



# Crif S.p.A.

**Sustainability report as at 31 December 2024**

(with independent auditor's report)

KPMG S.p.A.

25 June 2025



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**(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 2024 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



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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) 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 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.



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### **Conclusion**

Based on the procedures performed, nothing has come to our attention that causes us to believe that the 2024 Sustainability report of the Crif Group has not been prepared, in all material respects, in accordance with the requirements of the GRI Standards.

Bologna, 25 June 2025

KPMG S.p.A.

(signed on the original)

Davide Stabellini  
Director of Audit

# Sustainability Report 2024



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# Letter to stakeholders



Dear Stakeholders,

As highlighted at the 29th Conference of the Parties (COP29) in 2024, **the role of finance is crucial in today's context**, characterized by five years of complex and rapidly evolving macroeconomic, global, and regulatory scenarios, **particularly in supporting the green transition.**

Access to credit and investments is essential for implementing sustainable infrastructure and solutions to mitigate climate change. The financial sector is increasingly being called upon to integrate climate-related risks into investment decisions, ensuring that financial flows are directed toward more resilient and sustainable activities. This **makes us even more aware of our company's responsibilities and our mission to "empower knowledge to generate economic and social value."**

Our mission is twofold. On the one hand, **we promote the financial inclusion** of consumers by facilitating access to credit. On the other hand, we are a strategic partner for **clients, businesses, financial players, and organizations**, actively guiding them through the sustainable transition journey. We can do this thanks to our extensive **information assets** and the use of **advanced models and innovative solutions**, which enable us to predict physical and environmental transition risks, in line with the latest European ESG policies.

This approach—aimed at building a solid foundation for the sustainable transition process,

despite the current uncertainty in the European regulatory landscape from an ESG perspective—is also crucial for our company.

The strengthening of our **corporate governance**—through the establishment of a **Sustainability Committee** and an **Equal Opportunities Committee**—has been instrumental in integrating effective management of **ESG** impacts and risk. This structure has enabled us to effectively monitor the company's **ESG** path, regularly reviewing the implementation of the strategic actions and policies necessary to achieve the objectives outlined in the CRIF **ESG Strategy—the 2023-2025 Sustainability Plan**. This Plan sets out short, medium and long-term targets for each **ESG pillar**, whose progress in 2024 is detailed in this Report.

In 2024, we achieved an important milestone of **PDR 125:2022 Gender Equality Certification**, which is a testament to the company's commitment to promoting the principles of **diversity, equity, and inclusion**. The application of these principles can be seen not only through the policies implemented by the company, but also through our **data-driven** approach, and through the adoption of structured procedures for measuring key indicators across all HR processes, with a specific focus on promotions and remuneration policies.

However, this goal is not our final destination, but rather a motivation to further develop our People Strategy, whose key driver is the promotion of

equal opportunities, ensuring that everyone has the same chances for career development within the company, and creating an inclusive and sustainable work environment. With this in mind, the Equal Opportunities Committee will be extended globally in 2025 to include international members, thus strengthening oversight and monitoring activities.

To manage the environmental impacts generated by our processes and monitor emissions from our operational activities, in 2024 we extended our ISO 14064 certification to some of our other European offices. This initiative supports our goal of achieving global emissions monitoring and developing a transition plan to reduce our environmental footprint.

Looking ahead, building on the progress made in 2024 in terms of inclusion and environmental sustainability, we reaffirm the central role of our mission in guiding our actions. Our achievements are driving us to step up our efforts to promote an inclusive green transition. We believe that by sharing knowledge and developing innovative solutions, we can continue to generate value for our stakeholders and actively contribute to building a more sustainable future for everyone.

**Carlo Gherardi**  
**CEO CRIF**

# Highlights

**€ 854,983 mln**

economic value generated

**39,7%** distributed to suppliers,  
**39%** to employees

**1,772 mln**

distributed to  
the community

**4.792**

employees  
worldwide

**48%**

women in the  
company population

**96%**

permanent  
employment contracts

**93.805**

hours of training  
provided

**6**

countries now have  
ISO 14064 Carbon  
Footprint certification

**2.098 Gj**

of self-generated  
photovoltaic energy

**95%**

of average spending by global CRIF  
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 6,600 professionals operating in more than 85 Group companies, today more than **10,500 banks and financial institutions, 450 insurance companies, 90,000 businesses and 1 million consumers** worldwide use CRIF services.



## 10.500+

Banks and financial institutions



## 450

Insurance companies



## 90.000

Businesses



## 1.000.000

Consumers

# Our values and mission: together to the next level

From the very beginning, CRIF has used its data and information assets to expand access to credit for companies and individuals. Every decision has always been driven by the desire to make a positive impact on society, and this commitment to Corporate Social Responsibility is also reflected in CRIF's purpose and corporate values.

**Innovation, the continuous search for excellence and new opportunities, the spirit of collaboration, dedication, and passion, are the pillars on which our values are based, underlining the company's focus on the principles of integrity and responsibility, the motivators that drive CRIF's entire population to work responsibly.**

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



## 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 working environment to maximize its full potential.

## 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.

## 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.

## 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.

## 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.

## 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.



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

# The business



## Information

- Credit bureau & data pool
- Business Information
- Marketing services
- ESG services & information
- Turnkey 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
- Credit, risk & digital 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 & fraud prevention services
- Customer Journey as a service
- 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.

# 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 members worldwide 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.



# Corporate Governance

The Group is a structured business whose financial soundness and stability are supported by a well-defined shareholder base. 90% of its capital is held by the founding members and management, ensuring a strong alignment with the corporate vision and leadership. The remaining 10% is held by leading credit institutions, including three international banks that have been investors in the Group since the 1990s: BNL-BNP Paribas, Deutsche Bank, and Banco Popolare, the latter being the largest Italian cooperative bank.

The Corporate Governance structure adopted by the Group follows the traditional/standard system, which involves a clear division of responsibilities between the following bodies:

## SHAREHOLDERS' MEETING

This is the primary decision-making body in the structure of a joint-stock company. During this meeting, the will of the company is expressed, with shareholders exercising their decision-making functions in line with legal requirements and the company bylaws. The Shareholders' Meeting has the power to make decisions on matters of strategic and financial importance, such as approval of the annual financial statements, the distribution of profits, and amendments to the bylaws.

Shareholders' Meeting resolutions are adopted by means of voting in accordance with the quorum established by law and the company bylaws. Furthermore, the 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. In addition, the Board of Directors serves as the legal representative of the company in dealings with third parties, playing a crucial role in shaping company policies and safeguarding its interests.

The Board of Directors is renewed every 3 years, according to the Italian Civil Code. Pursuant to Art. 18 of the Bylaws, the directors are appointed by the Shareholders' Meeting based on shareholder nominations, where the candidates must be listed using sequential numbers. The submitted nominations must be filed at the registered office at least 10 days before the scheduled date of the first call of the Shareholders' Meeting. Each shareholder may submit or participate in the submission of 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 nominations, 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 call of the Shareholders' Meeting.

The Board was renewed in May 2023 and consists of 9 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.



MEN 7 (78%)

WOMEN 2 (22%)



AGE <50 0 (0%)

AGE >50 9 (100%)

## BOARD OF STATUTORY AUDITORS

The Board of Statutory Auditors is the company's internal supervisory body, which is responsible for monitoring compliance with the law and company bylaws and for the proper administration of the company. Its main functions are to monitor business management, to verify the adequacy of internal control systems, and to ensure the transparency and correctness of financial information. The Board of Statutory Auditors is composed of 5 members, divided into 3 statutory auditors and 2 alternate auditors, appointed by the Shareholders' Meeting for a three-year term, with the possibility of re-election. The Board of Statutory Auditors was renewed in May 2024.

## AUDIT FIRM

The statutory auditor plays a key role in the company's control system, being required by law to verify that the accounts are kept in good order and that business transactions are correctly recorded in the accounts. Its responsibilities also include verifying that the annual and consolidated financial statements comply with the rules governing their preparation.

Moreover, the Audit Firm must ensure a fair and accurate representation of the company's financial position, as well as the net income for the year, expressing an independent opinion both on the financial statements and on the consistency of management reports with the financial statements. The current Audit Firm is KPMG S.p.A., appointed by the Shareholders' Meeting on May 18, 2022.



# Management of **ESG impacts**

**The presence of a Governance System dedicated to the supervision and management of ESG issues at a global level is essential for the full integration of sustainability into the business.**

At CRIF, management of the impacts and decision-making processes related to social and environmental responsibility issues is overseen by two committees: the Sustainability

Committee, established with the aim of guiding and supervising the pathway undertaken by the company for the integration of ESG factors into its business model, and the Equal Opportunities Committee, aimed at managing and monitoring Diversity & Inclusion issues. Alongside the Committees, there is a network of Global Sustainability Ambassadors, made up of highly motivated colleagues who are sensitive to ESG issues, coming from different countries and created with the aim of involving employees in sustainability activities promoted by the company, both at a local and corporate level.

The management of Sustainability Governance is supported by the ESG team, which plays key operational roles, including the coordination and initiation of sustainability projects, actions and initiatives, monitoring of the objectives of the CRIF ESG Strategy, the engagement of the operational units involved in the sustainability processes, and the preparation and drafting of the Corporate Social Responsibility Report.





## 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

**In 2024, the Sustainability Committee played a key role in steering the company's ESG path, including in view of changes to the regulatory environment concerning sustainability, by regularly monitoring the implementation of the actions and policies necessary to achieve the defined sustainability goals.**

 **40%**  
of members  
is women

## EQUAL OPPORTUNITIES COMMITTEE

The Equal Opportunities Committee is responsible for promoting an inclusive culture and ensuring the pursuit, achievement, and ongoing support of gender inclusion and equity goals. This is accomplished through practical policies and initiatives, as well as a KPI monitoring system with a specific focus on compensation and performance evaluation policies.

The Committee ensures the proper oversight and monitoring the Gender Equality System, in line with the UNI/PdR 125:2022 practice. Certification was obtained by the six Italian companies of CRIF Group in 2024. The certification demonstrates the company's commitment to respecting and promoting the principles of diversity, equity, and inclusion, which are applied not only through the policies implemented by the company, but also through the existence of structured procedures for measuring, reporting, and evaluating indicators that relate to different areas, including HR processes, equal pay, parental support, and work-life balance.

The data-driven approach adopted allows not just compliance with the reference standard, but also to capture insights that are fundamental above all for building and maintaining a working environment in which each person feels valued and respected, each according to their individual qualities.

The Equal Opportunities Committee meets every 4 months and is composed of 6 members, 67% of whom are women. The main functions of the Committee are:

- Oversight and monitoring of the Gender Equality System;
- Management and monitoring of issues related to inclusion and gender equality;
- Monitoring of KPIs, and acceptance and periodic review of policies and all procedures related to gender equality;
- Drafting and approval of the Strategic Plan, including short/medium/long-term gender equality objectives;
- Implementation of best practices and any initiatives related to equal opportunities;
- Distribution of the Gender Equality Policy within the corporate population.

**With the aim of creating a Corporate Governance System that takes into account the cultural aspects of each country in which CRIF operates, the Equal Opportunities Committee will be extended globally in 2025 to include international members.**

Extension of the Committee at a corporate level will enable the development of global strategic initiatives, strengthening oversight and monitoring actions in pursuit of a common goal, but without losing sight of the local context and needs.



**67%**  
of members  
is women



## GLOBAL SUSTAINABILITY AMBASSADORS

The CRIF Global Sustainability Ambassador network was established in 2022, with the aim of promoting a culture of sustainability within the company through employee engagement initiatives, so that everyone can feel an active part of the company's journey and help implement the CRIF ESG Strategy at a corporate level.

**Currently, the network consists of 34 Sustainability Ambassadors from 20 of the countries in which CRIF operates.**

**34**   
Ambassadors

**20**   
Countries  
of origin

**In 2024, the network strengthened its position, and two major projects were launched:**

### **Communication Campaign Project:**

This project involved the launch of an internal communication campaign aimed at increasing the visibility of the network of Global Sustainability Ambassadors in the company and optimizing their contribution. As part of this campaign, the Ambassadors were given the opportunity to introduce themselves, describing their role in the company and their motivation for taking part in the initiative.

At the same time, a direct communication channel was set up between the Ambassadors and employees in order to promote the exchange of ideas and suggestions on ESG issues.

### **Sustainability Engagement Survey:**

In July 2024, the company conducted its first Sustainability Survey of the entire corporate population, with the aim of understanding employees' views on ESG issues and gathering suggestions for future initiatives at both global and local levels.

Analysis of the results led to the development of an action plan with the essential input of the Global Sustainability Ambassadors. The resulting initiatives will be implemented in 2025.

## THE ESG TEAM

Operating activities related to sustainability and coordination of the Committees 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
- Design and development of Diversity & Inclusion initiatives
- Alignment with the new European sustainability legislation
- Operational coordination of the Sustainability Committee, the Global Sustainability Ambassador network, and the Equal Opportunities Committee
- Stakeholder engagement activities

# Stakeholder engagement and **materiality analysis**

Within the context of CRIF's operations, sharing, active dialog, and collaboration with both internal and external stakeholders are key to understanding market changes, expectations, and needs.

Continuous discussions through different communication and engagement channels integrated into business activities allows:

- Identification of risks and opportunities related to significant issues with direct or indirect economic, social, and environmental impacts on the Group's activities;
- Establishment of synergies to guide the company's sustainability strategy and ESG initiatives.



# MAPPING OF STAKEHOLDERS AND MEANS OF ENGAGEMENT

## Employees and Top Management

- 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 information sessions)
- Focus Groups
- Team building
- Regular meetings with the Sustainability and Equal Opportunities Committees

## 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
- Studies
- Videos and podcasts for the promotion of financial education





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

A review of the materiality analysis was carried out in 2024 to incorporate any developments and changes in the internal and external context of the Group. For this purpose, a benchmark analysis was conducted for each impact, taking into account, on the one hand, the main international standards and ratings, including SABS, MSCI, Sustainalytics, and S&P and, on the other hand, companies belonging to the sectors in which CRIF operates. The results of the

analysis confirmed the impacts identified in 2022, with some minor revisions to the wording. The most significant change concerned the environmental impact. Recognizing the close connection in terms of strategic approach between “Energy Consumption” and the resulting “Carbon Footprint,” these topics were consolidated into a single impact area encompassing all aspects related to “Climate Change.”

<b>Cybersecurity</b>	The maintenance and constant updating of cybersecurity measures in order to ensure the confidentiality and integrity of personal data by preventing any cyberattacks that could lead to a compromise of data protection.
<b>Service reliability and quality</b>	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.
<b>Consumer satisfaction</b>	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.
<b>Business continuity</b>	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.
<b>Business ethics and anti-corruption</b>	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.
<b>Investment in talent, training and development projects</b>	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.
<b>Innovation and digitalization</b>	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.
<b>Diversity &amp; Inclusion</b>	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.
<b>Support to local communities and associations</b>	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.
<b>Wellbeing and health &amp; safety</b>	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.
<b>Supply chain</b>	Integration of ESG factors into supplier assessments to monitor ESG impacts throughout the supply chain.
<b>Climate change</b>	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
ENVIRONMENTAL	CLIMATE CHANGE	↑ Continuous monitoring and optimization of the energy system, resulting in reduced electricity consumption	ACTUAL	Likely	Medium	SIGNIFICANT
		↓ Scope 1, 2 and 3 GHG emissions generated by CRIF Group	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT
SOCIAL	WELLBEING AND HEALTH & SAFETY	↑ Promotion of a safe and positive working environment through risk monitoring, listening, training, wellbeing initiatives, and work-life balance	ACTUAL	Likely	High	SIGNIFICANT
		↓ Occurrence of work-related accidents and stress among employees due to inadequate management of health and safety measures in terms of policies and initiatives	POTENTIAL	Unlikely	Medium	NOT SIGNIFICANT
	DIVERSITY AND INCLUSION	↑ Development of a working environment in which all staff members feel included, valued and free to express their potential thanks to training programs and the adoption of policies that guarantee equal opportunities	ACTUAL	Likely	High	SIGNIFICANT
		↓ Occurrence of cases of discrimination due to the ineffective promotion of equal opportunities and lack of gender KPI monitoring within HR processes	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT
	INVESTMENT IN TALENT, TRAINING AND DEVELOPMENT PROJECTS	↑ Development of new skills in line with market demands and trends, and with the introduction of new digital technologies (e.g., Artificial Intelligence), and an increase in the Gen Z hire rate	ACTUAL	Likely	High	NOT VERY SIGNIFICANT
		↓ Employee dissatisfaction due to the ineffective management of measures related to training and lack of growth plans to help develop potential	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT

MATERIAL TOPIC	IMPACT DESCRIPTION	ACTUAL / POTENTIAL	PROBABILITY	IMPACT	SIGNIFICANCE
COMMUNITY SUPPORT	↑ Investment in the economic and social development of the local areas in which CRIF operates, through social initiatives, talent attraction programs, and charitable activities	ACTUAL	Likely	High	SIGNIFICANT
	↑ Digital and financial literacy and inclusion through ad hoc campaigns, enabling stakeholders to make informed credit management decisions	ACTUAL	Likely	High	SIGNIFICANT
CONSUMER & CUSTOMER SATISFACTION	↑ Improved service and relationship with consumers through listening tools and customer satisfaction analysis	ACTUAL	Likely	High	VERY SIGNIFICANT
	↓ Ineffective understanding of client and consumer needs due to the absence of a feedback mechanism	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT
SERVICE RELIABILITY AND QUALITY	↑ Improved access to credit and helping clients and consumers to make more informed decisions through the provision of reliable and innovative solutions and services	ACTUAL	Likely	High	VERY SIGNIFICANT
	↓ Reduction of opportunities for clients to use the services offered as business growth tools due to ineffective communication	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT
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, contributing to a loss of competitiveness and attractiveness for the country system	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT

MATERIAL TOPIC	IMPACT DESCRIPTION	ACTUAL / POTENTIAL	PROBABILITY	IMPACT	SIGNIFICANCE
BUSINESS ETHICS AND ANTI-CORRUPTION	↑ Promotion of principles of integrity and transparency in the market to protect clients, consumers, and the financial system	ACTUAL	Likely	High	VERY SIGNIFICANT
	↓ Non-compliance with laws and regulations and the occurrence of unlawful conduct that negatively impacts society and the economy	POTENTIAL	Very Unlikely	Medium	NOT VERY SIGNIFICANT
BUSINESS CONTINUITY	↑ Guarantee of 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 inadequate business continuity procedures, with negative consequences for stakeholders	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT
CYBERSECURITY	↑ Guarantee of the security and integrity of client data thanks to the establishment of a management system to mitigate cyberattack risks and the continuous updating of all cybersecurity measures	ACTUAL	Very likely	Very high	VERY SIGNIFICANT
	↓ Loss of confidential data and information due to cyberattacks or non-compliance with standards and regulations	POTENTIAL	Unlikely	Medium	SIGNIFICANT
SUPPLY CHAIN	↑ Contribution to the improved ESG performance of suppliers by monitoring environmental and social criteria along the supply chain	ACTUAL	Likely	Medium	SIGNIFICANT
	↓ Ineffective management of negative environmental and/ or social impacts along the CRIF supply chain due to inadequate monitoring	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 CRIF ESG Strategy is the 2023-2025 Sustainability Plan, aligned with the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda. The Plan was established in 2022 with the aim of implementing the sustainability pathway initiated in the previous years.

**The Plan covers the 3 pillars: Environmental, Social, and Governance. Action areas and short, medium, and long-term KPIs were identified for each of these. The KPIs are constantly monitored both by the activity owners and by the Sustainability Committee in order to identify, organize, and launch operational projects and the actions necessary to achieve them.**

CRIF continues to analyze its internal and external context by listening to the market, stakeholders, and functions involved in ESG processes, in order to identify new targets that facilitate the integration of ESG factors into the business model and that outline the trajectory of the company's sustainability pathway over time. The progress of the 2024 targets is described below.



# CRIF ESG STRATEGY PLAN 2023-2030

## Environment

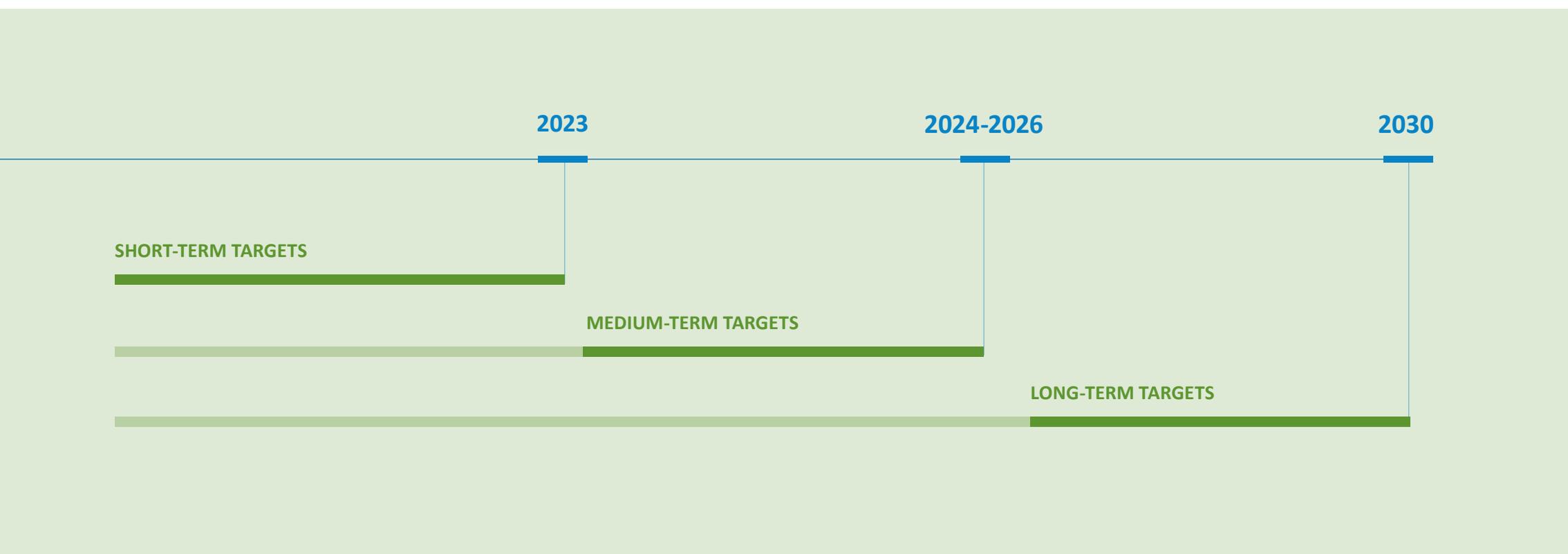
- Environmental management system: assessment and certification
- Carbon Footprint calculation
- Renewable energy plan (italian perimeter)

## 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





## Environmental

MATERIAL TOPIC	TARGET	TARGETS ACHIEVED IN 2023	MEDIUM TERM: 2024-2026	PROGRESS IN 2024	LONG TERM: 2030
CLIMATE CHANGE	ENVIRONMENTAL CERTIFICATIONS	<p><b>ISO 14064 Certification:</b> In line with the targets 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> <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><b>2024</b> <b>ISO 14064 Certification:</b> By July 2024, GHG inventory calculation using 2023 data for the whole CRIF ITALY Group and third-party certification</p> <p>By September 2024, GHG inventory calculation using 2023 data for international locations (Vienna, Krakow, Bratislava, Prague and Zürich) and third-party certification</p> <p>By October 2024, Carbon Footprint calculation for the CRIF GERMANY offices</p>	<p><b>2024</b> <b>ISO 14064 Certification:</b> In line with the targets set, CRIF calculated its emissions in relation to its operations in Italy for 2023, obtaining third-party ISO 14064 certification in July 2024.</p> <p>In September 2024, the same ISO 14064 certification target was achieved for the GHG inventory of the international offices in Vienna, Krakow, Bratislava, Prague, and Zürich.</p> <p>In addition, in line with the target, the GHG inventory for CRIF GERMANY's offices was prepared using 2023 data</p>	<p><b>ISO 14064 Certification:</b> Extension of GHG inventory reporting to the companies with offices in India</p>
		<p><b>ISO 14001 certification:</b> At the end of 2023, CRIF's new headquarters, located at Via della Beverara 21, Bologna, Italy, obtained ISO 1400 certification, the international standard for environmental management systems</p>	<p><b>ISO 14001 Certification:</b> By September 2024, extension of the certification to the CRIF CAMPUS – Castel San Pietro Terme</p> <p><b>NEW TARGETS FOR 2025</b></p> <p>By July 2025, GHG inventory calculation using 2024 data for the whole CRIF ITALY Group and confirmation of the third-party certification according to the UNI EN ISO 14064 standard</p> <p>By October 2025, GHG inventory calculation using 2024 data, and third-party certification according to the UNI EN ISO 14064 standard for the international companies with offices in Vienna, Krakow, Bratislava, Prague, Zürich, Hamburg, and Karlsruhe.</p> <p>By October 2025, calculation of the Carbon Footprint for the companies with offices in Barcelona and Dublin</p> <p><b>NEW TARGETS FOR 2026</b></p> <p>Extension of GHG inventory reporting to the international companies with offices in Greece</p>	<p><b>ISO 14001 Certification:</b> After obtaining certification according to the UNI EN ISO 14001 standard for the CRIF 21 headquarters (Bologna), the same recognition was obtained for the CRIF CAMPUS site in September 2024 (Castel San Pietro Terme)</p>	<p><b>ISO 14001:</b> Based on the results obtained during the assessment, extension of the certification to other countries.</p>

MATERIAL TOPIC	TARGET	TARGETS ACHIEVED IN 2023	MEDIUM TERM: 2024-2026	PROGRESS IN 2024	LONG TERM: 2030
CLIMATE CHANGE	RENEWABLE ENERGY	<p>In 2023, the following systems were installed:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• New photovoltaic plant generating 36.45 kW of green energy and with an annual production of 39.45 kWh – Osteria Grande office</li> <li>• New photovoltaic plant on pergola parking lots with an annual production of 329,000 kWh – CAMPUS site</li> </ul> <p>Extension of rooftop photovoltaic plant with an annual production of around 67,600 kWh/year – CAMPUS site</p>	<ul style="list-style-type: none"> <li>• Activation of the systems under construction is planned for 2024</li> <li>• 50% of building energy from renewable energy sources (Italy) by 2026</li> </ul> <p><b>NEW TARGETS FOR 2025</b></p> <p>In 2025, the construction of a solar farm is planned in the Osteria Grande area with an annual production of around 3,000,000 kWh</p>	In line with the targets set for 2024, all photovoltaic installations carried out in the previous year were activated.	



## Social



MATERIAL TOPIC	TARGET	BASELINE 2022	TARGETS ACHIEVED IN 2023	MEDIUM TERM: 2024-2026	PROGRESS IN 2024	LONG TERM: 2030
<b>INVESTMENT IN TALENT, TRAINING AND DEVELOPMENT PROJECTS</b>	<b>INCREASE THE ANNUAL AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE</b>	18	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)	In 2024, an average of 20 hours of training were provided per year. This is an increase compared to the previous year, with the aim of reaching an average of 25 hours of training per year by 2026.  Gender balance within the trained population continues to be monitored continuously, with a 5% increase in women completing training compared to 2023, reaching 48%	35 (monitoring for equal learning opportunities)
<b>WELLBEING E HEALTH &amp; SAFETY</b>	<b>MANTENERE O INCREMENTARE LA % DI SODDISFAZIONE DEI DIPENDENTI DURANTE L'ENGAGEMENT SURVEY</b>	<ul style="list-style-type: none"> <li>Baseline for People Pulse Engagement Survey: 80% (2023)</li> <li>Baseline for Great Place to Work Trust Index: 65% (2022)</li> </ul>	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.	<p>From the survey results, implementation of an action plan to improve or maintain the % of employee satisfaction.</p> <p>Development of at least 2 corporate initiatives within the Action Plan</p>	<p>In 2024, the Great Place to Work survey was launched, obtaining a Trust Index of 67%, up 2% from 2022. Following the survey, CRIF obtained Great Place to Work certification for 17 of the countries it operates in. As highlighted in the updated baseline, the Trust Index figure is not comparable with 2023, as the frequency of the Great Place to Work survey is every two years. However, to monitor the annual level of engagement, every other year, CRIF launches a People Pulse Survey, comparable with the 2023 figure. Every year, regardless of the tool used, an action plan is drawn up to address any issues raised by the surveys.</p> <p>Corporate initiatives were implemented in parallel in 2024, including the launch of wellbeing webinars and the global extension of the HR information sessions (“HR Corners”). The latter is a communication format implemented in 2023 in Italy, established with the aim of raising awareness about welfare and wellbeing initiatives, through the organization of periodic meetings in which the Welfare &amp; Benefits team presents the benefits of the CRIF welfare plan to employees.</p>	

MATERIAL TOPIC	TARGET	BASELINE 2022	TARGETS ACHIEVED IN 2023	MEDIUM TERM: 2024-2026	PROGRESS IN 2024	LONG TERM: 2030
DIVERSITY & INCLUSION	ADVANCEMENT OF HUMAN RIGHTS		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.	In 2024, the company launched new initiatives to raise awareness of human rights among all employees, with the goal of further promoting the principles outlined in the Human Rights Policy.  A key tool in promoting this commitment is the “Tell Me Why” onboarding program, which introduces new hires to the company’s HR and ESG policies and initiatives. Through this program and specific training, the content and principles of the Human Rights Policy are conveyed clearly and effectively, ensuring that every new employee is fully aware of them.	
	INCREASE WOMEN’S EMPOWERMENT		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	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  <b>NEW TARGETS FOR 2025</b>  Maintenance of Gender Equality certification  Anti-Harassment Policy publication  Start of the activities of the Diversity & Inclusion working group of the Global Sustainability Ambassador network.	One of the main milestones for 2024 was obtaining PdR 125:2022 Gender Equality Certification for the 6 Italian companies of CRIF Group. This certification confirms the implementation of a management system aimed at measuring, reporting, and assessing a set of indicators related to gender equality in the company.  In 2024, a number of training initiatives were implemented for both employees and top management to raise awareness about equal opportunities. In detail, the initiatives included: <ul style="list-style-type: none"> <li>• Launch of vertical e-learning courses on Diversity &amp; Inclusion for the entire company population</li> <li>• E-learning courses for the Talent Acquisition team and all HRBPs focused on the prevention of bias and stereotypes within the recruitment process.</li> <li>• Workshop on equal opportunities for top management</li> </ul> A Diversity & Inclusion working group was also created within the Global Sustainability Ambassador network, which will start its activities in 2025  CRIF’s commitment to the promotion of equal opportunities was also promoted externally through outreach initiatives in support of the community and the local area. In November 2024, BOOM, CRIF’s knowledge and innovation hub, launched “Tech EmpowHER: Tech Diversity Culture Management,” a free awareness-raising program for companies aimed at supporting women in the tech industry. In addition, 3 academies were launched aimed at recent high school and university graduates with the goal of developing new skills in the tech industry.	

MATERIAL TOPIC	TARGET	BASELINE 2022	TARGETS ACHIEVED IN 2023	MEDIUM TERM: 2024-2026	PROGRESS IN 2024	LONG TERM: 2030
DIVERSITY & INCLUSION	<b>INCREASE THE % OF WOMEN IN MIDDLE MANAGEMENT POSITIONS</b>	35%	<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%	In line with the target, the percentage of women in middle management positions is 36%	40%
	<b>ENSURE GENDER BALANCE WITHIN RECRUITMENT AND PROMOTION PROCESSES</b>	<p>Composition of the company population:</p> <p>48% women and 52% men.</p> <p>Promotions within the company population:</p> <p>55% of men promoted 45% of women promoted.</p>	<p>Implementation of a specific dashboard to monitor and ensure:</p> <ul style="list-style-type: none"> <li>• equal opportunities within recruitment and promotion processes</li> <li>• fair distribution of salary increases (with a tolerance margin of 5%)</li> </ul>	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.	<p>Thanks to the dashboard implemented the previous year, the monitoring of gender balance within HR processes continues.</p> <p>Moreover, in order to further reduce the gender pay gap globally, quarterly meetings were established with the Directors of the countries in which CRIF operates. During these meetings, gender KPIs linked to the recruitment and promotion processes are shared, with the aim of actively monitoring the gender KPIs and promoting targeted actions where necessary.</p>	



# Governance



MATERIAL TOPIC	TARGET	SHORT-TERM 2023	MEDIUM TERM: 2024-2026	PROGRESS IN 2024
ETHICS AND ANTI-CORRUPTION	ESG GOVERNANCE	<p>In 2023:</p> <ul style="list-style-type: none"> <li>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</li> <li>The new “TRUST” leadership model, integrated with ESG factors, was introduced. In detail:               <ul style="list-style-type: none"> <li><b>BUILD A SUSTAINABLE ENVIRONMENT:</b> The ability to organize work and business in a sustainable way with regard to ESG principles</li> <li><b>DEMONSTRATE TACTFULNESS:</b> Accepting and experiencing diversity and inclusion positively, transforming them into added value within the organization</li> </ul> </li> </ul> <p>Furthermore, anticipating some of the medium-term targets, 2 important milestones were achieved:</p> <ul style="list-style-type: none"> <li>Formalization of the HR Social Responsibility department and establishment of the Sustainability Committee</li> <li>The assignment of ESG targets to top management</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of the CSR Policy</li> </ul> <p><b>NEW TARGETS FOR 2025</b></p> <p>Creation of the Global Equal Opportunity Committee</p>	<ul style="list-style-type: none"> <li>In 2024, the Global Sustainability Ambassador network strengthened its position, and the first employee initiatives and projects were launched</li> <li>The first meetings with the Sustainability and Equal Opportunities Committee were initiated in 2024</li> <li>Assignment of ESG targets to top management linked to the CRIF ESG Strategy continues</li> </ul>

# Recognitions and the ESG network

**To formalize its commitment to sustainability, CRIF was a member of the following organizations in 2024:**

## Global Reporting Initiative

The Global Reporting Initiative (GRI) is an international non-profit organization founded in 1997, best known for revolutionizing the way companies report their sustainability performance. CRIF has obtained the prestigious Global Reporting Initiative (GRI) license, a significant milestone that reinforces its commitment to providing increasingly accurate and standardized Environment, Social, and Governance (ESG) assessments. By integrating globally recognized sustainability reporting standards into its Synesgy platform, CRIF is able to offer greater consistency, transparency, and credibility in the data provided to investors, companies, and other stakeholders.

## 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 UN Sustainable Development Goals 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.

## Valore D

CRIF is a member of ValoreD, 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



## 2024 Sustainability Leader

In 2024, CRIF Italy received recognition as a 2024 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

**CRIF bases its operations and Governance System on the principles of integrity, honesty, transparency, and compliance with applicable laws, actively promoting a compliance culture throughout the value chain and not tolerating corruption and collusive behavior in any way.**



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

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.

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, with the aim of further improving the document's completeness, effectiveness, and consistency in relation to the business.

The CRIF Code of Conduct is communicated to all recipients, who must respect its principles and actively contribute to its dissemination through targeted initiatives. These include communication activities based on the roles and responsibilities of the recipients, as well as training activities, through the assignment of a mandatory course to be provided during the onboarding stage for all new hires. The aim of the course is to facilitate understanding of the principles outlined in the Code of Conduct, serving as a preparatory step before employees sign to confirm that they have read and accepted the Code.

In order to ensure the effective application of the Code of Conduct, the company has established procedures for reporting unlawful conduct or conduct not in line with its principles.



## Grievance procedure

This is an internal complaints procedure that allows individuals to report any wrongdoing and/or unlawful conduct—whether by act or omission—that may constitute, or be suspected of constituting, a breach of the principles set out in the Group Code of Conduct.

If an employee believes or suspects that discrimination has occurred, they are required to notify the HR Department via their HR Business Partner and report it as soon as possible to their manager or contact person within CRIF Group.

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.

This procedure is reported not only within the Code of Conduct, but also within the Diversity & Inclusion Policy and the Human Rights Policy.



## Business ethics procedure

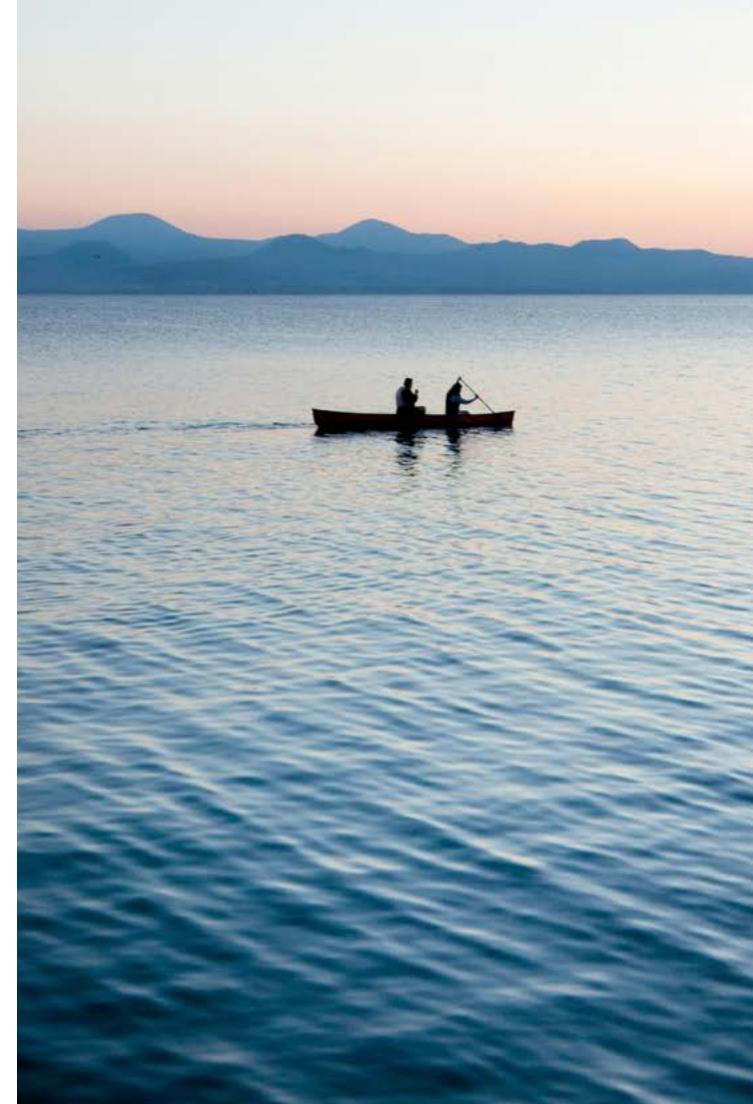
This is an anonymous reporting system, adopting a specific complaints platform (<https://crif.integrityline.com/>), accessible by internal and external stakeholders, to safeguard the values of integrity and ethical behavior expressed in the Code of Conduct.

The procedure is intended to support and protect anyone who reports potential breaches of laws and regulations, such as corruption, fraud, financial crime, harassment and discrimination or conflicts 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.

The system ensures the confidentiality and protection of the personal data of the person submitting the report, the person who is the subject of the report, and anyone else named therein. Responsibility for the reports falls to the Business Ethics Committee, which will review them.

This procedure is governed by a global policy (with “Country Annexes” where there are significant differences in the local regulations), the Business Ethics Policy, and in line with European Whistleblowing legislation (EU Directive No. 2019/1937).

This procedure is also reported within the Code of Conduct, the Diversity & Inclusion Policy, and the Human Rights Policy.



**CRIF is committed to ensuring that any employee who reports a concern is not subjected to retaliation or any form of detrimental treatment, including dismissal, disciplinary action, threats, or other adverse consequences.**



## 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 OECD Guidelines for Multinational Enterprises, 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.

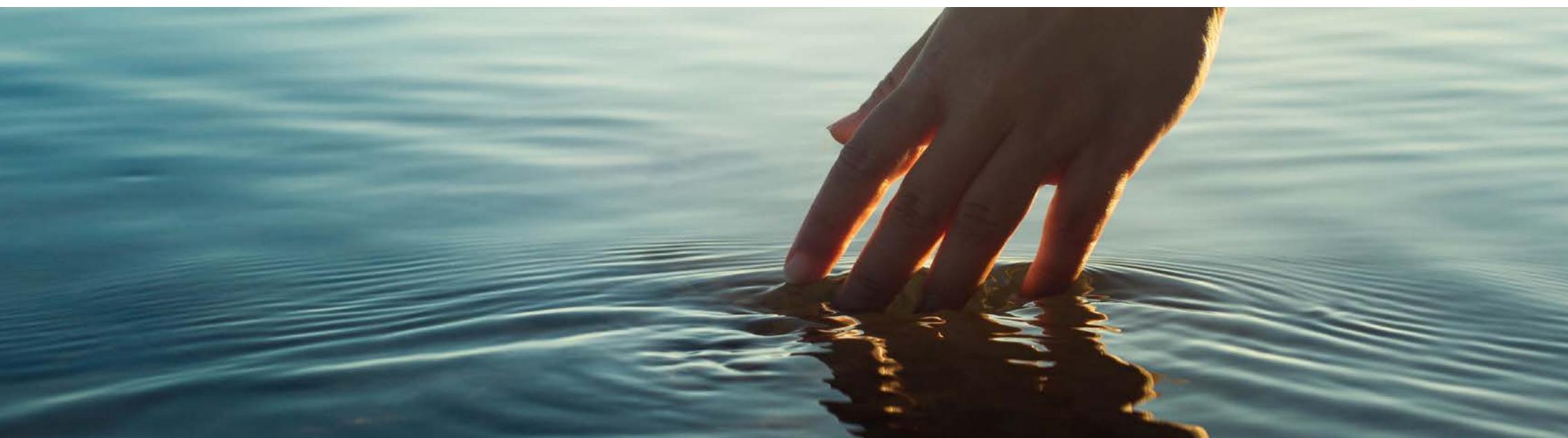
Specifically, CRIF is committed to safeguarding human dignity, protecting health, safety, and the right to privacy, and condemning all forms of discrimination related to personal characteristics, violence, corruption, and forced and child labor, both inside and outside the workplace. The company promotes the values contained in the Human Rights Policy through continuous staff training, with a focus on health and safety, business integrity and ethics, diversity and inclusion, and ESG issues.

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.

To further ensure compliance with and protection of the principles enshrined in the policy, the company has put in place a reporting system, accessible by internal and external stakeholders, that allows potential breaches of human rights laws and regulations to be reported.



# 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 and internal control system

CRIF has always paid the utmost attention to and continuously invests in the following:

- quality of the product / service provided to the market
- occupational health and safety
- information security
- respect for the environment

These are core components of its mission and an integral part of its corporate culture and value system.

CRIF Group has had an Integrated Management System in place for some years, documented through policies and procedures, which it implements and keeps up to date through internal

auditing activities. The Internal Audit function continuously monitors the system through the application of specific metrics, and enhances it by means of continuous improvement initiatives, bringing any possible areas of concern to the attention of the corporate bodies. The Integrated Management System is also monitored by an independent third party, which issues certifications demonstrating that it is an effective and efficient tool for governance and the internal organization of processes and staff. It supports the ongoing effort to meet the needs of clients, third parties, and other stakeholders.

Risk management is ensured by a risk-based approach set out in the standards governing certified management systems and ensures that

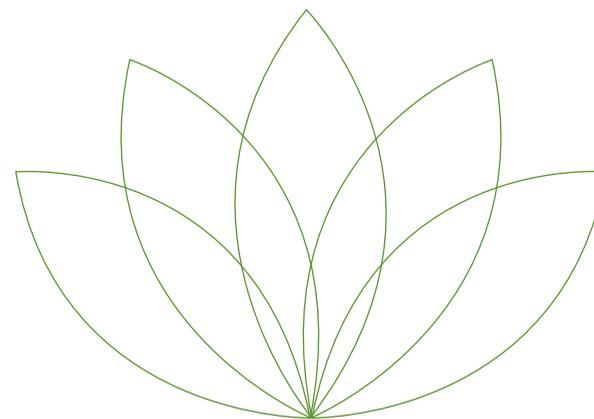
CRIF Group carries out a comprehensive analysis of all risk aspects of the various certification schemes, with the aim of analyzing, understanding, measuring, and managing the risks identified. As part of the maintenance of the Integrated Management System, CRIF guarantees a number of periodic activities and logical, physical and organizational security measures.

To ensure proper governance and continuous improvement, CRIF has established a body called the Quality & Security Forum, which has the task of approving strategic guidelines, policies, and quality and security regulations related to the protection of employees and corporate information systems. The Forum also defines and monitors the company targets for all management systems.

Approves initiatives related to **risk mitigation actions and risk management plans** (where necessary)

Approves **strategies, policies, and security standards for the protection of corporate** information systems

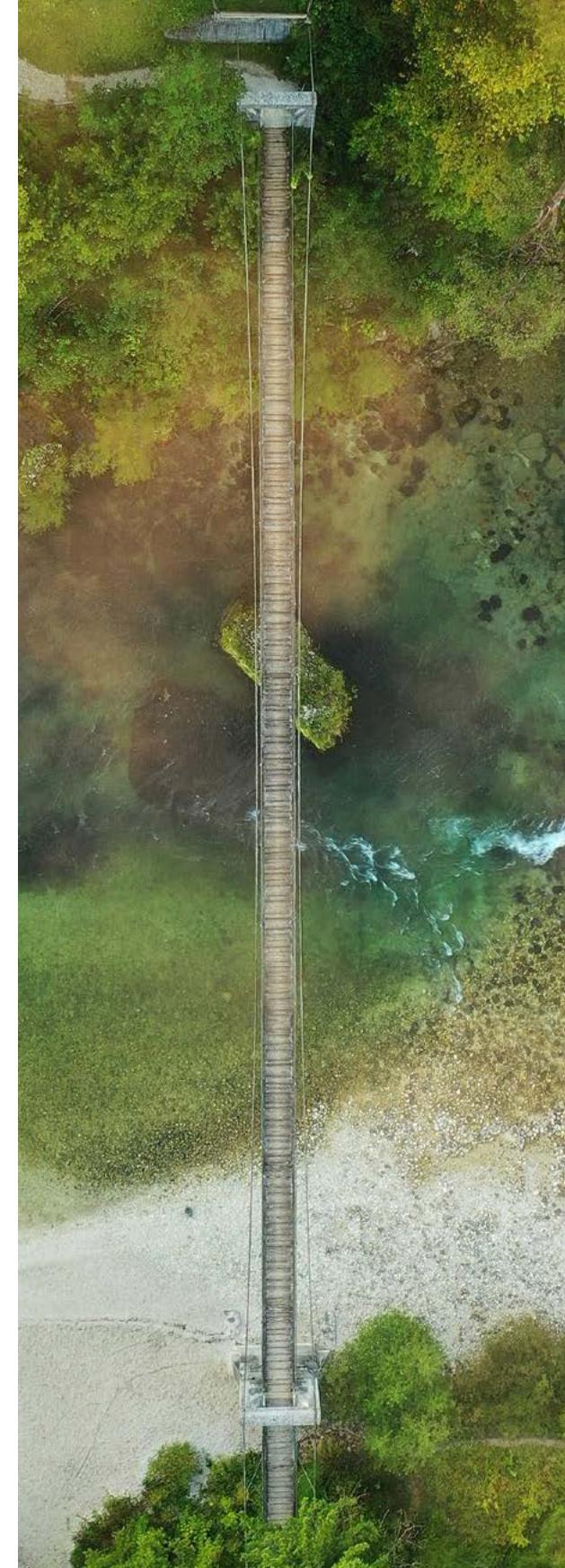
Ensures **audit activities related to Processes** (IT and Quality), Information Security, Health & Safety of workers, and Business Continuity, as well as compliance with regulations on the processing of personal data



Ensures **coordinated and structured security management**

**Reviews key outcomes of audit activities**, risk assessments, and any incidents that may have occurred

CERTIFICATION	DESCRIPTION	CERTIFIED COMPANIES	COUNTRY
<b>ISO 9001:2015 Quality management system</b>	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.	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	ITALY
<b>ISO 27001:2022 Information security management system</b>	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.	CRIF S.p.A	ITALY
<b>ISO 45001:2018 Occupational health and safety management system</b>	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.	CRIF S.p.A CRIF Services S.p.A CRIBIS Credit Management S.r.l CRIBIS D&B S.r.l CRIF Ratings S.r.l	ITALY
<b>ISO 14001:2015 Environmental management system</b>	An international standard that defines a corporate management system to manage environmental aspects, meet regulatory compliance obligations, and address and assess risks and opportunities.	CRIF S.p.A (Building Beverara 21 e Cà Masino - Varigana)	ITALY
<b>ISO 14064 Carbon Footprint certification</b>	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.	CRIF S.p.A CRIF Services S.p.A CRIBIS Credit Management S.r.l CRIBIS D&B S.r.l Teleservice S.rl. CRIF GmbH CRIF Slovak Credit Bureau CRIF Czech Credit CRIF SP Z.O.O CRIF AG	ITALY ITALY ITALY ITALY ITALY AUSTRIA SLOVAKIA CZECH REPUBLIC POLAND SWITZERLAND





# 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.

In 2024, the CRIF Group handled personal data in accordance with applicable regulations, safeguarding data subjects’ rights. Four data breaches occurred, with one resulting from a cyberattack. The incidents were managed, their impact mitigated, and necessary notifications were made promptly when required.

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.

**Furthermore, an annual Information Security Month campaign has been launched, focusing on cybersecurity, with the goal of sharing simple tips to be applied to everyday life aimed at preventing cyberattacks.**



# Responsible **supply chain** management

One of the priorities of CRIF Group’s sustainability agenda is understanding its own supply chain and value chain, aimed at minimizing indirect social and environmental impacts.

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 the 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.

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 the completion of the Synesgy questionnaire a mandatory part of its qualification process, requiring all significant new 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.

90% of the overall spending of CRIF Group's Italian companies is made 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 incorporation
- 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.

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.

**90%**

**of the global spending  
by Italian companies  
purchased within the  
national territory**

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





# Data, analytics, and AI models: **driving sustainable transformation**

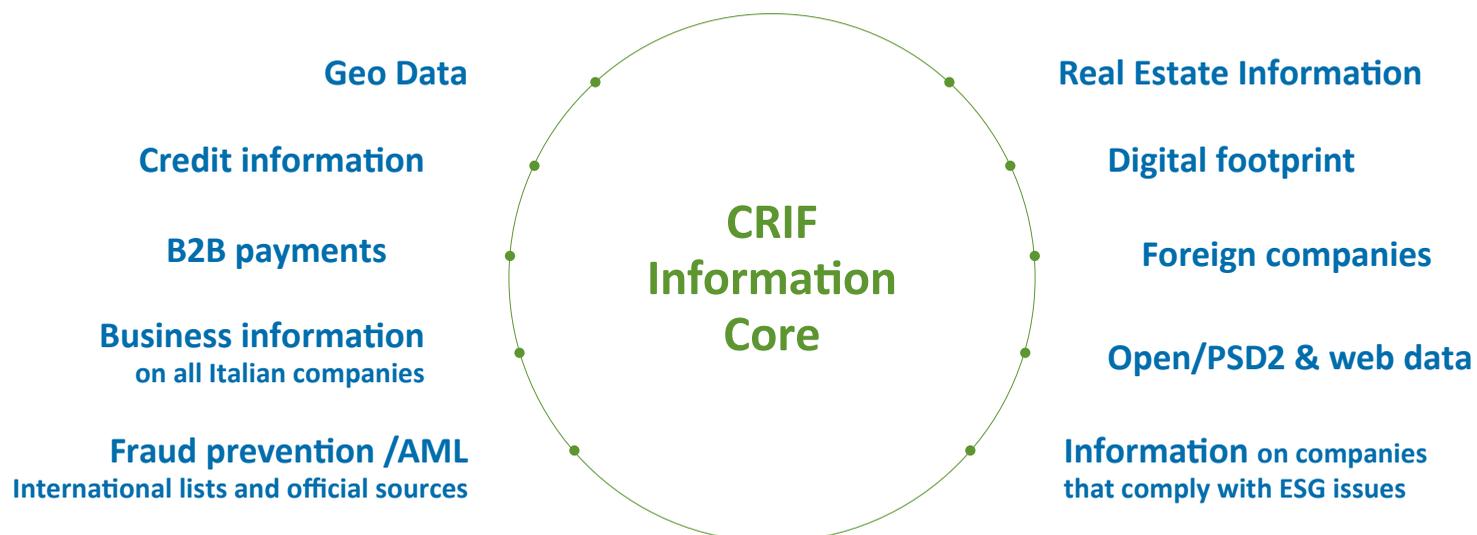
The CRIF Information Core is a unique data ecosystem, the largest in Italy in terms of variety and availability, consisting of over 40 information sources, 70% of which are proprietary, constantly updated and “augmented” thanks to exclusive partnerships.

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.



# 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 their 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.**



# Tomorrow Speaks 2024:

## Artificial Intelligence and the power of data supporting customer-centric finance

The introduction of new technological tools, such as Artificial Intelligence, has prompted a reassessment of how AI, GenAI, and the power of data are opening up new opportunities to improve customer relationships and optimize performance.



This topic was discussed during the 2024 edition of **Tomorrow Speaks** – the annual event organized by CRIF – which was attended by 50 top managers from banks, insurance companies, and trade associations, together with institutions and representatives from academia. During the event—held in Milan and live-streamed—CRIF gathered **the views of the most important market players** on how these tools are transforming and driving the evolution

of the financial industry. The event highlighted how digitalization has generated a huge amount of data which, thanks to advanced technologies, predictive models and algorithms, enables AI to produce unprecedented results in the financial sector.

In the medium to long term, the key challenge lies in harnessing the opportunities generated by the integration of data and AI to strengthen customer

relationships. The goal is to use AI to respond more effectively to customer needs, thereby helping to increase revenue and margins. During the event, CRIF explained how GenAI is opening up new opportunities and challenges in the financial sector, presenting practical applications and use cases already implemented for some of its clients.



# 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 a more sustainable business. 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

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.



## 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.

Synesgy 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, immediate, and global ESG assessment without compromising on local sustainability requirements. As a result, the localized questionnaire is based on a two-level approach: one part with questions about Business & Strategy and the three pillars - Environmental, Social, and Governance - as well as a specific module for the business segment. The answers provided are subject to a rigorous two-level control system based on automated and manual checks that rely on the availability of dedicated local customer support. With Synesgy, companies get an ESG score and a final certificate of completion, as well as 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 Rating Agency, which for years has 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. By integrating globally recognized sustainability reporting standards into the Synesgy platform, CRIF has been awarded the prestigious Global Reporting Initiative (GRI) license. Adoption of the GRI Standards ensures that ESG assessments provided by the Synesgy platform are aligned with internationally recognized criteria.

The license also allows CRIF to ensure transparency and accuracy in the ESG data collected and analyzed through Synesgy, increasing user confidence in the assessment process. The GRI Standards also enable straightforward comparisons of ESG performance across organizations, regardless of industry or geographic location, providing standardized information that supports more informed decision-making.

# 4

**Continents**

Europe, Asia, Africa and America

# 25

**languages**

# +90

**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.

# +500k

**Companies in the supply chain**

# +2.000

**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 2024, it introduced **A.C.T.I.O.N.**, an ESG course for professionals designed to help guide the **green transition in the banking sector**. This training program focused on the crucial importance of ESG issues in the financial world, with an emphasis on the transition to sustainable and inclusive development.

The A.C.T.I.O.N. course shows CRIF Academy's commitment to providing banking professionals with the skills and tools needed to address the challenges of the green transition. The training path is designed to deepen knowledge of European regulations, such as the **Green Deal** and the **Taxonomy of Sustainable Economic Activities**, and to provide practical guidance on how to integrate ESG criteria into business strategies and risk management.



**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

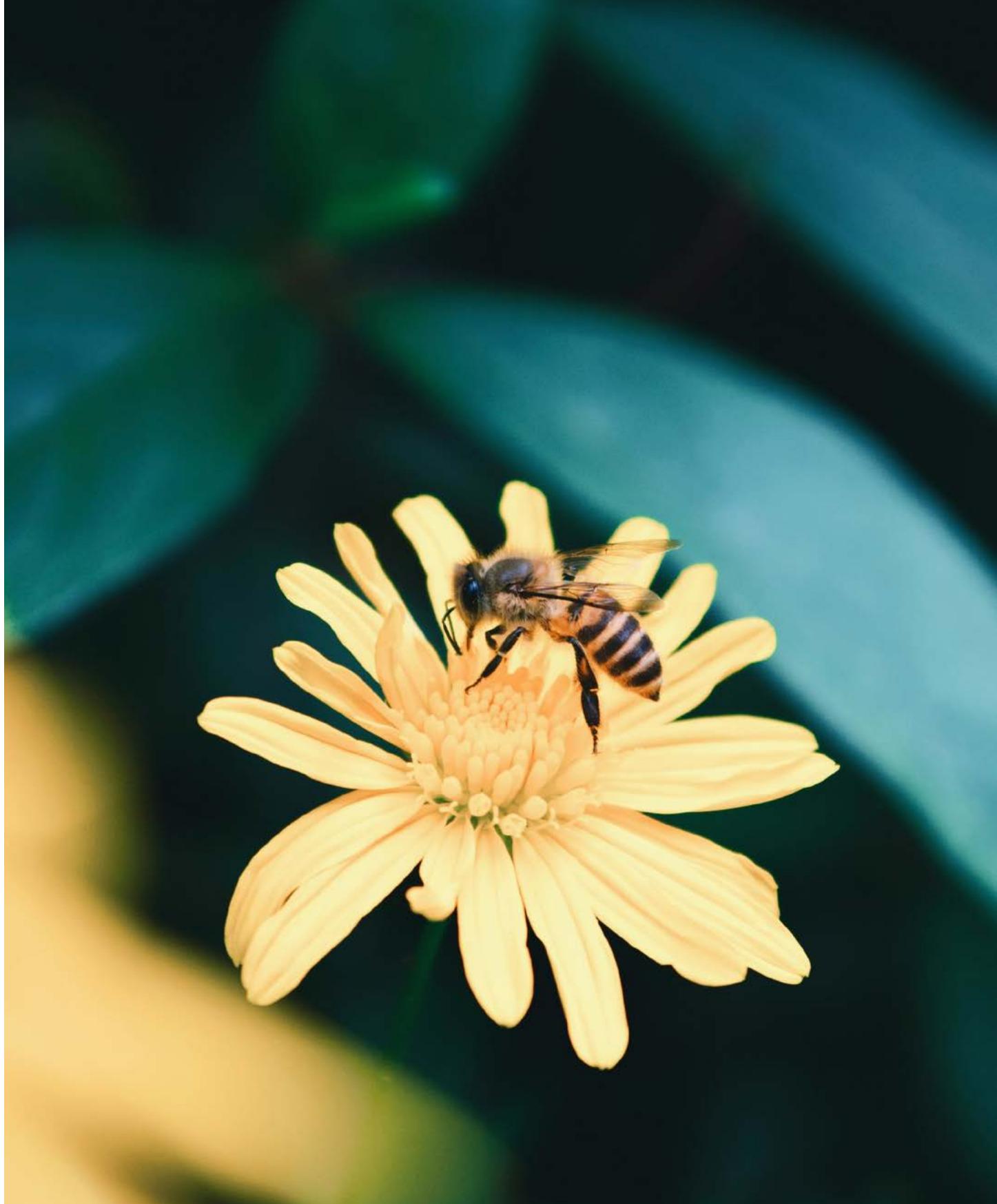
**40.000+**

**Professionals trained**

# The active role of CRIF in promoting a culture of sustainability

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's commitment to sustainable development goes back a long way. And this commitment to promoting an ESG culture continues today, with CRIF playing an important role as thought leader in the sustainability landscape.**



## KEY ESG MILESTONES

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**

2017

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

2019

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

2021

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

**CRIF consultants** obtained **ESG Advisor certification**

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 **BUILTI** and **CRIF Res** was recognized at the **SMAU event in Milan**

2024

CRIF obtained the **Global Reporting Initiative (GRI) license**, a significant milestone that reinforces its commitment to providing increasingly accurate and standardized ESG assessments.

CRIF was included for the second consecutive year in the “**Sustainability Leaders**” ranking in Italy, complied by “**Il Sole 24 Ore**” newspaper in collaboration with “**Statista**”.

Now in its **second edition**, CRIF’s **ESG Outlook** has been confirmed as an essential tool for understanding the sustainability status of Italian companies.

Publication of **first contribution of Spoke 4**, a research unit within the **GRINS** project, funded by the National Recovery and Resilience Plan and with the participation of CRIF. A significant step toward achieving the objectives of sustainability and resilience for Italian SMEs in the ESG field.

CRIF Academy introduced **A.C.T.I.O.N.**, an ESG course for professionals designed to help guide the **green transition in the banking sector**.



## ESG OUTLOOK 2024: AN IN-DEPTH ANALYSIS OF THE SUSTAINABILITY OF ITALIAN COMPANIES

Now in its **second edition**, CRIF's **ESG Outlook** has been confirmed as an essential tool for understanding the sustainability status of Italian companies. The 2024 edition provided an in-depth analysis of the challenges and opportunities related to ESG factors, providing valuable insights to guide business strategies toward a more sustainable future.

**In particular, it highlighted the crucial importance of a proactive approach to ESG risk management and underlined the key role of the financial sector in the transition to a sustainable economy.**

The report provided a comprehensive overview of the **ESG performance of Italian companies**, analyzing both their strengths and areas for improvement.

## GRINS PROJECT – SUSTAINABLE FINANCE

2024 saw the publication of the first contribution of **Spoke 4**—a research unit within the **GRINS (Growing Resilient, INclusive and Sustainable)** project, funded by the National Recovery and Resilience Plan and with the participation of CRIF. A significant step toward achieving the objectives of sustainability and resilience for Italian SMEs in the ESG field. The GRINS project is an initiative dedicated to the development of an open data platform to support decision-making processes through the analysis and production of statistical information.

In a context where sustainability is becoming increasingly relevant, the research unit (Spoke) dedicated to sustainable finance within the GRINS project launched several initiatives to integrate ESG factors into risk parameters. These efforts are reflected in the European regulatory framework, which includes the European Banking Authority (EBA) report on environmental and social risks and the European Commission's regulatory proposals for both sustainability disclosure and

the **transparency and integrity of ESG ratings**. The research work focused on assessing the integration of ESG factors with traditional credit risk metrics. Research conducted with Ca' Foscari University of Venice, CRIF's industrial partner, shows that this approach not only meets regulatory requirements, but also brings clear benefits in terms of accounting and capital. Indeed, **integrating ESG factors** improves the power of the Probability of Default (PD) and Loss Given Default (LGD) parameters to discriminate risk, making **assessments more accurate and reliable**. **Guidelines for the construction of an effective qualitative-quantitative questionnaire for SMEs** were defined, with the goal of balancing completeness of information and ease of compilation to enable implementation.

The analysis shows a strong **correlation between CRIF ESG Score values and credit risks**. For example, companies with **high ESG compliance** (higher ESG Scores) have **insolvency rates that are significantly lower** than the average of the sample analyzed, highlighting how a high ESG Score can be an indicator of lower credit risk, allowing banks to refine their credit policies and improve risk management.

# Facilitating access to credit: consumer services

More than 1,600,000 million consumers worldwide chose CRIF in 2024 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.



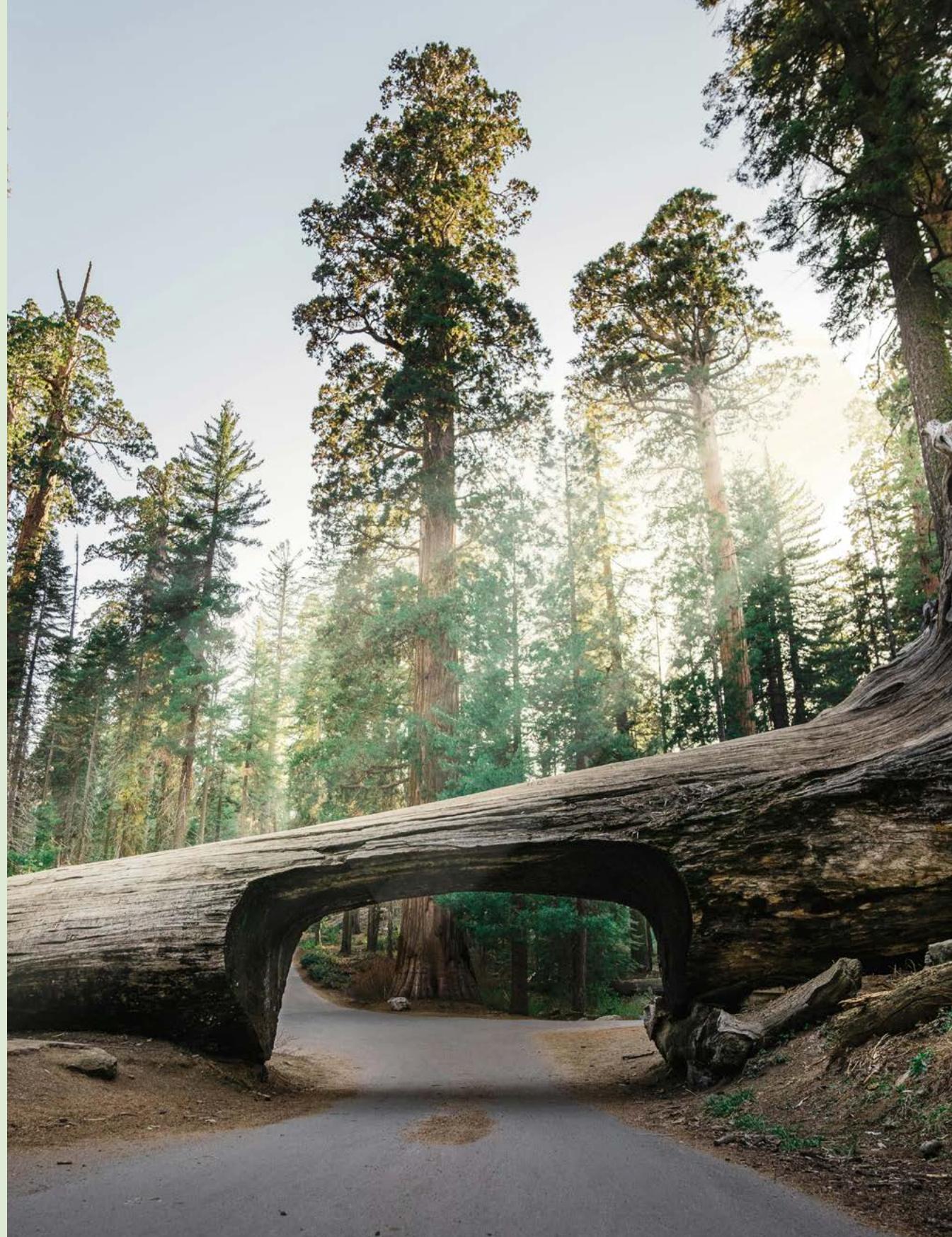
Assess the best time to apply for credit



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 cyberattacks 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, which 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



#### Consumatori



## CRIF al tuo fianco

Conosci tutte le informazioni creditizie gestite da CRIF e le soluzioni pensate per aiutarti ad accedere al credito in modo informato e consapevole.

[Scopri di più](#)



## Vuoi saperne di più?

Scopri tutti i canali di comunicazione per metterti in contatto con CRIF.

[Contattaci](#)

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.

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 88% responding yes**.
- The **general perception** of survey participants **in relation to the credit reporting systems is positive: 88% favorable**.

- The **appraisal of the CRIF website** in the consumer **information section** is on average high, with 89% giving 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.



## 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

1.500

opinions collected

Around 1% 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 2024, the average score was 4.8 out of 5 (45,300 calls handled)**

#### Chat satisfaction survey:

At the end of the web chat, users can rate the assistance received. **In 2024, the average score was 7.5/10 for the chatbot and 9.2/10 for the chat with operator (45,700 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**.

With the aim of facilitating access to the service, customers with a digital identity (SPID) can register using their credentials. This method is secure and fast and does not require the sending of any documentation. Activation is immediate.

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.

**1.300+**  
opinions collected

**1,5%**

of customers

responded to the e-mail invitation to complete the survey

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 2024, the average score was 4.8 out of 5 (90,000 calls handled)**

### Chat satisfaction survey:

At the end of the web chat, users can rate the assistance received. **In 2024, the average score was 7.2/10 for the chatbot and 9.2/10 for the chat with operator (50,800 chats handled)**

### Mister Credit Services Survey

In 2024, **88% 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, 91% of respondents believe that the **report is clear**, 90% rate the **customer area as easy to use**, while 93% indicate that the **alerts are useful and prompt**.



In addition, in 2024, we began using **TRUSTPILOT to receive verified reviews** from Mister Credit customers. Depending on the purchasing channel, customers receive an invitation to leave a review on the profiles of:

- Mister Credit, for which we have achieved a **Trustscore of 4.6/5 - Excellent**
- CRIF, for which we have achieved a **Trustscore of 4.4/5 - Excellent**

**In 2024, 2-3% of customers responded to an e-mail invitation to leave a review (nearly 650 opinions collected on Mister Credit and 975 on CRIF).**



# 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.

To support and enhance the open innovation flow in CRIF, InnovEcoS launched the fourth edition of Call4Ideas in 2024, 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.**

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





# Investing in the development and wellbeing of **human resources**

CRIF is committed to developing a People Strategy that focuses on personnel and their wellbeing, aiming to create an inclusive and sustainable working environment, and ensuring equal opportunities.

That is why investing in the innovation of processes that support employee growth and wellbeing—linked to welfare, the development of potential, training, and equal opportunities—is a priority for CRIF.

**This is achieved through the adoption of a data-driven approach and the use of a suite of AI-based people analytics indicators, allowing the analysis of data relating to human resources management processes, with the aim of objectively assessing and monitoring their effectiveness.**



## KEY FIGURES

At the end of 2024, CRIF Group had 6,623 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 direct employees had reached 4,792.

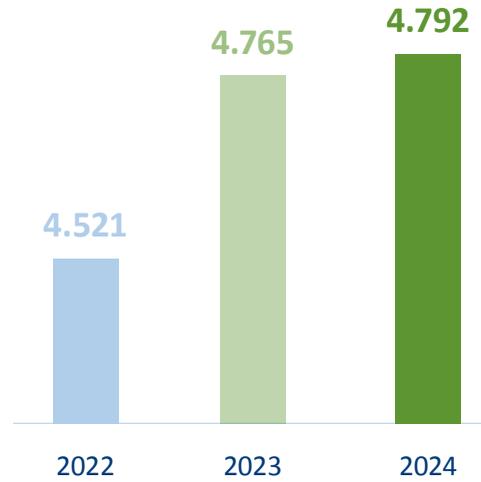
**6.623** 

**Professionals**  
at the end of 2024

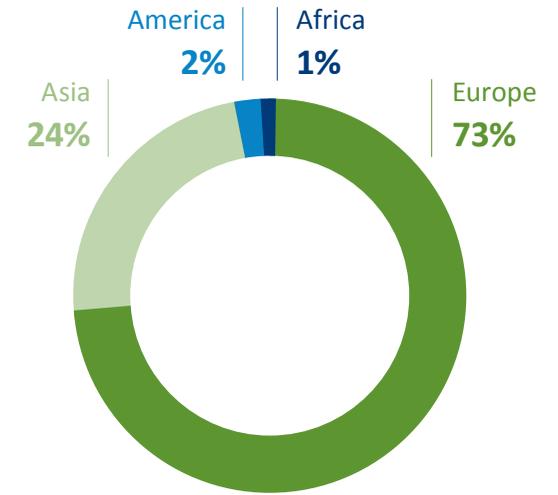
**4.792** 

**Employees**  
at the end of the  
reporting period

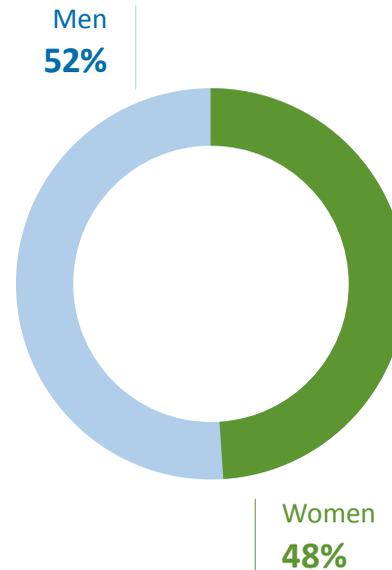
Number of employees



Employees distributed by geographic area



Employees by gender



Employee by employment contract



# Diversity & Inclusion: equal opportunities - the driver of HR processes

**Ensuring equal opportunities—meaning that everyone has the same career development prospects within the company regardless of personal characteristics such as gender, age, culture, or ethnicity—is a key driver in human resources management.**

This commitment can be found in the company's Code of Conduct—the basis of its Diversity & Inclusion and Human Rights Policies—and in the CRIF Leadership Model, which includes the key principle of “Demonstrate Tactfulness”. This emphasizes how important it is to promote an environment that helps people express their potential, each according to their own characteristics, life experiences, knowledge, and personal skills.

The principles of equity, diversity, and inclusion are put into practice through tools and actions that allow the timely monitoring of HR processes in terms of gender balance, such as the people analytics dashboard, and the setting of improvement goals, which are also included in the CRIF ESG Strategy and linked to the MBO plan for top management.

In 2024, CRIF started on the path toward UNI/PdR 125:2022 Gender Equality Certification, obtained at the end of the year for CRIF Group's Italian companies. The certification process made it possible to formalize the actions, initiatives, and policies that had already been in place within the company for several years. It also led to the establishment of a dedicated governance structure—through the Equal Opportunities Committee—to oversee the management system, as well as the introduction of new initiatives and the improvement of existing ones. The output of the process was a Strategic Plan, an essential tool comprising practical actions that increasingly encourage the involvement of top management in KPI monitoring and improvement, and awareness-raising through training programs aimed at all employees.



During the year, a Diversity & Inclusion awareness-raising process was promoted, structured on several levels according to the target audience. During the events organized every six months, a training session was launched aimed at top management in order to increase their awareness of and commitment to diversity and inclusion, and to make them an active part of the actions and goals that the company has set itself in terms of equal opportunities.

This engagement process also included the scheduling of quarterly meetings with the Regional Directors, with the aim of sharing the performance of gender KPIs within their areas and defining any improvement actions, thereby strengthening the monitoring system in place.

**Obtaining gender equality certification was not only a goal, but it also initiated wider reflection at a global level. In this regard, the Equal Opportunities Committee will be extended globally from 2025 to include international members, with the aim of implementing new initiatives on the subject at a corporate level.**

## The Diversity & Inclusion actions promoted by CRIF are grouped into 4 key areas:

### D&I Guidelines & Policy



Policies and procedures that provide guidelines for the full integration of D&I principles into business processes



### D&I KPIs Monitoring and Improving

Monitoring of gender balance KPIs within HR processes, with a particular focus on career promotion and remuneration policies



### D&I Awareness



Awareness-raising campaigns and training programs to promote a culture of equity and inclusion



### D&I Governance

The presence of a governance structure, represented by specific committees that oversee the issue and promote new strategic Diversity & Inclusion initiatives

## 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, Benefits**

**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.

**In order to ensure the achievement of ESG objectives linked to the CRIF ESG Strategy, specific ESG objectives were introduced to top management's annual incentive plan (MBO) in 2023. The ESG objectives expressed within the individual profiles vary in terms of activities and weight, according to the function, and relate to the material topic of Climate Change. There are objectives related to the measurement, certification, and reduction of the company's carbon footprint, and to the topic of equal opportunities, with objectives to reduce the gender pay gap.**

# 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.

To put the commitment to promote these principles into practice, in 2024, the Talent Acquisition team and HR Business Partners took part in a training course focused on cognitive bias and stereotypes that may unconsciously influence the selection process, to raise awareness about this issue and avoid any influence on recruitment decision-making.

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. 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**.

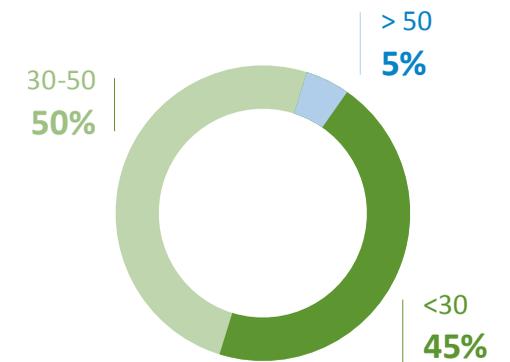
This process allows open positions in the company to be managed and filled, starting from a pool of internal staff before moving on to an external recruitment process, thus increasing the retention of talent, while at the same time supporting the need to cover operations within the different areas. The Internal Mobility process is supported by PAS, the HR Analytics module which, 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.



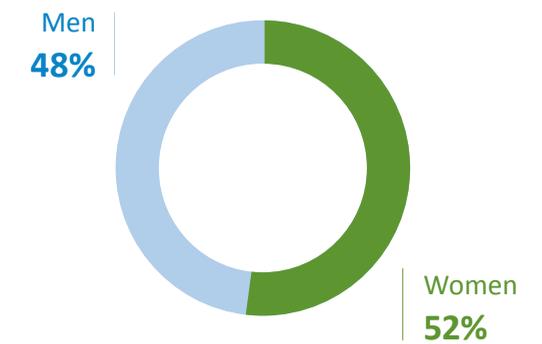


In 2024, 894 people joined CRIF Group, with a hire rate of 19%, of whom 50% were women. 50% of new hires belong to the intermediate age group (30-50).

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.

The “Tell Me Why Program” continues, a program which aims to support the full integration of new hires through learning about 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.

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 program, started in Italy, was also extended to other countries in which CRIF operates, in order to standardize the onboarding process for all new employees.

**In 2024, there were 4 “Tell me why” events in Italy, involving more than 293 new hires, with a 95% satisfaction rate.**

The feedback from participants was fundamental to the evolution of the initiative, which in 2024 was enriched with a new vertical meeting on HR issues and ESG initiatives implemented by the company. During these meetings, employees will have the opportunity to understand the HR processes they are involved in throughout the year, including the performance evaluation process, enrollment in training courses, any corporate benefits implemented, and the diversity, inclusion, and sustainability initiatives they can join.

The feedback gathered through this process is an asset for a company like CRIF, which invests every day in the employee value proposition.



**“Welcome on board”**  
and meeting with HR  
Business Partner



**Incontri**  
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

# 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 and performance, but also takes a broader view in terms of developing growth potential.

During the process, **Talent Actions** are defined, i.e., the result of the previous year's performance, accompanied by a personalized **Development Plan** that outlines a tailor-made growth path for each person within the company. 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.**

## Definition of Development Plan



## Assessment



## People Meeting

**People Meetings** are sessions between the Manager and HRBP that aim to review and discuss the information included in the Talent Actions and Development Plan. **The HR Business Partner plays a key role** in ensuring that the assessment and the appraisal process are conducted **accurately and fairly**, only taking into account the skills, role, and development potential of the person being assessed.

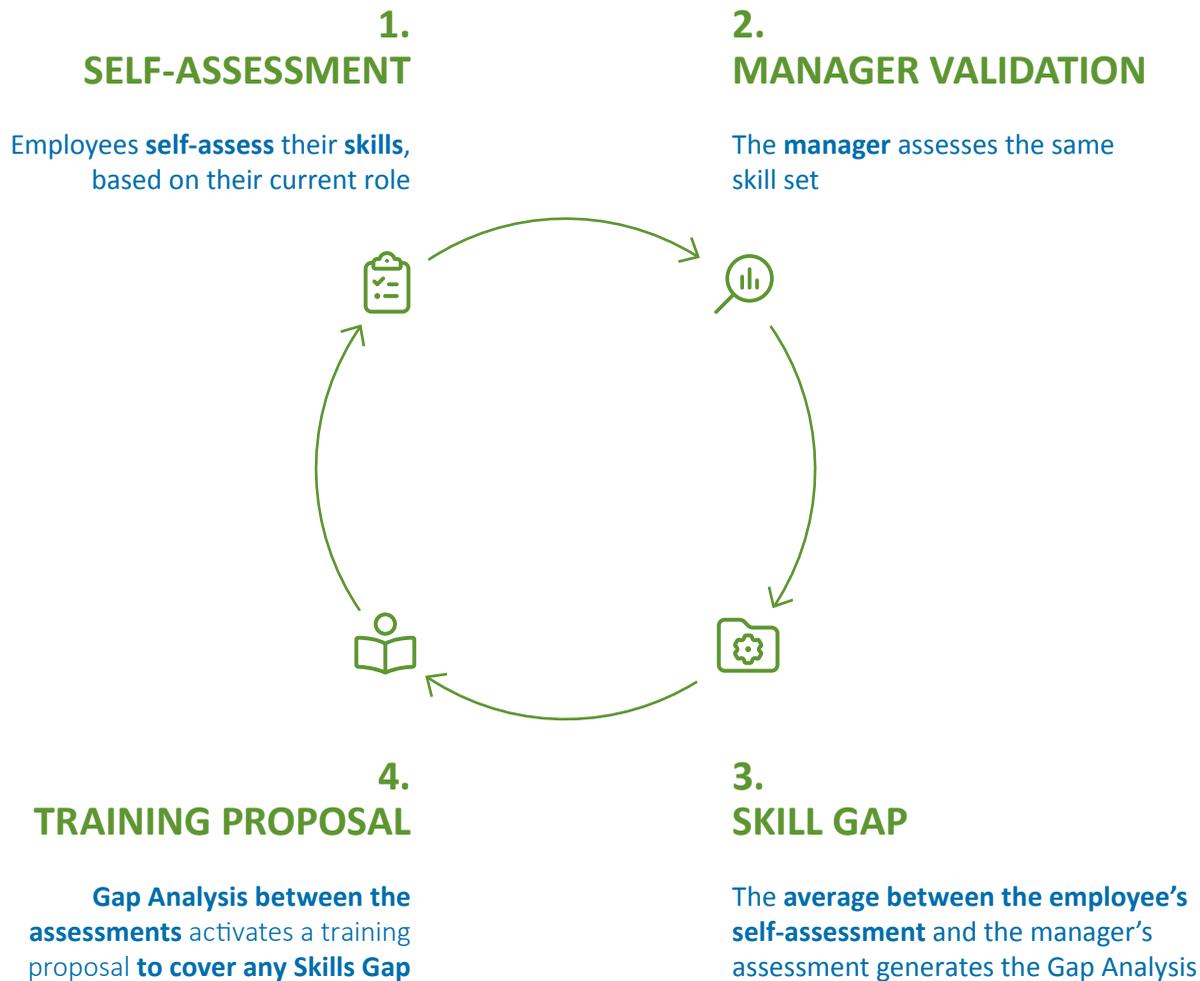


## One-to-One Meeting

**The employee and manager meet** to discuss the progress made during the year, the skills development plan, the MBO results for the previous year, and the allocation of new targets.

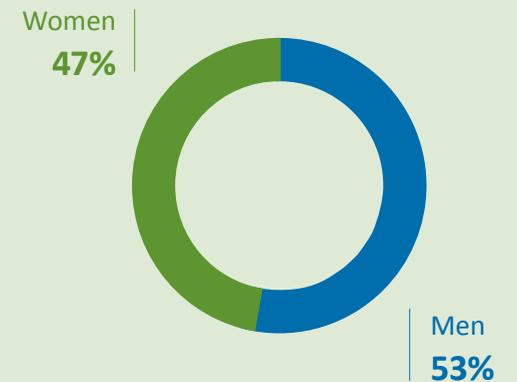
In terms of development, the annual skills review process is extremely important. This is a skills-based process which, through a self-assessment of the key skills related to their role that each staff member carries out, combined

with manager validation, aims to identify individual training needs to fully cover their role and therefore for their personal and professional growth.



In 2024, 4,295 employees received a performance appraisal: 98% of employees eligible<sup>1</sup> for the process, and 90% of the entire company population. 47% of the appraised employees were women.

**Employees evaluated by gender**



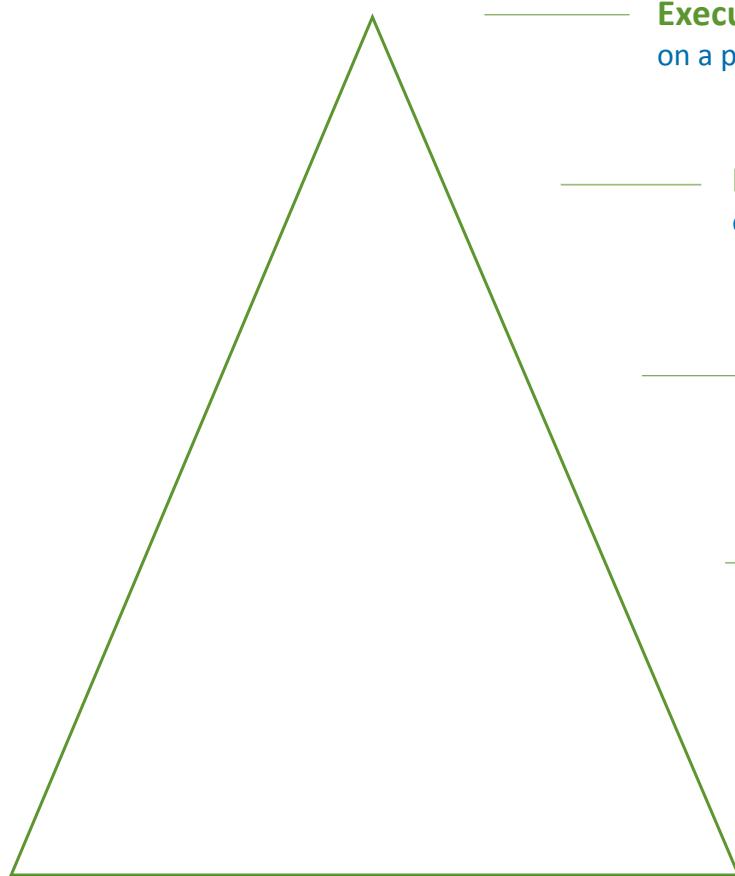
<sup>1</sup> All employees employed on a permanent and fixed-term contract hired up to September 30, 2024 and with a minimum duration of 12 months are eligible.

The “Level Up” engagement program continues to be a success, created with the aim of promoting a culture of coaching and continuous feedback in the company, now in its fourth 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. Involvement in the program is considered an employee development action aimed at fostering their personal and professional growth.

**In 2024, 237 employees and 42 Executive Ambassadors were involved.**

### The initiatives that make up the program are:



**Executive Ambassadors:** top managers in the role of mentor support their mentees on a personal journey aimed at exchanging and developing transversal and market skills.

**People counselors:** senior team members in the role of counselor support junior colleagues or new hires in the onboarding journey and in understanding the company’s approach.

**Acceleration development program:** through phygital coaching, the employees involved are supported in the implementation and acceleration of their personal development plan.

**Young talent program:** young talent in the company, divided into groups, compete to develop and deliver innovative business ideas.

**Continuous feedback:** not only is this a cornerstone of the organizational culture, but also a tool integrated into the Performance Development process, through which employees can request formal feedback from a peer and a manager other than their line manager.

## T.R.U.S.T: CRIF LEADERSHIP MODEL

The company has had a leadership model since 2017, whose main objective is to outline the most significant attributes, principles, values, behaviors, and skills 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:



### TRANSFORM & INNOVATE

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

T



### BE RESULTS DRIVEN

focus on the results and challenges, all with a view to excellence

R



### UNLOCK TALENT POTENTIAL

ability to be a leader, i.e., the propensity to unleash the potential of talented people

U



### BUILD A SUSTAINABLE ENVIRONMENT

the ability to organize work and business in a sustainable way with regard to ESG principles

S



### DEMONSTRATE TACTFULNESS

accepting and experiencing diversity and inclusion positively, transforming them into added value within the organization

T

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.

To strengthen the diffusion and application of the TRUST Leadership Model within the company, the TRUST Ambassador project was set up in 2024. The project involved a selection of managers who stood out due to the assessments they obtained in the **Associate to Manager Feedback** process, coming from different functions and geographies.

The participants followed a two-step path: the first part focused on the theoretical aspects of the model and the second focused on active discussion and the development of concrete ideas to put into practice, aimed at making the TRUST model more operational and integrated into the business context.

**As of 2025, the role of the Ambassadors has become central to strengthening engagement with and awareness of the TRUST model, effectively addressing key themes aligned with its five pillars.**

Ambassadors will be required to share real and significant examples related to the pillar in question, such as case studies, with the aim of making the TRUST model tangible and applicable in daily practice.

During the year, Ambassadors will be involved in sharing initiatives and actions, such as the Level Up program and the creation of webinars on the subject, with the aim of encouraging the practical application of the TRUST principles in everyday work and contributing to their diffusion in the corporate culture.

# 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 2024, thanks in part to the continued presence of BOOM—CRIF's knowledge and innovation hub dedicated to education, training, and innovation in technology development, business, and cutting-edge issues since 2023—the training offer was updated with the addition of new e-learning sessions and new classroom-based courses.**

The main topics covered include: 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 2024 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 Skill 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 2024 was 93,805, up from 2023, with an average of 18 annual training hours.**

# Welfare & Wellbeing

**The CRIF Welfare model aims to generate a real impact on the lives of employees and their family and personal network, by fostering corporate wellbeing and, in a broader sense, a better work-life balance.**

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.

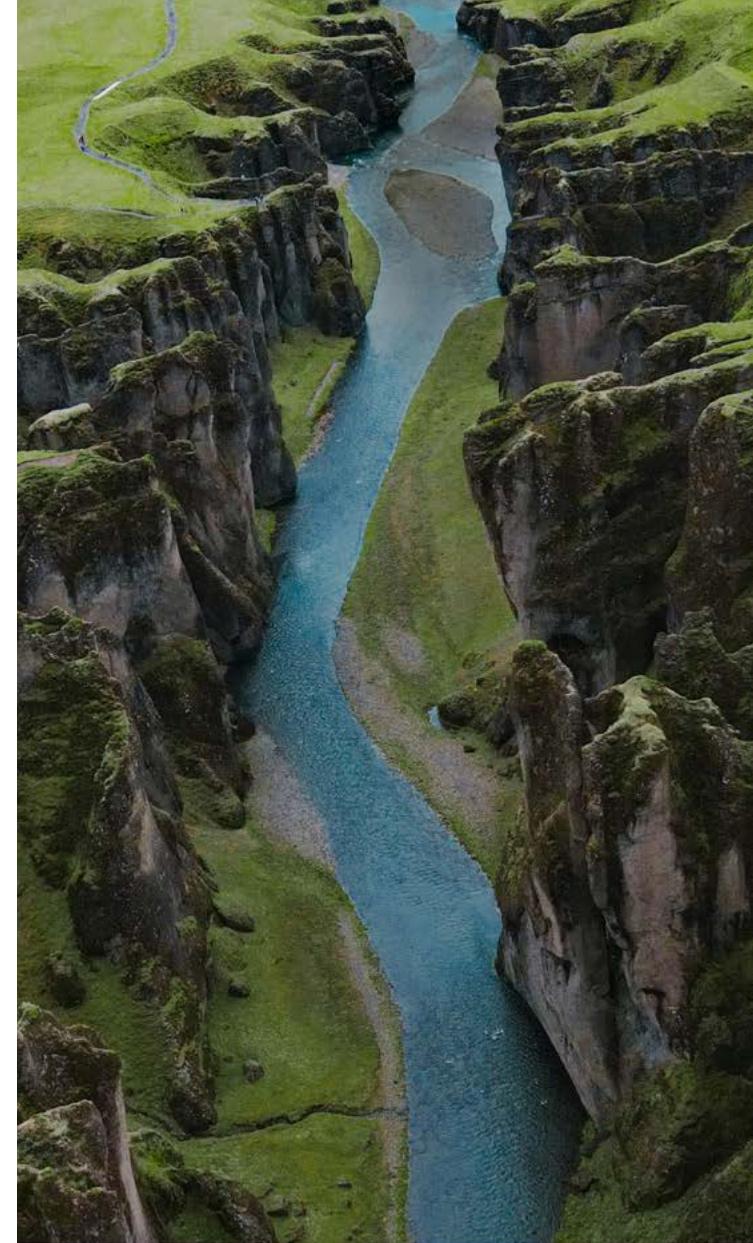
CRIF's commitment to the promotion of employee wellbeing has been rooted in the company for years through a structured Welfare model that has undergone a transformation over time, embracing a systemic approach to wellbeing that sees the individual not only as a worker, but as part of an ecosystem where employment is only one aspect of life.

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. The use of listening tools and the constant monitoring of the needs of the company population is another very important element for the evolution of the corporate Welfare model.

In this regard, CRIF conducts climate surveys through the use of online surveys—including the “Great Place to Work” and “Glickon” surveys—which are annually alternated and the results of which are 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 2024, the latest “Great Place to Work” survey was launched, achieving a global response rate of 88%, with a Trust Index of 67%, up +2% points from the last “Great Place to Work” survey conducted in 2022.**

**Following the survey, CRIF obtained Great Place to Work certification for 17 of the countries it operates in.**





The welfare initiatives in place at CRIF, implemented both locally and at a corporate level, are divided into 4 pillars:

 **Family**

Benefits to support employees during their family journey (maternity plan, scholarships, summer camp vouchers, special childcare arrangements, school career guidance)

 **Healthcare e Wellbeing**

Benefits related to the promotion of corporate and personal wellbeing (medical, accident, and life insurance, fitness platform, preventive medical screening, fitness vouchers, counseling, mental health awareness webinars)

 **Social & workplace events 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**

Benefits related to activities employees can do during their free time (special rates with local businesses, restaurants, city tours)



# 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 all employees 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 defines Occupational Health and Safety Guidelines.

In 2010, CRIF Group decided to obtain third-party certification according to the ISO 45001 standard on "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 risk 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, among the various activities carried out, conducts annual risk assessment inspections at all 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 Workers' Health and Safety Representatives.

In addition, the presence of Workers' Health and Safety Representatives ensures that employees have the opportunity to 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 so that these events do not occur and/or 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 emergency and 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-D-trained staff (Basic Life Support Defibrillation).

Occupational medicine plays an important role in monitoring high-risk situations and in providing guidance for the prevention of health and safety problems for individuals. Following the regulations and instructions of the company OHPs, employees periodically undergo health surveillance, with the aim of verifying the ability of employees to perform their duties, both initially and throughout the period in which they perform their work for a CRIF Group company.

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 a key element and is managed specifically through the organization of several specific courses related to internal levels of responsibility and specific tasks, including:

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

- Supervisor training
- Executive training
- Workers' Health and Safety Representative training

The courses delivered in 2024 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 mandatory requirements and content 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 health and safety for all types of workers.

Supporting these processes, and 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 Workers' Health and Safety Representatives 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 the maintenance of 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 relating to the occupational health and safety. 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 at the time of recruitment, then on a regular basis and when necessary in the event of unexpected changes or situations that may have an impact on the health and safety of workers (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, in accordance with local regulations in each country.

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 order to standardize the approach and monitor the relevant activities of the companies in different countries, CRIF Group has identified the GRI Standards – developed by the Global Reporting Initiative (GRI) – as the reference for reporting sustainability-related performance, with particular attention to health and safety aspects. By adopting these criteria and sharing them with all the Group companies around the world, it is not only possible to report on the activities carried out in a structured way, but also to act as the driver for the achievement of a common standard and sustainable development.

CRIF Group carried out its annual data collection regarding the GRI standards, involving 32 countries across the world, with the aim of representing in an integrated way the commitment of each Group entity in the field of Health & Safety, with the participation of a multi-disciplinary and multi-country team.

After an initial phase of defining the requirements (based on international standards, GRI Standards) to be applied to each country, an assessment was made by local representatives, also according to the regulations applicable to each country. Subsequently, CRIF Group restricted its monitoring to only 3 GRI Standards considered the minimum requirements/targets that the Group intends to promote for all Group companies and countries, regardless of the obligations imposed by local regulations.

The GRI Standards monitored annually are:

- **403-2 - Hazard identification, risk assessment and incident investigation:** to monitor potential risks that could compromise the health and safety of employees and stakeholders;
- **403-5 - Worker training on occupational health and safety:** essential requirement for building effective H&S control;
- **403-9: Work-related injuries:** in order to monitor any incidents that have occurred in the working environment and to plan subsequent remedial and preventive actions.

Following the assessments, CRIF Group may from time to time decide whether to define and apply additional measures or increase sensitivity and awareness with a view to the continuous improvement of its Occupational Health and Safety Management System.





# Promoting growth of the community and local area

Investment in the local area where a business operates is fundamentally important for contributing to the economic and social development of the community and for generating a positive impact on society at large. CRIF is acutely aware of its role in the social and community fabric and is actively committed to supporting its development through a variety of initiatives, involving associations, non-profit organizations, universities, schools, and institutions.





# BOOM: a continuously evolving and expanding hub

Launched in February 2023, BOOM is CRIF's knowledge and innovation hub, and has quickly established itself as a reference point for training and innovation.

**Its main mission is to support local communities and develop the local area by promoting initiatives and training pathways aimed at a wide and diverse audience, including students, professionals, startups, and families.**

BOOM aims to be a place where training, innovation and entrepreneurship meet to generate new opportunities for growth and foster the exchange of know-how. In 2024, it strengthened its role by offering a physical and digital space for the exchange of skills, experiences, and ideas across different generations.

**The BOOM model is extending beyond Bologna, with the establishment of new training hubs in Emilia-Romagna, Lombardy, and Veneto.** Through partnerships with companies based in these areas, BOOM will lead discussions and collaborations on innovative issues and trends in the sector, just as it has been doing in the Bologna area.

## A MEETING POINT FOR THE LOCAL AREA

BOOM is committed to consolidating resources and knowledge from different sectors to enrich the training offered in and around Bologna and in the Emilia-Romagna region. Particular focus is placed on narrowing the gap between the city and outlying areas, with the goal of positioning the metropolitan and regional area as a leading hub for innovation in Europe.

In 2024, BOOM strengthened its local impact with more than **70 events and webinars** focused on emerging trends, involving businesses, institutions, and locals in knowledge exchange and discussions.

 **70**  
Events and webinars

## THE BOOM VALUE PROPOSITION

The BOOM value proposition comprises five main areas:

### BOOM EDUCATION

This includes workshops, courses, events, summer camps, and training days for schools, teachers and families. The aim is to **inform the new generations about current and innovative topics**. These include sustainable finance, the environment and sustainability, social robotics, artificial intelligence, corporate sustainability, and web & digital, at the same time developing problem-solving, teamwork, and design thinking skills. Training is considered critical to the growth of the local area, which is why BOOM is committed to developing initiatives that bridge the gap between schools and businesses, building the foundations for the professionals of the future.

Teachers can try out tools used in open innovation processes to enrich their teaching practices.

Training activities are also open to anyone who wants to develop skills in areas such as 3D modeling, artificial intelligence, and digital storytelling.

In 2024, the BOOM Education program saw the participation of over **1,000 students** between the ages of 6 and 18, who took part in training and career guidance experiences. **350 trainers** were involved in workshops dedicated to new teaching methods on topics such as AI and sustainability, and **51 workshops** were held on artificial intelligence, sustainability, and future skills. For 2025, BOOM expects to further expand its offering with 17 new initiatives created for schools, families, and teachers, updating how participants engage and the content.

## BOOM LEARNING

This area is dedicated to professionals, companies, and young jobseekers, through hybrid courses (mix of e-learning and in-person sessions) to develop 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, technological innovation, and cybersecurity. The offering also includes training programs for company employees, featuring interactive learning experiences—including in the metaverse—and workshops designed to apply the skills acquired, with support from industry experts.

In 2024, BOOM consolidated its role as a hub for education and innovation, with a significant growth in its initiatives. More than **850 participants** attended workshops and training courses, up 43% from 2023, and more than **500 hours of training** were provided to develop strategic skills for the future.



**850**   
participants  
( up 43% from 2023)

**500**   
hours of training

## BOOM EMPLOYER BRANDING & ACADEMY

The BOOM Employer Branding initiatives are a unique platform for companies that want to stand out and **attract the best talent**. With exclusive events, training challenges, and talent days, businesses have the opportunity to talk about themselves, enhance their commitment to innovation, and connect with young professionals. Employer branding initiatives in 2024 involved over 20 companies, with 150 undergraduates and recent graduates attending the academy and BOOM initiatives—a 157% increase compared to 2023. In 2024, the **B. Future Challenge** was launched as part of the Employer Branding initiative. This is an annual event designed to enhance the Emilia-Romagna region and at the same time attract young talent from all over Italy

**The initiative received the 2024 Responsible Innovators Award, attracting over 173 candidates, 108 of whom were selected and involved in the development of innovative projects focused on sustainability and artificial intelligence.**

**20+**  
companies

**150**  
undergraduates  
and recent graduates  
(a 157% increase compared to 2023)

**BOOM Academy** was established to provide all the key skills to those who want to become a qualified professionals in the shortest possible time and pursue a successful career within leading companies.

The **Tech EmpowHER Academy** offers 3 courses to support the inclusion of women in the tech sectors of companies that are part of the Tech EmpowHER network:

- **Teen in Tech** is a highly specialized IFTS course created in collaboration with Adecco. 400 hours of lectures and 400 hours of internship dedicated to talented recent female graduates who want to acquire technical skills in the design and development of computer applications.
- **Pink Tech Academy** is an intensive 6-week training course, created in collaboration with Adecco and dedicated to young female STEM graduates who want to increase their knowledge in the field of Data Science in preparation for employment.
- **Switch to Tech** is 6-month training course, created in collaboration with Refresh Academy and dedicated to young female humanities graduates who are struggling to find a job or who want to reinvent themselves in the Tech field, to become expert software developers.

According to the latest Eurostat data, women in tech positions in Europe represent only 22% of the total, while in Italy there are even fewer: 15%. The situation is similar when we consider STEM graduates: In Europe women comprise only 13% and in Italy 6.7%. To overcome this bias that technology is somehow a “man’s job,” **BOOM decided to launch the Tech EmpowHER project**, involving local companies in creating a network that supports women in the tech industry and makes a difference in future employment trends.

## LEARNING & CO-WORKING SPACES

Thanks to the innovative architecture of its premises, BOOM offers augmented and virtual reality experiences, transporting visitors into an immersive tunnel to find out more about current issues such as sustainable finance, entrepreneurship, sustainability, and digitalization. Children, on the other hand, have the opportunity to actively learn through 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 2024, 45 companies chose BOOM’s offices to host their events, making the most of a dynamic environment tailored to their needs. The co-working spaces currently host 2 startups.

In 2024, BOOM experienced significant growth in terms of participation and projects:

- **>1,000 students** involved in training and career guidance experiences.
- **350 teachers** trained in innovative teaching methods.
- **51 workshops** on AI, sustainability, and future skills.
- **>850 participants** in courses for professionals and companies.
- **>500 hours** of training provided.
- **70 events** and webinars on emerging trends.
- **20 companies** involved in Employer Branding initiatives.
- **173 young talent** candidates for the “B. Future Challenge”.
- **45 companies** chose BOOM for their corporate events.

# Promoting education and financial inclusion

## 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 monitor 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, providing an interpretation of the main trends concerning data exposed in Open Web and Dark Web environments, the type of information, and the areas in which data traffic is concentrated. It also provides insights to help deal with cyber risks in a more informed way.

### #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.

### #MISTERCREDIT BLOG, NEWSLETTER, AND GUIDES

The content published on the mistercredit.it blog and circulated through the regular newsletter on the subject of credit, data protection, and online security aims to increase consumer knowledge and help them make more informed decisions. The section received over **100,000 visits** in 2024.

The guides published on the Mister Credit website provide informative and in-depth articles on a variety of topics, including consumer credit, mortgages, real estate, fraud, and credit cards. 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. In 2024, the Mister Credit blog received around **104,000 visits**. Content is delivered via the newsletter and Mister Credit social media channels.

### #CREDIT FRAUD OBSERVATORY

The CRIF Credit Fraud Observatory, published every six months for over 15 years, identifies the characteristics and trends of credit fraud based on objective data and detailed analysis. Furthermore, the study identifies the needs of credit institutions and institutional bodies involved in preventing and combating fraud.

### #RENTAL OBSERVATORY

The Rental Observatory, produced by Nomisma on behalf of CRIF and in collaboration with Confabitare, is designed to explore the propensity of Italians to real estate rental solutions and the readiness of owners to rent their properties, trying to identify factors that facilitate or hinder renting.

### #CONSUMER CREDIT SURVEY

The Assofin-CRIF-Prometheia Consumer Credit Survey, now in its 57th 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 BAROMETERS

Based on the information assets of EURISC – the CRIF credit reporting system – the Barometers show the quarterly trend in loan and mortgage applications as well as mortgage subrogations by Italian households.

## #MORTGAGE COMPASS

The CRIF Mortgage Compass – MutuiSupermarket.it – is a quarterly bulletin aimed at the main market players and stakeholders - consumers, banks, specialists, intermediaries, media - who want to find their way around the complex and dynamic mortgage sector in Italy. This tool aims to provide a complete, accurate, up-to-date, and reliable snapshot of all the key phenomena that characterize the residential mortgage market and its 4 key points: applications, applicants, offer, and collateral.

## #ESG OUTLOOK

The CRIF ESG Outlook provides an in-depth analysis of the environmental, social, and governance (ESG) sustainability of Italian companies and the real estate sector. The report is based on CRIF's extensive ESG data lake, with over 150 indicators.

## #LEADING WOMEN IN BUSINESS 2024

This is ICAP CRIF's annual publication, which includes key success stories from women-led companies. The publication was presented during the 10th edition of the Women in Business Forum event hosted by ICAP CRIF in 2024. This initiative aims to overcome the gender barriers and bias that can affect recruitment, promotion, and business management processes, analyzing their impact on a company's financial performance.

## #BUSINESS OBSERVATORY

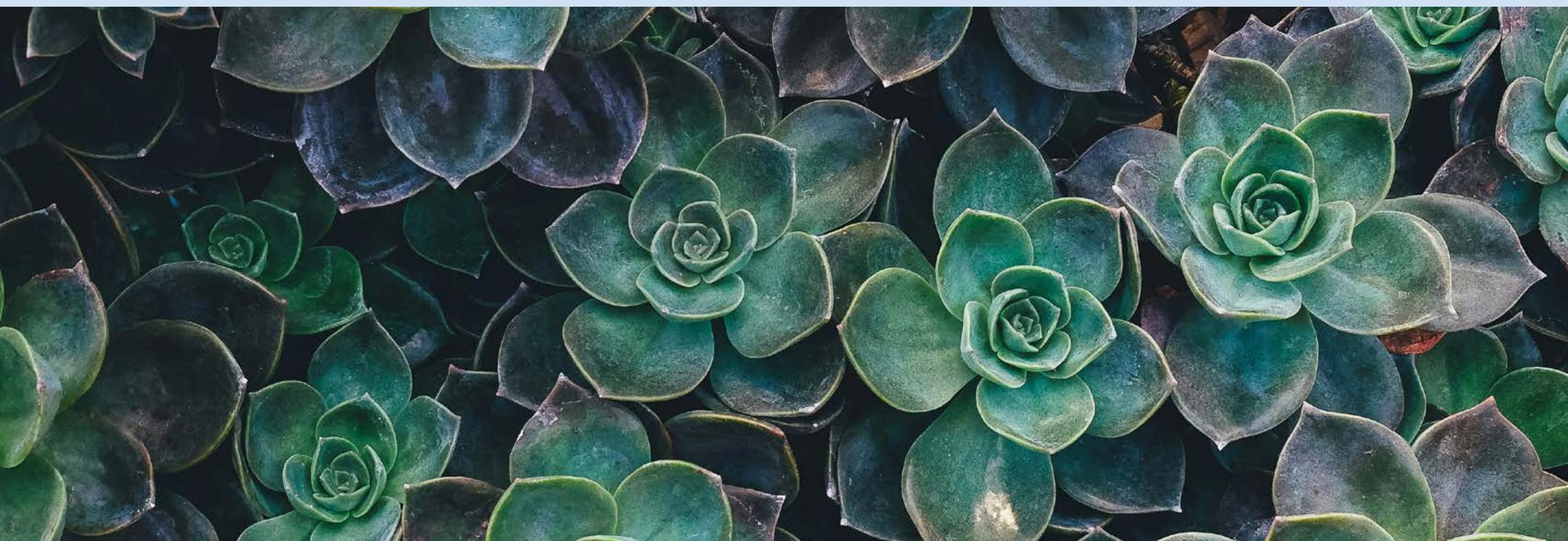
The CRIF Observatory regularly provides a detailed snapshot of the main indicators relating to credit performance of a sample of more than 2.5 million monitored companies, consisting of sole traders, partnerships, and limited companies, drawn up on the basis of the information assets of the EURISC credit reporting system. In particular, the Observatory analyzes trends in disbursed credit and in the credit risk of businesses.

## #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 2024 REPORTS

“Banking on Banks” is a series of reports that collect unique and fresh credit data and findings from financial institution customers in 6 different countries. The aim is to support the development of new solutions, especially in the countries that are not able to leverage credit bureau data.

In 2024, the 3rd edition of the report was published, which for the first time also included the USA and the insurance industry, giving CRIF the opportunity to compare the opinions and behavior of end customers in the USA and Europe on different topics.

In 2024, 7,000 consumers were surveyed across six countries (Austria, France, Germany, Italy, UK, US), resulting in four reports:

- **Credit and debt:** A generational challenge for banks and insurance companies
- **Data and trust:** Moving forward responsibly
- **ESG:** Responding to shifting customer values
- **Customer experience:** Making digital financial services more personalized

## # TURNING TRANSACTIONS INTO ADVENTURES: HOW STRANDS & PERX ARE REDEFINING DIGITAL BANKING WITH GAMIFICATION

In today’s highly competitive digital environment, customer expectations are higher than ever. Strands and Perx have joined forces to revolutionize banking through gamified customer journeys that boost engagement, foster loyalty, and promote financial wellbeing. By combining Strands’ data-driven insights with Perx’s innovative gamification platform, we’re helping banks transform routine transactions into interactive, habit-forming experiences tailored to individual user’s needs. This whitepaper addresses the key benefits of gamification in banking,

analyzes personalized, data-driven gamification experiences, and reports real-world use cases that elevate customer loyalty and engagement.

## #REDEFINING SME BANKING: NAVIGATING FINANCIAL COMPLEXITIES WITH STRANDS COMPASS

This study looks at the world of small and medium-sized enterprises (SMEs), which play a crucial role in driving innovation, employment, and economic growth. With SMEs contributing significantly to national GDPs they embody the entrepreneurial spirit and innovation driving economic growth worldwide. Their diversity and dynamism underpin the structure of the economy. Despite their significant contribution, SMEs often face considerable challenges in their interactions with banks and financial institutions, especially regarding credit access and financial management.

## #MARKET OUTLOOK: BUY NOW PAY LATER, OPEN BANKING

CRIF’s Market Outlook analyzes key market trends, with original searches and insights based on its data ecosystem. In particular, CRIF monitors the trends in Italy of phenomena such as Buy Now Pay Later (BNPL) and Open Banking, investigating their distinctive characteristics in terms of the profile of digital users and the evolution of the regulatory scenario.

## #KNOW YOUR CUSTOMER & BUSINESS LOOKOUT

Drawing on more than 15 years of experience in the field of fraud prevention and anti-money laundering, the CRIF Observatory analyzes the main characteristics of subjects and Know Your Customer outcomes of more than 150 Italian financial players, with analytical evidence on

individuals, beneficial owners, and corporate groups.

## #SINTESI e #SINTESI ONAIR

SINTESI is CRIF’s digital magazine, a practical tool for dialog, and for 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

## CRIF SAVER GAME

**Saving** is becoming increasingly relevant in the daily lives of young people and adults. That's why CRIF built a tool in 2024 to **educate internet users** on how to best plan their spending.

The "**Saver Game**" aims to **increase knowledge** about the subject of **saving**.

The **game** is the perfect tool to **encourage sharing and conversation** around a topic of common interest. The goal is to encourage users to talk about it and share the Saver Game with their friends.

The game shows the results achieved by users and the **education gaps** they need to work on.

**The initiative was also included in the Financial Education Month program that took place in November 2024, focused on the theme "Financial Education: Today for your tomorrow".**

CRIF conducted a **Savings Education Workshop** involving more than 400 high school students.

Gioca a  
**SAVER**game

Impara a **gestire** al meglio **le tue entrate**  
e diventa vero *eroe del risparmio!*



SaverGame è un Educational Game by CRIF che ha l'obiettivo di far imparare, attraverso il gioco, 10 preziosi consigli su come pianificare al meglio le spese e tenere le proprie finanze sotto controllo.

# IL FURTO

Un cortometraggio Mister Credit



## IL FURTO (THE THEFT)

To raise awareness of **identity theft** among consumers, CRIF produced a **short film** in Italian that shows how easy it is to fall victim to credit fraud and online scams, and how devastating the impact on daily life can be.

«Il Furto» aims to educate people about the risks and dynamics of identity theft, telling two stories: The first about Greta and the second about Massimo and Carlotta, and how their lives were turned upside down by shrewd con artists.



# Local projects supported in 2024

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.

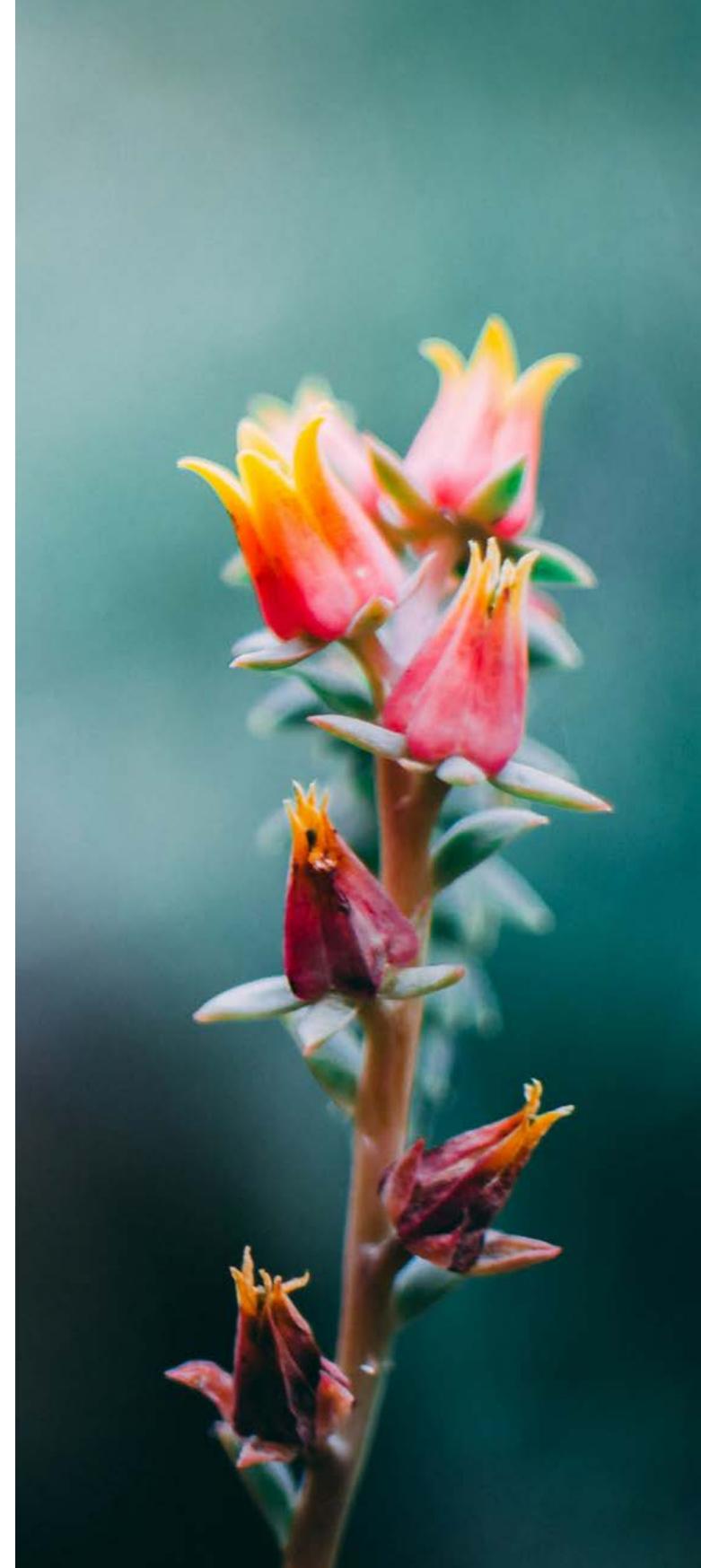
**Through outreach initiatives and volunteering activities, CRIF aims to create an inclusive culture that welcomes and values diversity.**

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.

## Some of the volunteer projects in 2024 included:

- **CRIF Philippines** provided educational support by providing essential teaching materials and financial assistance to ensure that all students, regardless of their background, have access to equal opportunities throughout their academic journey.
- **CRIF Italy and ICAP CRIF Greece** took part in “Race for the Cure”, an event with the primary objective of raising awareness about and preventing breast cancer.
- **CRIF Taiwan** colleagues provided assistance in packaging and distributing humanitarian aid, enabling the beneficiaries to receive targeted care. They also volunteered at an animal shelter.
- **CRIF Germany and CRIF Austria** organized “Social Day” in 2024, where employees, during their working day, got involved in distributing hot meals to the homeless, offering practical support, and a gesture of solidarity to people in difficulty.
- **CRIF Tajikistan** supported an education program aimed at three people outside the company who were facing financial difficulties. This targeted support enabled the beneficiaries to gain valuable professional skills, opening up better career opportunities, and helping them to reintegrate into the workplace.
- **ICAP CRIF Greece** organized a Xmas Bazaar in collaboration with the non-profit organization “The Smile of the Child”, an event where employees could buy a variety of handmade Christmas items, sweets and gifts at decorated stands, with the proceeds donated to charity.
- **CRIF Jamaica** contributed to a nutrition program at local schools, pledging to provide nutritious meals to children in the Kingston and Saint Andrew communities.



## ORGANIZATIONS SUPPORTED IN 2024

### CRIF supports BolognAltruista

CRIF supports BolognAltruista, a non-profit association that aims to spread the values of volunteering in Bologna and that supports associations and non-profit organizations in their projects and activities.

BolognAltruista connects volunteers and associations through a flexible volunteering formula that combines the needs of associations with the free time of volunteers, highlighting the projects and needs of each association.

### 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. On-site screening is also offered by the company to employees aimed at cancer prevention.

### 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 foundation through internal and external initiatives for fundraising purposes and to raise awareness among employees and their friends and families. In 2024, CRIF helped to promote the “Sono Cavoli Miei” awareness-raising campaign, dedicated to the care of children with cancer.

### FONDAZIONE TELETHON

Telethon has always represented a collective effort, answering the call of those fighting rare genetic diseases. By funding the best scientific research, Telethon supports a shared commitment to turning research into real answers for patients.

CRIF supported the foundation with a donation at Christmas.

### GRANELLO DI SENAPE ODV

Granello di Senape is a project of the St. Vincent de Paul Society of Bologna (a Volunteer Organization) that operates in the social and educational field, offering a free after-school club for elementary and high school children in fragile and difficult situations. In 2024, during a corporate team building event, CRIF made bicycles for children that were then donated to the Association.

### 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. In 2024, CRIF contributed with a donation to the “Bologna tifa per i bambini” campaign, promoted by Bimbo TU and Bologna FC, for the Pediatrics Unit at Maggiore Hospital. The funds are intended for the renovation of two pediatric short-stay observation rooms, and for upgrading two pediatric inpatient rooms to create a more supportive, patient-friendly environment for children with psychological disorders.

### WeWorld

In 2024, CRIF made a donation to WeWorld, an independent Italian non-profit organization active in 26 countries. Its projects aim to bring socially and geographically marginalized people into the heart of society, promoting their human and economic development so they can become agents of their own change.

### 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 2024, 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.

## FONDAZIONE POLICLINICO SANT'ORSOLA

CRIF acts as a promoter of the foundation, created to support patients and improve their treatment pathway thanks to the generosity of volunteers, citizens, and companies.

## 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.

## CIRCOLO DELLA MUSICA

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 the "Andrea Baldi" international competition for young pianists. CRIF supported young musicians through a donation.

## 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 Christmas fundraiser through the campaign "at Christmas with CRIF: donate a hot meal to support the Antoniano

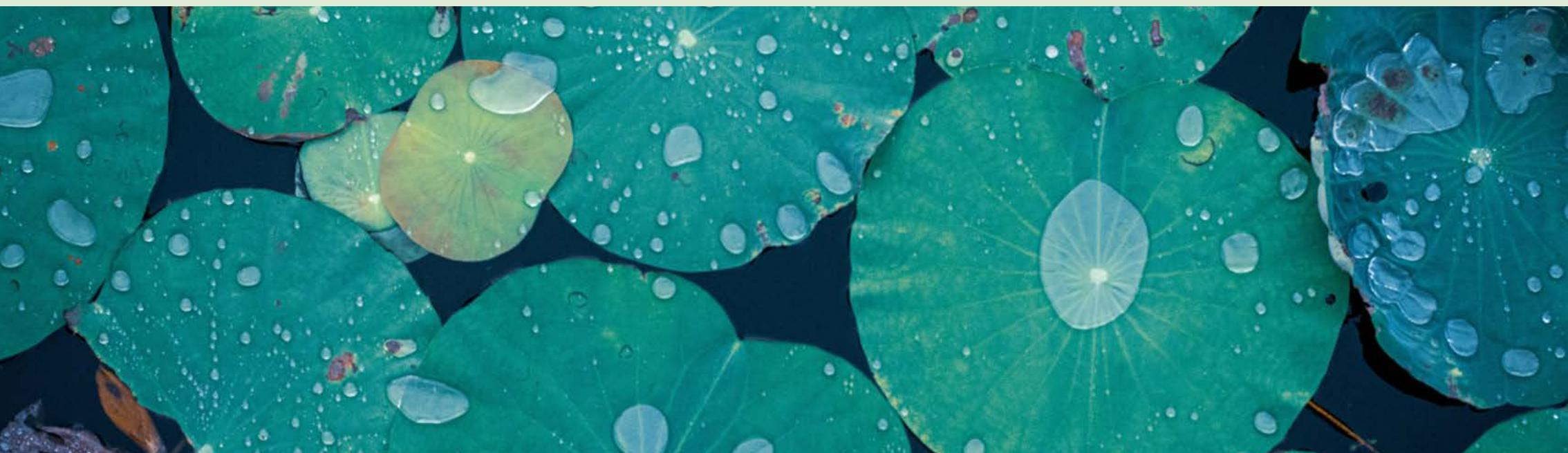
Institute". In addition, through a team building activity for employees, bicycles were donated to children of families in Bologna.

## POLISPORTIVA SPORT 2000 A.D.

The "Acqua Senza Frontiere" (Water Without Borders) project harnesses the therapeutic benefits of water to stimulate motor skills, foster independence, and promote socialization for individuals (children, adolescents, and adults) with intellectual and physical disabilities. CRIF made a donation to the "Salviamo Acqua Senza Frontiere" project, which aims to continue to provide personalized lessons for an ever-growing number of children and adolescents, while keeping costs low for families.

## CNA – "Una cena con il cuore"

CRIF made a donation to the "Una cena con il cuore", event promoted by the Bologna branch of the CNA. The aim of the project is to raise funds for the Casa dei Risvegli Luca De Nigris, a center of excellence for the rehabilitation of people with Severe Acquired Brain Injuries (sABI), operating alongside the IRCCS Institute of Neurological



Sciences of Bologna. The center stands out not only because of the highly specialized care it provides, but also because of the humanity and support provided to patients and family members in times of great difficulty.

### **A.B.E.O LIGURIA**

The association has been supporting families from outside the region for over 40 years for the care and treatment of children at the Gaslini Pediatric Hospital in Genoa.

CRIF supported the Association in memory of an employee's daughter, to allow it to continue this important work.

### **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.

### **AIMS - Italian Multiple Sclerosis Association**

The Association was founded in 1968 in Italy to offer patients with multiple sclerosis and their families a good quality of life and the support they need, through stable and structured local and national services. It raises funds to provide continuity to these services and to support scientific research.

CRIF supports the association through internal and external initiatives for fundraising purposes and to raise awareness among employees.

### **AIL**

The AIL association promotes and supports scientific research for the treatment of leukemia, lymphoma, and myeloma, funding innovative studies and laboratories throughout Italy. CRIF supports the association through internal and external initiatives for fundraising purposes and to raise awareness among employees.

### **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 supports the association through internal and external initiatives for fundraising purposes and to raise awareness among employees.

### **PHILIPPINE RED CROSS**

The Philippine Red Cross is the country's leading humanitarian organization, committed to providing services to protect the life and dignity of vulnerable people.

CRIF supported the organization with a donation to help victims affected by Typhoon Carina (known internationally as Gaemi).

### **AMERICAN FRIENDS OF JAMAICA**

CRIF made a donation to American Friends of Jamaica to support communities affected by Hurricane Beryl.

AFJ provides assistance to Jamaican charities in the areas of education, healthcare, and human and economic development.

### **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.



# 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 direct and indirect impacts of climate change.



This commitment was included and formalized within the Group Environmental Policy, which defines the company's actions and areas of concern in order to implement an environmental management system that can reduce and contain the impacts generated by the operating activities of the company and its supply chain.

**The process of monitoring and improving the efficiency of environmental resources begins even before the reporting process. In fact, in 2012, CRIF Group implemented energy efficiency solutions capable of achieving a reduction in electricity consumption of around 48% and a reduction in natural gas consumption of about 70% over a decade.**

**In 2022, existing and future actions were brought together in a structured plan, the CRIF ESG Strategy, in order to achieve improvement objectives, such as the implementation of an environmental management system certified according to ISO 14001, and the calculation of the Group's carbon footprint according to ISO 14064, starting from Italy and extended internationally**



## **In 2024, CRIF achieved three important goals:**

### **1.**

The environmental management system certified according to ISO 14001, implemented the previous year for the Beverara 21 offices, was extended to the CRIF CAMPUS located in Castel San Pietro Terme. Third-party certification of the environmental management system is a guarantee that an organization is capable of integrating the management of relevant environmental aspects and their impacts into its business processes.

With a view to meeting compliance obligations, continuously improving environmental performance and achieving environmental objectives, the voluntary adherence to the UNI EN ISO 14001 standard demonstrates CRIF's commitment to environmental protection, pollution prevention and the reduction of energy and resource consumption.

### **2.**

For the second consecutive year, third-party certification of the GHG Inventory (2023) was obtained for CRIF ITALY, according to ISO 14064, the international standard that provides guidelines for the quantification, monitoring and management of greenhouse gas emissions—a fundamental tool for measuring the company's impact on climate change and consequently developing strategies to reduce emissions.

### **3.**

The perimeter of GHG emissions reporting was also extended internationally, obtaining third-party certification of the GHG Inventory (2023) according to ISO 14064 for the following CRIF Group locations: Vienna, Krakow, Bratislava, Prague, and Zürich.

Reducing environmental impacts requires a joint effort between the relevant technical functions and the ESG team. This involves not only consumption monitoring, but also the promotion of a sustainability culture through the direct involvement of the company population, generating an increasing awareness that we are all change agents in the sustainable transition process.



**In this regard, CRIF Group is actively involved in awareness-raising activities on environmental sustainability issues through dedicated communication campaigns and the promotion of local initiatives to encourage sustainable practices.**

For example, in 2024, CRIF Singapore and Vietnam organized team building projects that emphasized the company's commitment to the environment. Employees were involved in beach cleaning and tree planting activities, with the aim of offsetting carbon emissions, improving air and water quality, and actively contributing to mitigating climate change

# Green for Mobility

Aware that part of the company's carbon footprint is generated by employees commuting to and from work, in recent years, CRIF has strengthened its commitment to implementing increasingly sustainable mobility initiatives, which at the same time facilitate the movement of employees in the context of business trips, commuting, and personal travel. The sustainable

mobility path 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, as provided for by Italian Legislative Decree 34/2020 ("Relaunch Decree").

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 trip mobility

Offering an innovative and flexible system that makes your business trips easier



## Commuting mobility

Making it easier to travel to the company's offices



## Personal mobility

Supporting the organization of personal and family mobility

**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.**

Feedback collected from employees in 2024 provided a number of insights that enabled the implementation of new mobility initiatives, including the introduction of a specific platform that facilitates sustainable travel, whereby employees can carpool—offering or requesting rides from co-workers that do the same commute to and from work—resulting in benefits in terms of pollution, improved interpersonal relationships, and financial savings. In order to promote

sustainable mobility during the commute to and from work, CRIF signed up to the "bike to work" initiative, giving employees who commute by bike a financial incentive based on the kilometers traveled.

CRIF also implements benefits and actions to promote sustainable mobility at its international offices, where possible.



# Methodology note



**This document is the fourth edition of the Sustainability Report of the companies belonging to the Group comprising CRIF S.p.A. and its subsidiaries in relation to 2024.**

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 2024 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) standards. CRIF currently prepares the Sustainability Report voluntarily, and so the non-financial reporting is not integrated with the financial reporting.

CRIF Group's Sustainability 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, 2024:

- CRIF SERVICES SPA
- NOMISMA S.p.A.
- CRIF GmbH Germany
- Europro GmbH
- Elbe Credit Management GmbH
- CRIF SDN. BHD - Malesia
- MICROFINANCE TECHNOLOGIES CENTRE LLC
- CRIBIS CREDIT MANAGEMENT Srl
- PT CRIF Indonesia
- TELESERVICE SRL
- CRIBIS D&B SRL
- CRIF RATINGS 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
- 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 Techonology
- CRIF REALTIME LIMITED (UK)
- CRIF MADAGASCAR S.A.
- Easylink Ämterservice 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 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
- ESG-View Srl - FORLI
- CRIF Digital Services Private Limited - INDIA
- Comas S.r.l.
- CRIF JAPAN Kabushiki Kaisha
- ERIF Biuro Informacji Gospodarczej sa
- Ne NOMISMA ENERGIA Srl
- Quantek Srl
- ICAP CRIF Ratings SINGLE MEMBER SA
- Company Data S.r.l.
- CRIF Process Outsourcing Srl

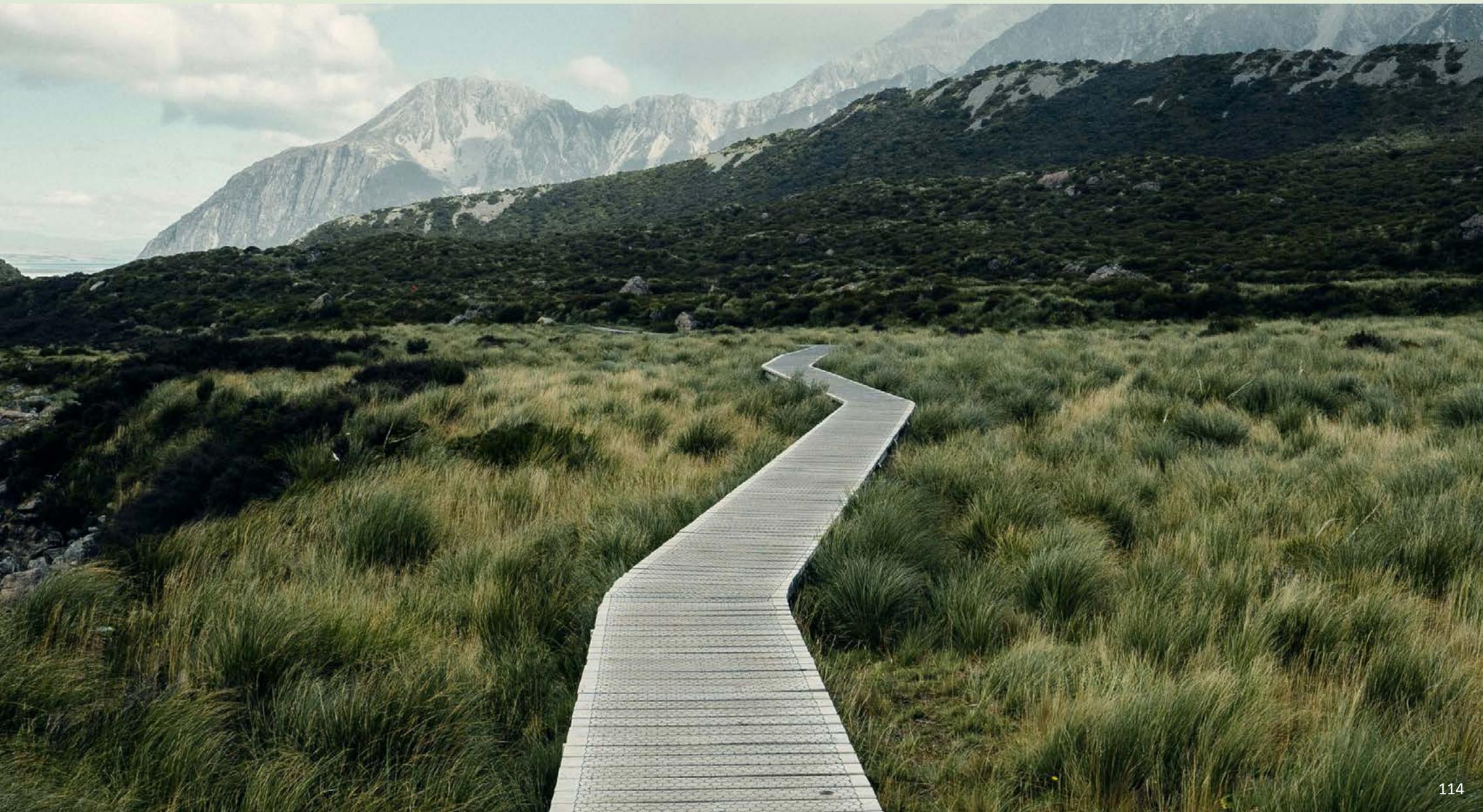
The table that follows details the indicators used (GRI Index), in line with the results of the materiality analysis. The section “Appendix – Data and Indicators” details the tables and quantitative information required by the GRI standards.

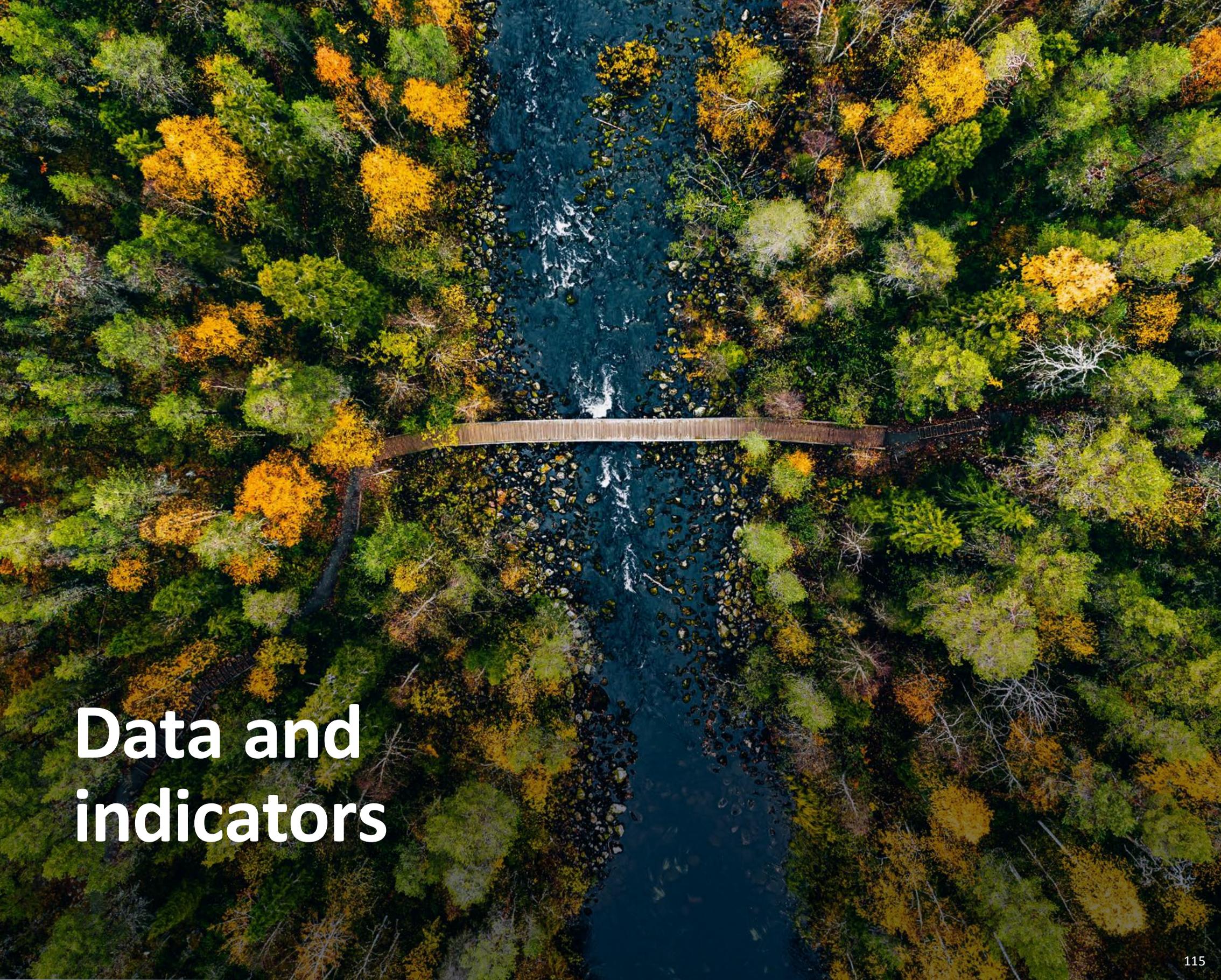
To create this Sustainability Report, first of all a process of analysis and comparison of the most widely used indicators in the sector was implemented. This was followed by a process

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 Sustainability 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 29th May 2025.

**For more information about the Sustainability Report 2024, you can contact us by e-mailing: [HR\\_Social\\_Responsibility@crif.com](mailto:HR_Social_Responsibility@crif.com).**

**This document is available online at [crif.com](http://crif.com)**





# Data and indicators

# CRIF Group

## GRI 2-1 “ORGANIZATIONAL DETAILS”

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

### ECONOMIC RESPONSIBILITY

Item	UOM	2024		2023		2022	
Economic value generated	k€	854.983		812.862		741.287	
Economic value distributed		736.137	86,1%	706.939	87%	634.297	85,6%
Value distributed to suppliers		339.195	39,7%	323.851	39,8%	267.275	36,1%
Value distributed to employees		333.023	39,0%	314.588	38,7%	306.768	41,4%
Value distributed to capital providers		31.961	3,7%	26.311	3,2%	11.020	1,5%
Value distributed to government institutions		14.756	1,7%	24.889	3,1%	22.127	3,0%
Value distributed to shareholders		15.430	1,8%	15.182	1,9%	25.102	3,4%
Value distributed to the community		1.772	0,2%	2.118	0,3%	2.006	0,3%
Economic value retained		118.846	13,9%	105.923	13,0%	106.990	14,4%

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.

	2024		2023		2022	
<b>Economic value generated</b>	<b>854.983</b>		<b>812.862</b>		<b>741.287</b>	
<b>Economic value distributed</b>	851.112	99,5%	819.068	100,8%	730.339	98,5%
<b>Economic value retained</b>	3.871	0,5%	(6.206)	-0,8%	10.948	1,5%

Considering the significant impact of the Group's investments, the economic value distributed amounted to €851.1 million in 2024, corresponding to 99.5% of the economic value generated (€819 million in 2023, equal to 100.8% of the economic value generated). The economic value retained in 2024 was €3.9 million, corresponding to +0.5% of the economic value generated (-€6.2 million in 2023, equal to -0.8% of the economic value generated).

## RESPONSIBILITIES TO PEOPLE

### GRI 2-7 "EMPLOYEES"<sup>2</sup>

Table 1. No. and % of employees by gender

Employees (by gender)	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
<b>Employees</b>	no.	2.499	2.293	<b>4.792</b>	2.432	2.333	<b>4.765</b>	2.332	2.189	<b>4.521</b>
<b>Employees</b>	%	52%	48%	<b>100%</b>	51%	49%	<b>100%</b>	52%	48%	<b>100%</b>

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

Employees (by age)	UOM	2024				2023				2022			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
<b>Employees</b>	no.	886	3.063	843	<b>4.792</b>	952	3.028	785	<b>4.765</b>	966	2.895	660	<b>4.521</b>
<b>Employees</b>	%	18%	64%	18%	<b>100%</b>	20%	64%	16%	<b>100%</b>	20%	64%	16%	<b>100%</b>

Table 3. No. and % of employees by region

Employees (by region)	UOM	2024					2023					2022				
		Europe	Asia	America	Africa	Total	Europe	Asia	America	Africa	Total	Europe	Asia	America	Africa	Total
<b>Number of employees</b>	no.	3.501	1.166	88	37	<b>4.792</b>	3.399	1.229	101	36	<b>4.765</b>	3.084	1.287	112	38	<b>4.521</b>
<b>% Employees</b>	%	73%	24%	2%	1%	<b>100%</b>	71%	26%	2%	1%	<b>100%</b>	69%	28%	2%	1%	<b>100%</b>

<sup>2</sup> 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	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent contract	no.	2.412	2.168	<b>4.580</b>	2.328	2.173	<b>4.501</b>	2.197	2.017	<b>4.214</b>
Fixed-term contract		87	125	<b>212</b>	104	160	<b>264</b>	135	172	<b>307</b>
<b>Total</b>		<b>2.499</b>	<b>2.293</b>	<b>4.792</b>	<b>2.432</b>	<b>2.333</b>	<b>4.765</b>	<b>2.332</b>	<b>2.189</b>	<b>4.521</b>

**Table 5. No. of employees by contract and region**

Employees by full/part-time	UOM	2024					2023					2022				
		Europa	Asia	America	Africa	Total	Europa	Asia	America	Africa	Total	Europa	Asia	America	Africa	Total
Permanent contract	no.	3.347	1.129	87	17	<b>4.580</b>	3.195	1.180	100	26	<b>4.501</b>	2.859	1.218	111	26	<b>4.214</b>
Fixed-term contract		154	37	1	20	<b>212</b>	204	49	1	10	<b>264</b>	225	69	1	12	<b>307</b>
<b>Total</b>		<b>3.501</b>	<b>1.166</b>	<b>88</b>	<b>37</b>	<b>4.792</b>	<b>3.399</b>	<b>1.229</b>	<b>101</b>	<b>36</b>	<b>4.765</b>	<b>3.084</b>	<b>1.287</b>	<b>112</b>	<b>38</b>	<b>4.521</b>

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

Employees by full/part-time	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	no.	2.429	2.066	<b>4.495</b>	2.376	2.172	<b>4.548</b>	2.301	2.058	<b>4.359</b>
Part-time		70	227	<b>297</b>	56	161	<b>217</b>	31	131	<b>162</b>
<b>Total</b>		<b>2.499</b>	<b>2.293</b>	<b>4.792</b>	<b>2.432</b>	<b>2.333</b>	<b>4.765</b>	<b>2.332</b>	<b>2.189</b>	<b>4.521</b>

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

Employees by full/part-time	UOM	2024					2023					2022				
		Europa	Asia	America	Africa	Total	Europa	Asia	America	Africa	Total	Europa	Asia	America	Africa	Total
Full-time	no.	3.211	1.161	86	37	<b>4.495</b>	3.188	1.224	100	36	<b>4.548</b>	2.925	1.285	111	38	<b>4.359</b>
Part-time		290	5	2	0	<b>297</b>	211	5	1	0	<b>217</b>	159	2	1	0	<b>162</b>
<b>Total</b>		<b>3.501</b>	<b>1.166</b>	<b>88</b>	<b>37</b>	<b>4.792</b>	<b>3.399</b>	<b>1.229</b>	<b>101</b>	<b>36</b>	<b>4.765</b>	<b>3.084</b>	<b>1.287</b>	<b>112</b>	<b>38</b>	<b>4.521</b>

## 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	2024				2023				2022			
		Men	Women	% of total workforce	Total	Men	Women	% of total workforce	Total	Men	Women	% of total workforce	Total
Consultant	no.	557	229	12%	<b>786</b>	501	187	11%	<b>688</b>	549	179	12%	<b>728</b>
Co.co.co		71	158	3%	<b>229</b>	65	173	4%	<b>238</b>	65	197	4%	<b>262</b>
Intern		100	124	3%	<b>224</b>	83	97	3%	<b>180</b>	75	131	3%	<b>206</b>
Temporary Agency Workers		105	276	6%	<b>381</b>	87	263	5%	<b>350</b>	93	289	6%	<b>382</b>
Agent		162	49	3%	<b>211</b>	145	37	3%	<b>182</b>	113	25	2%	<b>138</b>

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 2024 by gender

Employees hired (by gender)	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees hired	no.	447	447	<b>894</b>	532	573	<b>1.105</b>	620	620	<b>1.240</b>
Employees hired %	%	50%	50%	<b>100%</b>	48%	52%	<b>100%</b>	50%	50%	<b>100%</b>

Table 10. No. and % of employees hired in 2024 by age

Employees hired (by age)	UOM	2024				2023				2022			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Employees hired	no.	410	443	41	<b>894</b>	498	547	60	<b>1.105</b>	479	638	123	<b>1.240</b>
Employees hired %	%	46%	50%	5%	<b>100%</b>	45%	50%	5%	<b>100%</b>	39%	51%	10%	<b>100%</b>



**Table 11. No. and % of employees hired in 2024 by region**

Employees hired (by region)	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Europe	no.	249	282	531	298	323	621	211	296	507
Asia		182	144	326	217	217	434	182	218	400
America		8	4	12	13	23	36	16	20	36
Africa		8	17	25	4	10	14	9	11	20
<b>Total</b>		<b>447</b>	<b>447</b>	<b>894</b>	<b>532</b>	<b>573</b>	<b>1.105</b>	<b>584</b>	<b>656</b>	<b>1.240</b>

**Table 12. Hiring rate 2024**

Hiring rate	u.m.	2024	2023	2022
Global	%	19%	23%	27%
Italy		13%	19%	16%

**Table 13. No. and % of employees leaving the company in 2024 by gender**

Employees leaving the company (by gender)	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees leaving the company	no.	423	538	961	362	392	754	588	538	1.126
Employees leaving the company	%	44%	56%	100%	48%	52%	100%	52%	48%	100%

**Table 14. No. and % of employees leaving the company in 2024 by age**

Employees leaving the company (by age)	UOM	2024				2023				2022			
		<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
No. of employees leaving the company	no.	334	535	92	961	272	428	54	754	408	650	68	1.126
% of Employees leaving the company	%	35%	56%	10%	100%	36%	57%	7%	100%	36%	58%	6%	100%

Table 15. Turnover rate

Tasso di Turnover	UOM	2024	2023	2022
Turnover Global	%	9,7%	16,7%	27,2%
Turnover Italy		20,1%	10,2%	12,8%

## GRI 403-9 – WORK-RELATED INJURIES

Table 16. No. of injuries recorded in 2024

Work-related injuries	UOM	2024	2023	2022
Total work-related injuries	no.	13	12	9
of which fatal (no.)		0	0	0
of which with serious consequences (no.)		0	0	0
No. of hours worked		4.365.244	4.101.000	3.554.712
Rate of total recordable work-related injuries	%	2,98%	2,93%	2,53%
Rate of fatalities as a result of work-related injuries		0%	0%	0%
Rate of high-consequence work-related injuries		0%	0%	0%

The total number of working hours was estimated based on full-time (8 hours daily) and part-time (6 hours daily) employees, multiplying their respective units by the number of working days in 2024 (254 days). The data for 2023 and 2022 has been restated to ensure full methodological consistency, as it was previously based on a different estimation. The current method was adopted to be more cautious and to provide a more prudent and consistent representation of the total hours worked.

## 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	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	5.683	2.043	<b>7.726</b>	4.961	1.693	<b>6.654</b>	1.833	596	<b>2.429</b>
Middle Management		6.785	3.639	<b>10.424</b>	6.679	3.701	<b>10.380</b>	8.969	2.186	<b>1.115</b>
Employees		18.093	19.740	<b>37.833</b>	18.463	16.196	<b>34.659</b>	28.123	12.824	<b>40.947</b>
Total		<b>30.561</b>	<b>25.422</b>	<b>55.983</b>	<b>30.103</b>	<b>21.590</b>	<b>51.693</b>	<b>38.925</b>	<b>15.606</b>	<b>54.531</b>

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

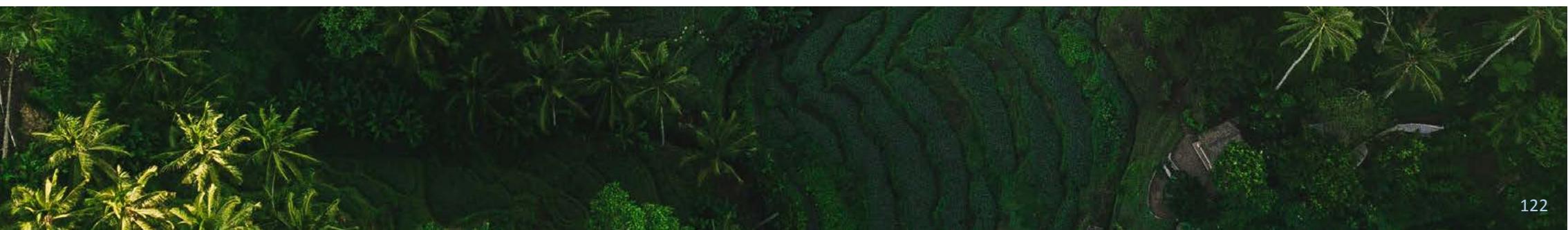
Employees trained (number) by professional category and gender	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	92	22	<b>114</b>	93	23	<b>116</b>	65	19	<b>84</b>
Middle Management		219	123	<b>342</b>	204	117	<b>321</b>	150	68	<b>218</b>
Employees		812	975	<b>1.787</b>	793	954	<b>1.747</b>	427	350	<b>777</b>
<b>Total</b>		<b>1.123</b>	<b>1.120</b>	<b>2.243</b>	<b>1.090</b>	<b>1.094</b>	<b>2.184</b>	<b>642</b>	<b>437</b>	<b>1.079</b>

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

Hours of training per capita	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	62	93	<b>68</b>	53	74	<b>57</b>	28	31	<b>29</b>
Middle Management		31	30	<b>30</b>	33	32	<b>32</b>	60	32	<b>51</b>
Employees		22	20	<b>21</b>	23	17	<b>20</b>	66	37	<b>53</b>
<b>Total</b>		<b>27</b>	<b>23</b>	<b>25</b>	<b>28</b>	<b>20</b>	<b>24</b>	<b>61</b>	<b>36</b>	<b>51</b>

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

Average annual training hours	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	63	97	<b>70</b>	53	77	<b>58</b>	22	26	<b>23</b>
Middle Management		32	30	<b>31</b>	33	32	<b>33</b>	52	22	<b>41</b>
Employees		23	21	<b>22</b>	25	18	<b>21</b>	43	17	<b>29</b>
<b>Total</b>		<b>28</b>	<b>24</b>	<b>26</b>	<b>29</b>	<b>21</b>	<b>25</b>	<b>43</b>	<b>18</b>	<b>31</b>



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

Hours of training provided by professional category and gender	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	10.068	3.001	<b>13.069</b>	11.405	2.272	<b>13.677</b>	905	300	<b>1.204</b>
Middle Management		11.143	6.720	<b>17.863</b>	9.301	5.914	<b>15.215</b>	17.134	4.022	<b>21.156</b>
Employees		30.924	31.949	<b>62.873</b>	28.903	27.929	<b>56.832</b>	44.110	16.203	<b>60.313</b>
<b>Total</b>		<b>52.135</b>	<b>41.670</b>	<b>93.805</b>	<b>49.609</b>	<b>36.115</b>	<b>85.724</b>	<b>62.149</b>	<b>20.524</b>	<b>82.673</b>

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

Employees trained by professional category and gender	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	252	57	<b>309</b>	261	63	<b>324</b>	32	11	<b>43</b>
Middle Management		526	284	<b>810</b>	468	255	<b>723</b>	366	136	<b>502</b>
Employees		1.808	2.044	<b>3.852</b>	1.851	2.115	<b>3.966</b>	888	561	<b>1.449</b>
<b>Total</b>		<b>2.586</b>	<b>2.385</b>	<b>4.971</b>	<b>2.580</b>	<b>2.433</b>	<b>5.013</b>	<b>1.286</b>	<b>708</b>	<b>1.994</b>

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

Hours of training per capita	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	40	53	<b>42</b>	44	36	<b>42</b>	28	27	<b>28</b>
Middle Management		21	24	<b>22</b>	20	23	<b>21</b>	47	30	<b>42</b>
Employees		17	16	<b>16</b>	16	13	<b>14</b>	50	29	<b>42</b>
<b>Total</b>		<b>20</b>	<b>17</b>	<b>19</b>	<b>19</b>	<b>15</b>	<b>17</b>	<b>48</b>	<b>29</b>	<b>42</b>

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

Average annual training hours	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Management	no.	41	53	43	54	40	51	5	6	5
Middle Management		22	24	22	19	24	21	40	17	32
Employees		18	16	17	17	14	15	26	9	17
Total		21	18	20	20	15	18	27	9	18

## GRI 404-3 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

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

Employees who received a performance review	UOM	2024			2023			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees assessed	no.	2.260	2.035	4.295	2.085	1.851	3.936	1.953	1.847	3.800
	%	53%	47%	100%	53%	47%	100%	52%	48%	100%
Employees assessed out of the total company population by gender	%	90%	89%	90%	86%	79%	83%	84%	84%	84%

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

Employees who received a performance review	UOM	2024			2023			2022		
		n°	% out of the total assessed	% out of the total company population by category	n°	% out of the total assessed	% out of the total company population by category	n°	% out of the total assessed	% out of the total company population by category
Top Manager	no. and %	254	6%	83%	227	6%	74%	240	6%	95%
Middle manager		743	17%	93%	629	16%	90%	593	16%	90%
Staff		3.298	77%	89%	3.080	78%	82%	2.967	78%	82%
Total		4.295	100%	90%	3.936	100%	83%	3.800	100%	84%

## 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	2024					2023					2022				
		Men	% Men	Women	% Women	Total	Men	% Men	Women	% Women	Total	Men	% Men	Women	% Women	Total
Top Management	no. and %	90	81%	21	19%	111	93	81%	22	19%	115	83	78%	23	22%	106
Middle Management		213	64%	121	36%	334	202	63%	117	37%	319	174	64%	98	36%	272
Employees		789	46%	938	54%	1.727	733	45%	908	55%	1.641	652	46%	752	54%	1.404
<b>Total</b>		<b>1.092</b>	<b>50%</b>	<b>1.080</b>	<b>50%</b>	<b>2.172</b>	<b>1.028</b>	<b>50%</b>	<b>1.047</b>	<b>50%</b>	<b>2.075</b>	<b>909</b>	<b>51%</b>	<b>873</b>	<b>49%</b>	<b>1.782</b>

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

Employees by job title according to age group	UOM	2024							2023							2022						
		<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	no. and %	0	0%	39	35%	72	65%	111			47	41%	68	59%	115			46	43%	60	57%	106
Middle Management		1	0%	217	65%	116	35%	334	3	1%	208	65%	108	34%	319			189	69%	83	31%	272
Employees		331	19%	1.137	66%	259	15%	1.727	306	19%	1.105	67%	230	14%	1.641	265	19%	972	69%	167	12%	1.404
<b>Total</b>		<b>332</b>	<b>15%</b>	<b>1.393</b>	<b>64%</b>	<b>447</b>	<b>21%</b>	<b>2.172</b>	<b>309</b>	<b>15%</b>	<b>1.360</b>	<b>66%</b>	<b>406</b>	<b>20%</b>	<b>2.075</b>	<b>265</b>	<b>15%</b>	<b>1.207</b>	<b>68%</b>	<b>310</b>	<b>17%</b>	<b>1.782</b>

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

Employees by job title according to gender	UOM	2024					2023					2022				
		Men	% Men	Women	% Women	Total	Men	% Men	Women	% Women	Total	Men	% Men	Women	% Women	Total
Top Management	no. and %	248	81%	57	19%	305	249	81%	57	19%	306	199	79%	54	21%	253
Middle Management		512	64%	285	36%	797	450	64%	249	36%	699	427	65%	234	35%	661
Employees		1.739	47%	1.951	53%	3.690	1.733	46%	2.027	54%	3.760	1.706	47%	1.901	53%	3.607
<b>Total</b>		<b>2.499</b>	<b>52%</b>	<b>2.293</b>	<b>48%</b>	<b>4.792</b>	<b>2.432</b>	<b>51%</b>	<b>2.333</b>	<b>49%</b>	<b>4.765</b>	<b>2.332</b>	<b>52%</b>	<b>2.189</b>	<b>48%</b>	<b>4.521</b>

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

Employees by job title according to age group	UOM	2024							2023							2022						
		<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	no. and %	0	0%	156	51%	149	49%	305	2	0%	170	56%	134	44%	306	0	0%	144	57%	109	43%	253
Middle Management		12	2%	623	78%	162	20%	797	20	3%	536	77%	143	20%	699	20	3%	518	78%	123	19%	661
Employees		874	24%	2.284	62%	532	14%	3.690	930	25%	2.322	62%	508	14%	3.760	946	26%	2.233	62%	428	12%	3.607
<b>Total</b>		<b>886</b>	<b>18%</b>	<b>3.063</b>	<b>64%</b>	<b>843</b>	<b>18%</b>	<b>4.792</b>	<b>952</b>	<b>20%</b>	<b>3.028</b>	<b>64%</b>	<b>785</b>	<b>16%</b>	<b>4.765</b>	<b>966</b>	<b>21%</b>	<b>2.895</b>	<b>64%</b>	<b>660</b>	<b>15%</b>	<b>4.521</b>

## 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	2024			2023			2022		
		Women	Men	Women/Men	Women	Men	Women/Men	Women	Men	Women/Men
Top Management	€	135.896	133.365	102%	129.724	128.822	101%	133.727	126.807	105%
Middle Management		65.403	69.344	94%	63.052	67.676	93%	61.893	67.282	92%
1		46.098	49.865	92%	44.334	48.799	91%	43.891	47.843	92%
2		37.567	39.732	95%	36.104	39.034	92%	35.394	38.210	93%
3		31.160	31.512	99%	29.860	30.586	98%	29.886	29.919	100%
3S		31.060	32.795	95%	29.927	32.177	93%	29.927	32.397	92%
4		26.514	27.665	96%	25.798	26.540	97%	25.363	25.736	99%
4S		24.993	25.514	98%	24.818	20.967	118%	24.818	23.832	104%
5		23.402	23.906	98%	22.686	23.185	98%	22.257	23.484	95%
6		21.404	21.422	100%	20.675	20.900	99%	20.256	20.473	99%
7		18.939	19.006	100%	18.686	18.683	100%	17.967	17.967	100%

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

Professional category	UOM	2024			2023			2022		
		Women	Men	Women/Men	Women	Men	Women/Men	Women	Men	Women/Men
Top management	€	82.883	111.897	74%	78.566	101.185	78%	84.131	103.404	81%
Middle Management		45.268	56.960	79%	46.178	61.606	75%	42.290	56.031	75%
Staff		24.737	35.363	70%	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	2024			2023			2022		
		Women	Men	Women/Men	Women	Men	Women/Men	Women	Men	Women/Men
Top Management	€	180.946	180.144	100%	173.239	171.975	101%	182.501	170.146	107%
Middle Management		78.681	84.124	94%	75.727	81.768	93%	74.685	80.672	93%
1		51.997	56.138	93%	49.775	54.912	91%	49.222	53.745	92%
2		40.675	43.368	94%	39.171	42.513	92%	38.456	41.632	92%
3		32.925	33.385	99%	31.517	32.572	97%	31.825	31.689	100%
3S		34.787	36.731	95%	33.518	36.038	93%	33.518	35.632	94%
4		27.500	28.938	95%	26.787	27.698	97%	26.573	26.891	99%
4S		26.391	26.790	99%	26.803	22.015	122%	26.803	25.283	106%
5		23.985	24.746	97%	23.264	23.893	97%	22.900	24.529	93%
6		21.946	21.907	100%	21.215	21.438	99%	20.654	20.899	99%
7		18.939	19.043	99%	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			2023			2022		
	Women	Men	Women/Men	Women	Men	Women/Men	Women	Men	Women/Men
Top management	99.601	141.425	70%	93.984	129.385	73%	108.199	132.701	82%
Middle Management	49.962	64.041	78%	50.574	69.817	72%	45.879	63.141	73%
Staff	25.972	37.793	69%	25.119	37.668	67%	22.610	35.928	63%

## ENVIRONMENTAL RESPONSIBILITY

### 302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION

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

Direct energy consumption (offices)	UOM	2024	2023	2022
<b>a. Consumption from non-renewable sources</b>	GJ	<b>19.497</b>	<b>20.863</b>	<b>17.236</b>
Natural gas (methane)		853	1.873	3.174
Petrol		7.287	6.677	2.825
Diesel		10.995	12.255	11.237
LPG		362	57	-
Other (please specify)			-	-
<b>b. Consumption from renewable sources</b>		<b>1.984</b>	<b>825</b>	<b>781</b>
Self-produced electricity from solar kW		2.098	825	781
of which consumed		1.984	825	781
of which returned to the grid		114	-	-
<b>Indirect energy consumption (offices)</b>	<b>UOM</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>
<b>Electricity purchased</b>	GJ	22.666	23.026	19.098
<b>Electricity purchased from NON-renewable sources</b>		22.666	23.026	19.098
<b>Electricity purchased from certified renewable sources</b>		-	-	-
<b>Total production energy consumed</b>		44.147	44.714	37.115

The Group's energy consumption is limited to electricity, natural gas, and company fleet fuel. Fuel consumption by Group companies is primarily attributed to the use of company lease cars provided to employees for mixed personal and business use. Overall consumption remains consistent with 2023 levels. Compared to last year, there's a noticeable preference for gasoline-powered cars over diesel. In 2024, there was a drastic reduction in natural gas (methane) use for winter heating in buildings compared to the previous year. This indicates the Group's strategy to implement sustainable guidelines for new buildings by investing in electric heating systems. Total purchased electricity consumption in 2024 shows a slight decrease, remaining in line with the previous year's consumption.

## 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	2024	2023	2022
Employee rental car (small)	km	12.800	86	3.650
Diesel		12.800	86	3.650
Petrol				
Other (specify, e.g., Hybrid, CNG, LPG)				
Employee rental car (medium)		2.783	252	624
Diesel		2.783	252	624
Petrol				
Other (specify, e.g., Hybrid, CNG, LPG)				
Employee rental car (large)		-	-	-
Employee rental car (size unknown)		62.592	794	2.280
Diesel		62.592	794	2.280
Petrol				
Other (specify, e.g., Hybrid, CNG, LPG)				
<b>Total business travel by car</b>		<b>78.175</b>	<b>1.131</b>	<b>6.554</b>
Business air travel	UOM	2024	2023	2022
Business air travel (domestic: $x < 463$ km)	km	13.128	78.015	8.026
Economy class		13.128	14.143	8.026
Business class		-	63.872	-
Business air travel (short range: $463 \leq x < 1108$ km)		263.929	1.276.507	204.077
Economy class		263.929	239.280	202.450
Business class		-	1.037.227	1.627
Business air travel (long range: $x \geq 1108$ km)		4.955.007	5.779.083	3.699.533
Economy class		4.955.007	3.601.391	3.244.280
Business class		-	2.177.692	455.253
<b>Total business air travel</b>		<b>5.232.064</b>	<b>7.133.604</b>	<b>3.911.636</b>

Business travel by train	UOM	2024	2023	2022
Regional trains (not high speed)	km	53.696	134.530	1.149
High-speed trains		2.906.221	1.160.492	36.365
<b>Total business travel by train</b>		<b>2.959.916,52</b>	<b>1.295.021,52</b>	<b>37.515</b>

### 302-3 – ENERGY INTENSITY

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

Emission intensity	UOM	2024	2023	2022
HC unit	n	2172	2075	1782
Energy intensity	GJ/n	20,32	21,55	24,86

### 305-1 – DIRECT (SCOPE 1) GHG EMISSIONS

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

Direct emissions (offices)	UOM	2024	2023	2022
Consumption from non-renewable sources	tCO2e	1.223,5	1.303,5	1.085,2
Natural gas (methane)		43,7	96,0	160,9
Petrol		438,3	401,6	175,1
Diesel		719,9	802,4	749,1
LPG		21,6	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)				
<b>Production energy consumed</b>		<b>1.249,60</b>	<b>1.329,36</b>	<b>1.085,18</b>

## 305-2 – ENERGY 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 companies

Indirect emissions (location-based) (offices)	UOM	2024	2023	2022
Electricity	tCO2e	1.640,10	1.666,13	1.370,26

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	2024	2023	2022
Electricity	tCO2e	2.877,27	2.922,93	2.422,06

## 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	2024	2023	2022
Employee rental car (small)	tCO2e	1,76	0,1	0,50
Diesel		1,76	0,1	0,50
Petrol		-	-	-
Other (specify, e.g., Hybrid, CNG, LPG)				
Employee rental car (medium)		0,46	0,4	0,10
Diesel		0,46	0,4	0,10
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)		10,54	-	-
Diesel		10,54	-	-
Petrol		-	-	-
Other (specify, e.g., Hybrid, CNG, LPG)				
<b>Total business travel by car</b>		<b>12,76</b>	<b>0,5</b>	<b>0,61</b>

Business air travel	UOM	2024	2023	2022
Business air travel (domestic: $x < 463$ km)	tCO2e	3,23	19,18	1,97
Economy class		3,23	3,48	1,97
Business class		-	15,70	-
Business air travel (short range: $463 \leq x < 1108$ km)		39,86	271,09	30,94
Economy class		39,86	36,14	30,57
Business class		-	234,95	0,37
Business air travel (long range: $x \geq 1108$ km)		732,70	1.466,38	674,95
Economy class		732,70	532,54	479,73
Business class		-	933,84	195,22
<b>Total business air travel</b>		<b>775,78</b>	<b>1.756,65</b>	<b>707,87</b>

Business travel by train	UOM	2024	2023	2022
Regional trains (not high speed)	tCO2e	1,91	4,77	0,04
High-speed trains		12,96	5,18	0,16
<b>Total business travel by train</b>		<b>14,87</b>	<b>9,95</b>	<b>0,20</b>

## 305-4 – GHG EMISSIONS INTENSITY

Table 42.1 Emission intensity related to the Group's Italian companies (Scope 1, Scope 2 Location-based, Scope 3)

Emission intensity	u.m.	2024	2023	2022
Head count (HC)	No.	2.172	2.075	1.782
Emission intensity	tCO2e/n	1,70	2,30	1,78

Table 42.2 Emission intensity related to the Group's Italian companies (Scope 1, Scope 2 Market-based, Scope 3)

Emission intensity	u.m.	2024	2023	2022
Head count (HC)	No.	2.172	2.075	1.782
Emission intensity	tCO2e/n	2,27	2,90	2,37

The emissive intensity is calculated as the ratio between total emissions (Scope 1, Scope 2 – either location-based or market-based – and Scope 3) and the number of employees expressed in Head Count (HC) units, referring to Italian sites.

## 303-3 – WATER WITHDRAWAL

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

Water withdrawal by source	UOM	2024		2023		2022	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
- Surface water	Megalitres	-	-	-	-	-	-
- Groundwater		-	-	-	-	-	-
- Sea water		-	-	-	-	-	-
- Produced water		-	-	-	-	-	-
- Third-party water		13,933	13,120	19,845	19,642	16,030	16,030
of which fresh water ( $\leq 1,000$ mg/l total dissolved solids)		13,933	13,120	19,845	19,642	16,030	16,030
of which other water types ( $> 1,000$ mg/l total dissolved solids)		-	-	-	-	-	-
Total water withdrawal		13,933	13,120	19,845	19,642	16,030	16,030
of which fresh water ( $\leq 1,000$ mg/l total dissolved solids)		13,933	13,120	19,845	19,642	16,030	16,030
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	2024		2023		2022	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
- Surface water	Megalitres	-	-	-	-	-	-
- Groundwater (irrigation wells)		-	-	-	-	-	-
- Sea water		-	-	-	-	-	-
- Produced water		-	-	-	-	-	-
- Third-party water		10,914	10,101	14,716	14,513	10,175	10,175
of which fresh water ( $\leq 1,000$ mg/l total dissolved solids)		10,914	10,101	14,716	14,716	10,175	10,175
of which other water types ( $> 1,000$ mg/l total dissolved solids)		-	-	-	-	-	-
Total water discharge		10,914	10,101	14,716	14,513	10,175	10,175
of which fresh water ( $\leq 1,000$ mg/l total dissolved solids)		10,914	10,101	14,716	14,513	10,175	10,175
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	UOM	2024		2023		2022	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
<b>Total water withdrawal</b>	Megalitres	13,933	13,120	19,845	19,642	16,030	16,030
of which fresh water ( $\leq 1,000$ mg/l total dissolved solids)		13,933	13,120	19,845	19,642	16,030	16,030
of which other water types ( $> 1,000$ mg/l total dissolved solids)							
<b>Total water discharge</b>		10,914	10,101	14,716	14,513	10,175	10,175
of which fresh water ( $\leq 1,000$ mg/l total dissolved solids)		10,914	10,101	14,716	14,513	10,175	10,175
of which other water types ( $> 1,000$ mg/l total dissolved solids)							
<b>Total water consumption</b>		3,019	3,019	5,129	5,129	5,855	5,855
of which fresh water ( $\leq 1,000$ mg/l total dissolved solids)		3,019	3,019	5,129	5,129	5,855	5,855
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	2024		2023		2022	
		All areas		All areas		All areas	
<b>Total water consumed</b>	Megalitres	3,019		5,129		5,855	
<b>Average total number of workers</b>	n.	2.172		2.075		1.782	
<b>Water consumption per worker</b>	Megalitres/n.	0,0013		0,0024		0,0032	

To ensure full methodological consistency, 2022 data was restated due to a prior estimation difference. Water-stressed areas were pinpointed using the World Resources Institute's Aqueduct Water Risk Atlas. High water stress was defined as locations where the 'baseline water stress' indicator surpasses 40%.



## 204-1 – PROPORTION OF SPENDING ON LOCAL SUPPLIERS

Table 47. Proportion of spending on local suppliers divided by region

REGION	2024	2023	2022
Italy	90%	94%	95%
Europe	97%	99%	99%
Asia	95%	97%	97%
America	98%	97%	95%
Africa	93%	100%	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).

## 308-2 E 414-2 – ENVIRONMENTAL AND SOCIAL IMPACTS IN THE SUPPLY CHAIN

Table 48. no. and % of suppliers assessed by environmental and social criteria

Region	UOM	2024
Suppliers of Italian companies assessed according to environmental and social criteria	no.	230
Suppliers with negative environmental and social impacts		18
Total suppliers of Italian companies		605
Suppliers assessed out of total	%	38%

# GRI Content Index

<b>Statement of Use</b>	CRIF Group submitted a report in accordance with GRI standards for the period from January 1 to December 31, 2024
<b>GRI 1 used</b>	GRI 1 - Foundation 2021
<b>Relevant GRI industry standards</b>	N/A

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
GRI 2 - General Disclosures 2021	2-1	Organizational details	116			
	2-2	Entities included in the organization's sustainability reporting	112			
	2-3	Reporting period, frequency and contact point	112			
	2-4	Restatements of information	121 – 130 – 132 - 134			
	2-5	External assurance	112			
	2-6	Activities, value chain and other business relationships	6 – 7 – 8 – 9 -53 – 56 – 57 - 58			
	2-7	Employees	117			
	2-8	Workers who are not employees	119			
	2-9	Governance structure and composition	13 -14 – 15 – 16 – 17 – 18			
	2-10	Nomination and selection of the highest governance body	13 -14			
	2-11	Chair of the highest governance body	13 -14			
	2-12	Role of the highest governance body in overseeing the management of impacts	15 - 16			
	2-13	Delegation of responsibility for managing impacts	15 - 16			
	2-14	Role of highest governance body in sustainability reporting	15 - 16			

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
GRI 2 - General Disclosures 2021	2-15	Conflicts of interest	40 - 41			
	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	15 - 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	77			
	2-20	Process to determine remuneration	77			
	2-21	Annual total compensation ratio				Data subject to confidentiality
	2-22	Statement on sustainable development strategy	28 – 29 – 30 – 31- 32 – 33 – 34 - 35			
	2-23	Policy commitments				
	2-24	Embedding policy commitments				
	2-25	Processes to remediate negative impacts				
	2-26	Mechanisms for seeking advice and raising concerns	40			
	2-27	Compliance with laws and regulations	No cases of non-compliance with laws and regulations arose			
	2-28	Membership associations	10 – 11 – 36 - 37			
	2-29	Approach to stakeholder engagement	19 - 20			
2-30	Collective bargaining agreements	In Italy, 100% of employees are covered by collective bargaining agreements to ensure full employment.				
<b>MATERIAL TOPICS</b>						
GRI 3 - Material topics - Version 2021	3-1	Process to determine material topics	21 - 23			
	3-2	List of material topics	22 – 24 – 25 – 26 – 27			

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
<b>BUSINESS ETHICS AND ANTI-CORRUPTION</b>						
GRI 3 - Material topics - Version 2021	3-3	Management of material topics	39 – 40 – 41 – 42 – 43 – 44 – 45			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	116			
GRI 205: Anti-Bribery 2016	205-3	Confirmed incidents of corruption and actions taken	In 2024, no corruption issues were identified			
<b>CLIMATE CHANGE</b>						
GRI 3 - Material topics - Version 2021	3-3	Management of material topics	106 – 107 – 108 - 109			
	302-1	Energy consumption within the organization	128			
	302-2	Energy consumed outside the organization – Business travel category	129			
	302-3	Energy intensity	130			
	303-3	Water withdrawal	133			
	303-4	Water discharge	133			
	303-5	Water consumption	134			
	3-3	Management of material topics	106 – 107 – 108 - 109			
	305-1	Direct (Scope 1) GHG emissions	130			
	305-2	Energy indirect (Scope 2) GHG emissions	131			
	305-3	Other indirect (Scope 3) GHG emissions – “Business Travel” category	131			
	305-4	GHG emissions intensity	132			

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
<b>SUPPLY CHAIN</b>						
	3-3	Management of material topics	49 – 50 - 51			
	204-1	Proportion of spending on local suppliers	135			
	308-2	Environmental impacts of assessed suppliers	135			
	414-2	Social impacts of assessed suppliers	135			
<b>INVESTMENT IN TALENT, TRAINING AND DEVELOPMENT PROJECTS</b>						
	3-3	Management of material topics	73 -74 -78 – 79 – 80 – 81 – 82 – 83 – 84 – 85 – 86 - 87			
	401-1	New employee hires and employee turnover	119 – 120 - 121			
	404-1	Average hours of training	121 – 122 – 123 - 124			
	404-3	Percentage of employees receiving regular performance and career development reviews	124			
<b>WELLBEING AND HEALTH &amp; SAFETY</b>						
	3-3	Management of material topics	88 – 89 – 90 – 91			
	403-1	Occupational health and safety management system	88 – 89 – 90 – 91			
	403-2	Hazard identification, risk assessment, and incident investigation	88 – 89 – 90 – 91			
	403-3	Occupational health services	88 – 89 – 90 – 91			
	403-4	Worker participation, consultation, and communication on occupational health and safety	88 – 89 – 90 – 91			
	403-5	Worker training on occupational health and safety	88 – 89 – 90 – 91			
	403-6	Promotion of worker health	88 – 89 – 90 – 91			
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	88 – 89 – 90 – 91			
	403-8	Workers covered by an occupational health and safety management system	88 – 89 – 90 – 91			
	403-9	Work-related injuries	121			

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
<b>DIVERSITY &amp; INCLUSION</b>						
	3-3	Management of material topics	75 - 76			
	405-1	Diversity of governance bodies and employees	13 - 125 - 126			
	405-2	Ratio of basic salary and remuneration of women to men	126 -127			
<b>SUPPORT TO LOCAL COMMUNITIES AND ASSOCIATIONS</b>						
	3-3	Management of material topics	93			
<b>INNOVATION AND DIGITALIZATION</b>						
	3-3	Management of material topics	69 – 70 - 71			
<b>RELIABILITY AND SERVICE QUALITY &amp; CONSUMER SATISFACTION</b>						
	3-3	Management of material topics	63 – 64 – 65 – 66 – 67 – 68			
	417-3	Cases of non-compliance concerning marketing communications	In 2024, no cases of non-compliance were identified			
<b>CYBERSECURITY</b>						
	3-3	Management of material topics	47 – 48			
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	47 – 48			
<b>BUSINESS CONTINUITY</b>						
	3-3	Management of material topics	54			

