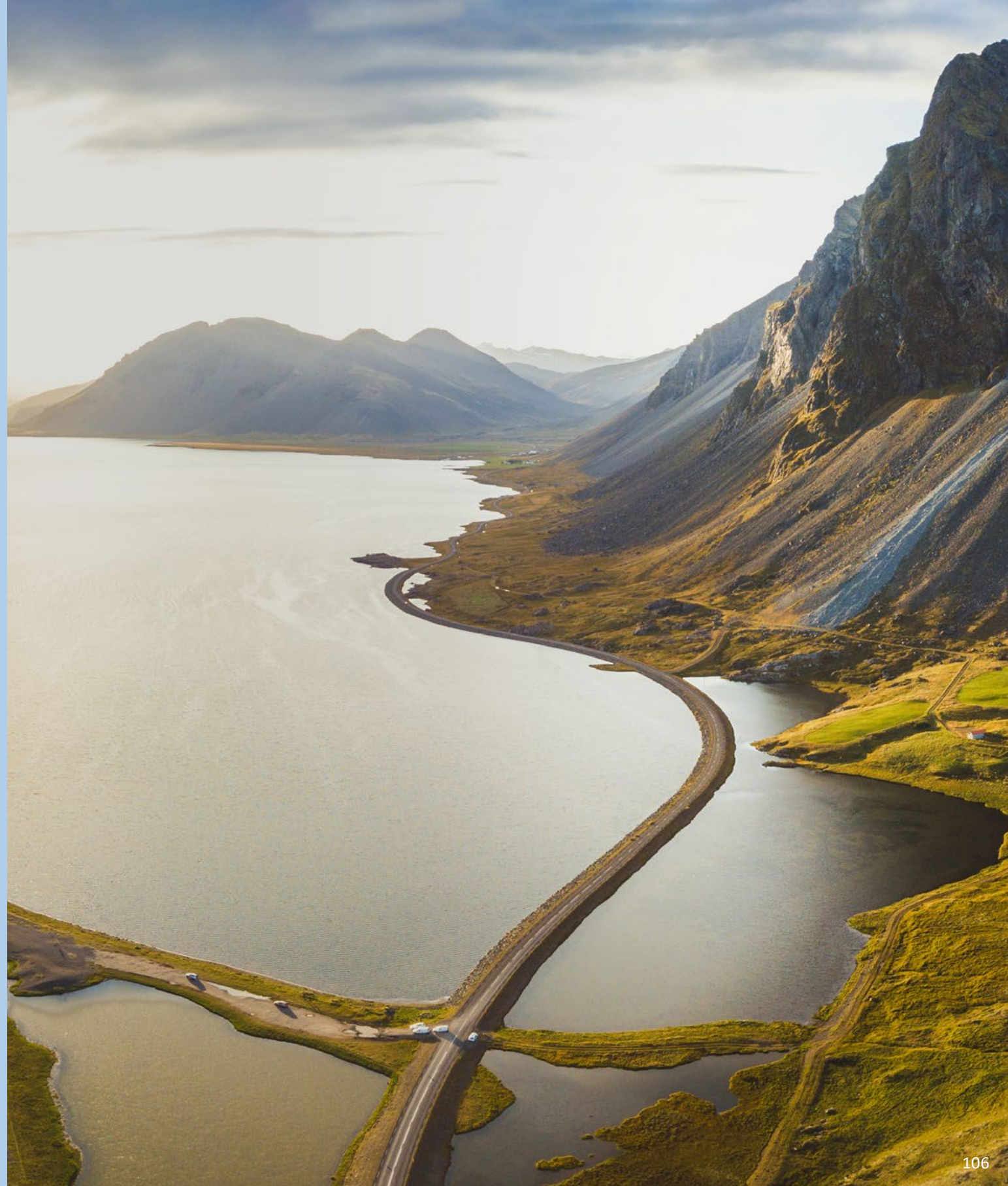
This document is the fourth edition of the Corporate Social Responsibility Report of the companies belonging to the Group comprising CRIF S.p.A. and its subsidiaries in relation to 2023.

With this document, CRIF would like to illustrate the responsible management of a Group which recognizes the importance of putting in place initiatives aimed at satisfying the needs and expectations of its stakeholders, bringing together financial and social responsibility, which creates value for people, communities and the environment.

Scope

CRIF is a global company that operates across four continents and the report follows a methodology that takes into account the complexity of the business, outlining the main Group policies, initiatives and economic, social and environmental impacts, at a global level.

This 2023 Corporate Social Responsibility Report has been prepared in accordance with the Global Reporting Initiative (GRI) standards. CRIF currently prepares the Corporate Social Responsibility Report voluntarily, and so the non-financial reporting is not integrated with the financial reporting.



CRIF Group's Corporate Social Responsibility Report is also subject to limited assurance engagement by KPMG.

Specifically, the reporting scope includes the following companies, divided by region, included in the consolidation period of CRIF GROUP as of December 31, 2023:

- CRIF SERVICES SPA
- CRIF Burgel GmbH
- Europro GmbH
- Elbe Credit Management GmbH
- CRIF SDN. BHD - Malaysia
- CRIF Receivables Management Limited Liability Company (Azerbaijan)
- MICROFINANCE TECHNOLOGIES CENTRE LLC
- CRIBIS CREDIT MANAGEMENT Srl
- PT CRIF Indonesia
- TELESERVICE SRL
- CRIBIS D&B SRL
- CRIF RATINGS SRL
- CRIF ADVISORY REAL ESTATE SRL
- CRIF HONG KONG
- CRIF MYANMAR LTD
- CRIF GULF DWC LLC
- CRESURA AG
- CRIF GmbH
- CRIF AG
- CRIF Slovak Credit Bureau S.R.O.
- CRIF DECISION SOLUTION L.T.D.
- CRIF Czech Credit Bureau A.S.
- CRIF SP.Zo.o. (Poland)
- CRIF LLC
- CRIBIS SA de C.V.
- CRIF HIGH MARK CREDIT INFORMATION SERVICES PRIVATE LIMITED (INDIA)
- VIETNAM Credit Information JSC
- CRIF Beijing Information Technology Services Co Ltd
- CRIF Information Bureau Jamaica Ltd
- CRIF ENFORMASYON DERECELENDIR Ve Danismanlik Hizmetleri A.S.
- CRIF SHANGHAI CO. LTD
- CRIF SOLUTIONS PVT LTD
- CRIF IRELAND LIMITED
- CRIF JORDAN PSC
- CRIF REAL ESTATE CORPORATION
- CRIF CORP PHILIPPINES
- CRIF DECISION SOLUTION DWC LLC
- KBIG S.A.
- CREDIT INFORMATION BUREAU OF TAJIKISTAN Llc
- CRIF SOLUTIONS REAL ESTATE LLC
- CRIF Pte Ltd
- CHINA CREDIT INFORMATION SERVICES TAIWAN
- CHINA CREDIT INFORMATION SERVICES BEIJING
- CHINA CREDIT INFORMATION SERVICES SHANGHAI
- CRIF Repi s.r.o.
- PT. VISI GLOBALINDO DATA UTAMA
- WHITEBLUEOCEAN LTD
- CRIF CREDIT SOLUTIONS GMBH
- VISIONet Limited
- CRIF D&B VIETNAM LLC (Vietnam)
- CRIF D-B Philippines Inc
- CRIF SELECT CORP
- CRIF EGYPT Information Technology
- CRIF REALTIME LIMITED (UK)
- CRIF MADAGASCAR S.A.
- Easylink Ämter-service Schatzmann AG
- CRIF Realtime Ireland
- BIZINSIGHTS PTE. LTD
- CRIF Information Services Bahamas Ltd
- INNOVANCED HK Tech Ltd.
- CRIF CONNECT PRIVATE LIMITED
- CRIF OMESTI SDN. BHD
- Strands Inc - Delaware US
- Strands Labs Inc - Oregon US
- Strands Labs SAU - Spain
- Strands Labs SRL - Argentina
- Strands Labs SRL - Argentina
- Strands Labs SRL - Argentina
- Strands Labs SDS BHD - Malaysia
- CREDIT BUREAU "CRIF CREDIT INFORMATION SERVICES" LLC Uzbekistan
- CRIF Information Technology Solutions LLC (Jordan)
- HIRE PURCHASE INFORMATION DAC
- ICAP CRIF SA
- IBHS SA
- Comply DATA SA
- ICAP Romania Srl
- ICAP Bulgaria EAD
- ICAP Cyprus Ltd
- Lysis SA
- CRIF Digital Services Private Limited - INDIA
- INNOLVA S.p.A.
- Comas S.r.l.
- CRIF JAPAN Kabushiki Kaisha
- ERIF Biuro Informacji Gospodarczej sa
- ERIF Business Solutions sp zoo
- AKITA CONSULT Srl



The table that follows details the indicators used (GRI Index), in line with the results of the materiality analysis. The section “Appendix – Data and Indicators” details the tables and quantitative information required by the GRI standards.

To create this Corporate Social Responsibility Report, first of all a process of analysis and comparison of the most widely used indicators in the sector was implemented. This was followed by a process involving the different managers of the corporate functions operating in CRIF for the collection, analysis, verification and development of the presented data on the basis of the different indicators used. This Corporate Social Responsibility Report was reviewed and approved by the relevant Business Units that contributed to the report. The Report was reviewed and approved by the Chief Executive Officer and the Board of Directors on 28/05/2024.

For more information about the Corporate Social Responsibility Report 2023, you can contact us by e-mailing:
HR_Social_Responsibility@crif.com.

This document is available online at [crif.com](https://www.crif.com).

An aerial photograph of a lush green valley. A wide river flows through the center-right of the image, surrounded by dense tropical forest. In the background, rolling green mountains are visible under a cloudy sky. In the middle ground, there are patches of agricultural land, including a large field of corn. A small white building and a tall tower are visible on a hillside in the distance.

Data and indicators

CRIF Group

GRI 2-1 “ORGANIZATIONAL DETAILS”

CRIF SpA, Via della Beverara 21, 40131 Bologna, Italy

ECONOMIC RESPONSIBILITY

Item	UOM	2023		2022		2021	
Economic value generated	k€	812.862		741.287		615.550	
Economic value distributed		706.939	87%	634.297	85,6%	514.000	83,5%
Value distributed to suppliers		323.851	39,8%	267.275	36,1%	234.783	38,1%
Value distributed to employees		314.588	38,7%	306.768	41,4%	242.071	39,3%
Value distributed to capital providers		26.311	3,2%	11.020	1,5%	6.297	1,0%
Value distributed to government institutions		24.889	3,1%	22.127	3,0%	15.169	2,5%
Value distributed to shareholders		15.182	1,9%	25.102	3,4%	14.308	2,3%
Value distributed to the community		2.118	0,3%	2.006	0,3%	1.371	0,2%
Economic value retained		105.923	13,0%	106.990	14,4%	101.550	16,5%

Investment and development activities, both organic through the creation of software and know-how, and inorganic through acquisitions, are a significant part of the type of business the Group does and its strategy. The substantial investment and development activities have a significant impact on the value distributed to suppliers and employees by the company.

In order to assess the impact of investment activities on economic performance data, the economic value distributed and the economic value retained are shown below, incorporated based on depreciation related to the above investments.

	2023		2022	
Economic value generated	812.862		741.287	
Economic value distributed	819.068	100,8%	730.339	98,5%
Economic value retained	(6.206)	-0,8%	10.948	1,5%

Considering the significant impact of the Group's investments, the economic value distributed was 819.0 million in 2023, corresponding to 100.8% of the economic value generated (730.3 million in 2022, equal to 98.5% of the economic value generated), while the economic value retained in 2023 was 6.2 million, corresponding to -0.8% of the economic value generated (10.9 million in 2022, equal to 1.5% of the economic value generated).

RESPONSIBILITIES TO PEOPLE

GRI 2-7 "EMPLOYEES"³

Table 1. No. and % of employees by gender

Employees (by gender)	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Number of Employees		2432	2333	4765	2332	2189	4521	2159	1980	4139
% Employees		51%	49%	100%	52%	48%	100%	52%	48%	100%

Table 2. No. and % of employees by age group

Employees (by age)	UOM	2023				2022				2021			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Number of Employees		952	3028	785	4765	966	2895	660	4521	906	2711	522	4139
% Employees		20%	64%	16%	100%	21%	64%	15%	100%	22%	65%	13%	100%

Table 3. No. and % of employees by region

Employees (by region)	UOM	2023					2022					2021				
		Europe	Asia	America	Africa	Total	Europe	Asia	America	Africa	Total	Europe	Asia	America	Africa	Total
Number of employees		3399	1229	101	36	4765	3084	1287	112	38	4521	2778	1208	120	33	4139
% Employees		71%	26%	2%	1%	100%	69%	28%	2%	1%	100%	67%	29%	3%	1%	100%

³ The HC methodology was used to compile the company population data

Table 4. No. of employees by contract and gender

Employees by full/part-time	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent contract	no.	2328	2173	4501	2197	2017	4214	2051	1805	3856
Fixed-term contract		104	160	264	135	172	307	108	175	283
Total		2432	2333	4765	2332	2189	4521	2159	1980	4139

Table 5. No. of employees by contract and region

Employees by full/part-time	UOM	2023					2022					2021				
		Europe	Asia	America	Africa	Total	Europe	Asia	America	Africa	Total	Europe	Asia	America	Africa	Total
Permanent contract	no.	3195	1180	100	26	4501	2859	1218	111	26	4214	2553	1151	120	32	3856
Fixed-term contract		204	49	1	10	264	225	69	1	12	307	225	57	0	1	283
Total		3399	1229	101	36	4765	3084	1287	112	38	4521	2778	1208	120	33	4139

Table 6. No. of employees by full/part-time and gender

Employees by full/part-time	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	no.	2376	2172	4548	2301	2058	4359	2144	1860	4004
Part-time		56	161	217	31	131	162	15	120	135
Total		2432	2333	4765	2332	2189	4521	2159	1980	4139

Table 7. No. of employees by full/part-time and region

Employees by full/part-time	UOM	2023					2022				
		Europe	Asia	America	Africa	Total	Europe	Asia	America	Africa	Total
Full-time	no.	3188	1224	100	36	4548	2925	1285	111	38	4359
Part-time		211	5	1	0	217	159	2	1	0	162
Total		3399	1229	101	36	4765	3084	1287	112	38	4521

GRI 2-8 WORKERS WHO ARE NOT EMPLOYEES

Table 8. No. of workers who are not employees by gender

Workers who are not employees	UOM	2023				2022			
		Men	Women	% of total workforce	Total	Men	Women	% of total workforce	Total
Consultant	no.	501	187	11%	688	549	179	12%	728
Project-based contract		65	173	4%	238	65	197	4%	262
Intern		83	97	3%	180	75	131	3%	206
Temporary Agency Worker		87	263	5%	350	93	289	6%	382
Agent		145	37	3%	182	113	25	2%	138

With regard to workers who are not employees, the most common types of contracts are: IT consultancy/Global Technologies, business development/management consulting, legal, real estate consultancy/property valuations and surveys.

401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

Table 9. No. and % of employees hired in 2023 by gender

Employees hired (by gender)	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees hired	no.	532	573	1105	620	620	1240	531	476	1007
Employees hired %	%	48%	52%	100%	50%	50%	100%	53%	47%	100%

Table 10. No. and % of employees hired in 2023 by age

Employees hired (by age)	UOM	2023				2022				2021			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Employees hired	no.	498	547	60	1105	479	638	123	1240	464	502	41	1007
Employees hired %	%	45%	50%	5%	100%	39%	51%	10%	100%	46%	50%	4%	100%

Table 11. No. and % of employees hired in 2023 by region

Employees hired (by region)	UOM	2023			2022		
		Men	Women	Total	Men	Women	Total
Europe	no.	298	323	621	211	296	507
Asia		217	217	434	182	218	400
America		13	23	36	16	20	36
Africa		4	10	14	9	11	20
Total		532	573	1105	584	656	1240

Table 12. Hire rate 2023

Hire rate	UOM	2023	2022	2021
Global	%	23%	27%	24%
Italy		19%	16%	17%

Table 13. No. and % of employees leaving the company in 2023 by gender

Employees leaving the company (by gender)	UOM	2023			2022		
		Men	Women	Total	Men	Women	Total
Employees leaving the company	no.	362	392	754	588	538	1126
Employees leaving the company	%	48%	52%	100%	52%	48%	100%

Table 14. No. and % of employees leaving the company in 2022 by age in Italy

Employees leaving the company (by age)	UOM	2023				2022			
		<30	30-50	>50	Total	<30	30-50	>50	Total
No. of employees leaving the company	no.	272	428	54	754	408	650	68	1126
% of Employees leaving the company	%	36%	57%	7%	100%	36%	58%	6%	100%

Table 15. Turnover rate

Turnover Rate	UOM	2023	2022
Global Turnover	%	16,7%	27,2%
Turnover Italy		10,2%	12,8%

GRI 403-9 – WORK-RELATED INJURIES

Table 16. No. of injuries recorded in 2023

Work-related injuries	UOM	2023	2022	2021
Total work-related injuries	no.	12	9	7
of which fatal (no.)		0	0	0
of which with serious consequences (no.)		0	0	0
No. of hours worked		5.134.452	4.462.128	3.307.392,00
Rate of total recordable work-related injuries	%	2,34%	2,02%	2,72%
Rate of fatalities as a result of work-related injuries		0%	0%	0%
Rate of high-consequence work-related injuries		0%	0%	0%

The number and rates of work-related injuries recorded in the 2023 reporting period were calculated only for employees of the Italian companies.

Out of 12 recorded injuries, 11 were commuting injuries. The calculation was made according to the following formula “number of recordable work-related injuries / number of hours worked x 1,000,000 hours worked”.

Compared to 2022, a more precise estimate was made as regards the calculation of hours worked, which took into consideration the no. part-time in the Italian perimeter equal to 98 employees (75% part-time, equal to 6 hours per day) and the no. of full-time, equal to 1977 (8 hours per day).

GRI 404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE

Table 17. No. of training hours provided in Italy by gender and professional category

Hours of training provided by professional category and gender	UOM	2023			2022			2021 ⁴		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	h.	4961	1693	6654	1833	596	2429	997,8	328,3	1326,1
Middle Management		6679	3701	10380	8969	2185,5	11154,5	3642,55	1610,94	5253,49
Employees		18463	16196	34659	28123	12824	40947	7632,27	4786,97	12419,24
Total		30103	21590	51693	38925	15605,5	54530,5	12272,62	6726,21	18998,83

⁴ The number of training hours for 2021 was recalculated following the introduction of a more up-to-date calculation system.

Table 18. No. of employees trained in Italy by gender and professional category

Employees trained (number) by professional category and gender	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	93	23	116	65	19	84	82	23	105
Middle Management		204	117	321	150	68	218	166	85	251
Employees		793	954	1747	427	350	777	491	500	991
Total		1090	1094	2184	642	437	1079	739	608	1347

Table 19. No. of training hours per capita in Italy by gender and professional category

Hours of training per capita	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	53	74	57	28,2	31,4	28,9	12,2	14,3	12,6
Middle Management		33	32	32	59,8	32,1	51,2	21,9	19,0	20,9
Employees		23	17	20	65,9	36,6	52,7	15,5	9,6	12,5
Total		28	20	24	60,6	35,7	50,5	16,6	11,1	14,1

Table 20. No. of average annual training hours in Italy by gender and professional category

Average annual training hours	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	53	77	58	22,1	25,9	22,9	12,3	14,3	12,8
Middle Management		33	32	33	51,5	22,3	41,0	22,3	18,7	21,1
Employees		25	18	21	43,1	17,1	29,2	12,9	6,7	9,5
Total		29	21	25	42,8	17,9	30,6	14,7	8,2	11,5

Table 21. No. of training hours provided globally by gender and professional category

Hours of training provided by professional category and gender	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	h.	11405	2272	13677	904,50	299,50	1204	761,10	329,30	1090,40
Middle Management		9301	5914	15215	17134,00	4021,65	21155,65	8851,11	3280,57	12131,68
Employees		28903	27929	56832	44110,00	16202,81	60312,81	15835,25	9318,41	25153,66
Total		49609	36115	85724	62148,50	20523,96	82672,46	25447,46	12928,28	38375,74

Table 22. No. of employees trained globally by gender and professional category

Employees trained by professional category and gender	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	261	63	324	32	11	43,00	52	16	68
Middle Management		468	255	723	366	136	502	464	181	645
Employees		1851	2115	3966	888	561	1449	1136	968	2104
Total		2580	2433	5013	1286	708	1994	1652	1165	2817

Table 23. No. of training hours per capita globally by gender and professional category

Hours of training per capita	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	44	36	42	28,3	27,2	28,0	14,6	20,6	16,0
Middle Management		20	23	21	46,8	29,6	42,1	19,1	18,1	18,8
Employees		16	13	14	49,7	28,9	41,6	13,9	9,6	12,0
Total		19	15	17	48,3	29,0	41,5	15,4	11,1	13,6

Table 24. No. of average annual training hours globally by gender and professional category

Average annual training hours	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	54	40	51	4,5	5,5	4,8	4,9	9,1	5,7
Middle Management		19	24	21	40,1	17,2	32,0	23,1	17,8	21,4
Employees		17	14	15	25,9	8,5	16,7	9,8	5,3	7,4
Total		20	15	18	26,7	9,4	18,3	11,8	6,5	9,3

GRI 404-3 PERCENTAGE OF TOTAL EMPLOYEES WHO RECEIVED A REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW

Table 25. No. and % employees who received a performance review by gender

Employees who received a performance review	UOM	2023			2022			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
No. of employees assessed	no.	2085	1851	3936	1953	1847	3800	1727	1525	3252
% Employees assessed	%	53%	47%	100%	52%	48%	100%	53%	47%	100%

Table 26. No. and % employees who received a performance review by professional category

Employees who received a performance review	UOM	2023		2022		2021	
		No.	%	No.	%	No.	%
Top Management	N	227	6%	240	6%	177	5%
Middle Management		629	16%	593	16%	479	15%
Employees		3080	78%	2967	78%	2596	80%
Total		3936	100%	3800	100%	3252	100%

GRI 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

Table 27. No. and % of employees in Italy by gender and professional category

Employees by job title according to gender	UOM	2023					2022					2021				
		Men	% Men	Women	% Women	Total	Men	% Men	Women	% Women	Total	Men	% Men	Women	% Women	Total
Top Management	N	93	81%	22	19%	115	83	78%	23	22%	106	81	78%	23	22%	104
Middle Management		202	63%	117	37%	319	174	64%	98	36%	272	163	65%	86	35%	249
Employees		733	45%	908	55%	1641	652	46%	752	54%	1404	590	45%	711	55%	1301
Total		1028	50%	1047	50%	2075	909	51%	873	49%	1782	834	50%	820	50%	1654

Table 28. No. and % of employees in Italy by age and professional category

Employees by job title according to age group	UOM	2023							2022							2021						
		<30	% <30	30-50	% 30-50	>50	% >50	Total	<30	% <30	30-50	% 30-50	>50	% >50	Total	<30	% <30	30-50	% 30-50	>50	% >50	Total
Top Management	N			47	41%	68	59%	115			46	43%	60	57%	106			51	49%	53	51%	104
Middle Management		3	1%	208	65%	108	34%	319			189	69%	83	31%	272			185	74%	64	26%	249
Employees		306	19%	1105	67%	230	14%	1641	265	19%	972	69%	167	12%	1404	216	17%	943	72%	142	11%	1301
Total		309	15%	1360	66%	406	20%	2075	265	15%	1207	68%	310	17%	1782	216	13%	1179	71%	259	16%	1654

Table 29. No. and % of employees globally by gender and professional category

Employees by job title according to gender	UOM	2023					2022					2021				
		Men	% Men	Women	% Women	Total	Men	% Men	Women	% Women	Total	Men	% Men	Women	% Women	Total
Top Management	N	249	81%	57	19%	306	199	79%	54	21%	253	155	81%	36	19%	191
Middle Management		450	64%	249	36%	699	427	65%	234	35%	661	383	68%	184	32%	567
Employees		1733	46%	2027	54%	3760	1706	47%	1901	53%	3607	1621	48%	1760	52%	3381
Total		2432	51%	2333	49%	4765	2332	52%	2189	48%	4521	2159	52%	1980	48%	4139

Table 30. No. and % of employees globally by age and professional category

Employees by job title according to age group	UOM	2023							2022							2021						
		<30	% <30	30-50	% 30-50	>50	% >50	Total	<30	% <30	30-50	% 30-50	>50	% >50	Total	<30	% <30	30-50	% 30-50	>50	% >50	Total
Top Management	N	2	0%	170	56%	134	44%	306	0	0%	144	57%	109	43%	253	3	2%	119	62%	69	36%	191
Middle Management		20	3%	536	77%	143	20%	699	20	3%	518	78%	123	19%	661	5	1%	469	83%	93	16%	567
Employees		930	25%	2322	62%	508	14%	3760	946	26%	2233	62%	428	12%	3607	898	27%	2123	63%	360	11%	3381
Total		952	20%	3028	64%	785	16%	4765	966	21%	2895	64%	660	15%	4521	906	22%	2711	65%	522	13%	4139

GRI 405-2 RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

Table 31. Ratio of average basic remuneration of women/men in Italy

Professional category	UOM	2023			2022		
		Women	Men	Women/Men	Women	Men	Women/Men
Top Management	€.	129.724	128.822	101%	133.727	126.807	105%
Middle Management		63.052	67.676	93%	61.893	67.282	92%
1		44.334	48.799	91%	43.891	47.843	92%
2		36.104	39.034	92%	35.394	38.210	93%
3		29.860	30.586	98%	29.886	29.919	100%
3S		29.927	32.177	93%	29.927	32.397	92%
4		25.798	26.540	97%	25.363	25.736	99%
4S		24.818	20.967	118%	24.818	23.832	104%
5		22.686	23.185	98%	22.257	23.484	95%
6		20.675	20.900	99%	20.256	20.473	99%
7		18.686	18.683	100%	17.967	17.967	100%

Table 32. Ratio of average basic remuneration of women/men globally

Professional category	UOM	2023			2022		
		Women	Men	Women/Men	Women	Men	Women/Men
Top Management	€.	78.566	101.185	78%	84.131	103.404	81%
Middle Management		46.178	61.606	75%	42.290	56.031	75%
Employees		23.890	34.876	68%	21.541	33.470	64%

Table 33. Ratio of total remuneration (average basic salary + MBO target) for women/men in Italy

Professional category	UOM	2023			2022		
		Women	Men	Women/Men	Women	Men	Women/Men
Top Management	€.	173.239	171.975	101%	182.501	170.146	107%
Middle Management		75.727	81.768	93%	74.685	80.672	93%
1		49.775	54.912	91%	49.222	53.745	92%
2		39.171	42.513	92%	38.456	41.632	92%
3		31.517	32.572	97%	31.825	31.689	100%
3S		33.518	36.038	93%	33.518	35.632	94%
4		26.787	27.698	97%	26.573	26.891	99%
4S		26.803	22.015	122%	26.803	25.283	106%
5		23.264	23.893	97%	22.900	24.529	93%
6		21.215	21.438	99%	20.654	20.899	99%
7		18.705	18.712	100%	17.967	17.967	100%

Table 34. Ratio of total remuneration (average basic salary + MBO target) for women/men globally

Professional category	2023			2022		
	Women	Men	Women/Men	Women	Men	Women/Men
Top Management	93.984	129.385	73%	108.199	132.701	82%
Middle Management	50.574	69.817	72%	45.879	63.141	73%
Employees	25.119	37.668	67%	22.610	35.928	63%

ENVIRONMENTAL RESPONSIBILITY⁴

302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION

Table 35. Energy consumption within the organization related to the Group's Italian companies

Direct energy consumption (offices)	UOM	2023	2022	2021
a. Consumption from non-renewable sources	GJ	20.863	17.236	9.888
Natural gas (methane)		1.873	3.174	3.386
Petrol		6.677	2.825	1.035
Diesel		12.255	11.237	5.467
LPG		57	-	-
Other (please specify)		-	-	-
b. Consumption from renewable sources		825	781	812
Self-produced electricity from solar kW		825	781	812
of which consumed		825	781	812
of which returned to the grid		-	-	-
Indirect energy consumption (offices)	UOM	2023	2022	2021
Electricity purchased	GJ	23.025,8	19.098,2	18.818,2
Electricity purchased from NON-renewable sources		23.026	19.098	18.818
Electricity purchased from certified renewable sources		-	-	-
Total production energy consumed		44.714	37.115	29.519

⁵ Scope 1, 2 and 3 GHG emission data for 2021 was recalculated following the introduction of a more up-to-date calculation system, in line with ISO 14064.

302-2 ENERGY CONSUMPTION OUTSIDE OF THE ORGANIZATION

Table 36. Energy consumption outside the organization related to the Group's Italian companies

Business trips with rental car	UOM	2023	2022	2021
Employee rental car (small)	km	86	3.650	4.666
Diesel		86	3.650	4.666
Petrol				
Other (specify, e.g., Hybrid, CNG, LPG)				
Employee rental car (medium)		252	624	1.570
Diesel		252	624	1.570
Petrol				
Other (specify, e.g., Hybrid, CNG, LPG)				
Employee rental car (large)		-	-	-
Employee rental car (size unknown)		794	2.280	-
Diesel		794	2.280	
Petrol				
Other (specify, e.g., Hybrid, CNG, LPG)				
Total business travel by car		1.131,00	6.554,00	6.236,00
Business air travel	UOM	2023	2022	2021
Business air travel (domestic: $x < 463$ km)	km	78.015	8.026	8.288
Economy class		14.142,88	8.026	7.657
Business class		63.871,84	-	631
Business air travel (short range: $463 \leq x < 1108$ km)		1.276.507	204.077	90.036
Economy class		239.280	202.450	90.036
Business class		1.037.227	1.627	-
Business air travel (long range: $x \geq 1108$ km)		5.779.083	3.699.533	1.025.983
Economy class		3.601.391	3.244.280	945.225
Business class		2.177.692	455.253	80.758
Total business air travel		7.133.604	3.911.636	1.124.307

Business travel by train	UOM	2023	2022	2021
Regional trains (not high speed)	km	134.530	1.149	1.692
High-speed trains		1.160.492	36.365	16.959
Total business travel by train		1.295.021,52	37.515	18.651

302-3 – ENERGY INTENSITY

Table 37. Energy intensity related to the Group's Italian companies

Emission intensity	UOM	2023	2022	2021
FTE unit	n	2075	1493	2.093
Energy intensity	GJ/n	21,55	24,86	13,99

305-1 – DIRECT (SCOPE 1) GHG EMISSIONS

Table 38. Scope 1 emissions related to the Group's Italian companies⁶

Direct emissions (offices)	UOM	2023	2022	2021
Consumption from non-renewable sources	tCO ₂ e	1.303,47	1.085,18	596,28
Natural gas (methane)		96,0	160,91	172,32
Petrol		401,6	175,12	65,15
Diesel		802,4	749,15	358,81
LPG		3,4	-	-
Other (please specify)				
Consumption from renewable sources		-	-	-
Self-produced electricity from solar 30 kW		-	-	-
of which consumed		-	-	-
of which returned to the grid		-	-	-
Self-produced electricity from wind 10 kW		-	-	-
of which consumed		-	-	-
of which returned to the grid		-	-	-
Other (specify e.g., geothermal, biomass)				
Production energy consumed		1.329,36	1.085,18	596,28

⁶ The updated Defra 2023 emission factor was used to calculate Scope1 emissions

305-2 – OTHER INDIRECT (SCOPE 2) GHG EMISSIONS

Table 39. Gross location-based energy indirect (Scope 2) GHG emissions in tons of CO2 equivalent related to the Italian companies⁷

Indirect emissions (location-based) (offices)	UOM	2023	2022	2021
Electricity	tCO2e	1.666,13	1.370,26	1.350,17

Table 40. Gross market-based energy indirect (Scope 2) GHG emissions in tons of CO2 equivalent related to the Italian companies

Indirect emissions (market-based) (offices)	UOM	2023	2022	2021
Electricity	tCO2e	2.922,93	2.422,06	2.386,56

305-3 – OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

Table 41. Scope 3 emissions related to the Group's Italian companies

Business trips with rental car	UOM	2023	2022	2021
Employee rental car (small)	tCO2e	0,1	0,50	0,64
Diesel		0,1	0,50	0,64
Petrol		-	-	-
Other (specify, e.g., Hybrid, CNG, LPG)				
Employee rental car (medium)		0,4	0,10	0,26
Diesel		0,4	0,10	0,26
Petrol		-	-	-
Other (specify, e.g., Hybrid, CNG, LPG)				
Employee rental car (large)		-	-	-
Diesel		-	-	-
Petrol		-	-	-
Other (specify, e.g., Hybrid, CNG, LPG)				
Employee rental car (size unknown)		-	-	-
Diesel		-	-	-
Petrol		-	-	-
Other (specify, e.g., Hybrid, CNG, LPG)				
Total business travel by car		0,5	0,61	0,90

⁷ For the calculation of Scope2 emissions in 2023, the ISPRA emission factor “Italian Greenhouse Gas Inventory 1990-2021 (National Inventory Report 2023)” was used, different from the emission factor used in 2022 “European Residual Mixes 2022, AIB”

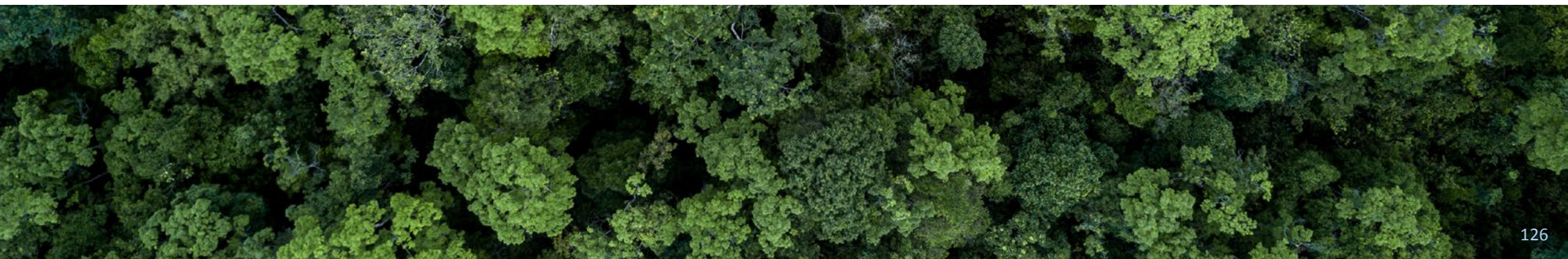
Business air travel	UOM	2023	2022	2021
Business air travel (domestic: $x < 463$ km)	tCO2e	19,18	1,97	2,04
Economy class		3,48	1,97	1,88
Business class		15,70	-	0,16
Business air travel (short range: $463 \leq x < 1108$ km)		271,09	30,94	13,60
Economy class		36,14	30,57	13,60
Business class		234,95	0,37	-
Business air travel (long range: $x \geq 1108$ km)		1.466,38	674,95	174,40
Economy class		532,54	479,73	139,77
Business class		933,84	195,22	34,63
Total business air travel		1.756,65	707,87	190,04

Business travel by train	UOM	2023	2022	2021
Regional trains (not high speed)	tCO2e	4,77	0,04	0,06
High-speed trains		5,18	0,16	0,08
Total business travel by train		9,95	0,20	0,14

305-4 – GHG EMISSIONS INTENSITY

Table 42. Emission intensity related to the Group's Italian companies

Emission intensity	UOM	2023	2022	2021
Units produced	n	2075	1493	2093
Emission intensity	tCO2e/n	2,49	2,45	1,43



303-3 – WATER WITHDRAWAL

Table 43. Water withdrawal related to the Group's Italian companies

Water withdrawal by source	UOM	2023		2022		2021	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
- Surface water	Megaliters	-	-	-	-	-	-
- Groundwater		-	-	-	-	-	-
- Sea water		-	-	-	-	-	-
- Produced water		-	-	-	-	-	-
- Third-party water		19.845	-	16.030	-	15.719	-
of which fresh water ($\leq 1,000$ mg/l total dissolved solids)		19.845		16.030		15.719	
of which other water types ($> 1,000$ mg/l total dissolved solids)		-		-		-	
Total water withdrawal		19.845	-	16.030	-	15.719	-
of which fresh water ($\leq 1,000$ mg/l total dissolved solids)		19.845	-	16.030	-	15.719	-
of which other water types ($> 1,000$ mg/l total dissolved solids)		-	-	-	-	-	-

303-4 – WATER DISCHARGE

Table 44. Water discharge related to the Group's Italian companies

Water discharge by destination	UOM	2023		2022		2021	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Italian companies							
- Surface water	Megaliters	-	-	-	-	-	-
- Groundwater (irrigation wells)		-	-	-	-	-	-
- Sea water		-	-	-	-	-	-
- Produced water		-	-	-	-	-	-
- Third-party water		14.716	-	10.175	-	9.597	-
of which fresh water ($\leq 1,000$ mg/l total dissolved solids)		14.716		10.175		9.597	
of which other water types ($> 1,000$ mg/l total dissolved solids)		-		-		-	
Total water discharge		14.716	-	10.175	-	9.597	-
of which fresh water ($\leq 1,000$ mg/l total dissolved solids)		14.716	-	10.175	-	9.597	-
of which other water types ($> 1,000$ mg/l total dissolved solids)		-	-	-	-	-	-



303-5 – WATER CONSUMPTION

Table 45. Total water consumption related to the Group's Italian companies

Total water consumption Italian companies	UOM	2023		2022		2021	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Total water withdrawal	m ³	19.845	-	16.030	-	15.719	15.719
of which fresh water (≤1,000 mg/l total dissolved solids)		19.845	-	16.030	-	15.719	15.719
of which other water types (>1,000 mg/l total dissolved solids)							
Total water discharge		14.716	-	10.175	-	9.597	9.597
of which fresh water (≤1,000 mg/l total dissolved solids)		14.716	-	10.175	-	9.597	9.597
of which other water types (>1,000 mg/l total dissolved solids)							
Total water consumption		5.129	-	5.855	-	6.122	6.122
of which fresh water (≤1,000 mg/l total dissolved solids)		5.129	-	5.855	-	6.122	6.122
of which other water types (>1,000 mg/l total dissolved solids)		-	-	-	-	-	-

Table 46. Total water consumption per worker related to the Group's Italian companies

Total water consumption Italian companies	UOM	2023		2022		2021	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Total water consumed	Megaliters	5.129	-	5.855	-	6.122	-
Average total number of workers	no.	2.075	-	126.199	-	93.996	-
Water consumption per worker	Megaliters /no.	2,472	-	0,46	-	0,065	-

204-1 – PROPORTION OF SPENDING ON LOCAL SUPPLIERS

Table 47. Proportion of spending on local suppliers divided by region

Region	2023	2022
Italy	93,55%	94,62%
Europe	98,76%	98,70%
Asia	96,82%	97,32%
America	96,82%	94,99%
Africa	NA	NA

In the above reporting, the CRIF Group companies managed in SAP (corporate ERP) were considered, and for these, the purchases managed by Procurement (via SAP purchasing module).

308-1 AND 414-1 – NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL AND SOCIAL CRITERIA

Table 48. N° and % of suppliers that were screened using environmental and social criteria

Region	u.m	2023
No. of new suppliers that were screened using environmental and social criteria	n.	46
Total no. of new suppliers of the Italian companies		129
% of new suppliers screened out of total	%	36%



GRI Content Index

Statement of Use	CRIF Group submitted a report in accordance with GRI standards for the period from January 1 to December 31, 2023
GRI 1 used	GRI 1 - Foundation 2021
Relevant GRI industry standards	N/A

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
GRI 2 - General Disclosures 2021	2-1	Organizational details	110			
	2-2	Entities included in the organization's sustainability reporting	107			
	2-3	Reporting period, frequency and contact point	106			
	2-4	Restatements of information	115-122			
	2-5	External assurance	107			
	2-6	Activities, value chain and other business relationships	6-7-8-9-50-51-52-53			
	2-7	Employees	111			
	2-8	Workers who are not employees	113			
	2-9	Governance structure and composition	10-11-15-16-17			
	2-10	Nomination and selection of the highest governance body	10-11			
	2-11	Chair of the highest governance body	10-11			
	2-12	Role of the highest governance body in overseeing the management of impacts	16			
	2-13	Delegation of responsibility for managing impacts	16			
	2-14	Role of highest governance body in sustainability reporting	16			

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
GRI 2 - General Disclosures 2021	2-15	Conflicts of interest	36			
	2-16	Communication of critical concerns	There were no critical issues to report to the Board of Directors during the reporting period			
	2-17	Collective knowledge of the highest governance body	16			
	2-18	Evaluation of the performance of the highest governance body	There is no regulatory procedure for the assessment of the highest governance body			
	2-19	Remuneration policies	71			
	2-20	Process to determine remuneration	71			
	2-21	Annual total compensation ratio				Data subject to confidentiality
	2-22	Statement on sustainable development strategy	3			
	2-23	Policy commitments	37-72-101			
	2-24	Embedding policy commitments	28-29-30-31-32			
	2-25	Processes to remediate negative impacts	28-29-30-31-32			
	2-26	Mechanisms for seeking advice and raising concerns	36-63			
	2-27	Compliance with laws and regulations	No cases of non-compliance with laws and regulations arose			
	2-28	Membership associations	12-13-33			
	2-29	Approach to stakeholder engagement	18-19			
2-30	Collective bargaining agreements	In Italy, 100% of employees are covered by collective bargaining agreements to ensure full employment.				
MATERIAL TOPICS						
GRI 3 - Material topics - Version 2021	3-1	Process to determine material topics	20-21-22			
	3-2	List of material topics	21			

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
BUSINESS ETHICS AND ANTI-CORRUPTION						
GRI 3 - Material topics - Version 2021	3-3	Management of material topics	35-36-37-38-39			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	110			
GRI 205: Anti Bribery 2016	205-3	Confirmed incidents of corruption and actions taken	In 2023, no corruption issues were identified			
ENERGY CONSUMPTION						
GRI 3 - Material topics - Version 2021	3-3	Management of material topics	101-102-103-104			
	302-1	Energy consumption within the organization	122			
	302-2	Energy consumed outside the organization – Business travel category	123			
	302-3	Energy intensity	124			
	303-3	Water withdrawal	127			
	303-4	Water discharge	127			
	303-5	Water consumption	128			
CARBON FOOTPRINT						
	3-3	Management of material topics	101-102-103-104			
	305-1	Direct (Scope 1) GHG emissions	124			
	305-2	Energy indirect (Scope 2) GHG emissions	125			
	305-3	Other indirect (Scope 3) GHG emissions – “Business Travel” category	125			
	305-4	GHG emissions intensity	126			

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
SUPPLY CHAIN						
	3-3	Management of material topics	44-45-46			
	204-1	Proportion of spending on local suppliers	129			
	308-1	New suppliers that were screened using environmental criteria	129			
	414-1	New suppliers that were screened using environmental criteria	129			
INVESTMENT IN TALENT, TRAINING AND DEVELOPMENT PROJECTS						
	3-3	Management of material topics	69-70-74-75-76-77-78-79-80			
	401-1	New employee hires and employee turnover	113			
	404-1	Average hours of training	115			
	404-3	Percentage of employees receiving regular performance and career development reviews	118			
WELLBEING AND HEALTH & SAFETY						
	3-3	Management of material topics	81-82-83			
	403-1	Occupational health and safety management system	83-84-85			
	403-2	Hazard identification, risk assessment, and incident investigation	83-84-85			
	403-3	Occupational health services	83-84-85			
	403-4	Worker participation, consultation, and communication on occupational health and safety	83-84-85			
	403-5	Worker training on occupational health and safety	83-84-85			
	403-6	Promotion of worker health	83-84-85			
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	83-84-85			
	403-8	Workers covered by an occupational health and safety management system	83-84-85			
	403-9	Work-related injuries	115			

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
DIVERSITY & INCLUSION						
	3-3	Management of material topics	72-73			
	405-1	Diversity of governance bodies and employees	119			
	405-2	Ratio of basic salary and remuneration of women to men	120			
SUPPORT TO LOCAL COMMUNITIES AND ASSOCIATIONS						
	3-3	Management of material topics	87-88-89-90-91-92-93-94-95-96-97-98-99			
INNOVATION AND DIGITALIZATION						
	3-3	Management of material topics	65-66-67-88-89			
RELIABILITY AND SERVICE QUALITY & CONSUMER SATISFACTION						
	3-3	Management of material topics	59-60-61-62-63-64			
	417-3	Cases of non-compliance concerning marketing communications	In 2023, no cases of non-compliance were identified			
CYBERSECURITY						
	3-3	Management of material topics	42-43			
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2023, no cases of non-compliance were identified			
BUSINESS CONTINUITY						
	3-3	Management of material topics	49			

