

# 1.9.3 Social information

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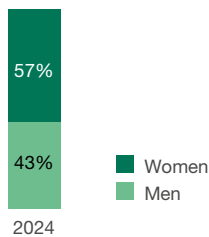
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## 1.9.3.1 Highlights 2024

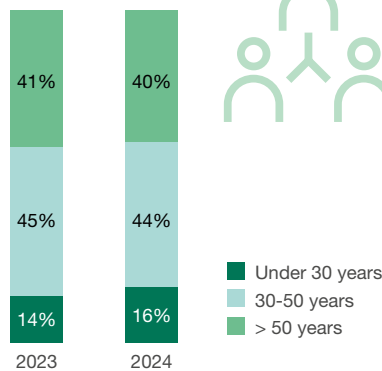
### EMPLOYEES OF FIERA MILANO

#### EMPLOYEES

**672** **+5%**  
vs 2023



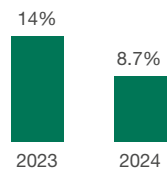
#### AGE



#### ATTRACTION

**93** **52%** **66%**  
new hires of which under 30 Women

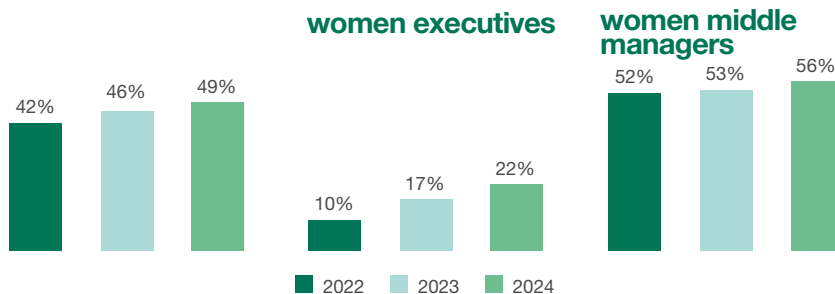
#### RETENTION Outgoing turnover



### GENDER DIVERSITY

#### WOMEN EXECUTIVES AND MIDDLE MANAGERS

**49%** in 2024 **22%** in 2024 **56%** in 2024



**TARGET**  
increasing the  
proportion of females  
in managerial  
positions

**ACHIEVED**

from **46%** to **49%**  
in 2023 in 2027



### TRAINING

#### HOURS OF TRAINING

**18,109** **+158%**  
vs 2023

#### TARGET

**+50%** **ACHIEVED**

Increase in training hours  
to 2027 (vs. 2023)



### REMUNERATION

#### FUTURE PAD

The new shareholder plan

**20%** Target weight  
LONG-TERM INCENTIVE PLAN  
(LTI)

**15-20%** Target weight  
SHORT-TERM INCENTIVE PLAN  
(MBO)

### HEALTH AND SAFETY

#### FULL COVERAGE HEALTH INSURANCE

to **100%**  
of employees  
(Italy)



## 1.9.3.2 Key trends that are redefining the exhibition industry

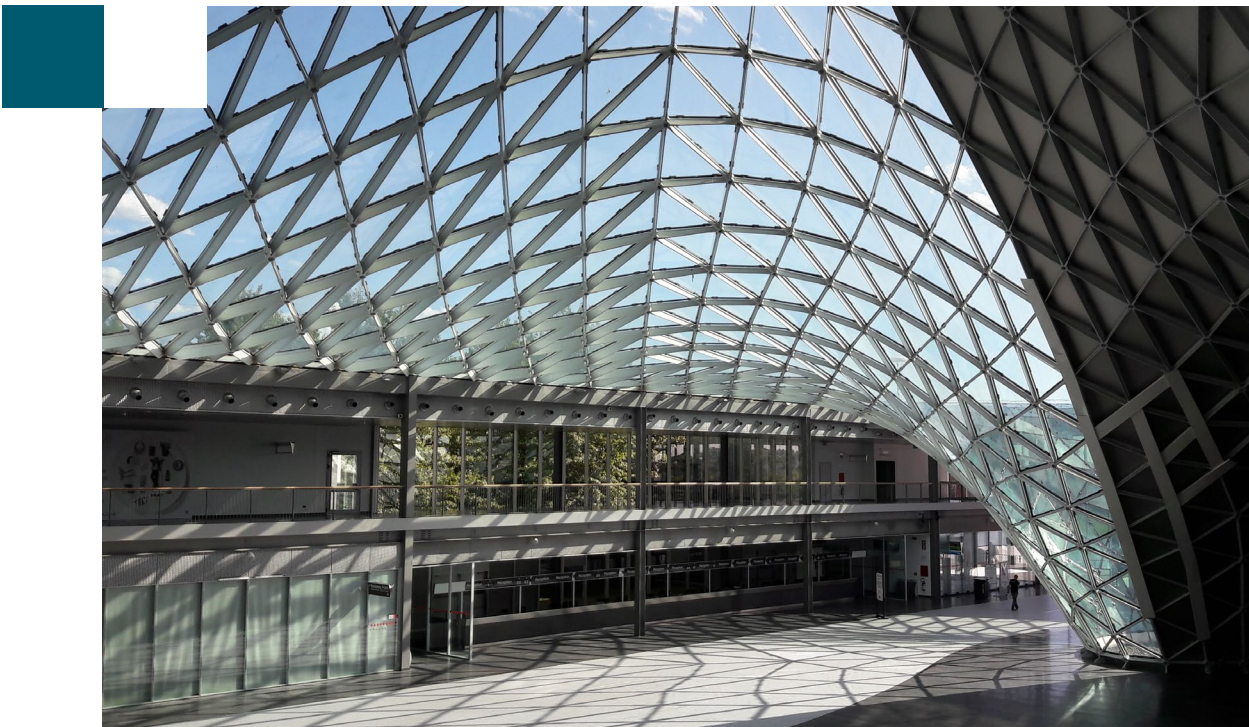
In the **dynamic** and **competitive job** market of the **exhibition** and **conference industry**, three key factors emerge with increasing relevance to ensure **sustainable growth** and preserve a **competitive advantage**: the ability to **attract new talent**, the adoption of effective **retention** strategies and the promotion of **diversity & inclusion** as a strategic lever for **organisational innovation**.

In this context, **Fiera Milano** stands out for the implementation of **targeted initiatives** and **tangible** results. During **2024**, the company welcomed **93 new resources**, with **52%** of **young people under 30**, in line with the previous year, demonstrating its constant focus on new generations of **professionals**.

A particularly positive signal emerges on the **gender equality** front: the percentage of **women hires** increased significantly from **62%** in **2023** to **66%** in **2024**, highlighting the **Group** 's concrete commitment to promoting greater **female inclusion** within the **organisation**.

At the same time, the effectiveness of the **retention** policies adopted by **Fiera Milano** led to a significant reduction in **outgoing turnover** from **14%** in **2023** to **9%** in **2024**. This result is the fruit of a **strategic approach** geared towards the **well-being** and development of **employees' skills**, through **initiatives aimed at** improving **engagement**, **professional growth** opportunities and the enhancement of **human capital**.

In addition, **Fiera Milano** takes a **holistic approach** to **diversity & inclusion**, recognising that **inclusive** and **diverse workplaces** not only improve the **well-being of employees**, but also the company's ability to respond to the needs of an increasingly **global** and **complex market**. Through **targeted policies**, the **Group** continues to invest in the development of a **fair and inclusive working** environment in line with **international best practices**, helping to redefine **standards** in the **exhibition industry**.



## 1.9.3.3 Staff composition

At 31 December 2024, the Group had 672 employees, of whom 57% were women. 93 new employees joined the company, of whom 52% were under 30, and 66% were female. Italy is the country where most of the workforce is located (94%), confirming strong territorial roots. 96% of the contracts are permanent (644), a figure that reflects the Group's commitment to guaranteeing full employment and long-term prospects.

**Finally, we note that the difference in scope** between the data on the number of employees in the 2024 Sustainability Reporting and the 2024 Financial Report lies in the fact that, in the Sustainability Reporting, as required by the ESRS, data from fully consolidated subsidiaries is included (for details, see the chapter Criteria for Reporting), whereas in the Financial Report, the scope is broader and also includes data from non-fully consolidated companies, namely joint ventures (JVs) and associates, in proportion to the shareholding.

### Staff composition: Breakdown<sup>1</sup>

#### ESRS S1-6 50 A. B. I. II.

##### INFORMATION ON THE NUMBER OF EMPLOYEES BY GENDER

2024	
GENDER	NUMBER OF EMPLOYEES (IN NUMBER OF PEOPLE)
Men	289
Women	383
Total employees	672

##### NUMBER OF EMPLOYEES ITALY/FOREIGN

2024	
COUNTRY	NUMBER OF EMPLOYEES (IN NUMBER OF PEOPLE)
Italy	635
Abroad	37

<sup>1</sup> The breakdown of employees by gender does not include the categories 'Other' and 'Not disclosed', as required by the ESRS, because the company is not required by current regulations to map these.

INFORMATION ON EMPLOYEES BY TYPE OF CONTRACT, BY GENDER (IN HEADCOUNT OR FTE)<sup>2</sup>

	2024		
	WOMEN	MEN	TOTAL EMPLOYEES
Number of employees (in number of persons/ETP)	383	289	672
Number of permanent employees (in number of persons/ETP)	360	284	644
Number of fixed-term employees (in number of persons/ETP)	23	5	28
Number of variable-time employees (in number of persons/ETP)	0	0	0
Number of full-time employees (in number of persons/ETP)	336	287	623
Number of part-time employees (in number of persons/ETP)	47	2	49

INFORMATION ON EMPLOYEES BY TYPE OF CONTRACT, BROKEN DOWN BY COUNTRY (IN HEADCOUNT OR FTE)

	2024		
	ITALY	ABROAD	TOTAL
Number of employees (in number of persons/ETP)	635	37	672
Number of permanent employees (in number of persons/ETP)	610	34	644
Number of fixed-term employees (in number of persons/ETP)	25	3	28
Number of variable-time employees (in number of persons/ETP)	0	0	0
Number of full-time employees (in number of persons/ETP)	587	37	624
Number of part-time employees (in number of persons/ETP)	48	0	48

**ESRS S1-7 50 c.**

EMPLOYEES WHO LEFT THE COMPANY

	UNITS OF MEASUREMENT	2024		
		ITALY	ABROAD	CONSOLIDATED
Number of employees who left the company	n	51	8	59
Employee turnover rate	%	8.03%	21.62%	8.78%

**ESRS S1-7 55 a.**

NUMBER OF NON-EMPLOYEES IN THE ENTERPRISE'S OWN WORKFORCE

SELF-EMPLOYED WORKERS	UNITS OF MEASUREMENT	2024
Italy	n	7
Abroad	n	5
Consolidated	n	12

<sup>2</sup> Full-time equivalents

EMPLOYEES BY AGE GROUP

	2024											
	< 30 YEARS			30-50 YEARS			>50 YEARS			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Managers	0	0	0	10	1	11	10	4	14	20	5	25
Middle Managers	0	0	0	15	22	37	30	35	65	45	57	102
Employees	40	60	100	94	132	226	73	109	182	207	301	508
Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total Italy	40	60	100	119	155	274	113	148	261	272	363	635
Managers	0	0	0	0	0	0	1	1	2	1	1	2
Middle Managers	0	0	0	0	0	0	0	0	0	0	0	0
Employees	3	5	8	11	9	20	2	5	7	16	19	35
Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total Abroad	3	5	8	11	9	20	3	6	9	17	20	37
Managers	0	0	0	10	1	11	11	5	16	21	6	27
Middle Managers	0	0	0	15	22	37	30	35	65	45	57	102
Employees	43	65	108	105	141	246	75	114	189	223	320	543
Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total Consolidated	43	65	108	130	164	294	116	154	270	289	383	672

	2024											
	< 30 YEARS			30-50 YEARS			>50 YEARS			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Managers	0%	0%	0%	91%	9%	4%	71%	29%	5%	80%	20%	4%
Middle Managers	0%	0%	0%	41%	59%	14%	46%	54%	25%	44%	56%	16%
Employees	40%	60%	100%	42%	58%	82%	40%	60%	70%	41%	59%	80%
Workers	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Italy	40%	60%	100%	43%	57%	100%	43%	57%	100%	43%	57%	100%
Managers	0%	0%	0%	0%	0%	0%	50%	50%	22%	50%	50%	5%
Middle Managers	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Employees	38%	63%	100%	55%	45%	100%	29%	71%	78%	46%	54%	95%
Workers	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Abroad	38%	63%	100%	55%	45%	100%	33%	67%	100%	46%	54%	100%
Managers	0%	0%	0%	91%	9%	4%	69%	31%	6%	78%	22%	4%
Middle Managers	0%	0%	0%	41%	59%	13%	46%	54%	24%	44%	56%	15%
Employees	40%	60%	100%	43%	57%	84%	40%	60%	70%	41%	59%	81%
Workers	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Consolidated	40%	60%	100%	44%	56%	100%	43%	57%	100%	43%	57%	100%

## 1.9.3.4 Own workforce

### Policies related to own workforce



Fiera Milano takes a structured and strategic approach to managing its workforce, implementing policies dedicated to ensuring a safe, fair and inclusive working environment. These policies, applicable to all personnel, are designed to proactively identify and manage human capital impacts, risks and opportunities, contributing to employee well-being and fostering sustainable long-term value creation.

The Fiera Milano Group's **Code of Ethics**, the rules of which apply to all Group employees and all those who work to achieve the objectives of Group companies, defines the fundamental principles and values that guide the company's behaviour and decisions, promoting a working environment based on integrity, transparency, respect for the law and social responsibility, in order to guarantee the correct performance of company activities and respect for stakeholders. In particular, the Code of Ethics defines the principles relating to equal opportunities and the protection of working conditions, specifying that the company does not employ individuals under the age of 18, and in any case rejects forms of labour collaboration with minors that are in conflict with the law.

**ESRS 2 MDR-P 65 a. b. ESRS S1-1 23** Fiera Milano's **Sustainability Policy**, approved by the CEO of the Fiera Milano Group and ratified by the CEOs of each Group company, includes clear commitments to prevent accidents, injuries and occupational diseases. **ESRS 2 MDR-P 65 d.** The company operates in accordance with the ISO 45001:2018 Occupational Health and Safety Management System, ensuring compliance with national and European regulations. The focus on safety translates into an ongoing programme of staff training and awareness-raising on health and safety risks, as well as close cooperation with the relevant authorities to ensure high standards of protection. **ESRS 2 MDR-P 65 b.** This approach aims to continuously improve safety conditions for all employees and collaborators. For more details, see Chapter Regulatory System, p. 121.





## Fiera Milano's Diversity & Inclusion Policy

**ESRS 2 MDR-P 65 a. b. ESRS S1-1 24a** To give greater substance to Fiera Milano's commitment to Diversity & Inclusion, the Group has adopted a **Diversity & Inclusion Policy** that defines the guidelines, principles, and commitments regarding the management of diversity and inclusion issues within the company, as outlined in corporate procedures. The Policy addresses the following areas of intervention:

- **non-discrimination and the promotion of diversity;**
- **equal opportunities and gender balance;**
- **inclusive work environment and work-life balance;**
- **spreading the culture of diversity in the company and actively listening.**

**ESRS S1-1 24 b. c.** Fiera Milano, as defined in the Policy, ensures that all its people are treated fairly regardless of any differences in gender, religion, nationality, political opinion, sexual orientation, social status, physical abilities, medical conditions, family circumstances and age and any other irrelevant aspects.

Through the dissemination of a culture of diversity and dedicated initiatives, **the company promotes awareness and mutual respect** in all its activities.

The Diversity & Inclusion Policy also promotes a safe, respectful work environment free from discriminatory behaviour or conduct that undermines personal dignity, including harassment.

**ESRS 2 MDR-P 65 a.** Fiera Milano considers the protection of personal data a fundamental aspect of its operations, adopting a cross-functional approach that involves every corporate area.

**ESRS 2 – MDR-P 65 d.** Compliance with regulations, particularly the General Data Protection Regulation (GDPR) and the Personal Data Protection Code (Codice Privacy), is ensured through an organisational model formalised in the **Personal Data Protection Policy**. This model, based on the principle of accountability, clearly assigns tasks, roles, and responsibilities to ensure the secure and compliant processing of personal data.

**ESRS 2 MDR-P 65 a.** The company is committed not only to **ensuring data security and confidentiality but also to upholding the rights of data subjects, guaranteeing that they can exercise their rights to access, rectification, erasure, and data portability**. This commitment extends to suppliers and external partners, who are required to comply with the necessary protection standards through specific contractual agreements.

Thanks to this integrated structure, Fiera Milano ensures that the processing of personal data fully complies with regulations and the highest security standards, strengthening stakeholder trust.

**ESRS S1-1 20 a.** As outlined in Fiera Milano's Sustainability Policy, **the company is committed to promoting and protecting human rights** through concrete actions and guiding principles that inspire its activities, ensuring adherence to the highest ethical and regulatory standards. Fiera Milano promotes and protects human rights by guaranteeing dignified working conditions and providing mechanisms for anonymously reporting any violations. The company is committed to implementing the necessary procedures to ensure that all services and related activities fully comply with applicable requirements – including mandatory, contractual, and certification scheme obligations. This approach ensures adherence to the highest standards of quality and transparency, with particular attention to human rights, including labour rights and workers' rights.

Fiera Milano extends its human rights commitments to workers throughout its value chain by adopting processes to monitor compliance with international standards. The company adheres to the United Nations Guiding Principles on Business and Human Rights and bases its relationships with stakeholders on mutual respect and trust. These principles are enshrined in the Code of Ethics, which serves as the reference framework for all corporate activities.



**ESRS S1-1 20 c.** Within its spheres of influence, Fiera Milano actively promotes respect for human rights and strives to prevent or address any negative impacts in line with international standards. Through this commitment, the company strengthens stakeholder trust and consolidates its position as a responsible and sustainable operator.

## Processes for involving own workforce and employee representatives on impacts

Fiera Milano promotes an **open and dynamic dialogue with its stakeholders**, including its own workforce, based on the principles of inclusiveness, materiality, responsiveness and impact of the **AA1000 standard**.

**ESRS S1-1 27 b.** This approach translates into active listening and direct involvement activities designed to build strong and lasting relationships and to steer business decisions towards sustainable and inclusive management.

**ESRS S1-1 27 a.** Through **daily engagement with employees and weekly with employee representatives**, Fiera Milano aims to understand the perspectives of its own workforce and to integrate these inputs into decision-making processes. This dialogue is essential to ensure that corporate strategies meet the actual and potential needs of the workforce, while fostering strategic alignment with the UN Sustainable Development Goals (SDGs).

For further details, see ESRS2 - SBM-2 45 a.iv.v.

## Processes to remedy negative impacts and channels for workers to raise concerns

**ESRS S1-3 32 a. b.** Fiera Milano bases relations with stakeholders on mutual respect and trust, promoting Human Rights according to the Code of Ethics. The Group ensures decent working conditions and prohibits discriminatory or violent acts. Any violations are handled through **an anonymous and confidential whistleblowing system**, monitored by the Whistleblowing Committee. No cases of human rights violations were detected in 2024.

**ESRS S1-3 32 c.** Fiera Milano S.p.A. and its subsidiaries have set up a **Whistleblowing Committee** composed of Security, Internal Audit, Legal and Compliance, in charge of verifying reports of unlawful conduct, cooperating with the Supervisory Board for offences pursuant to Legislative Decree 231/2001.

**ESRS S1-3 32 d.** Fiera Milano ensures the availability of several channels for the transmission of reports, accessible to the entire workforce. One of these is the **HR & Organisation Channel**, through which reports can be addressed directly to the Human Resources & Organisation Department via regular mail, telephone contact, or directly through the Human Resources & Organisation Director or the HR Business Partner structure.

The company adopts a multi-channel approach to facilitate access and promote responsible use, providing both technological and logistical support. Available channels include:

- **IT platform:** accessible to send reports in a secure and confidential manner.
- **Ordinary mail:** possibility of sending reports by post.
- **In attendance:** availability of direct meetings with the Whistleblowing Committee, organised through the Security Director.
- **Orally:** via a message box or, at the request of the reporter, through face-to-face meetings.

For more information on the handling of reports through the whistleblowing system, see the chapter on Business Conduct.

## EQUAL TREATMENT AND OPPORTUNITIES FOR ALL - DIVERSITY & INCLUSION



IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
	<ul style="list-style-type: none"> <li>■ Creation of a working environment that respects diversity, guaranteeing equal opportunities and equal pay.</li> </ul>	<ul style="list-style-type: none"> <li>■ Risk of decline in employee motivation and reduced sense of belonging to the Group</li> </ul>	
IMPACTS, RISKS AND OPPORTUNITIES RELATED TO EQUAL TREATMENT AND OPPORTUNITIES			
<p><b>ESRS 2 SBM-3</b> The dual significance analysis of Fiera Milano <b>identified a significant positive impact and risk related to equal treatment and opportunity</b>. These elements fit into the broader framework of the corporate strategy to ensure an inclusive and empowering working environment for all employees.</p> <p>The positive impact identified concerns the <b>creation of a working environment that respects diversity and is based on ensuring equal opportunities</b>. Fiera Milano recognises the value of diversity as a lever for innovation and competitiveness and actively promotes policies and initiatives aimed at fostering the inclusion and well-being of its people. These include training programmes on diversity and inclusion, as well as the implementation of corporate welfare initiatives aimed at supporting employees at different stages of their professional and personal lives.</p> <p>On the other hand, a <b>risk</b> was identified <b>related to a possible decline in employee motivation and reduced sense of belonging to the Group</b>. The lack of effective management of diversity and inclusion issues could in fact result in a decrease in employee engagement and satisfaction, with repercussions on company climate and organisational performance. To prevent this risk, Fiera Milano has adopted a systematic approach that includes actively listening to employees' needs, monitoring key engagement indicators and promoting awareness and engagement initiatives.</p> <p>To support this strategy, Fiera Milano makes use of management tools and structured processes that guarantee constant monitoring of internal dynamics and actions implemented.</p>			
POLICIES			
See chapter "Policies on own workforce", p. 190			
OBJECTIVES AND COMMITMENTS			
<ul style="list-style-type: none"> <li>■ Achieve UNI/PDR 125:2022 certification (gender equality) - <i>Achieved in 2024</i></li> <li>■ Increase in the incidence of the female gender in leadership positions from 46% to 49% by 2027</li> </ul>			

**ESRS 2 MDR-A 68 a. b. c., S1-4 38 c.** Fiera Milano has always been committed to **valuing diversity in its many dimensions** (gender, age, ethnicity, disability, sexual orientation, religion and culture), considering diversity a fundamental value. Thanks to the unique contribution of each employee, it is possible to ensure a cohesive, dynamic and innovative working environment, ready to face the challenges encountered. Ensuring that everyone can realise their potential every day and feel valued for their unique attributes is an essential aspect of corporate management for a company like Fiera Milano, which places the individual at the heart of its operations.

By placing employees at the centre of its vision, Fiera Milano **integrates the HR Action Plan into its Strategic Plan 2024-2027**. The HR Intervention Plan focuses on six key areas, aimed at strengthening the skills and experience of employees, fostering their growth and motivation. The main initiatives focus on revisiting corporate values, attracting and retaining talent, strengthening employer branding, as well as implementing team- and role-specific coaching and training programmes. Employee welfare is central, with the introduction of innovative full-coverage health policies and an ongoing review of corporate welfare. Strong emphasis is also placed on engagement and a sense of belonging, creating a working environment that values active participation and collaboration. A significant aspect is the evaluation of a widespread shareholder plan, with the aim of aligning the interests of management, staff and shareholders. The aim is thus to strengthen the link between corporate objectives and individual commitment, motivating employees to actively contribute to the company's success.

On 4 October 2014, **Fiera Milano** set up the **Diversity & Inclusion (D&I) Committee** with the aim of strengthening governance on diversity and inclusion issues, consolidating the company's commitment to promoting a fair, inclusive and representative working environment. The Committee acts as a strategic point of reference for integrating equality principles into the corporate culture and ensuring a structured and measurable approach to D&I policies.

The main responsibilities of the **D&I Committee** include:

- **Spreading the culture of equality**, promoting awareness-raising initiatives aimed at strengthening the awareness and commitment of all employees on these issues;
- **Encourage an inclusive environment**, ensuring that every individual feels valued, respected and an integral part of the organisation.
- **Promoting accessibility**, ensuring that all organised events and exhibitions are fully accessible, including to people with disabilities.
- **Foster corporate diversity**, implementing strategies to build a diverse workforce, representative of different backgrounds, experiences and perspectives.
- **Increase awareness and understanding** of D&I issues through continuous education and communication programmes aimed at the entire organisation.
- **Collect and share input** received on gender diversity, promoting an open and constructive dialogue within the company.
- **Define monitoring metrics**, establishing measurement tools and periodic reporting mechanisms to assess progress and identify areas for continuous improvement.

Through these actions, Fiera Milano's **D&I Committee** aims to make diversity and inclusion key elements of the corporate strategy, fostering a dynamic and fair working environment in line with international best practices.



## UNI/PdR 125:2022 Certification

**ESRS 2 MDR MDR-A 68 a., MDR-T 80 a., ESRS S1-4 38 c., 40 a. b.** In order to ensure an even more effective and structured supervision of Diversity & Inclusion (D&I) issues, with a strong focus on governance, Fiera Milano achieved UNI/PdR 125:2022 certification on gender equality. This certification is an important recognition of the Group's commitment to promoting and applying the principles of equity and inclusion, measuring the level of organisational maturity in overcoming gender stereotypes and integrating equality into corporate strategies. The achievement of the certification, planned as a strategic goal for 2024, was successfully achieved after two audit phases in the final part of the year, certifying the compliance of all Italian Group companies with the required standards.

The certification process involved an in-depth analysis of qualitative and quantitative targets in six key areas:

- **Culture and strategy:** evaluation of policies to promote gender equality, with particular attention to the definition of measurable objectives within the corporate strategic plan, communication and training initiatives aimed at raising awareness on the issue, and activities to listen to staff perceptions on equal opportunities, through tools such as climate surveys.
- **Governance:** verification of the presence of a formalised oversight, represented by the **D&I Committee**, in charge of the strategic direction of inclusion policies. Corporate processes and resources allocated to the development of gender equality were also analysed, along with the composition of corporate governance, with particular focus on the presence of women in key roles and the objectives assigned to management.
- **HR processes:** review of selection, recruitment, onboarding and human resources management policies, with a specific focus on mobility, turnover and harassment reporting procedures.
- **Opportunities for growth and inclusion:** monitoring the presence of women in the company, with particular attention to the representation of women in management roles and with decision-making and budget responsibilities.
- **Gender pay equity:** analysis of pay equality between men and women, with a focus on the presence of variable pay policies and fairness in career paths.
- **Protection of parenting and work-life balance:** evaluation of corporate welfare initiatives aimed at supporting parenting and work-life balance policies, with a focus on promoting the fair use of parental leave between men and women.

Through the implementation of these measures and the continuous monitoring of progress, Fiera Milano confirms its commitment to creating an increasingly inclusive, fair and people-oriented working environment, integrating gender equality as a founding element of its sustainable development strategy.

## OBJECTIVES AND COMMITMENTS

### ESRS 2 MDR-T 79 b. c. 80 b. c. d. e., ESRS S1-4 42

	GOALS AND OBJECTIVES		
	BASELINE 2023	2024	2027
Obtain UNI/PdR 125:2022 certification (gender equality)		Achieved	
Increasing the proportion of females in managerial positions	46%	49%	49%

Fiera Milano places a **strong emphasis on Diversity & Inclusion**, setting ambitious targets to increase female representation in key roles. By 2027, the Group has set a goal to increase the **representation of women in management positions (including both executives and middle managers) to 49%**, reaffirming the Group's commitment to a fair and inclusive work environment.



In 2024, Fiera Milano reached a significant milestone in its commitment to diversity and inclusion by obtaining **UNI/PDR 125:2022** certification for gender equality, confirming the adoption of concrete policies and practices aimed at promoting fairness and equal opportunities within the organisation."



## Metrics

NUMBER AND PERCENTAGE OF TOP MANAGEMENT MEMBERS (SENIOR MANAGEMENT WITH STRATEGIC RESPONSIBILITIES)<sup>1</sup>

### ESRS S1-9 66 A.

	2024				
	MEN	WOMEN	OTHER	NOT COMMUNICATED	TOTAL
Top Management (number of persons)	3	0	0	0	3
Top Management (percentage)	100%	0%	0%	0%	100%
Top Management (number of persons)	0	0	0	0	0
Top Management (percentage)	0%	0%	0%	0%	0%
Top Management (number of persons)	3	0	0	0	3
Top Management (percentage)	100%	0%	0%	0%	100%

**ESRS S1-16 97 a. b. c.** Fiera Milano supports gender pay equality at all levels, ensuring that all employees receive pay offers in line with market standards and internal practices. In 2024, the difference in **average male/female pay**, calculated according to the new reporting standard, is 16%. However, the company has been monitoring the Gender Pay Gap figure for some time, in line with previous normative references, confirming the substantial alignment between the salaries of women and men, as depicted in the table below. The minor differences are explained by the turnover trends.

## Gender pay gap: gender pay ratio (Italy)

### AVERAGE BASIC SALARY (FIXED + VARIABLE)

	2024
Managers	100%
Middle Managers	99%
White collar workers	91%

Fiera Milano is firmly committed to **ensuring gender pay equality**, recognising the importance of this principle not only **as an ethical value but also as a key factor for fair and sustainable business growth**. In addition, Fiera Milano has set clear quantitative goals and deadlines in order to achieve and maintain wage parity within a defined timeframe, acting on a path of promotion and recruitment of female employees. This rigour demonstrates the company's high level of commitment and determination to promote an inclusive and fair working environment for all its employees.

<sup>1</sup> The table, as required by the ESRS, represents the Top Management of Fiera Milano, which is made up of the individuals identified by the Board of Directors and includes senior managers, other than members of the Board of Directors, who have the power and responsibility, direct or indirect, for planning, directing and controlling the activities of the Company and the Group related to it. In Fiera Milano, Top Management coincides with the Managers with Strategic Responsibilities, identified by a Board of Directors resolution. This representation does not coincide with the representation of 'leadership position', as envisaged by the Strategic Plan target, in which both female executives and female cadres are included.



**ESRS S1-17 104 a. b 103 a. b. c. d.** During the reporting period, Fiera Milano did not record any serious human rights incidents such as forced labour, human trafficking or child labour, nor were there any cases of non-compliance with the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work or the OECD Guidelines for Multinational Enterprises.

There were also no costs incurred for fines, penalties or compensation related to these incidents, and there are no relevant amounts to be reconciled with the budget.

In addition, 0 incidents of discrimination, including harassment, were reported during the reporting period through the channels provided, and 0 formal complaints were made through internal complaint mechanisms.





## Persons with disabilities

The exhibition and conference sector recognises **accessibility and inclusion for people with disabilities** as a fundamental requirement to **ensure full usability of spaces and the experiences offered**. In a setting characterised by large infrastructures and diverse visitor flows, it is essential to adopt an approach that guarantees equal opportunities for access and participation for all. Exhibitions and conferences are not merely meeting points and commercial exchange platforms – they serve as global connection hubs where accessibility becomes a strategic factor for the success and sustainability of the entire sector.

In line with this vision, **measures are implemented to ensure that all facilities, services, and initiatives are accessible and usable by everyone, including people with disabilities**. This includes the adoption of architectural and technological solutions that facilitate mobility, communication, and content accessibility, contributing to the creation of an equitable and inclusive environment. Particular attention is given to the design of exhibition spaces, access routes, and service areas, ensuring compliance with current regulations and the integration of best international practices in accessibility.

The commitment to accessibility is also reflected in the provision of dedicated support services, such as **specialised assistance, inclusive signage, and innovative digital tools designed to facilitate the active participation of all visitors, exhibitors, and stakeholders**. In this way, the exhibition and conference experience becomes more inclusive, breaking down physical and cultural barriers and promoting a business model oriented towards social sustainability.

Within the broader framework of corporate policies on inclusion and diversity, and in line with its Code of Ethics, the Fiera Milano Group **complies with the provisions of Law 68/1999**, titled Rules for the Right to Work of Persons with Disabilities, regarding the mandatory employment of disabled workers. Furthermore, in 2022, an important agreement was signed under the Ministry of Labour Circular of 24 October 2011 between the Fiera Milano Group and the designated body, Afol Città Metropolitana di Milano, aimed at promoting the hiring of disabled personnel and allowing intra-group compensation of these hires. Additionally, the agreement will facilitate the identification of new hires, with the support of the project partner Umana S.p.A., a national leader in the selection of disabled workers, to ensure compliance with legal obligations regarding disabled personnel and the consequent maintenance of mandatory certifications.

## REATECH & EXPO BRASIL PARALÍMPICO: A CONCRETE COMMITMENT TO INCLUSION AND ACCESSIBILITY

Fiera Milano, through its subsidiary **Fiera Milano Brasil**, organises Reatech, the most important event in Latin America dedicated to inclusion, accessibility and rehabilitation. In 2024, Reatech consolidated its mission through a partnership with the **Brazilian Paralympic Committee**, creating the first edition of **Expo Brasil Paralímpico**. This new format has made it possible to unite two complementary realities, creating a single exhibition platform dedicated to the world of disability, sport, innovation and assistive technology.

### A landmark event for inclusion

The exhibition is characterised by an articulated programme that includes conferences, experiential activities and initiatives aimed at promoting accessibility and participation of people with disabilities. Among its main initiatives, the **Reatech Congress** explores ESG practices and policies with a focus on combating capacitism and building more inclusive communities. The **REAMED Congress**, on the other hand, focuses on physical medicine and rehabilitation, addressing the latest innovations in assistive technologies and rehabilitation treatments.

At the sports level, the **7th International Paradesport Congress**, organised by the Brazilian Paralympic Committee and the Brazilian Paralympic Academy, brings together experts in the field to discuss innovations in Paralympic sport and their impact on inclusion. Another highlight is the **School Paralympics**, an initiative of the Brazilian Paralympic Committee designed to encourage the participation of young people with disabilities in sports activities, promoting their integration and psychophysical well-being. At the end of the event, the **Paralympic Award** celebrates athletes who have distinguished themselves during the year in national and international competitions, recognising their commitment and sporting value.

Reatech & Expo Brasil Paralímpico is concretely committed to ensuring a fully accessible environment, with numerous initiatives developed in collaboration with specialised organisations:

- **Brazilian sign language translation and audio description** to ensure full usability of content by deaf and blind people.
- **Tactile maps**, to improve orientation for visually impaired guests.
- **Tactile flooring** to facilitate mobility within the event.
- **Spaces dedicated to rehabilitation and wellness**, including the **Empregar Arena**, focused on labour inclusion, and the **Fazendinha**, an animal-assisted therapy area.
- **Test-drive areas of adapted vehicles** for people with reduced mobility, with the participation of leading car manufacturers.
- **Equotherapy and multisensory spaces** for people with autism spectrum disorders (TEA).

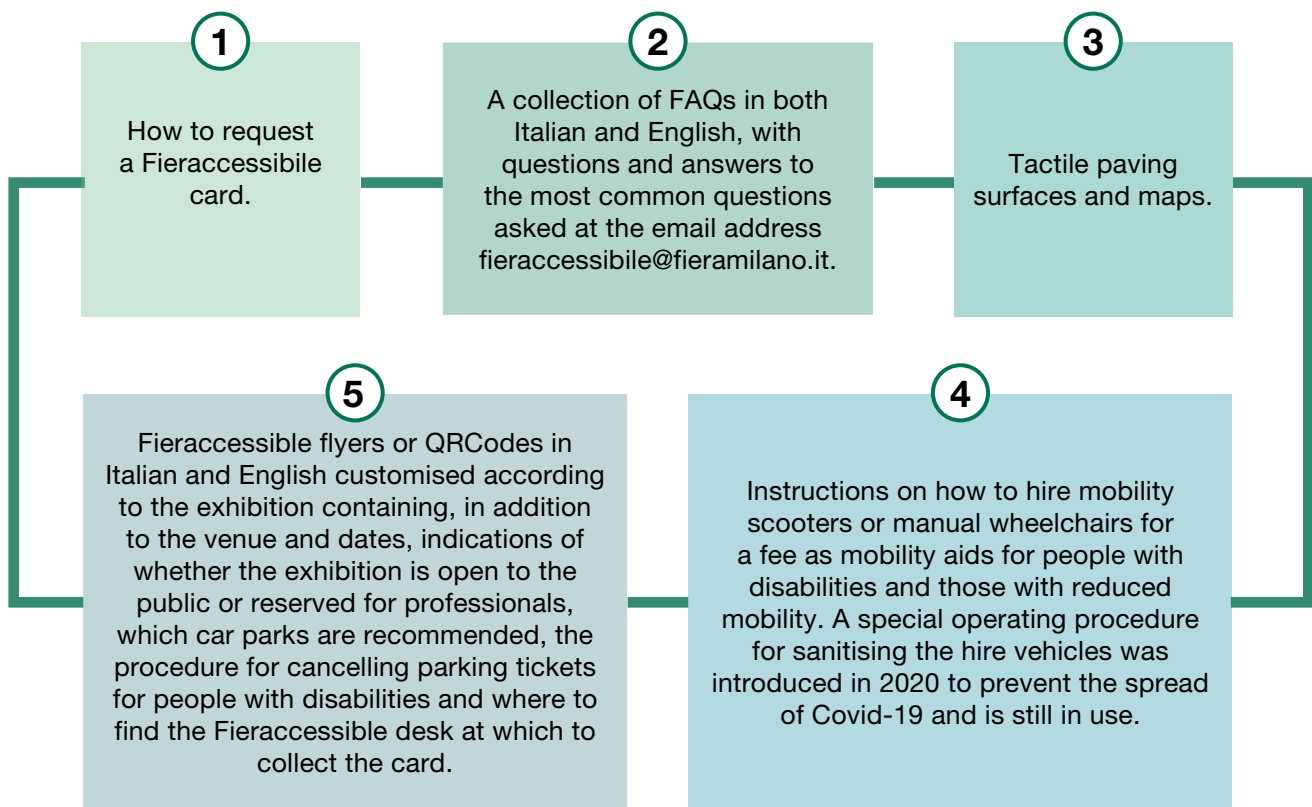
**Reatech**, aware of the importance of **labour inclusion** to ensure economic autonomy and full social participation of people with disabilities, devotes special attention to professional integration through the **Empregar Arena**, a space designed to facilitate the connection between people with disabilities, companies, training organisations and associations. The initiative responds to the need to overcome the **structural and cultural barriers** that still hinder access to the labour market, such as the **scarcity of opportunities, inaccessible environments and widespread prejudices**. **Recruitment sessions and career days** are held in the **Arena Empregar**, where companies from different sectors present **employment opportunities and career paths**. Training courses and workshops are also organised and aimed at enhancing candidates' skills and improving their employability. The event also encourages **networking with companies and institutions**, creating a direct dialogue between employers and candidates to **break down stereotypes and enhance the talent of people with disabilities**, while promoting **diversity & inclusion strategies** for a **fairer and more accessible** labour market.

With over **31,000 visitors, 100 exhibitors, high-level educational content** and a significant impact on media and social networks, **Reatech & Expo Brasil Paralímpico is confirmed as a model of excellence for the promotion of accessibility, innovation and sustainable development in the world of disability**.



## Fieraccessible and the protection of differently abled people in the exhibition site

Aware of the need for exhibition operators to actively address the issue of disability, Fiera Milano not only ensures accessible exhibition layouts and visitor routes, but also offers a comprehensive system of services. The **Fieraccessible project, launched at the end of 2012, aims to improve the mobility and safety of differently abled people in the Rho exhibition site**, who can take advantage of free parking at Fieramilano and cancel the cost of parking at the parking manager's offices or the Fieraccessible Desks. Alternatively, they can register for the Fieraccessible programme via the portal <http://fieraccessible.fieramilano.it/> to obtain the Fieraccessible card, which allows free parking when presented at the dedicated desks. For Allianz MiCo, free parking is reserved for cars bearing a disabled car sticker, with a disabled person on board, in the covered car parks in pavilions 3 and 4 and in the Scarampo car park. On the company website there is a section dedicated to mobility, containing, among other things, all the key information that may be of use to people with disabilities



**P**  
**1,183**  
Disabled parking  
tickets written off

✓  
**5**  
Fieraccessible  
cards issued

**237**  
Hired  
scooters

**209**  
Hired  
wheelchairs

## ESRS S1-12 79

### NUMBER OF EMPLOYEES WITH DISABILITIES IN THEIR WORKFORCE BY GENDER

	UNITS OF MEASUREMENT	2024		
		ITALY	ABROAD	CONSOLIDATED
Total employees	n	33	0	33
Percentage of employees with disabilities	%	5%	0%	5%

## The accessible web

In today's context, digital accessibility is an indispensable element to ensure a fair and inclusive user experience, especially in a sector such as exhibitions and congresses, where online information accessibility plays a crucial role for visitors, exhibitors and stakeholders. Aware of this need, **Fiera Milano** has launched a pioneering initiative to ensure that its website is fully accessible to everyone, including blind and deaf people.

The aim is to make the digital platform an inclusive access point by implementing a **dedicated accessibility programme**, including the adoption of advanced assistive technologies and the application of universal design principles. This approach will facilitate access to online content, ensuring that documents and information are accessible in formats adapted to the needs of persons with different sensory abilities.

The initiative not only complies with current regulations on digital accessibility, but also reflects Fiera Milano's ongoing commitment to promoting **inclusion and equality**, ensuring a barrier-free browsing experience for all users. The intervention is aligned with the highest international **web accessibility** standards, such as the **Web Content Accessibility Guidelines (WCAG)**, thus consolidating the organisation's desire to provide a fair and accessible digital environment for all.

## REMUNERATION AND INCENTIVE POLICIES

### Remuneration and incentive policy: a strategic pillar for the sustainable success of Fiera Milano

The **Fiera Milano Group** recognises the importance of a **strategic remuneration and incentive policy** as an essential lever for attracting, motivating and retaining the talent needed to achieve the **company's objectives** and create sustainable long-term value. The **Remuneration Policy** is designed to strike a balance between the Group's current and future needs, ensuring that the remuneration structure is competitive, fair and in line with **market best practice**.

**Fiera Milano** 's remuneration policy is based on an articulated structure that includes **fixed and variable monetary components**, as well as an extensive **benefits** package, including:

- Health and social security insurance.
- Employee and family support projects and initiatives.
- Promotions and concessions on goods and services.

The **variable component** of remuneration is based on **performance recognition** mechanisms, both at individual and collective level. In particular, the **Management by Objectives (MBO)** system directly links remuneration to company objectives and individual performance, strengthening the link between employees and Group results. The MBO process has proven to be a **key element of engagement**, incentivising each employee towards the achievement of **strategic goals**.

To complete the system, there is a **performance bonus**, a **collective incentive** tool, which involves the entire workforce, including non-MBO recipients, and is based on **profitability and company productivity** parameters. In line with current regulations and following agreements with trade union representatives, in **2024**, too, employees were offered the option of **converting their performance bonus into company welfare**, through a dedicated platform allowing autonomous and customised management of the available credit.

In order to ensure constant alignment with the market, **Fiera Milano** regularly conducts **benchmarking analyses**, using specialised companies to monitor the competitiveness of remuneration structures and internal equity, ensuring that remuneration reflects the principles of **sustainability and value creation** for all **stakeholders** in the medium to long term.

The Group's bonus system is based on a **broad performance** concept, consistent with the **corporate strategy** and in line with **industry best practices**, providing incentive tools related to the strategic objectives of the industrial plan.

## Top management remuneration and long-term incentives

The remuneration policy for **executive directors** and **managers with strategic responsibilities** is drawn up in compliance with the recommendations of the **Italian Stock Exchange Corporate Governance Code** and is detailed in the **Remuneration Report**, available on the company website in the **Investor Relations** section.

Within the Report, the **Long-Term Incentive (LTI) Plan** is also illustrated, which includes a **three-year ESG target** with a weight of **20%**, aimed at measuring the **carbon footprint** of a selected number of exhibitions organised in **Fiera Milano's** exhibition centres, thus highlighting the Group's commitment to **environmental sustainability** objectives and the creation of shared value.

### LONG-TERM INCENTIVE PLAN (LTI) 2023-2025

TYPE OF	PERFORMANCE GOAL	WEIGHTING
Economic and financial	Group CUMULATED EBITDA (post IFRS 16) 2023-2025	45%
	NET FINANCIAL POSITION (post IFRS 16) AS AT 31.12.2025	35%
ESG indicator (Environmental, Social, Governance)	Carbon footprint measurement (LCA methodology - Life Cycle Assessment*) of selected exhibitions organised by Fiera Milano	20%

\* **LCA (Life Cycle Assessment)**: an analytical and mathematical methodology that assesses the environmental footprint of a product or service throughout its life cycle. In the specific case of exhibitions, the LCA methodology measures the carbon footprint of the event for all its phases (organisation, set-up, execution and closing).

## Medium-Term Incentive Plan 2024 - MBO (Management by Objectives)

The integration of **sustainability** objectives into the **Fiera Milano Group** 's growth strategy is also reflected in the remuneration structure of its executives, through the inclusion of an **ESG target** within the **2025 Medium-Term Incentive Plan (MBO - Management by Objectives)**, with a weighting between **15% and 20%** of variable remuneration. This approach further strengthens the link between **corporate performance** and the pursuit of **environmental, social and governance sustainability** goals, consistent with the commitments outlined in the Group's **Integrated Sustainability Plan**.

An aspect of particular relevance concerns the MBO 2025 of the **CEO**, whose **20%** of the variable remuneration will be directly linked to the **ESG GREEN ENERGY** objective, which envisages **Fiera Milano S.p.A. reaching 55% of electricity supply from renewable sources**. This strategic objective is closely linked to the planning of **energy supply policies**, requiring a **review and reconfiguration of economic and financial priorities** to foster a virtuous balance between **sustainability and business growth**.



The introduction of this target not only demonstrates the Group's concrete commitment to the **energy transition**, but is also a key element in consolidating its position as a **sustainable leader** in the exhibition and conference sector. Through this incentive mechanism, **Fiera Milano** ensures that strategic decisions are oriented towards reducing environmental impact, contributing to the achievement of the objectives set in the **Integrated Sustainability Plan** and aligning with **international best practices**.

This integration of sustainability into remuneration policies demonstrates how **Fiera Milano** continues to invest in its human capital to promote a **conscious corporate culture** in which economic success is closely linked to the creation of sustainable value for all **stakeholders**.

## ESRS S1-16 b. Ratio of CEO's remuneration to that of employees (Italy)

Below are the pay ratios between the CEO's remuneration and the median employee remuneration, calculated with reference to both fixed and total remuneration.

	2024
Total annual remuneration of the highest earner	463,600.83
Median annual total remuneration of all employees (excluding the person with the highest salary)	46,330.77
	2024
Ratio of total annual remuneration	10





## Focus on

### Diffuse Share Ownership Plan 2024-2027 (“Future Pad”)

Placing **employees** at the centre of its vision and in line with the **execution of the 2024-2027 Strategic Plan**, **Fiera Milano** has embarked on a **strategic path** to enhance the potential of **human capital**, strengthening the **sense of belonging** and **engagement**, through the adoption of **advanced corporate welfare policies** aimed at encouraging conscious participation in the **creation of sustainable value** for the Group.

On **5 November 2024**, the **Shareholders' Meeting of Fiera Milano** approved the **2024-2027 Diffuse Share Ownership Plan (PAD)**, with the aim of fostering the **alignment of employees' interests** with corporate objectives, while promoting a **sense of belonging** and **entrepreneurial spirit**, in line with **industry best practices**.

The **Share Ownership Plan (PAD)** is intended for **all permanent employees** of the Company and companies subject to **management and coordination**, including recipients of **Long Term Incentive (LTI) Plans**.

The main features of the **PAD** include:

- **Duration:** four annual cycles, from **2024 to 2027**.
- **Free allocation of shares**, up to a maximum value of **Euro 2,000** per beneficiary per **year**, with a limit of **Euro 500** for those participating in **LTI Plans**.
- **Award conditions:** the awarding of shares will be subject to the **achievement of performance targets**, defined by the **Board of Directors**.
- **Lock-up period:** the vested shares will be subject to a **lock-up period of 36 months**, with deposit at an authorised financial intermediary.

Further details on the **Diffuse Share Ownership Plan** are available in the **Information Document**, prepared pursuant to **Article 84-bis** and **Annex 3A** of the **Issuers' Regulations** approved by **Consob** with resolution No. **11971 of 14 May 1999**.

The shares for the plan will be provided through the use of treasury shares already available in the portfolio or acquired at a later date. Specifically, for the 2024 allocation with allocation scheduled for 2025, 270 treasury shares were purchased through a dedicated buyback plan, for a total value of Euro 1,196,801, to cover the first tranche of the plan.

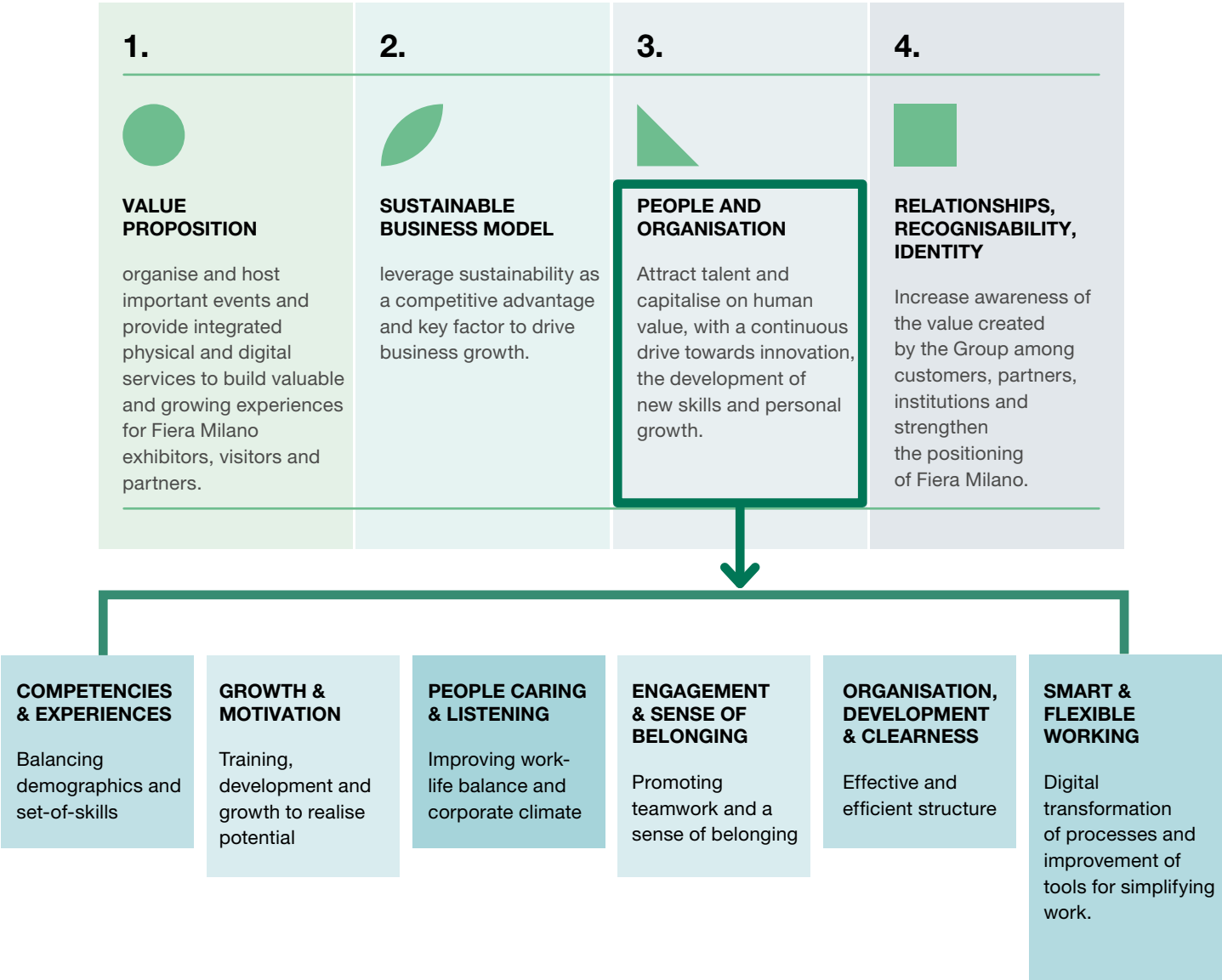


## ACTION PLAN FOR HUMAN RESOURCES

**ESRS S1-4 38 a. c.** Fiera Milano places the **well-being and quality of life of its employees** at the centre of its corporate philosophy, elevating equal opportunities, continuous training and targeted incentive systems as fundamental pillars for a stimulating and productive working environment. Through the adoption of state-of-the-art tools and optimal organisational solutions, together with the promotion of a working environment based on solid industrial relations and competitive remuneration policies, Fiera Milano creates fertile ground for the **professional development and motivation** of its team. In this ecosystem, each individual contributes significantly to the achievement of the company's goals and the organisation's enduring success, demonstrating how investment in people is crucial in an era of continuous evolution.

**ESRS 2 MDR-A 68 a. b. c.** Based on these values, in 2024 the **HR and Organisation Action Plan** was implemented, which is divided into **six strategic areas**.

### The four strategic priorities



## The six strategic areas of the HR and Organisation Action Plan and the main initiatives in 2024<sup>1</sup>

<p><b>1</b></p> <p></p> <p><b>Competencies &amp; Experiences</b> Balancing young and more experienced resources to ensure an appropriate mix of internal and external ecosystem skills, activating a re-skilling of the corporate population.</p>	<ul style="list-style-type: none"> <li>• Development of Compulsory, Technical and Managerial Training</li> <li>• Coaching and Developmental Training Courses for specific Teams/Roles</li> <li>• Scuola dei Mestieri (School of Trades)</li> <li>• Onboarding and Reception Pathways (e.g.: welcome cards and birthday cards)</li> <li>• Skills assessment paths</li> </ul>
<p><b>2</b></p> <p></p> <p><b>Growth &amp; Motivation</b> Design of individual Professional Development and Growth Plans calibrated to the performance and potential of the individual and in relation to the roles and positions in the company.</p>	<ul style="list-style-type: none"> <li>• Talent Attraction &amp; Employer Branding</li> <li>• Career paths, rules and development model</li> <li>• Performance Management</li> <li>• Succession plans</li> <li>• Talented resources</li> <li>• Total Reward policies</li> </ul>
<p><b>3</b></p> <p></p> <p><b>People Caring &amp; Listening</b> Focus on 'Work-Life Balance' needs through welfare institutions and concrete actions aimed at caring for and paying attention to the employee.</p>	<ul style="list-style-type: none"> <li>• Supplementary insurance/welfare</li> <li>• Smart Working and Mobility</li> <li>• Diversity &amp; Inclusion</li> <li>• Climate Analysis</li> </ul>
<p><b>4</b></p> <p></p> <p><b>Engagement &amp; Sense of Belonging</b> Set of actions contributing to the development of a sense of belonging to the Group, oriented towards teamwork and team building.</p>	<ul style="list-style-type: none"> <li>• Development of Internal Collaboration Systems</li> <li>• Development of Internal Communication Systems</li> <li>• HR News and HR Tips Communications</li> </ul>
<p><b>5</b></p> <p></p> <p><b>Organisation, Development &amp; Clearness</b> Clear definition of responsibility boundaries, roles and goals. Dynamic and timely workforce sizing.</p>	<ul style="list-style-type: none"> <li>• Setting of the Mission and key accountabilities of units</li> <li>• Definition of appropriate Organisational Models</li> <li>• Definition of new organisational models with related roles and competencies</li> <li>• Rightsizing of units</li> </ul>
<p><b>6</b></p> <p></p> <p><b>Smart &amp; Flexible Working</b> Digital transformation of processes and improvement of tools for simplifying work. Guaranteed access to services by employees.</p>	<ul style="list-style-type: none"> <li>• Applications for Mobile Personnel Management</li> <li>• Development of a self-service Learning Management portal</li> <li>• Integration of digitised recruiting and on-boarding solutions</li> <li>• Implementation of a digital performance appraisal system</li> </ul>

As part of a programme of integrated personnel management policies, Fiera Milano recognises the need to identify a system capable of aligning the efforts and skills of each person with the Group's strategy, together with the need to promote a cultural renewal based on meritocratic and fair management of people and their work. The organisational model of the Human Resources Department allows for the identification of a **single contact person for each employee or manager**, the *HR Business Partner*, who is called upon to manage human capital, by business areas and in relation to specific processes, supported by centres of excellence or specialised units.

<sup>1</sup> The initiatives of the HR and Organisation Action Plan refer only to the Italian companies of the Group.

## TALENT RECRUITMENT AND RETENTION

**ESRS MDR-A 68 a. b. c.** The unique characteristics of the exhibition sector and the resulting specificity of its activities have always posed a challenge in the **search for new resources and talents to be integrated into the company**. Today, Fiera Milano is one of the leading integrated operators in the exhibition and conference sector worldwide, managing the largest exhibition site in Italy. This challenge is addressed by the Fiera Milano Group through both employee development and the search for new potential talents. Internally, it is essential to foster the development of both technical skills and soft skills. Internal networking serves as a key recruitment channel, receiving particular attention to encourage job rotation and enhance internal resources.

At the same time, it is necessary to increase visibility and engage with a broad pool of potential candidates by opening the company's doors to establish direct contact with qualified talent. With the aim of identifying young talents to train within the company and integrate into development programmes, in 2024, **collaborations and partnerships were initiated with leading universities in the area, and the partnership with the Fondazione Fiera Milano Academy was strengthened**.

For 2025, Fiera Milano remains committed to maintaining and expanding its network with universities and specialist schools to attract and train young talent, promoting strategic collaborations that facilitate the professional integration of students and recent graduates. This initiative contributes to developing highly specialised skills and ensuring sustainable and innovative growth for the company.

When the company attracts talent from a wide range of backgrounds, experiences, and identities, it contributes to the **diversification of its team**, fostering a richer and more stimulating environment. The Group is committed to offering equal opportunities to all candidates without discrimination – regardless of gender, geographic origin, age, religious beliefs, physical condition, marital status, sexual orientation, citizenship, or ethnic background. The recruitment process is based on principles of rigour, meritocracy, and transparency, upheld by specific procedures, aligning with principles of equity and inclusion and demonstrating respect for diversity from the very beginning of the professional journey.

During the year, a **structured Onboarding process** was also implemented, serving as a welcome and induction programme for new employees joining the Group. This initiative offers new hires the opportunity to immerse themselves in the company from day one, discovering the people who make up Fiera Milano, the objectives that inspire it, and the spaces that shape daily work. It is a crucial step in building relationships, aligning with the Group's values, and embracing a shared vision. This meeting is not just an orientation – it is the first step in building a lasting connection.

## INTERNSHIPS AND EMPLOYER BRANDING AT FIERA MILANO

**ESRS S1-4 38 a. c. 40 a.** Fiera Milano invests in various initiatives to engage with new generations, understand their evolution, and **identify young talent to integrate into the workforce**. Among the initiatives undertaken, as part of the **renewed synergy with the Fondazione Fiera Milano Academy**, some Group employees have participated in teaching activities, offering a practical and concrete approach to the Progea (Exhibitions, Events, and Retail Design and Management) and Meed (Master in Event and Exhibition Design) master's programmes. Through these programmes, participants had the opportunity to discuss real-life cases, address actual challenges, and **acquire know-how directly from professionals working in the sector every day**. In addition to the Progea Master's programme, which has previously been a source of talent for the marketing, communication, event organisation, and management departments, for the first time in 2023, Fiera Milano also welcomed students from the Meed Master's programme, which led to the recruitment of technical professionals dedicated to designing and setting up exhibition spaces.

Furthermore, Fiera Milano has **maintained and expanded its network with universities and specialised schools, hosting students from the following institutions**: Università Statale di Milano, Università Bicocca di Milano, Università Bocconi di Milano, Università Cattolica del Sacro Cuore di Milano, Università IULM di Milano, Università Politecnico di Milano, Istituto IED di Milano, Università Liuc di Castellanza, Università dell'Insubria di Varese, Università Sapienza di Roma, and Artwood Academy - Fondazione ITS Rosario Messina.

Specifically, Fiera Milano has launched working groups with two leading universities: Politecnico di Milano and Università Cattolica del Sacro Cuore. Several collaboration opportunities will be defined and implemented throughout 2025, including Career Days, Project Work, and/or teaching and co-teaching activities.

As part of its Employer Branding strategy, Fiera Milano also participated in the **Expo Training initiative**, which provided an opportunity to strengthen connections with local technical institutes, with a particular focus on highly technical professional roles.

Additionally, a **collaboration was initiated with the Scuola Militare Teulié**, a prestigious educational institution at both the Milanese and national levels, to host students for school-to-work transition programmes. This initiative allowed students to gain a comprehensive and meaningful overview of exhibition activities through a theoretical and practical training phase in a real-world corporate environment.

The 2024 programme concluded with a Project Work focused on two key areas: expectations of the next generation regarding exhibition events designed to attract this demographic and activities related to talent attraction and employer branding.

The initiatives promoted by Fiera Milano aim to foster skills development in the exhibition and conference sector while facilitating generational turnover and the training of new professionals. Additionally, these activities help broaden the talent pool and attract individuals capable of meeting the evolving needs of the industry.

In 2024, **a series of projects were launched to enhance the brand and provide employment opportunities not only within the Fiera Milano Group but also across the entire exhibition and conference event ecosystem.**

More specifically, in collaboration with various partners – including Fondazione Fiera Milano, leading industry companies, and Adecco, one of the top employment agencies – apprenticeship programmes were introduced to train workers in technical skills and craftsmanship, which are increasingly difficult to find in the current job market. Through its subsidiary Nolostand S.p.A., Fiera Milano also recruited an apprentice in the construction sites division. Over the three-year apprenticeship programme, this individual will acquire the necessary skills and expertise for the role, ensuring generational turnover by transferring knowledge from experienced professionals.

**The initial phases of the project**, which will be finalised in 2025 with an agreement with the Italian Army, include **the possibility of hiring discharged military personnel**. This initiative will provide Fiera Milano with a pool of highly specialised technical profiles while supporting the Italian Army in the reemployment of its discharged personnel.

**ESRS S1-4 38 d** Confirming Fiera Milano's strong commitment to the induction and development of young new talents, in 2024 741 hours of training were provided to interns in the various business areas, mainly on topics related to compliance, safety, sustainability, language training, and inspirational meetings.

## Objectives and commitments

**ESRS 2 MDR-T 79 b. c. 80 b. c. d. e., ESRS S1-4 42** Fiera Milano is committed to enhancing its attractiveness as an employer through targeted **employer branding** strategies, with the aim of obtaining a certification recognised by a major international certification body. This achievement represents a significant step in consolidating the company's reputation as an inclusive, innovative and people-oriented working environment.

**The path undertaken** includes the progressive development of initiatives aimed at improving employee engagement, attracting new talent and strengthening the Group's position in the national labour market. **Fiera Milano's commitment applies to the Italian context**, with a focus on its offices and activities in the territory, ensuring a structured and consistent approach to employer branding strategies.

**Progress** is measured through the implementation of best practices in human capital management, the adoption of innovative tools for employee engagement and the continuous improvement of working conditions and professional development. **The baseline and base year for measuring progress will be defined when the journey towards certification is formally initiated**, allowing for structured monitoring of progress towards achieving the commitment.

## TRAINING AND SKILLS DEVELOPMENT



IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
	<ul style="list-style-type: none"> <li>■ Enhancing the company's human capital</li> <li>■ Developing skills and contributing to the professional growth of employees through targeted training activities</li> </ul>		
IMPACTS, RISKS AND OPPORTUNITIES RELATED TO TRAINING AND SKILLS DEVELOPMENT			
<p>Fiera Milano identified <b>two positive impacts and one significant opportunity in the context of training and skills development</b>. These elements are integrated in the corporate strategy aimed at enhancing human capital and promoting the professional growth of employees. The positive impacts concern the <b>enhancement of corporate human capital and the development of skills and contribution to the professional growth of employees</b>. Fiera Milano recognises the importance of developing the skills of its employees through targeted training activities, promoting professional and personal growth. This approach not only enriches individual capabilities, but also strengthens the overall effectiveness of the organisation.</p> <p><b>The identified opportunity concerns the development of skills useful for business growth.</b> By investing in training, the company aims to enhance employees' skills and knowledge, aligning them with strategic needs and fostering innovation and competitiveness. This investment in human capital is seen as an engine for expansion and adaptability in the changing market.</p> <p>To support this strategy, Fiera Milano uses management tools and structured processes that ensure constant monitoring of internal dynamics and actions taken. These include human resources management policies, the systematic application of labour contracts and trade union agreements at national and local level, and the constant updating of initiatives aimed at fostering an inclusive and skills development-oriented corporate culture.</p> <p>Through this commitment, Fiera Milano confirms the centrality of people in its sustainability strategy, promoting a working environment that enhances talent and contributes to the company's success. The focus on training and skills development not only improves employee satisfaction, but also strengthens the company's position in the industry, ensuring sustainable and shared growth.</p>			
POLICIES			
See chapter "Policies on own labour force", p. 190			
OBJECTIVES AND COMMITMENTS			
<ul style="list-style-type: none"> <li>■ Increase in the number of training hours by 50% from the 2023 baseline to 2027</li> </ul>			

In the **exhibition and conference** sector, characterised by increasing competition and constantly changing market requirements, the need to develop **specialised skills** is a strategic factor in ensuring business success and sustainability. Professional skills not only improve operational effectiveness, but also foster **innovation**, **customer experience** and the ability to adapt to changes in the global environment.

In this perspective, **Fiera Milano** has always invested in **training**, recognising the development of **abilities** and **skills** as key elements in fostering **motivation** and **satisfaction** among all employees, thereby supporting business growth.

**ESRS 2 MDR-A a. b.**, The **trasFORMAZIONE@FieraMilano** project was initiated in response to the need to put people at the centre, in line with the third pillar of **Fiera Milano's Strategic Plan**, 'People and Organisation'. The initiative aims to accompany all Group employees on a path of professional and personal growth, through a series of learning tools designed to support this objective. The programme involves the entire company population, regardless of gender, age, length of service or company classification.

The training plan was developed in line with the strategic priorities of the company and the different **business lines**, responding to the development and **upskilling** needs of the teams. It includes both mandatory training, such as occupational safety and regulatory compliance, and specific programmes aimed at implementing new skills.

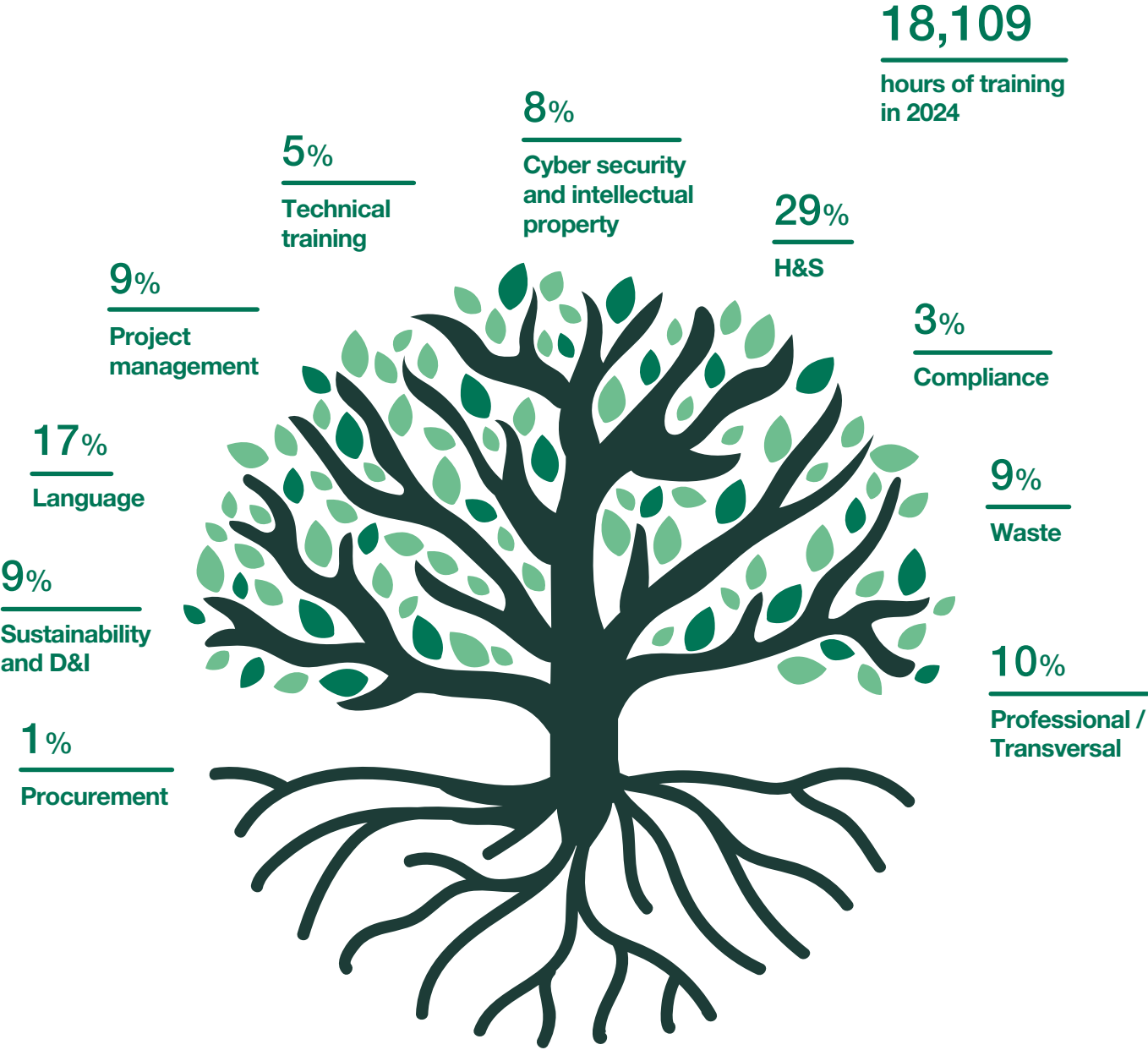
A number of cross-training initiatives on strategic topics were launched, including:

1. **Project Management & Agile**, with the aim of providing essential tools and methodologies for effective project management, both through e-learning and in the classroom.
2. **Being a Leader in Fiera Milano**, a path aimed at developing key leadership skills, including:
  - Understand the business environment and identify the skills needed for effective decision-making.
  - Delegate in a structured way and optimise time management in relation to objectives.
  - Adopt a systemic and strategic approach for an overall view.
3. **Self Empowerment: "Empower Your Potential with Virtual Reality"**, aimed at strengthening:
  - Individual performance through better time management and motivation.
  - Resilience and stress management, supporting the maintenance of emotional balance.
  - Communication and interpersonal skills for more effective working relationships.
4. **Feedback: words that change things**, to develop a culture of constructive feedback, with a focus on:
  - The importance of positive feedback and feedforward for continuous improvement.
  - The application of continuous and constructive feedback in business processes.
  - The skills needed to ask for and receive feedback effectively.
5. **Building Your Competencies: Excel and PowerPoint**, an in-depth look at the advanced functionalities of the Office package to optimise everyday tasks.
6. **#FieraMilanoLanguagesAcademy**, an initiative dedicated to enhancing language skills, with a particular focus on English, which is essential in the context of the Group's internationalisation. The platform offers:
  - Paths structured according to level of knowledge.
  - Content updated daily in cooperation with **the New York Times and the Harvard Business Review**.
  - Virtual classrooms with international teachers and students for several languages, including English, French, Spanish, Portuguese, German and Italian.
  - Insights into specific topics such as effective meeting management and professional email writing.
  - Over 500 vocabulary and grammar resources.

In support of this initiative, one-to-one English courses with native speakers were activated for about **150 employees** in key roles, offering an additional opportunity beyond access to the platform.

In 2024, the new digital environment of the **Learning Management System (LMS)** platform, **HCM**, designed to improve the **user experience** and increase employee **engagement**, was also implemented. The aim of this innovation is to provide **continuous training** opportunities through diversified content, selected both according to the company's strategic objectives and the individual preferences of employees.

**ESRS S1-4 38 c. 40 a.** The main areas covered by training in 2024 were Technical Training, Health & Safety (H&S), Project Management, Language, Compliance, Waste, Procurement, Cyber Security and Intellectual Property, Sustainability and Diversity & Inclusion (D&I), and Professional/Transversal.





For **2025**, Fiera Milano is already planning to **expand and diversify its training catalogue** for all its employees, with the aim of ensuring constant updates and the continuous growth of professional skills. The training plan will focus on strategic areas, aiming to develop skills that respond to business needs and the changing dynamics of the exhibition and events industry. There will be training sessions on topics such as sustainability, security management, languages and leadership, with a special focus on enhancing transversal competences and strengthening soft skills.

The programme was born out of a specific need: **'putting people at the centre'**, supporting them in their personal and professional growth, proposing initiatives that can help everyone contribute to achieving the company's objectives.



## Scuola dei Mestieri (School of Trades): a strategic pillar for the future of Fiera Milano

**ESRS 2 MDR-A a. b. c., ESRS S1-4 38 c. 40 f.** In the context of an ever-changing exhibition and conference industry, the **transmission of know-how** and the **development of skills** are key factors in sustaining growth and consolidating leadership positions. Aware of this need, **Fiera Milano** has placed a strategic focus on **knowledge sharing** and **upskilling** of its personnel from companies in Italy, through the creation of the **School of Trades**, an ambitious project realised in collaboration with **Fondazione Fiera Milano**. This initiative represents a unique opportunity to enhance and preserve the company's wealth of skills, ensuring an effective generational transfer of knowledge and contributing to the building of a solid and shared corporate culture.

The training project **'School of Trades: Being in Fiera Milano'** aims to capitalise on the skills of resources with greater seniority, promoting their continuous development and transfer to new entrants. The expected results of this programme include:

- **accompanying** new colleagues into the Fiera Milano world, enabling them to acquire an in-depth knowledge of the company's dynamics and products;
- **the transfer of skills** from experienced colleagues to new resources, accelerating their integration and understanding of the corporate environment;
- **creating a common corporate language**, strengthening the **sense of belonging** and training future **ambassadors of the corporate DNA**, helping to spread and consolidate the organisation's distinctive values.

In **2024**, the first stages of the project were initiated with a detailed **mapping of the Group's core competencies**, carried out through interviews with key stakeholders and internal professionals conducted in **2023**. This process made it possible to identify the target training content needed to develop the profile of the 'Being in Fiera Milano' professional.

To ensure the effectiveness of the skills transfer, **key internal figures** have been identified, who will play the role of **trainers**, valuing their experience and knowledge. To support this role, a **'Train the Trainer'** course was launched, designed to provide tools and teaching methodologies useful for managing classroom training sessions. The design of the content was structured in well-defined modules, aligned to the strategic needs of the Group.

With the official communication to staff of the start of the pilot project in **2025**, Fiera Milano confirms its commitment to **professional growth**, the enhancement of human capital and the consolidation of a working environment that aims at **excellence** through continuous training. The **School of Trades** is therefore a fundamental pillar for building the future of the organisation, ensuring continuity and innovation in a constantly changing market.

## Development and enhancement pathways

**ESRS 2 MDR-A a. b. c.** In the **Fiera Milano Group**, people have the opportunity to develop their professional potential through **structured growth paths**, both **horizontally** and **vertically**, thus favouring the acquisition of new skills and the assumption of increasing responsibilities. The organisation employs resources with high technical skills who, over time, have broadened their scope of activities, progressively evolving to fill important managerial roles.

In **2024**, the Group started designing more targeted and structured development paths, aimed at supporting new managers in their managerial growth and enhancing the talents identified through the **performance evaluation** process. These pathways, designed to meet strategic business needs and individual ambitions, will be implemented during **2025**, with the aim of consolidating managerial skills and fostering conscious, results-oriented leadership.

## Objectives

**ESRS 2 MDR-T 79 c. 80 b. c. d. e., ESRS S1-4 42**

	BASELINE 2023	2024	2027
Increasing the number of training hours	7,024 hours	18,109 hours	+ 50% compared to baseline 2023

**>** A significant milestone for training at Fiera Milano: surpassed the target for growth in hours delivered ahead of schedule

As part of its strategic initiatives to enhance **human capital**, Fiera Milano recorded an important result in 2024 in the area of training, significantly exceeding its target. The initial target was a **50% increase in training hours** to 2027 compared to the 2023 baseline for the Group's Italian companies. However, thanks to constant commitment and a wide range of training offerings, the number of **training hours delivered** reached **18,109**, marking an increase of about **158% over 2023**, well beyond initial expectations.

This result reflects Fiera Milano's strategic approach to strengthening **internal competencies**, supporting the professional growth of employees through a broad and diversified training offer. The training programmes, developed in line with the company's priorities, included a combination of **technical, managerial and transversal training**, with the aim of responding to business needs and changes in the exhibition and conference industry. The significant increase in training hours demonstrates the Group's commitment to **upskilling and reskilling** opportunities, providing employees with concrete tools to meet market challenges and promote **organisational innovation**. This commitment is part of a long-term vision aimed at making Fiera Milano an increasingly dynamic, inclusive and growth-oriented working environment.

Looking to the future, the Group will continue to invest in **continuous training**, promoting increasingly customised courses in line with the needs of different professional levels, with the aim of further consolidating its role of excellence in the sector.

## Metrics

### ESRS S1-13 83 b.

#### NUMBER OF TRAINING HOURS PER EMPLOYEE CATEGORY

	UNITS OF MEASUREMENT	2024		
		MEN	WOMEN	TOTAL
Managers	no.	491	121	612
Middle Managers	no.	1,407	1,795	3,202
White collar workers	no.	5,554	8,683	14,237
Workers	no.	0	0	0
<b>Total Italy</b>	no.	<b>7,452</b>	<b>10,599</b>	<b>18,051</b>
Senior Management	no.	41	17	58
Middle Management	no.	0	0	0
White collar	no.	0	0	0
Blue collar	no.	0	0	0
<b>Total Abroad</b>	no.	<b>41</b>	<b>17</b>	<b>58</b>
Managers	no.	532	138	670
Middle Managers	no.	1,407	1,795	3,202
White collar workers	no.	5,554	8,683	14,237
Workers	no.	0	0	0
<b>Total Consolidated</b>	no.	<b>7,493</b>	<b>10,616</b>	<b>18,109</b>

### ESRS S1-13 85

#### TOTAL NUMBER OF TRAINING HOURS OFFERED AND COMPLETED BY NON-EMPLOYEES

SELF-EMPLOYED WORKERS	UNITS OF MEASUREMENT	2024
Italy	n	101
Abroad	n	0
Consolidated	n	101

## AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE CATEGORY

	UNITS OF MEASUREMENT	2024		
		MEN	WOMEN	TOTAL
Managers	no.	25.84	20.17	24.48
Middle Managers	no.	30.59	32.05	31.39
White collar workers	no.	28.19	29.04	28.70
<b>Total Italy</b>	no.	<b>28.44</b>	<b>29.36</b>	<b>28.97</b>
Managers	no.	41.00	22.67	33.14
Middle Managers	no.	n.a	n.a	n.a
White collar workers	no.	0.00	0.00	0.00
<b>Total Abroad</b>	no.	<b>2.73</b>	<b>0.93</b>	<b>1.74</b>
Managers	no.	26.60	20.44	25.05
Middle Managers	no.	30.59	32.05	31.39
White collar workers	no.	26.32	27.43	26.98
<b>Total Consolidated</b>	no.	<b>27.05</b>	<b>27.98</b>	<b>27.59</b>

## FINANCIAL RESOURCES ALLOCATED TO THE ACTION PLAN RELATED TO THE THEME TRAINING AND SKILLS DEVELOPMENT

RELEVANT TOPICS	FINANCIAL RESOURCES	UNITS OF MEASUREMENT	2024
Training and skills development	Opex	Euro	202,504
	Capex	Euro	

OPEX earmarked for training and skills development include investments in the further training of employees and the organisation of courses aimed at enhancing their skills. These interventions are essential to ensure continuous adaptation to industry developments, updated regulations and best business practices.

## SKILLS ASSESSMENT

The need to align people's skills and knowledge with the roles they play, as well as with the Fiera Milano Group's strategy, means that having a system of **processes and policies capable of nurturing and renewing the company's capabilities is essential**. The Fiera Milano Group adopts, in this sense, a **process called Performance and Leadership Management (PLM)**, which is based on the definition of measurable goals and behaviours traceable to the values expressed in the Industrial Plan and the Code of Ethics. The model followed a path of revision and digitisation in 2023, with the closing of the **evaluation and calibration** cycle relating to 2023 and with **managers setting goals (Goal Setting)** relating to 2024, subject to review in 2025.

These tools aim both to promote professional growth and stimulate productivity by consolidating a corporate culture focused on excellence and to develop a formalised leader-collaborator dialogue, allowing more opportunities for constructive feedback to emerge. The process is essential to ensure accurate monitoring of individual and collective performances, to facilitate clear goal-setting, the recognition of successes and the identification of opportunities for development, including through the design of appropriate growth and remuneration policy actions, promoting an increasingly merit-based culture.

Part of this process is the **planning and management of MBOs (Management by Objectives) and Sales Incentives**, currently aimed at incentivising executives and salespeople. The rest of the population was evaluated on equal goals for all, using the same criteria as in the previous year. The process will continue to be monitored using the 'Oracle HCM' platform, in which the specific/individual goals defined therein by managers will be used for performance evaluation in 2024, relative to the previous year.

#### ESRS S1-13 83 a.

##### PERCENTAGE OF EMPLOYEES WHO PARTICIPATED IN PERIODIC PERFORMANCE AND CAREER DEVELOPMENT REVIEWS BY EMPLOYEE CATEGORY

	UNITS OF MEASUREMENT	MEN	WOMEN	TOTAL
Managers	%	100%	100%	100%
Middle Managers	%	96%	95%	95%
White collar workers	%	96%	98%	97%
Workers	%	0%	0%	0%
<b>Total Italy</b>	%	<b>96%</b>	<b>97%</b>	<b>97%</b>
Managers	%	0%	0%	0%
Middle Managers	%	0%	0%	0%
White collar workers	%	0%	0%	0%
Workers	%	0%	0%	0%
<b>Total Abroad</b>	%	<b>0%</b>	<b>0%</b>	<b>0%</b>
Managers	%	0%	0%	0%
Middle Managers	%	96%	95%	95%
White collar workers	%	90%	92%	91%
Workers	%	0%	0%	0%
<b>Total Consolidated</b>	%	<b>91%</b>	<b>92%</b>	<b>91%</b>

## EMPLOYEE ENGAGEMENT AND WELLBEING

Fiera Milano recognises that **employee engagement** and **well-being** are **fundamental pillars** for business success and for fostering a **healthy, inclusive, and motivating** work environment that enhances and strengthens each individual's contribution.

**ESRS 2 MDR-A 68 a.** In order to promote a **constructive dialogue** with its employees, in **2024**, a three-year process was initiated in cooperation with **Great Place to Work**, with the aim of gathering valuable insights through a **climate survey**, which was concluded in December of the same year. The results of the survey will allow **targeted action plans** to be defined in **2025**, aimed at further enhancing **organisational engagement** and **well-being**.

**ESRS 2 MDR-A 68 a. c** The climate analysis is part of the **Strategic Business Plan 2024-2027**, with a focus on:

- **Mapping the corporate experience**, through **active listening to** identify **strengths** and **areas for improvement**, favouring a data-driven approach to HR policies.
- **Strengthen the attractiveness and brand reputation**, positioning Fiera Milano as a reference employer in the exhibition and congress sector.

**ESRS 2 MDR-A 68 a. b** Fiera Milano is committed to creating an environment that actively promotes **health, inclusiveness and motivation**, through **continuous dialogue** and strategic initiatives aimed at consolidating a corporate culture oriented towards **psychophysical wellbeing, active participation** and strengthening a **sense of belonging**, thus contributing to the achievement of corporate objectives.

An important concretisation of these principles was the introduction of a **supplementary health insurance policy**, extended to all employees of the Group's Italian companies and their family members. This initiative, implemented in **2024** and active as of **1 January 2025**, represents a significant investment on the part of the company, offering concrete support in terms of health coverage, both for ordinary and extraordinary expenses, thus improving **serenity** and **quality of working life**.

In **2024**, with the **renewal of the Supplementary Corporate Contract**, the **rules of hourly flexibility** and the adoption of **Agile Working**, a key tool for increasing **productivity**, improving **employee satisfaction**, and attracting new **talent**, were confirmed. The ability to organise work flexibly has contributed to creating an environment geared towards **organisational well-being**, improving the **work-life balance** and promoting a corporate culture based on **individual responsibility** and **focus on corporate objectives**.

**Agile Working** also supports the process of **organisational evolution**, responding to the needs dictated by digitisation and representing a strategic asset for human resources **attraction and retention**. The adoption of a flexible approach made it possible to define customised modalities for each company management, ensuring effective management of **business** needs and **operational priorities**.

## Corporate Welfare: concrete support for the well-being of employees

As part of its commitment to **organisational well-being**, Fiera Milano has implemented a comprehensive **corporate welfare programme** aimed at providing **tangible support** and improving the quality of working life. Through initiatives such as **supplementary pension schemes, personal services, personal development programmes** and **work-family balance facilities**, the company aims to create an environment in which employees can thrive, both professionally and personally.



## Corporate Supplementary Agreement

The Italian companies of the **Fiera Milano Group** apply the **National Collective Labour Agreement (Contratto Collettivo Nazionale di Lavoro - CCNL)** for the Tertiary, Distribution and Services sector, while the foreign companies adopt the local labour laws. However, with a view to continuous improvement, the Italian companies and **Fiera Milano Brasil** offer better conditions through second-level integrative contracts or specific company regulations.

Fiera Milano's **Contratto Integrativo Aziendale (CIA)**, renewed in **2024** and valid until **31 December 2028**, introduces concrete measures to support the **balance between professional and personal life**, confirming the company's focus on **employee wellbeing** and **social responsibility**, with a focus on initiatives that facilitate the management of family needs and the improvement of the quality of working life.

### WORK-LIFE BALANCE

- Agile working
- According to company policy, flexible working hours of 40 hours per week from Monday to Friday for full-timers, with a daily minimum of 4 hours
- Compensatory rest for work done on Saturdays and/or Sundays
- Adoption of the 'solidarity time' time-share system, whereby employees can donate holiday time and/or hourly leave voluntarily and free of charge to colleagues who have already used up their own allowances

### FAMILY

- Extension and improved economic treatment for parental leave
- 25 hours of paid leave per year for each child's nursery and primary school placement
- Subsidy of Euro 1,000 for the birth/adoption of a child or the death of an immediate relative (spouse or common-law partner)
- Reserved parking spaces for pregnant colleagues and frail employees

### GOOD HEALTH AND WELL-BEING

- Extension of the period of leave for serious illness for a maximum period of 365 days over a period of two calendar years, with the relative supplement of up to 100% of the salary
- 50 hours of paid leave per year for specialist medical consultations, medical treatment and/or clinical laboratory tests, including those concerning immediate relatives and/or relatives-in-law, i.e. spouse or common-law partner
- 40 hours of paid leave and 108 hours of unpaid leave per year to care for disabled or elderly dependent family members
- Company canteen and high-quality catering services

### WELFARE

- Welfare plan adjusted for gross annual remuneration brackets and possibility of converting the performance bonus into welfare benefits
- Supplementary company pension scheme whereby the company contributes 3% of the gross annual pay for employees signed up to the PREVIP scheme
- Occupational and non-occupational accidents, permanent disability and life insurance, including for those on fixed-term contracts
- Granting of subsidised loans
- Extra hours of study leave in addition to those provided for in the NCBA



The use of **company benefits** is made even more accessible thanks to the introduction of a **dedicated welfare credit**, which can be used through an intuitive and user-friendly **online platform**. This tool allows employees to manage their credit completely independently, building a customised package of **goods, services, vouchers and discounts** in line with their personal and family needs.

As of **2023**, the platform has been **revamped and optimised**, with the aim of offering greater **flexibility in the use of available credit** and an improved user experience. These upgrades fostered significant growth in the conversion rate of **company performance bonuses** into welfare services, confirming the effectiveness of the solutions implemented.

In addition, the company's ongoing commitment to **organisational wellbeing** has led to a further increase in the use of **company welfare on top**, a benefit recognised to all employees, demonstrating Fiera Milano's growing focus on providing concrete tools to improve the quality of working and personal life.

## Metrics

**ESRS S1-15 93 a. b. 94** Parental leave is available to all Fiera Milano employees entitled to it, by virtue of the regulations in force and the provisions of the National Collective Labour Contract (CCNL).

### PERCENTAGE OF EMPLOYEES WHO ARE ENTITLED TO AND HAVE TAKEN FAMILY LEAVE

	UNITS OF MEASUREMENT	MEN	WOMEN	TOTAL
<b>Italy</b>				
Employees entitled to family leave	n	272	363	<b>635</b>
Employees who have taken leave for family reasons	n	9	44	<b>53</b>
Total employees	n	272	363	<b>635</b>
Percentage of employees eligible for family leave	%	<b>3.31%</b>	<b>12.12%</b>	<b>8.35%</b>
<b>Abroad</b>				
Employees entitled to family leave	n	17	20	<b>37</b>
Employees who have taken leave for family reasons	n	0	2	<b>2</b>
Total employees	n	17	20	<b>37</b>
Percentage of employees eligible for family leave	%	<b>0.00%</b>	<b>10.00%</b>	<b>5.41%</b>
<b>Consolidated</b>				
Employees entitled to family leave	n	289	383	<b>672</b>
Employees who have taken leave for family reasons	n	9	46	<b>55</b>
Total employees	n	289	383	<b>672</b>
Percentage of employees eligible for family leave	%	<b>3.11%</b>	<b>12.01%</b>	<b>8.18%</b>

## Working hours



IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
<ul style="list-style-type: none"> <li>■ Reduced time available to employees for rest and leisure due to the high number of overtime hours affecting work-life balance and employee well-being.</li> </ul>			
IMPACTS, RISKS AND OPPORTUNITIES RELATED TO WORKING TIME			
<p>Fiera Milano recognises that the work-life balance is a fundamental element for the psychophysical well-being of its employees. However, at certain times of the year, the intensification of operational activities may lead to a significant increase in the overtime required of internal staff. This negative impact mainly affects employees directly involved in the organisation and management of exhibition events, who may have to cope with prolonged workloads, thus reducing the time available for rest and personal activities.</p> <p>The relevance of this impact for Fiera Milano is linked to the need to maintain a healthy and sustainable working environment where employees can feel supported and motivated. Continued high overtime can lead to increased stress, decreased job satisfaction and, in some cases, increased staff turnover. In addition, accumulated fatigue can negatively affect productivity and safety at work, generating potential operational risks.</p> <p>Fiera Milano's objective is to ensure that the operational needs of the company do not compromise the well-being of employees, promoting a work-life balance that promotes quality of life and the maintenance of a high level of engagement and work performance</p>			
POLICIES			
See chapter "Policies on own workforce", p.190			

Fiera Milano recognises the importance of a proper work-life balance as an essential element of employee well-being. The Group is committed to reducing the negative impact of overtime on work-life balance through a targeted and continuous action plan. Optimised activity planning, smart working and hourly flexibility measures were implemented with the aim of distributing workloads more evenly and reducing the need for concentrated overtime.

The employees of Fiera Milano are exclusively managers, middle managers and clerical staff. The regulations on working hours are ensured by law, the CCNL Terziario, Distribuzione e Servizi (National Collective Labour Agreement for the Tertiary, Distribution, and Services sector), and the company's supplementary regulations.

**ESRS 2 MDR-A 68 b.** The regulation of working time, resulting from the aforementioned provisions, is flexible and regulated in many respects. The main actions that are carried out are:

- Flexibility of entry hours until 12 noon
- Counting the 40 working hours on the weekly average
- The regulation of any extra hours (e.g. shifts, on-call, holiday overtime, daytime and otherwise)
- The promotion of smart working,
- Compensatory rest days and the time bank, plus additional company leave to support work-life balance.

**ESRS 2 MDR-A 68 a.** Fiera Milano also introduced advanced overtime planning and monitoring systems to improve operational efficiency and ensure a more sustainable management of workloads. These initiatives contribute directly to the achievement of corporate objectives in terms of welfare and social sustainability.

## TRADE UNION CONFRONTATION AND SOCIAL DIALOGUE



IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
	<ul style="list-style-type: none"> <li>Promotion of freedom of association and development of social dialogue</li> </ul>		
IMPACTS, RISKS AND OPPORTUNITIES RELATED TO TRADE UNION CONFRONTATION			
<p>Fiera Milano identified a <b>positive impact related to the promotion of freedom of association and the development of social dialogue</b>. Freedom of association is a fundamental right that allows Fiera Milano employees to freely join trade unions or other organisations. For Fiera Milano, this means not only compliance with international and local laws, but also the integration of policies that promote an inclusive and open working environment.</p> <p>Workers who can exercise their right of association are more involved in company decisions, improving communication and participation in strategic choices. This strengthens the sense of belonging and contributes to a positive corporate climate. Finally, offering support for freedom of association helps to create a climate of mutual trust between the company and employees, leading to greater organisational stability.</p>			
POLICIES			
See chapter "Policies on own workforce", p. 190			

Fiera Milano fully recognises and supports the right to freedom of association and trade union confrontation as fundamental principles in relations with its employees. The Group is committed to ensuring that all workers have the freedom to form, join and participate in the activities of trade unions or other forms of collective representation, without fear of retaliation, discrimination or interference.

**ESRS 2 MDR-A 68 a.** The **management of the relationship and dialogue with workers' representatives and trade union bodies** is of great importance to the Fiera Milano Group, both with a view to fulfilling the obligations provided for by law and by the CCNL (national collective labour agreement) applied within the Group and with a view to informing and consulting trade union representatives in the face of ordinary management and particular situations or significant organisational changes.

The Fiera Milano Group is committed to **safeguarding employees' right to freedom of trade union association and collective bargaining** in full compliance with the rules established by current national legislation. To this end, the Industrial Relations Department interfaces with internal trade union representatives and territorial trade union organisations and handles collective bargaining at company and Group level.

**ESRS 2 MDR-A 68 a. b** In the broader perspective of correct and positive personnel management, the Department also proposes, develops and ensures **the implementation of corporate welfare programmes and initiatives, intended for employees of the Group's Italian companies, aimed at employee satisfaction and organisational wellbeing, and supervises**, in coordination with the Legal, Compliance & Corporate Affairs Department, **compliance in the field of labour law**. During 2024, Industrial Relations with the Trade Unions and the company representatives RSU (Unitary Trade Union Representation) and RSA (Company Trade Union Representation) led to the important result of the **renewal of the Supplementary Company Contract**.

**2025** will be the year of consolidation of the innovations introduced at the time of the renewal of the **Supplementary Company Contract** of Fiera Milano S.p.A. and Nolostand S.p.A., which will require a constructive and transparent dialogue with the workers' representatives, through the organisation of periodic meetings and maximum collaboration to jointly address the main issues relating to the workforce, working conditions and company policies. In addition, the main novelty will be the renewal of the Unitary **Trade Union Representative (R.S.U.)** of Fiera Milano S.p.A., a step that, with the change in the union structure, will require an important joint work that responds to the dual responsibility of giving continuity to the work carried out in the past and to the company agreement that has just been renewed, and to give legs to innovation.

## Metrics <sup>2</sup>

### ESRS S1-8 60 a.

#### PERCENTAGE OF EMPLOYEES COVERED BY COLLECTIVE AGREEMENTS

	UNITS OF MEASUREMENT	2024
Percentage of employees covered by collective agreements	%	99%

#### PERCENTAGE OF EMPLOYEES REPRESENTED BY EMPLOYEE REPRESENTATIVES

	UNITS OF MEASUREMENT	2024
Percentage of employees represented by employee representatives	%	99%

### ESRS S1-8 60 c.

	2024	
	COLLECTIVE BARGAINING COVERAGE	SOCIAL DIALOGUE
COVERAGE RATE	EMPLOYEES	WORKPLACE REPRESENTATION
0-19%	SOUTH AFRICA <sup>3</sup>	SOUTH AFRICA
20-39%	N/A	N/A
40-59%	N/A	N/A
60-79%	N/A	N/A
80-100%	ITALY; BRASIL	ITALY; BRASIL



<sup>2</sup> Data refer to employees of companies in Italy

<sup>3</sup> The regulation of private employment relationships, unlike Italy and Brazil, is based on individual bargaining and not collective bargaining, which is why there is no coverage of collective agreements.

## HEALTH AND SAFETY



IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
<div>■ Damage to the health and safety of employees and external staff</div>		<div>■ Risk of accidents at work by employees</div>	

### HEALTH AND SAFETY IMPACTS, RISKS AND OPPORTUNITIES

In relation to the issue of Health and Safety, Fiera Milano has identified a **negative impact and a significant risk**. These aspects are closely linked to the protection of the well-being of employees, co-workers and visitors of exhibition events.

In order to prevent accidents that could cause personal injury as well as expose the company to penalties, Fiera Milano takes a **proactive approach, implementing strict safety measures and promoting a prevention-oriented corporate culture**. The company uses structured management systems and processes to ensure safety in the workplace and during events, ensuring compliance with applicable regulations and the protection of all persons involved.

Through this commitment, Fiera Milano aims to safeguard the health and safety of employees, collaborators and visitors, consolidate stakeholder trust and strengthen its reputation as a responsible event organiser.

As far as risk is concerned, the **activities carried out by the Group** at the exhibition and conference facilities, and the large number of people (employees, suppliers, exhibitors, visitors, conference attendees, stand fitters) who transit and work there, may be **exposed to the risk of accidents and/or violations of the regulations concerning health and safety in the workplace** (Consolidated Act 81/2008). Such breaches, should they occur, may expose the Company to the application of substantial sanctions or, in the event of injuries, to legal proceedings with negative repercussions for the Group's finances and assets as well as for its reputation. It should be noted that these risks are mitigated by a series of procedural and organisational safeguards adopted for this purpose, which include: monitoring the supplier selection process, with controls of technical/professional eligibility and a focus on occupational health and safety; systematic preparation of the Interference Risk Assessment Report (DUVRI) and aligning procedures concerned, in order to comply with Legislative Decree 81/2008; the periodic updating of the Organisational Model pursuant to Legislative Decree no. 231/01, which includes the control protocols relating to Health and Safety in the workplace; updating the Health, Safety and Environment Action Plan (PASSA), which contains the programme of measures considered necessary to guarantee the improvement of health and safety levels over time; the continuous updating of the "Technical Regulations for Exhibitions", a document containing the rules which exhibitors and suppliers must observe in their activities.

Finally, the parent company and its subsidiary Nolostand are ISO 45001- Health and Safety certified.

### POLICIES

See chapter "Policies on own labour force", p. 190

### OBJECTIVES

■ extending full health insurance coverage to 100% of employees

In the **exhibition and conference** sector, the protection of employees' **health and safety** is a crucial aspect, given the complexity of operational activities, the heterogeneity of work spaces and the presence of a large number of stakeholders. Fiera Milano recognises that a healthy and safe working environment is essential to ensure **business continuity, people's well-being** and business **sustainability**.

For this reason, Fiera Milano undertakes to:

- **Assessing and minimising risks**, adopting a preventive approach to reduce work-related hazards.
- **Implement effective security measures**, with the aim of eliminating or minimising risks for all employees and stakeholders.
- **Promoting a culture of safety**, through awareness-raising and training activities that encourage responsible behaviour.
- **Monitor and continuously improve** health and safety performance, in accordance with relevant regulations and industry best practice.

Since **2023**, the Group has been **ISO 45001:2018** certified, attesting to the effectiveness of its occupational health and safety management system, ensuring **systematic and rigorous control** of worker protection aspects.

**Fiera Milano** takes a rigorous and structured approach to ensure compliance with **national and European regulations**, as well as **technical standards** in the field of occupational health and safety. The Group's commitment is realised through the **proactive identification of risks** and the implementation of **preventive and protective measures**, with the aim of creating a safe and resilient working environment. The Prevention and Protection functions are responsible within the individual Group companies for the supervision and control of health and safety in the workplace

**The identification of hazards and the assessment** of health and safety risks have been carried out:

- by capitalising on the experience gained in the field with regard to problems related to the business situation in question;
- by examining the type of events that occurred, such as accidents and near misses;
- by analysing the tasks and activities to be performed by the workers in question;
- by carrying out inspections in the areas concerned.

**ESRS 2 SBM-3 13 a. i. Fiera Milano's risk analysis** is structured to identify and assess potential sources of danger associated with:

- **Buildings**: assessment of risks arising from the structural type and characteristics of company buildings.
- **Fixed technological service installations**: continuous monitoring and maintenance of installations to ensure compliance with safety standards.
- **Work activities**: identification of critical issues related to operations within the Group's fairgrounds and offices.

**ESRS 2 SBM-3 13 a. i.** Once the sources of danger have been identified, risk assessment is carried out considering three fundamental aspects:

**1. Elimination or control of risk**

If the risk cannot be eliminated, **appropriate safeguards** are applied, including:

- **Plant solutions**, aimed at reducing exposure to hazards.
- **Operating procedures**, which establish guidelines and best practices for safety at work.
- **Continuous training**, to raise awareness and prepare workers to identify and manage risks.
- **Behavioural measures**, promoting a shared safety culture among all personnel.



## 2. Reducing the predictability of occurrence of the accidental event

Implementation of **targeted prevention interventions** aimed at:

- Minimise the likelihood of accidents occurring.
- Improving **proactive risk management** through constant monitoring of risk areas.
- Adopt strict security protocols that are regularly updated according to industry best practices.

## 3. Mitigation of risk consequences

In cases where the risk cannot be completely eliminated, **mitigation measures** are taken, such as:

- **Advanced technical systems**, for reducing impacts on operators and the environment.
- **Emergency protocols**, to ensure a timely and coordinated response in the event of a critical situation.
- **Specific evacuation and accident management procedures**, to limit damage to people and structures.

**Fiera Milano** 's structured approach to health and safety management is based on a **strategy of continuous improvement**, aimed at ensuring the well-being of workers, the protection of company assets and compliance with current regulations.

**ESRS 2 MDR-A a. b., ESRS S1-4 40 a. 41** Fiera Milano takes a structured and rigorous approach to ensure a safe and regulatory compliant working environment. The **prevention and protection** measures implemented, for Italian companies only, include:

- **Continuous training of workers**, in accordance with the **State-Regions Agreement 2011**, to ensure in-depth knowledge of workplace safety regulations and practices.
- **Rigorous selection of suppliers**, with scrupulous verification of **health and safety** aspects in the workplace, ensuring compliance with company and regulatory standards.
- **24-hour manned Operations Centres**, active for the management and implementation of all procedures foreseen by the **Emergency Plans** in the fairgrounds, ensuring a timely response in case of need.
- **Periodic checks** on the organisation and coordination of security activities, ensuring that **Emergency Plans** are constantly updated and effective.
- **Fire drills**, aimed at testing organisational preparedness and the efficiency of emergency management procedures.

The activities described are also planned for 2025, with the aim of maintaining and continuously improving a safe and regulatory compliant working environment. In addition, specific procedures have been implemented to deal with possible **Covid-19 virus positivity** cases, in compliance with the regulations issued in **2023**, with differentiated indications depending on whether:

- The worker has received a **confirmed positive diagnosis**, with containment and safe return measures applied.
- The worker has come into **contact with positive cases**, with personalised monitoring and management protocols.

The approach taken by **Fiera Milano** demonstrates an unwavering commitment to health and safety, promoting a protected, resilient and internationally best practice working environment.

**ESRS 2 MDR-A 68 e.** Over the years, a number of activities have been developed to reduce the number of accidents, both for employees and for all those working at or visiting the exhibition sites. In 2024, the Group continued the process of recording events that occurred in the exhibition sites, associating them with current exhibitions, in order to be able to analyse which phases of exhibitions are more prone to accidents, with the aim of implementing targeted actions to avoid the recurrence of events, to be able to share the actions with the organisational secretariats, internal or external, in order to be able to adjust the exhibition regulations for subsequent editions if necessary.

**ESRS S1-4 40 a.** To ensure a coordinated and rapid response, Fiera Milano has developed **company guidelines outlining detailed procedures on how to prepare for and respond to emergencies**. In each region and site, emergency response teams have been established and are ready to intervene in all circumstances. These teams operate following precise protocols for communication with external stakeholders, ensuring that all relevant information is shared effectively and transparently.

**ESRS MDR-A 68 a. Emergency training for employees and the community** is another pillar of this policy, with regular sessions including simulation and testing of emergency response plans. Furthermore, Fiera Milano has established **mechanisms through which stakeholders can promptly report any emergency**, allowing for immediate and appropriate action. This integrated approach to emergency management demonstrates Fiera Milano's commitment to safeguarding not only its employees and customers, but also the broad ecosystem in which it operates.

## Objectives

**ESRS 2 MDR-T 79 b. c., 80 b. c. d. e., ESRS S1-4 42**

	BASE YEAR	GOALS AND OBJECTIVES
	2024	2027
Extension of full health insurance coverage to 100% of the employees of the Group's Italian companies	Achieved	N/A

## Metrics

**ESRS S1-14 88 b. c.** Accidents involving employees: three accidents occurred during the course of 2024. At Group level, the figures shown in the table resulted in a frequency index of 0.00. On the basis of the reports on accidents, injuries and near misses drawn up by the suppliers of the Fiera Milano Group companies, it was found that in 2024 there were 0 accidents of minor importance.

	2024	
	EMPLOYEES	NON-EMPLOYEES
Percentage of own workers covered by a health and safety management system based on legal requirements and (or) recognised standards or guidelines	100%	100%
Number of deaths in their workforce due to occupational accidents and diseases	0	0
Number of deaths in their workforce due to accidents	0	0
Number of deaths in their workforce due to occupational diseases	0	0
Number of deaths as a result of accidents and occupational diseases of other workers working on company sites	0	0
Number of deaths as a result of injuries to other workers working on the company's sites	0	0
Number of deaths due to occupational diseases of other workers working on company sites	0	0
Number of recordable occupational accidents for its workforce	3	0
Recordable work accident rate for own workforce	0.00	n.d
Number of cases of occupational diseases registered for its workforce	0	0
Number of days lost due to occupational accidents, occupational diseases and deaths due to illness	75	0

FINANCIAL RESOURCES ALLOCATED TO THE ACTION PLAN RELATED TO HEALTH AND SAFETY

RELEVANT TOPICS	FINANCIAL RESOURCES	UNITS OF MEASUREMENT	2024
Health and safety	Opex	Euro	195,962
	Capex	Euro	

OPEX for health and safety protection consists of a series of interventions aimed at ensuring safe working environments that comply with current regulations. These include the cost of installing and maintaining security devices such as road blockers and metal detectors, essential tools for access control and prevention of potential threats. A further area of investment concerns staff training, a crucial element in spreading a safety culture and providing the necessary skills for risk management. Added to this is the analysis of work-related stress, aimed at monitoring and preventing psychosocial risk factors, thus contributing to organisational well-being. In addition, costs are incurred for the maintenance and periodic inspection of fire extinguishers and for environmental analyses to ensure healthy and safe working conditions in the workplace. Finally, OPEX includes expenditure on the purchase of Personal Protective Equipment (PPE), necessary for the protection of workers, and the remuneration of the competent doctor, a key figure in health surveillance and the prevention of health risks. These investments testify to an ongoing commitment to the safety and health of workers, strengthening the prevention and protection system and contributing to the creation of a working environment that meets the highest standards of protection



## CONFIDENTIALITY



IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
<ul style="list-style-type: none"> <li>■ Loss of sensitive data and information of employees etc.</li> </ul>		<ul style="list-style-type: none"> <li>■ Risk of cyber breaches due to poor technological control</li> <li>■ Mismanagement due to inefficient information systems</li> </ul>	

### IMPACTS, RISKS AND OPPORTUNITIES RELATED TO CYBER SECURITY

In relation to the issue of Confidentiality, Fiera Milano has identified one negative impact and two significant risks. These aspects are closely linked to the **management of sensitive information of employees and counterparties with whom the Group interfaces and to the security of corporate information systems**.

The negative impact identified concerns the **potential loss of sensitive data and information, related to mismanagement due to inefficient IT systems or breaches of IT systems due to cyber attacks**. Outdated or inadequate systems may lead to ineffective data management, increasing the likelihood of errors, losses or unauthorised access, and, inadequate IT security measures may expose the company to threats such as hacker attacks, malware or phishing, which may compromise data integrity and confidentiality.

Cyber attacks can cause delays in business dealings, a temporary or prolonged interruption to activities, the loss of data, personal data breaches with relative requests for compensation, with potential financial and reputational harm; To be noted, in the general context of evolving cyber risk, is (i) the use by pro-Russian hacker groups of highly sophisticated tools to support cyber-intelligence and cyber-warfare activities (ii) the increasingly massive use of Artificial Intelligence as an attack vector, which constitutes a factor aggravating the risk.

To address these potential critical issues, the Group has **developed a number of procedural, organisational and technical controls**, as outlined below: i. policies and procedures in the field of IT Security; ii. data protection — file auditing/protection solutions; email protection - solutions for protecting company emails; iv. endpoint detect & response — solutions for external threat detection and autonomous endpoint response capability; v. network protection - means to ensure the infrastructure security of the perimeter network (IDS, IPS, DNS & Web Filtering, Application Control); vi. web application firewall — solutions for the protection of the Group's applications and websites; vii. IAM/PAM — solutions for identity governance and for managing privileged user access; carrying out vulnerability assessment and penetration testing activities.

Regarding infrastructure and network security, a Data Centre managed by an external service provider became operational from the start of 2023. It introduced disaster recovery measures and enhanced the management of backup data (Golden Copy).

In addition, a SOC - Security Control Centre service was activated, managed by a service provider with the objective of analysing and managing security incidents with the related containment and resolution measures, and a Cyber Threat Intelligence service was made available, which allows an additional proactive element to be introduced in the management of IT security in the company and to consolidate the memorandum of understanding on the prevention of cyber risks signed in July 2021 with CNAIPIC (National Centre for the Protection of Critical Infrastructures).

Specific periodic training is also given to Group employees on the issues of “phishing” and “social engineering” to increase awareness among company personnel of recognising this specific type of cyber attack.

Lastly, on the insurance front, an insurance policy covering cyber risk has been taken out.

### POLICIES

See chapter "Policies on own labour force", p. 190

### OBJECTIVES AND COMMITMENTS

- Obtaining ISO 27001 certification in 2027



Cyber security has become a **crucial element for any company** in an increasingly interconnected and digitised world. With the rise of cyber threats and cyber attacks, **protecting data and information systems has become essential to ensure business continuity, customer protection and corporate reputation.**

The Security Department, thanks to appropriate regulatory, organisational and technological tools, is committed to **developing, implementing and managing an IT security programme** aimed at ensuring the achievement of ISO 27001 certification in 2027:

- **confidentiality** (access to information for authorised people only);
- **integrity** (guaranteed accuracy and completeness of information and processing of it);
- **availability** (accessibility and availability of information).

The Security Department **also oversees cyber risk** posed by emerging threats and/or evolving technologies through the definition and adoption of security requirements and controls and systems for detecting, assessing and managing cyber threats, while making use of specific Cyber Threat Intelligence activities.

Lastly, the Security Department, in conjunction with the ICT Department and in compliance with reference regulations (e.g. privacy), in order to have as much visibility and awareness as possible of the perimeter to be protected, oversees the creation and maintenance of an inventory of all Fiera Milano Group information assets (such as identities, applications, databases, network and infrastructure resources, corporate archives, etc.) including the relative association of the respective contact persons. It ensures the definition of a classification model for data, information and documents and the identification of rules and behaviours for their use according to the level of classification associated with them.

**ESRS S1-4 41** The Group adopts **security measures deemed appropriate to prevent any unauthorised access or cyber attacks on corporate information systems.** These safeguards are designed to protect all information handled in the company, including that relating to counterparties (such as suppliers, exhibitors, consultants, etc.).

**ESRS MDR-A 68 e** At the beginning of 2022, a **Cyber Security Assessment** was completed with the aim of highlighting the organisation's organisational, procedural and technological gaps with respect to the requirements of the main industry standards and frameworks (see ISO270001 and NIST) and consequently outlining a roadmap of initiatives constituting the security programme (see Cyber Consolidation Roadmap) to support the business objectives set forth in the relative industrial plan. Then, in 2023, this assessment was supplemented by an ICT Risk Assessment, aimed at detecting, mapping and clustering the main technological risks underlying specifically the areas of Fiera Milano's ICT ecosystem (Infrastructure, Application, End User Computing), and which, in turn, led to further initiatives to manage these risks.

**ESRS 2 MDR-A 68 a. b. c., ESRS S1-4 38 a. c., 40 a.** The main actions and areas of intervention that resulted concerned:

- Activation of a **SOC (Security Operation Centre) service**, aimed at centralising and integrating all security controls and services under a single management hub, implemented in 2022.
- **Consolidation and structuring of the operational processes underlying the use of security technology platforms (from 2022 onwards, continuously evolving) such as:**
  - EDR (Endpoint Detection & Response) and MTD (Mobile Threat Defence) solutions for external threat detection and autonomous response capability on endpoints (PCs, servers) and mobile devices (smartphones, tablets).
  - email Protection, solutions for protecting corporate email with enabling secure authentication protocols (SPF, DKIM, DMARC).
  - Network Protection (IDS, IPS, DNS & Web Filtering, Application Control, DDoS), solutions to ensure the infrastructure security of the perimeter network.
  - WAF (Web Application Firewall), solutions to protect the Group's applications and websites (institutional and exhibition-related).

- DSPM (Data Security Posture Management), file and data auditing solutions for data protection and security posture management of major corporate data sources (OneDrive, SharePoint, File Server, Outlook, etc.).
- **evolution and customisation of the technological solution for the governance of the Group's internal and external identities** and related logical accesses (IAM - Identity Access Management) and the introduction of a PAM (Privileged Access Management) platform for the management of privileged users' accesses to critical assets (servers, databases, network equipment, applications) (implemented in 2023).
- activation of the **CTI (Cyber Threat Intelligence) service**, to introduce a proactive element in the management of IT security within the organisation, increase the visibility and awareness of its attack surface and brand exposure and, consequently, implement coherent risk management, automate the security playbooks and workflows provided by existing technologies, facilitating and speeding up the ability to identify and manage cyber incidents by the SOC and, more generally, by the organisation's operational structures (completed in 2023).
- **drafting and/or review and harmonisation of policies relating to the main processes** closely connected to the management of IT security within the organisation (Asset Management, Access Management, Data Classification, Vulnerability & Patch Management, Incident Management & Response Plan, Security By Design, Third Party Risk Management, etc.) (to be carried out between 2023-2025);
- **execution of recursive (annual) cycles of VA/PT (Vulnerability Assessment & Penetration Test) and CSPA (Cloud Security Posture Assessment) for:**
  - Identifying and classifying potential vulnerabilities in the organisation's systems and infrastructures and outlining a remediation plan for their management and mitigation/resolution;
  - assessing the goodness and resilience of the security measures and defences in place and discovering any security gaps;
  - analysing the configuration and management of security in the cloud to ensure that resources are protected and comply with best practices and regulations.
- implementation of **Device Posture and NAC (Network Access Control) processes** to analyse the security status and compliance, based on a series of technical controls and parameters, with the corporate security policies of the devices (PCs, desktops, smartphones and tablets) used to access the organisation's network (implemented in 2024);
- introduction of **segregation at the infrastructure and application level** to detect and prevent so-called 'lateral movement' and to disable possible cyber attacks if a given system is compromised (implemented in 2024);
- **cybersecurity training day** for the entire corporate audience, with the participation of the Postal Police and leading figures from the Italian cybersecurity scene ((made in 2023 and other spot days in 2024);

Initiatives within the Cyber Consolidation Roadmap that have not yet been implemented but will be undertaken in the short to medium-term (and completed by 2025) are:

- definition of **Cyber Risk Indicators** capable of quantifying, monitoring and reporting cyber risk at the level of business impact and assessing the progress of the defined security programme, and implementation of a GRC (Governance, Risk and Compliance) platform and/or customisation of a digital dashboard with which to analyse, track the evolution and represent these KPIs and the most relevant aspects of cyber risk in terms of governance, compliance and operations;
- **training activities for employees to increase cyber risk awareness**, complemented by the introduction of a Cyber Security Awareness platform that can run phishing and ransomware simulations and deliver content and training paths to employees in a structured manner, monitoring their progress;

In addition to the above-mentioned Cyber Security initiatives, other equally crucial and central projects with a major impact on cyber security were carried out in the ICT area:



- **porting to a Tier IV datacenter of all business applications**, activation of sites for Business Continuity & Disaster Recovery, adoption of a completely new and more consistent backup policy (2 sites, including one for Golden Copy);

- **rewamping of LAN/WiFi technologies** for all facilities and offices;

From the perspective of the **Cyber Consolidation Roadmap and the ICT Risk Assessment**, the initiatives conducted so far (65-70% of the overall plan), resulting in an increased control of the main risk vectors (e.g., degree of compromise of information systems, their public exposure, employee and third-party behaviour), have increased the organisation's security rating; thanks to the technologies and services introduced, have multiplied by a factor of 3 (and proactively) the capabilities of detection, analysis and correlation of security events and anomalies, integrating or, in some cases, even introducing from scratch the control of 'sensitive' areas of the organisation such as Datacentres, Ticketing, Catering, Digital Signage (i.e., advertising ledwalls), Offices, Pavilions and Smart Working, functional to the provision of business and corporate services; The expansion of the document framework induced by the Cyber Consolidation Roadmap, with its definition and coverage of the main Information Security processes, and the census of the main corporate assets (users, servers, PCs/smartphones, applications, etc.) have more than doubled the organisation's risk assessment & governance capacity, identifying what to protect and from which threats.

Over the next three years, Fiera Milano intends to **pursue an ISO27001 certification path**, formally included within the 2024-2027 Corporate Strategic Plan and aimed at harmonising the remaining initiatives of the Cyber Consolidation Roadmap and ICT Risk Assessment, integrating and optimising them with the interventions that will be determined as necessary for certification purposes. The ultimate goal is to create an IT security 'ecosystem' based on a transversally recognised international standard and, consequently, certified so as to become business leverage and competitive advantage in terms of qualification with customers. At the same time, we want to pursue a holistic approach increasingly oriented towards prediction, prevention and proactivity instead of the current reactive nature, so as to progressively lower the level of cyber risk, increasing and automating the 'securitisation' capabilities of the Group's ICT ecosystem and consequently managing the different cyber risk factors (Regulatory & Compliance, Supply Chain, Human Capital, Technology & Infrastructure, Data).

#### FINANCIAL RESOURCES ALLOCATED TO THE ACTION PLAN RELATED TO THE CYBER SECURITY THEME

RELEVANT TOPICS	FINANCIAL RESOURCES	UNITS OF MEASUREMENT	2024
Confidentiality	Opex	Euro	187,345
	Capex	Euro	35,368

OPEX and CAPEX related to cyber security include investments for the purchase of software licences and advanced technology solutions for the protection of corporate IT systems. These actions are essential to ensure a resilient IT infrastructure, capable of preserving the confidentiality of information, preventing, detecting and countering increasingly sophisticated cyber threats.

## 1.9.3.5 Workers in the value chain

Fiera Milano recognises that sustainability and respect for human rights are fundamental and indispensable values for its business. These principles not only guide the day-to-day actions of the company, but also form the basis for building solid, transparent and responsible relationships with all actors in its value chain.

With this in mind, Fiera Milano is committed to ensuring that its workers, as well as those of the entities with which it collaborates, work in safe, decent working conditions that fully respect internationally recognised fundamental rights.

### WORKING CONDITIONS

IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
<div>■ Disequilibrium of working hours for value chain workers during set-up and break-down activities</div>		<div>■ Risks related to undeclared labour practices in the supplier base</div>	

### WORKER-RELATED IMPACTS, RISKS AND OPPORTUNITIES IN THE VALUE CHAIN

Fiera Milano identified a significant negative impact and risk related to the management of set-up and break-down activities and the supply chain. The description of these aspects is aimed at contextualising the reasons why these issues are relevant for Fiera Milano, without going into the details of the control measures adopted.

Setting up and dismantling exhibition spaces often requires intensive and flexible working hours, including night shifts, weekends and holidays. This imbalance can negatively affect the work-life balance of the workers involved, who mainly include fitters, electricians, audio-visual technicians and logisticians. The relevance of this impact for Fiera Milano is linked to the need to ensure decent and sustainable working conditions for all workers in the value chain. An inadequate work-life balance can lead to increased stress, reduced productivity and an increased risk of occupational accidents due to accumulated fatigue. Moreover, this impact can affect the company's reputation and its ability to attract and retain qualified and reliable suppliers.

Fiera Milano cooperates with a wide network of suppliers for the management of operational activities during exhibition events. However, there is a risk that some suppliers may adopt practices that do not comply with labour regulations, including undeclared or irregular employment. Such practices represent a significant risk for the company, as they can lead to legal consequences, reputational damage and operational problems. The relevance of this risk for Fiera Milano is linked to the company's responsibility to ensure that all parties in the value chain operate in compliance with applicable regulations and corporate ethical standards. Furthermore, failure to control these practices could negatively affect the safety of the workers involved and the quality of the services provided during events.



## POLICIES

**Code of Ethics:** The Code of Ethics stipulates that the Group does not employ minors and rejects any form of employment with minors in conflict with the law. In addition, it defines key policies to combat undeclared and irregular work. Fiera Milano requires its suppliers to operate in full respect of workers' rights, guaranteeing freedom of association and the right to collective bargaining, thus preventing possible violations of human rights.

Human Rights are the inalienable rights of every individual, recognised to all persons by the mere fact of belonging to the human race, **regardless of origin, affiliation or place of residence**.

**Fiera Milano** bases its relations with **stakeholders** on **mutual respect and trust** and, for this reason, it protects, supports and promotes **Human Rights** within its sphere of influence, in line with the principles of its **Code of Ethics**. The Group guarantees **decent working conditions**, requiring that **acts of psychological or physical violence**, as well as **discriminatory behaviour or behaviour detrimental to the individual**, his or her **convictions, beliefs or preferences**, are avoided in all work relationships, internal and external.

**ESRS S2-3 27 a b** Any violations of **human rights** law are collected through the **whistleblowing system**, which ensures **confidentiality and anonymity**. The **Whistleblowing Committee** constantly monitors behaviour to ensure compliance with the established principles, and no cases of **human rights** violations were reported in 2024.

**Fiera Milano** considers it essential to be inspired by the main national and international references, including:

- **Principles of the UN Global Compact**, endorsed by the Group in 2024;
- **The Declaration on Fundamental Principles and Rights at Work** and the eight **Core Conventions of the International Labour Organisation (ILO)**;
- **Universal Declaration of Human Rights** and international conventions on **civil, political, economic, social and cultural rights**;
- **UN Conventions** on **the Rights of Women**, on the **Elimination of Racial Discrimination**, on **the Rights of the Child**, and on the **Rights of Persons with Disabilities**;
- **Goals of the 2030 Agenda for Sustainable Development** (*UN Sustainable Development Goals - SDGs*)

## Risks related to the violation of Human Rights

The Code of Ethics emphasises that the Group does not use the services of individuals under the age of 18 and in any case rejects forms of labour collaboration with minors that contravene the law; In particular, the Group does not participate in activities that involve the direct or indirect use of child labour provided by third-party companies.

**ESRS S2 SBM-3 11 e** With reference to **risks related to human rights violations along the Group's supply chain**, the market from which Fiera Milano sources its supplies is predominantly Italian: thanks to current regulations in force and continuous monitoring, there are therefore no significant risks. In line with the provisions of the Code of Ethics and the Management and Control Organisational Models adopted by the Group, suppliers must carry out their activities in compliance with workers' rights, with particular reference to freedom of association or collective bargaining, thus preventing the risk of any violation of **Human Rights**. The Group also evaluates its suppliers on the basis of their commitment to:

- not to use or tolerate the use of child, forced, compulsory or undeclared labour;
- not to implement or tolerate any form of discrimination;
- to comply with applicable laws and industry standards, with particular attention to the appropriateness and fairness of any disciplinary practices;
- to ensure a safe and healthy working environment and reasonable living conditions;
- to protect freedom of association and the right to collective bargaining;
- to promote compliance with minimum wage standards and maximum working hours;

- to engage in environmental protection;
- to ensure processes and adopt adequate prevention measures in the management of information and data security.

## Risks related to undeclared labour practices in the supplier base

**ESRS 2 SBM-3 11 e** The types of suppliers that the Fiera Milano Group employs to provide its services include companies operating in sectors which have a high number of workers (e.g. cleaning, stand fitting, security, catering) potentially with a medium/high level of risk of being exposed to undeclared working practices.

**ESRS 2 SBM-3 11 c** Nevertheless, the probability of the Group engaging with suppliers who have issues with irregular employment is considered to be low, owing to the extensive organisational, contractual, and procedural safeguards that have been put in place. The Group has established and enforced controls at two points: (i) during the initial phase of supplier engagement, where suppliers undergo a thorough assessment of their reputation and economic-technical capabilities for inclusion in the Group's supplier register, and (ii) on-site, through the physical monitoring of access and the oversight of service delivery as per contractual agreements. In addition, since the second half of 2024, an on-site visit assessment of suppliers, both potential and already engaged, has been implemented by the Vendor Management function.

In addition to the 231 Model, which in the Special Section includes control protocols aimed at preventing both crimes involving the employment of illegally staying third-country nationals and crimes of illicit intermediation and labour exploitation, and the Code of Ethics (establishing the basic policies in the fight against illegal and child labour), the Group's procedural framework includes: i) procedure for granting accreditation and controlling access to: exhibition sites ii) Purchasing procedure and supplier qualification procedure; iii) personnel search, selection and recruitment procedure; iv) corruption prevention policy.

In terms of contractual safeguards, the framework contains measures to prevent and counteract any illegality by contractors and their potential subcontractors, including (i) general conditions for compliance with national collective bargaining agreements and termination clauses in the event of breach of social security and tax obligations (ii) technical regulations for exhibition sites (iii) general regulations for exhibitions (iv) specific safety provisions.

Lastly, it is worth mentioning that in 2019 Fiera Milano signed a memorandum of understanding with the relevant authorities concerning undeclared work, with a view to providing ongoing cooperation on the issues of safe working conditions and compliance with worker protection regulations; The memorandum aims to combat illegal and irregular work practices through information sharing, which strengthens the capacity for intervention and prevention, also thanks to a permanent Observatory, which promotes the broadest dissemination of the culture of legality.

## Tackling undeclared and irregular work

The **Code of Ethics** lays down **basic policies in the area of combating undeclared and irregular work**; the 231 Models in force include a specific section on the employment crimes of third-country nationals staying in the country illegally, as well as a section on crimes of illicit brokering and labour exploitation, with the aim of preventing and controlling the aforementioned crimes.

The **types of suppliers** that the Fiera Milano Group uses to provide its own services include **product areas that are associated with varying levels of risk**, especially with regard to the impact of the labour component. The risks associated with undeclared work relate exclusively to the Group's supply chain given that there are no labourers on the Fiera Milano Group's payroll since it subcontracts all of its labour activities to third parties. With regard to procurement processes, those suppliers most exposed to the risk of illegal work are those who perform operational activities relating to managing the site concerned and the congress centre and those who supply the Nolostand subsidiary.

**ESRS 2 SBM-3 12** With this in mind, and within its procedural frameworks, such as the reputational assessment procedure, the Fiera Milano Group places **particular emphasis on those supplier categories that involve a significant labour component** (e.g. cleaning, set-up, security, catering, etc.), providing for **tighter controls both at the supplier selection stage and when performing the relevant checks in the field**, in order to

ensure the absence of any undeclared working practices in its supply chain. All reputational assessments are valid for 12 months, as provided for in the relevant procedure. Tighter controls may be implemented during the qualification stage, depending on the level of risk associated with the product category in question.

To supervise the presence of workers inside the exhibition sites, access permits to exhibition areas are assigned only for the duration of the contract signed between the parties.

Any irregularities, if detected, can lead to the application of penalties, such as the removal of workers from the exhibition site in question.

On 21 June 2019, the Protocol Agreement for the prevention and combating of undeclared and irregular work within the sites managed by Fiera Milano was signed between the Prefecture of Milan and the Milan-Lodi Territorial Labour Inspectorate, INPS Milan Metropolitan Branch, INAIL Lombardy Regional Directorate, ATS Metropolitan City of Milan, Fiera Milano and CGIL – CISL – UIL, FILCAMS Cgil – FISASCAT Cisl – UILTUCS Uil, making it possible to create a coordinating network to ensure timely intervention in terms of prevention, surveillance and counteraction. This protocol calls for more efficient and better coordinated planning of measures for monitoring and counteracting any undeclared and irregular work within the exhibition sites and the organisation of integrated information and training courses aimed at promoting a culture of legality and safety in employment relations.

In execution of this protocol, a permanent Observatory was set up, which met for the first time in February 2020, with the aim of promoting the widest dissemination of the culture of legality, and an operational Technical Table composed of all the signatory bodies under the aegis of the Prefecture. The various components of the technical and operational group, coordinated by the prefecture, will continue to implement the protocol.

The protocol agreement follows an earlier protocol, signed in 2007, between Fiera Milano and the CGIL, CISL and UIL regional trade unions of Milan, with trade organisations and the RSU, which had allowed the company to incorporate a series of contractual clauses into the contracts and tenders signed by Fiera Milano and to open the work desk managed by the three regional trade unions of Milan within the fieramilano site.

## Working hours

With regard to the management of working hours, a distinction must be made between employees and those employed by contractors. For the latter, direct management by Fiera Milano is not possible, as it is not allowed by the regulations in force. However, in order to meet the requirements of sustainability and social responsibility, Fiera Milano has adopted specific protocols, through which it is committed to guaranteeing safety and regular work, in cooperation with the relevant authorities (Prefecture, Labour Inspectorate, INPS, INAIL, ATS, trade unions, Police Headquarters, Carabinieri, Guardia di Finanza, FederlegnoArredo and ASAL). Authorities and law enforcement agencies have free access and can verify compliance with these protocols, both physically in the exhibition site and virtually via the portal, with regard to external personnel.

In general, Fiera Milano monitors and controls its suppliers at all stages of the process: from registering in the supplier register, to issuing entrance passes, to checking compliance with safety regulations within the halls.

## Procedure for handling reports

**ESRS S2-3 27 b.** Fiera Milano adopts a transparent and collaborative approach to handling whistleblowing, through its whistleblowing system, which also applies to the company's value chain. This system, governed by a Whistleblower Management Procedure, allows employees, suppliers, subcontractors and other actors in the supply chain to securely and anonymously report any suspected regulatory, ethical or legal violations, including human rights and unfair labour practices. Fiera Milano is committed to ensuring that every report is treated with the utmost seriousness, promoting the protection of workers' rights throughout the value chain.

**ESRS S2-1 19; S2-4 36; S4-4 35** In 2024, no cases of human rights violations were detected within the value chain.

For further details on the handling of reports through the whistleblowing system, please refer to the chapter 'Conduct of Businesses'.

## HEALTH AND SAFETY



IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
■ Damage to the health and safety of exhibitors		■ Risk of work-related injuries to contractors	

### WORKER-RELATED IMPACTS, RISKS AND OPPORTUNITIES IN THE VALUE CHAIN

Fiera Milano has identified a significant negative impact and risk related to the health and safety of exhibitors and contractor workers involved in exhibition activities. The description of this impact and risk is aimed at contextualising the reasons why these aspects are relevant for Fiera Milano, without going into the details of the control and management measures adopted.

During exhibitions, the presence of large numbers of visitors, stand builders and operators poses a potential safety risk to the exhibition spaces. These risks are mainly related to the handling of heavy materials, the use of electrical equipment and the setting up of stands, which can lead to accidents or injuries if not handled properly. The significance of this impact for Fiera Milano stems from the need to ensure a safe environment for all stakeholders involved in exhibitions, while preserving the company's reputation as a safe and reliable venue for events.

Among the risks identified is the risk of accidents at work for contractors involved in the set-up and dismantling activities. These activities involve high-risk tasks, such as assembling exhibition structures, operating heavy machinery and working at heights. The management of these operations requires careful planning and coordination, as errors or negligence can lead to serious accidents. The relevance of this risk for Fiera Milano is linked to the company's responsibility to ensure safe working conditions for external workers as well, safeguarding business continuity and reducing potential reputational impacts.

Fiera Milano recognises the importance of ensuring a safe and inclusive working environment, protecting exhibitors and workers involved in its activities. The reporting of these impacts and risks is intended to contextualise the company's approach towards responsible and sustainable management of operations, highlighting the reasons why these aspects are relevant to the organisation.

Fiera Milano recognises the importance of ensuring a safe and inclusive working environment throughout the value chain, protecting exhibitors, workers and stakeholders involved in its activities. The reporting of these impacts and risks is intended to contextualise the company's approach towards responsible and sustainable management of operations, highlighting the reasons why these aspects are relevant to the organisation.

### POLICIES

**Sustainability Policy:** As described in the chapter '*Commitment to service quality and responsible supply chain management*', Fiera Milano is committed to qualifying its suppliers through objective criteria and to periodically assessing their performance. This approach guarantees the quality of products and services, offering customers a **high standard in line with their expectations**.

**Code of Ethics:** Fiera Milano and the Group's companies communicate the principles of the Code of Ethics to their suppliers, guaranteeing their compliance in business relations. The company expects its suppliers to behave correctly, diligently and in compliance with current regulations, with particular attention to occupational health and safety, intellectual property protection and labour standards, including aspects related to the employment of workers



**ESRS 2 MDR-A 68 a. b. c.; ESRS S2-4 33 a.** Fiera Milano is committed to ensuring the health and safety of its suppliers through constant monitoring of the evaluation and selection process, verifying technical and professional suitability and attention to compliance with workplace safety regulations. In support of these objectives, the continuous updating of the 'Technical Exhibition Regulations' ensures that fitters and suppliers observe clear and strict rules when carrying out the activities entrusted to them.

**ESRS 2 MDR-P 65 a b; ESRS S2-1 18** The Fiera Milano Code of Ethics, which applies to all employees and collaborators of the Fiera Milano Group, including suppliers, consultants, intermediaries and contractors, states that suppliers must operate in compliance with the company's principles, contributing to the sustainable success of the Group and the creation of value for shareholders and stakeholders, ensuring commitment and professionalism in all their activities. **ESRS S2-1 18.**

**ESRS 2 MDR-P 65 a. b. d.** The protection of the quality of the company's products and services is guaranteed with the implementation of the UNI EN ISO 9001 Quality Management System. In this context, the Group is committed to qualifying Suppliers according to objective criteria and periodically evaluating their performance, as an element of guarantee to customers of an efficient service in line with their expectations. **ESRS 2 BP-2 17 a. c., ESRS S2-1 19** Fiera Milano also extends its commitments to workers in the value chain who work at Fiera Milano sites, for further details see chapter "1.9.4.2 Conduct of Businesses" and the sub-chapter "Management of relations with suppliers". Finally, the Group is committed to assessing in advance the risks and opportunities associated with its activities and implementing mitigation actions, aimed at improving service delivery and performance in terms of quality, sustainability and safety, minimising the potential impacts on health, safety, the environment and sustainability in general, of all new activities and processes and, where possible, generating a positive legacy at the end of each hosted event.

## Initiatives to raise awareness and promote safety at the exhibition site

**ESRS S2-4 32 c. 34 at.** In 2024, the programme of periodic meetings between the Prevention and Protection Service (SPP) of Fiera Milano S.p.A. and the Prevention and Protection Service Managers (RSPP) of the contracted companies continued successfully. During these meetings, in addition to discussing individual procurement issues, the importance of increased cooperation in reporting near misses was emphasised. This is to map all possible critical situations and increase preventive interventions. The number of contractors involved has increased significantly, in line with Fiera Milano S.p.A.'s role of high surveillance.

**ESRS S2-4 32 d.** A system of continuous monitoring of contractors' ITPs (Hazard Identification and Risk Assessment) was also introduced, with the creation of shared folders on SharePoint. As of 1 February 2025, this activity will be entrusted to an already contracted supplier, who will be responsible for the detailed verification of all activities carried out at the exhibition site and the suppliers involved, with the exception of the management of risks related to exhibitions, which will follow the procedure set out in the 'Stages Decree'.

Finally, the improvement plan has been consolidated, which provides for the inclusion of a specific paragraph on health, safety and the environment in all special tender specifications, in order to regulate these aspects correctly in a contractual manner with all suppliers and contractors. A verification and monitoring plan was also implemented, in support of the reporting functions, to ensure the presence and correct drafting of the DUVRI (Single Document for the Evaluation of Risks of Interference) for each contract activated. During 2025, a new procedure will be formalised that will formally regulate all these aspects.

**ESRS 2 MDR-A 58 d. e., ESRS S2-4 32 a., 33c.** With regard to setting up and dismantling activities at exhibitions, in June 2019 Fiera Milano signed a protocol, which is still in force, defined in agreement with the Prefecture of Milan and Agenzia di Tutela della Salute (ATS) and approved by the Ministry of the Interior. This agreement defines, in accordance with regulatory requirements, the roles and responsibilities of the parties involved in installing and dismantling exhibition exhibitions, as well as information and communication obligations between Fiera Milano and the local health authority. Specifically, the agreement provides for:

- Division of roles and responsibilities between the exhibition site manager and the exhibition organiser;

- Detailed definition of Fiera Milano's responsibilities in its various roles as site manager, client and contractor.
- Regular communication by Fiera Milano to the local health authority about any accidents of which it becomes aware during the different phases of the exhibitions.
- Implementation of an IT platform, available to the prefecture and local health authority, for checking the proper security management documents – DUVRI, PSC – drawn up by the organisers/exhibitors as well as entry of workers to the exhibition site;
- the regular reporting by Fiera Milano to the local health authority of the exhibition calendar, list of delayed and ahead-of-schedule installations and list of safety contact people appointed by the organisers and exhibitors;
- Operational office in the Rho exhibition site.



## CONFIDENTIALITY



IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
<ul style="list-style-type: none"> <li>■ Loss of data and sensitive information of partners, etc.</li> </ul>		<ul style="list-style-type: none"> <li>■ Mismanagement due to inefficient IT systems</li> <li>■ Risk of cyber breaches due to inadequate technological controls</li> </ul>	
WORKER-RELATED IMPACTS, RISKS AND OPPORTUNITIES IN THE VALUE CHAIN			
<p>Fiera Milano identified one negative impact and two significant risks related to the management of sensitive information and IT security. The description of this impact and the associated risks is intended to put into context why these aspects are relevant for Fiera Milano, without going into detail on the control and management measures adopted.</p> <p>Handling a large amount of sensitive data, including personal information of exhibitors, visitors and employees, as well as financial, contractual and corporate strategy data, entails a potential risk of information loss or compromise. This negative impact may result from inefficiencies in IT systems or security breaches, with significant consequences in terms of reputational damage, privacy violations and possible legal sanctions. The relevance of this impact for Fiera Milano is linked to the need to ensure data confidentiality and integrity, while maintaining high standards of IT security to preserve stakeholder trust and compliance with current data protection regulations.</p> <p>A significant risk for Fiera Milano is represented by the possibility that outdated or inadequately structured IT systems may compromise the operational management of the company. Inefficient systems can cause errors in data management, reduce the organisation's responsiveness and hinder the smooth running of business activities. This risk is relevant because the optimal management of information systems is essential to ensure operational efficiency and the protection of sensitive data, minimising the risk of errors, data loss or unauthorised access.</p> <p>The risk of cyber breaches is particularly relevant for Fiera Milano due to the growing threats from cyber attacks, malware, phishing and other forms of digital intrusion. Poor technological control could expose the company to vulnerabilities, with the risk of unauthorised access to systems, loss or theft of sensitive data and possible disruption of business activities. The significance of this risk is closely linked to the need to maintain a high level of IT security, protecting corporate information and ensuring business continuity in an increasingly digitised environment.</p> <p>Fiera Milano recognises the importance of protecting sensitive information and maintaining efficient and secure information systems to ensure reliable business operations that comply with best practices in information security and data management.</p>			
POLICIES			
<p><b>Sustainability Policy:</b> Fiera Milano considers the protection of personal data to be a fundamental aspect of its operations, adopting a transversal approach that involves every area of the company, in compliance with the General Data Protection Regulation (GDPR) and the Personal Data Protection Code (Privacy Code).</p>			

**Personal data protection policy** Fiera Milano is committed not only to ensuring the security and confidentiality of data, but also to respecting the rights of data subjects, ensuring that they can exercise their rights of access, rectification, deletion and portability of data. The careful management of privacy is also extended to external suppliers and partners, who are required to comply with the same standards of protection through specific contractual agreements.

**Code of Ethics:** The Fiera Milano Group recognises confidentiality as an indispensable rule of all conduct. The Group's activities constantly require the acquisition, storage, processing, communication and dissemination of news, documents and other data pertaining to negotiations, administrative procedures, financial transactions, know-how (contracts, deeds, reports, drawings, photographs, software, etc.), which may not be disclosed externally or whose inappropriate disclosure could damage the company's interests. The Fiera Milano Group is committed to protecting information about its employees and third parties, whether generated or acquired internally or in business relationships, and to avoiding any misuse of this information. Information, knowledge and data acquired or processed by employees in the course of their work or through their duties belong to Fiera Milano Group companies and may not be used, communicated or disclosed without specific authorisation from their superior.

**ESRS 2 – MDR-P 65 ab.** Fiera Milano considers personal data protection a central aspect of its value chain, integrating this dimension into all phases of its operations. **ESRS 2 – MDR-P 65 d.** In particular, the company adopts a transversal approach that involves every area of the company, from internal processes to the management of relations with suppliers and external partners.

**ESRS 2 - MDR-P 65 b** To ensure **compliance with regulations**, including the **General Data Protection Regulation (GDPR)** and the **Privacy Code**, **Fiera Milano** has formalised a **specific organisational model** within its **Data Protection Policy**. Based on the principle of **accountability**, this model clearly defines **tasks, roles and responsibilities** along the entire **value chain**, ensuring **secure and compliant** data processing.

The company's commitment goes beyond simple data protection: **Fiera Milano** guarantees respect for the **rights of data subjects**, including **access, rectification, deletion and portability**, at all stages of the **data life cycle**. This approach also extends to **external suppliers and partners**, who are required to adhere to the same **protection standards** through **specific contracts**, thus ensuring that **the entire value chain is aligned** with security regulations and best practices.

Thanks to this **integrated structure**, which permeates every stage of the **value chain**, **Fiera Milano** not only ensures full compliance with regulations, but also reinforces **stakeholder trust** by ensuring that data is processed in accordance with the **highest security standards**.

For more details on Confidentiality initiatives, see Chapter Own Workforce in the sub-chapter "Confidentiality", p. 229.



## 1.9.3.6 Contribution to community development



IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
	<ul style="list-style-type: none"> <li>■ Creating value for communities</li> <li>■ Contribution to local socio-economic well-being through transparent and compliant fiscal management</li> </ul>		
IMPACTS, RISKS AND OPPORTUNITIES RELATED TO CONTRIBUTING TO COMMUNITY DEVELOPMENT			
<p>Fiera Milano has identified <b>two positive impacts and one significant opportunity</b> in the context of the <b>economic and social contribution</b> to local communities. These elements are integrated into the corporate strategy to promote <b>sustainable development</b> and strengthen the <b>socio-economic fabric</b> of the territories in which it operates.</p> <p>The first positive impact concerns the <b>creation of economic value</b> for communities. Fiera Milano's activities generate a significant impact through <b>direct, indirect and induced effects</b>, translating into <b>new job opportunities</b>, growth for local businesses and a general strengthening of the local economy.</p> <p>The second positive impact relates to the contribution to <b>local socio-economic welfare</b> through <b>transparent and compliant fiscal management</b>. Fiera Milano contributes to the <b>public budget</b> through the payment of <b>direct, indirect and induced taxes</b>, supporting the development of infrastructure and essential services and improving the quality of life in local communities.</p> <p>The opportunity identified concerns the <b>ability to attract investment and tourism</b>, fostering local economic development. Thanks to the organisation of <b>events and exhibitions of international importance</b>, Fiera Milano has established itself as a catalyst for investment and tourist flows, stimulating economic growth and promoting the development of the region.</p> <p>To support this strategy, the company adopts <b>management policies and structured processes</b> to ensure constant monitoring of business dynamics and actions taken. These include <b>human resources management</b>, the systematic enforcement of <b>labour contracts and union agreements</b> at national and local level, and initiatives to promote an <b>inclusive and sustainable development-oriented corporate culture</b>.</p> <p>Through this commitment, Fiera Milano confirms its <b>central role</b> in promoting <b>sustainable economic and social development</b>, contributing to the <b>well-being of local communities</b> and consolidating its position as a <b>key player on the national and international economic scene</b>.</p>			

## POLICIES

**Sustainability Policy:** Fiera Milano places dynamic collaboration and open dialogue with stakeholders at the core of its actions, essential foundations for jointly building a prosperous economic and social future. To ensure and maintain open dialogue with all stakeholders, Fiera Milano is committed to engaging with all interested parties through a proactive approach, with the goal of creating shared value and fostering a culture of sustainability. Fiera Milano bases its relationships with stakeholders on mutual respect and trust, which is why it protects, supports, and promotes Human Rights within its spheres of influence, in accordance with the principles outlined in its Code of Ethics. This commitment also extends to establishing close collaboration with stakeholders, encouraging their participation in the Group's activities, and involving them in the results achieved in relation to economic-financial objectives and socio-environmental responsibility, in line with what is described in the Code of Ethics. The Policy for Managing Dialogue with Institutional Investors and the General Shareholders of Fiera Milano defines guidelines to ensure transparent, continuous, and structured communication, promoting constructive engagement aimed at fostering a shared understanding of corporate strategies and financial performance. This approach ensures a relationship of trust and collaboration, strengthening transparency and accountability towards all stakeholders.

**Tax Policy (Tax Strategy):** Fiera Milano ensures honesty, integrity, and transparency in tax management, guaranteeing full compliance with regulations in the countries where it operates. It maintains a constructive dialogue with tax authorities and acknowledges the crucial role of tax contributions in economic and social development.

To proactively and responsibly manage tax risk, it has implemented the Tax Control Framework (TCF), an internal control system designed to identify, monitor, and mitigate tax risks, directly involving management in the most critical decisions.

The company adopts a Tax Strategy based on the highest standards of integrity and responsibility, continuously monitoring regulatory developments to counter tax erosion and profit shifting. To safeguard corporate integrity, it has also introduced an anonymous reporting system (whistleblowing) for any tax-related irregularities.

Fiera Milano recognises that sustainability and respect for human rights are fundamental and essential values for its operations. These principles not only guide the company's daily actions but also serve as the foundation for building strong, transparent, and responsible relationships with all actors in its value chain.

With this in mind, Fiera Milano is committed to ensuring that its workers, as well as those of the entities with which it collaborates, work in safe, decent working conditions that fully respect internationally recognised fundamental rights.

## FIERA MILANO'S MAIN SOCIAL SOLIDARITY INITIATIVES

Establishing solid and long-lasting relationships with **local communities** is a fundamental pillar of Fiera Milano's strategy, through an approach capable of **creating shared long-term value** for all stakeholders.

Through collaborations with local authorities, schools and universities, Fiera Milano constantly works to be a positive point of reference and an engine of progress, demonstrating that the success of a business entity can and must go hand in hand with the well-being of the surrounding community.

**ESRS 2 MDR-A 68 a. b.** The main initiatives in 2024 focused on projects aimed at scientific research and social initiatives and corporate volunteering.



**ESRS 2 MDR-A 68 j.** The main initiatives carried out by Fiera Milano during 2024 include:



## Collection of plastic and corks to support the Fondazione per le Malattie del Sangue Onlus (Blood Disease Foundation) at Niguarda Hospital

The collection of plastic bottle tops and corks by Fiera Milano employees to support the Niguarda Foundation for Blood Diseases, a non-profit organisation that deals with biological and genetic research in the haematological field, also continued in 2024. The money raised from the recycling of the material collected makes a contribution to the financing of an

annual scholarship for a genetic biologist engaged in research projects on a number of haematological diseases. During 2024, the Fondazione per le Malattie del Sangue collected **101,200 kilograms of plastic corks and 21,600 kilograms of corks**.



## Support for the Telethon Foundation Christmas campaign

In the Christmas period, Fiera Milano for the third consecutive year hosted the Telethon Foundation Christmas campaign to support research into rare genetic diseases and families waiting for a cure.



## Collaboration with Banco Alimentare

Fiera Milano, in collaboration with Banco Alimentare, continues its commitment to solidarity through an initiative that allows participants at exhibitions to actively contribute to a project to support people in difficulty. **For every sandwich purchased in the refreshment areas of the exhibition site, Fiera Milano donated 1 euro to Banco Alimentare**, for a total of around 10,000 sandwiches, thus reinforcing its commitment to the fight against food waste and poverty.



## AVIS Days

The collaboration between Fiera Milano and AVIS continued successfully, which saw the organisation of **four donation days** at the Rho and Congressi venues, during which **38 colleagues** actively participated in the collection, contributing with their gesture of solidarity to safeguarding the health of many.



## Charity event 'Let it be a party for everyone'

On 7 December 2024, on the occasion of Sant'Ambrogio, the patron saint of Milan, the charity event 'Che sia festa per tutti' (May it be a feast day for everyone) promoted by Fondazione Fiera Milano together with important associations in the area was renewed. **Employees of the Fiera Milano Group played a key role as volunteers**, welcoming 624 guests - including more than 200 young people and children - serving at tables and helping to create a moment of true inclusion and human warmth.

## TAX TRANSPARENCY

**ESRS 2 MDR-A 68 a. b. c. Fiscal management** is a central element in the Group's **corporate responsibility** strategy, guided by the principles of **honesty, integrity and transparency** outlined in the **Code of Ethics**. Operating in compliance with the tax regulations of the countries in which it operates and maintaining a **constructive dialogue with the tax authorities** are fundamental commitments aimed at supporting the **economic and social development** of the communities in which it operates. Indeed, **tax revenues** are recognised as an essential lever to generate shared value and foster growth.

Fiera Milano pays particular attention to **tax regulatory developments**, both national and international, with the aim of **combating tax erosion and profit shifting** and ensuring compliance with the tax rules of the countries in which it operates. The tax strategy adopted ensures the **capital and reputational integrity** of the entire Group over time. The **Parent Company's Tax Function** is responsible for disseminating, interpreting and updating the rules of conduct arising from this strategy.

In order to ensure uniform tax management, specific guidelines have been defined for all Group companies, including through **intra-Group service contracts (shared services)**. These addresses are based on:

- **Correct and timely determination and settlement of taxes due**, with compliance;
- **Containment of tax risk**, understood as the risk of operating in violation of tax regulations or contrary to the regulatory principles of the jurisdictions in which the Group operates.



To ensure **responsible fiscal management** and minimise risks, the Group has developed a **structured system of processes and procedures**. Among the most significant risks are:

- **Compliance risks**, related to the accuracy and timeliness of declarations and payments;
- **Interpretive risks**, arising from regulatory uncertainties.

To address them, the Group takes a **proactive approach**, which includes **continuously monitoring tax legislation**, translating regulations into **internal guidelines** and **adapting business processes** to new regulations.

This commitment is translated into three fundamental macro-activities:

- Constant **regulatory alignment** allows for the early identification of legislative developments and their translation into clear and shared procedures.
- A **timely assessment of the impact of regulations** on business processes, with organisational adjustments aimed at ensuring full compliance.
- An **advisory and assistance** service to the various corporate structures to ensure that all tax obligations are handled correctly and transparently.

The Group also has an anonymous whistleblowing mechanism that can be used in cases of alleged tax irregularities.

## TAX COUNTRY BY COUNTRY 2024

(thousands of euro)		ITALY	BRAZIL	SOUTH AFRICA
i. names of resident entities	Please refer to the Group Structure on page 15 of this Report			
ii. main activities of the organisation	Management of exhibition sites and congress centres and organisation of exhibitions	Organisation of exhibitions	Organisation of exhibitions	
iii. number of employees	678	31	6	
iv. revenues from sales to third parties	264,559	7,557	1,036	
v. revenues from intercompany transactions with other tax jurisdictions	0	0	0	
vi. pre-tax profit/loss	22,936	1,484	84	
vii. tangible assets other than cash and cash equivalents	153,208	1,807	774	
viii. corporate income tax paid on a cash basis	1,692			
ix. corporate income tax accrued on profits/losses (2024)	4,139			
x. Irap	1,222			
xi. Substitute tax				
xii. reasons for the difference between the corporate income tax accrued on profits/losses and the tax due, if the statutory tax rate is applied on pre-tax profits				

(1) Irap

## Implementation of the Tax Control Framework (TCF) Optional in 2025

In 2025, the Group will continue to strengthen its commitment to **ethical and transparent tax management** with the implementation of the Tax Control **Framework ('TCF')**, which is integrated into the internal control system on financial reporting, a further step to ensure full compliance with tax regulations in all countries where it operates. The adoption of this scheme is part of a consolidated tax risk management system, which the Group started to implement in 2024 with Fiera Milano S.p.A., Fiera Milano Congressi S.p.A., Nolostand S.p.A., Made S.r.l., Mico DMC S.r.l. and Ipack IMA S.r.l.. The Tax Control Framework of the Fiera Milano Group will be continuously monitored and updated to ensure the effective implementation of internal tax controls.

In particular, the TCF will deliver its benefits in terms of **tax risk management** by reducing potential tax non-compliance. By availing itself of highly qualified professional advice and resorting, when necessary, to prior consultation with the tax authorities, the Group guarantees a high level of security in tax management, fostering a process of continuous improvement that aligns with the objectives of **sustainability and corporate integrity**.

The adoption of the **TCF** is part of the overall framework of the Group's good fiscal governance. This approach ensured the creation of appropriate internal procedures, continuous training of the corporate functions involved and the adoption of a periodic monitoring system that ensured constant compliance with tax regulations.

The centralised management of tax risk, and the implementation of the TCF, represent a further safeguard to mitigate the risk of tax fraud, i.e., the risk of incurring tax fraud phenomena as a result of fraudulent conduct by third parties, also as a supplement to the Organisation and Management Model referred to in Article 6 of Legislative Decree No. 231 of 8 June 2001.

## 1.9.3.7 Consumers and end users



IMPACTS, RISKS AND OPPORTUNITIES			
IMPACT RELEVANCE		FINANCIAL RELEVANCE	
NEGATIVE IMPACTS	POSITIVE IMPACTS	RISK	OPPORTUNITIES
<b>HEALTH &amp; SAFETY</b>			
<ul style="list-style-type: none"> <li>■ Damage to the health and safety of visitors</li> </ul>		<ul style="list-style-type: none"> <li>■ Risk of criminal proceedings against the company due to a lack of or inadequate health protection for visitors</li> </ul>	
<b>CONFIDENTIALITY</b>			
<ul style="list-style-type: none"> <li>■ Loss of sensitive customer data and information etc.</li> </ul>		<ul style="list-style-type: none"> <li>■ Risk of cyber breaches due to poor technological control</li> <li>■ Mismanagement due to inefficient information systems</li> </ul>	
<b>ACCESS TO PRODUCTS AND SERVICES</b>			
	<ul style="list-style-type: none"> <li>■ Increase the quality of services provided to customers</li> </ul>		

### IMPACTS, RISKS AND OPPORTUNITIES RELATED TO CONSUMERS AND END-USERS

Fiera Milano identified a **positive impact** and a **significant opportunity** in improving the **quality of services** offered to consumers and end users. These elements are integrated into the corporate strategy aimed at strengthening **customer satisfaction and loyalty**, as well as consolidating the **brand's reputation**.

The **positive impact** relates to improving the **quality of the services** provided. Fiera Milano invests in **continuous improvement processes** and adopts **innovative practices** to exceed customer expectations. This approach not only increases their satisfaction and loyalty, but also strengthens the **brand reputation**, attracting new visitors and business partners.

The identified opportunity focuses on increasing **customer satisfaction and loyalty**, further strengthening the company's **competitive positioning**. Investing in the quality of services allows Fiera Milano to improve the customer experience, aligning it with market needs and ensuring greater competitiveness in the evolving exhibition industry.

Alongside the opportunities, the company identified **two negative impacts** and one **significant risk** that require special attention.

- The **first negative impact** concerns the **potential damage to the health and safety of visitors** during exhibitions. To mitigate this risk, Fiera Milano adopts **strict preventive measures**, including **detailed security protocols, specific training for staff and cooperation with the relevant authorities**, ensuring safe exhibition environments.
- The **second negative impact** concerns the **possible loss of sensitive customer data and information**. Unauthorised compromise or disclosure could lead to **violations of privacy, reputational damage and legal sanctions**. To address this risk, the company implements **advanced security measures**, regularly updates **information systems** and promotes a **data protection-oriented corporate culture**, ensuring compliance with applicable regulations.
- In addition, a **significant risk** was identified related to **possible criminal prosecution** in the event of a **lack of or inadequate health protection for visitors**. To prevent such eventualities, the company is committed to **scrupulously complying with safety regulations**, carrying out **regular checks** and adopting **industry best practices**.



Through this commitment, **Fiera Milano** aims to **safeguard the security and privacy of visitors** while ensuring **operational efficiency and stakeholder trust**.

## POLICIES

**Sustainability Policy:** The Group is committed to assessing in advance the risks and opportunities associated with its activities and to implementing mitigation actions, aimed at improving service delivery and performance in terms of quality, sustainability and safety, minimising the potential impacts on health, safety, the environment and sustainability in general, of all new activities and processes and, where possible, generating a positive legacy at the end of each hosted event.

## HEALTH AND SAFETY IN THE EXHIBITION SITES

Fiera Milano is committed to promoting and consolidating a **safety culture**, with the aim of increasing risk awareness and adopting all necessary resources to protect the health and safety of all its stakeholders, including its customers and end consumers (e.g. visitors and exhibitors) and the communities in which it operates.

One of Fiera Milano's fundamental objectives is to protect company assets and people from threats, fraud and criminal behaviour, be it internal or third-party, that could directly or indirectly harm their finances, reputation or physical well-being. It is supported by the police in doing so, based on the principles of collaborative prevention and integrated security, while respecting the separateness of their roles.

**ESRS S4-4 34** In compliance with the policies promoted in its Code of Ethics and Model 231, Fiera Milano is equipped with a **Safety and Accessibility Plan** that maps the preventive measures in terms of structure at management in place at the Rho exhibition site and the Allianz MiCo congress centre to prevent and reduce the risks associated with its activities and to set out a course of continuous improvement. The main objective is an integrated security system that protects company assets and people.

Security management within the Group is entrusted to the Security Department, whose operational activities consist in the implementation of actions and uses tools to manage and mitigate risks. The Department operates in compliance with the Security Manual, which defines the principal methods, principles and criteria for the company's security activities.

**ESRS 2 MDR-A 68 a. b., ESRS S4-4 31 a.** Among the tools supporting Security activities, the following have been **implemented**:

- **specific procedures** such as the Accreditation and Access Control Procedure, Reputational Procedure, Whistleblowing Procedure, Data Breach Procedure, Information Classification and Management Policy, Cyber Security Management Policy, Policy for the management of Data Security in relations with Third Parties, ICT Security Measures adopted by Fiera Milano, and the Policy on Technological and Information Tools;
- specific **Operational provisions for activities considered sensitive**, such as the management of the occasional helipad, flooding of underpasses, crowd control, health checks at access points when necessary, the use of road blockers to protect pedestrian flows and devices to check mail and parcels entering the Fiera Milano-Rho exhibition site;
- **security and accessibility plans** for high- and very high-traffic exhibitions, drawn up in cooperation with the police and the organisers.

**ESRS 2 MDR-A 68 a. b** Security work is done according to a **process logic that takes into account its impact on all operations and management and the relevant legislation and specialist technical issues**. Specifically, Fiera Milano's security process can be broken down into various sub-processes:



## Mapping and assessment of security risks

- Analysis of threats in the security field, arising from the internal and external reference context;
- Mapping of reference risks, updated periodically

## Planning

- Planning of operational macro-activities and safety checks related to the management of sites and/or the organisation of exhibitions

## Operational security activities

- Implementation of actions and tools for managing and mitigating risks, identified through previous risk assessment activities

## Security checks and monitoring

- Implementation of an audit plan for each exhibition aimed at the qualitative and quantitative control of the service provided to the suppliers involved;
- Constant monitoring of the services provided and their final assessment

**ESRS 2 S4-4 31 a c, 33 a** Fiera Milano has also implemented a strict company policy dedicated to **emergency preparedness and response (emergency plan)**, emphasising the importance of proactive management of critical situations. Managerial responsibility for emergency preparedness, response and analysis is clearly defined, ensuring a cross-cutting commitment at all levels of the organisation. The early identification of potential risks requiring an immediate response is an integral part of this strategy, enabling the company to act promptly and effectively.

To ensure a coordinated and rapid response, Fiera Milano has developed **company guidelines outlining detailed procedures on how to prepare for and respond to emergencies**. In each region and site, emergency response teams have been established and are ready to intervene in all circumstances. These teams operate following precise protocols for communication with external stakeholders, ensuring that all relevant information is shared effectively and transparently.

**ESRS 2 MDR-A 68 a. b., ESRS S4-4 33 b.** Emergency training for employees and the community is another pillar of this policy, with regular sessions including simulation and testing of emergency response plans. Furthermore, Fiera Milano has established mechanisms through which stakeholders can promptly report any emergency, allowing for immediate and appropriate action. This integrated approach to emergency management demonstrates Fiera Milano's commitment to safeguarding not only its employees and customers, but also the broad ecosystem in which it operates.

## Organisational security

**ESRS S4-4 31 a** The Security Department ensures, using the best methods of risk assessment and management, that specific checks are **conducted on the reputations of third parties tasked by the Group** with security, for example, Fiera Milano suppliers, consultants and external collaborators at the request of the corporate Departments.

The department has the perfect tools at its disposal, including authorised data bases and companies that specialise in assessing third parties. Among the main results of the reputation assessments was a rating for third parties, assigned according to an effective risk-scoring model. The **reputation rating for third parties** is done for security reasons and regularly monitored by the Security department, in collaboration with the relevant company departments (e.g. supplier procurement). For more information, see the chapter "The supply chain".

The Security Department, on the basis of the provisions of Law 81/2008, assesses all **risks related to travel and journeys of its employees**, ensuring specific training and information to the same in accordance with the UNI ISO 31030:2021 guidelines on **Travel Security** and all **risks related to business processes** by preparing adequate control tools and updating and implementing internal procedures related to them.

## Physical security

The Security department deals with **managing and coordinating physical entry to all company sites of the Fiera Milano Group** (registered office/operating headquarters and exhibition spaces), as well as assessing them with the help of internal and external personnel, based on the type of assessment, and the IT systems described below.

**ESRS 2 MDR-A 68 a. b. S4-4 31 a 33 a** When assessing entry, the Security Department uses internal and external personnel to ensure:

- proper **registration, accreditation and assessment of all third parties** (e.g. suppliers, installers, exhibitors, consultants, etc.) and all the means to gain access to company sites and exhibition spaces;
- **Constant checks on entry**, pursuant to the accredited procedure;
- **Reporting of any anomalies or incidents** to do with security to the relevant company bodies/departments (e.g. CEO, health and safety officer, Supervisory Board, procurement, etc.);
- **Prompt management and resolution of any anomalies/incidents.**

The management of physical security in each Exhibition Site is governed by a **24-hour operations centre** that, through the use of CCTV (closed circuit television) systems, perimeter fences and alarmed doors, fire alarm systems, plant alarm systems and a dedicated radio communication system, has all the information and connections for the constant monitoring of the area.

The exhibition sites are staffed by a security services contractor whose year-round site configuration consists of: one commanding officer, one 24 hr fire marshal, two 24 hr patrols and one 24 hr Operations Centre officer.

These functions are all carried out by security guards of a high professional standing, who are familiar with fire and safety regulations, the Rho and Allianz-Mico Technical Rules and the sites at which they operate. According to the Emergency Plans, the commanding officer is also the Emergency Coordinator. Arrangements for the Rho site also includes three permanent staff members on door control and one service centre attendant.

During the setting-up, running and dismantling phases of each event, additional services are provided, the scale of which varies according to the nature of the exhibition, with the deployment of security guards, fire-prevention personnel and vehicles, door and loading staff, traffic officers and personnel responsible for security checks on visitors and their personal belongings at the entrance gates, using metal detectors and x-ray scanners. This technology not only allows the detection of offending objects, both in terms of luggage and people, but also allows the **number of simultaneous presences within the exhibition site to be obtained in real time**, thanks to the counting of incoming and outgoing visitors. The Security Department and the personnel of the company contracted to provide security services operate in conditions of **constant coordination with the Police Forces to safeguard security and public order**. In particular, the Security Department sends an information sheet to the P:S. Authorities containing all useful elements so that they can carry out their assessments and take the appropriate measures. The Security Department also prepares specific documents, for each phase of the exhibition, in order to establish the timing and procedures of each operation and to determine the requirements of various services so that the safety of the workers employed, visitors and the integrity of the environment is protected.

**ESRS S4-4 33 b.** The ten road blockers installed to protect the pedestrian areas together with the positioning of New Jersey barriers to stop vehicle access to the exhibition areas allows the raising of safety and control levels on the accessibility of the areas used for the exhibitions, thus protecting the safety, security and integrity of the exhibition site's users.

**ESRS 2 MDR-A 68 e** During the analysis period, the **revamping project of the CCTV system in the Rho site** was defined.

In 2023, the number of inspections increased significantly due to the full resumption of exhibition activity. During the year under review, **the level of security at the Rho exhibition site was further increased** thanks to the use of technical equipment for checking envelopes, packages and small parcels handled by the General Services function, consisting of electromagnetic and x-ray devices for controlling incoming mail and a security container.

## Health and safety in the venue

**ESRS S4-4 31 c., 32 a. b., 33 a.** Preventive and protective actions, aimed at safeguarding health and safety aspects, are planned, managed and monitored by the Health & Safety function, which is in charge of mitigating the risks related to the work activities involved in setting up, running and dismantling exhibitions.

**ESRS S4-4 31 c., 32 c.** For the proper management of these activities, the Group has **permanent contracts for security services at the exhibition sites, for continuous monitoring and protection of all aspects of security**. Each exhibition is, therefore, monitored in all its phases of organisation (from drafting the contract to completion), to assess and ensure compliance with all safety and fire-prevention practices and full compliance with the provisions of Fiera Milano's Technical Regulations.

The management of the interference risks for each individual exhibition is done in two distinct phases, in compliance with current legislation. During the preparation phase of the exhibition, the so-called "single document for the evaluation of interference risks" (DUVRI) for the exhibition is sent to the organiser, and once duly integrated with the latter's own information, is shared and made available to all those involved. Also at this stage the DUVRI for Fiera Milano contractors is prepared and shared with them. This document regulates the risks of direct responsibility of the exhibition site manager.

**ESRS 2 MDR-A 68 e** In accordance with the **protocols signed with ATS and the Prefecture of Milan**, cooperation continued in 2024 with all control bodies aimed at monitoring all health and safety aspects related to exhibitions. Once again this year, ATS Milano carried out several inspections at the Rho exhibition site and did not raise any sanctions against Fiera Milano or any of its subsidiaries.

For each exhibition, all necessary information is forwarded to ATS to facilitate control activities. Among others, all the exhibitor shirts with indicated stands, names of the exhibitors (with whom they can easily associate the relevant fitter) and all the references of the RSEs (Safety Representatives on behalf of the exhibitors). In order to provide a better understanding of the constant prevention, control and monitoring of accidents/incidents/illnesses occurring at the Rho exhibition site, a summary table is available to the undersigned office, which includes the interventions carried out by our medical staff and ambulance service, active during all phases of each exhibition and appropriately sized in relation to the risk table of each individual exhibition.

**ESRS S4-4 34** The Group adopts **security measures deemed appropriate to prevent any unauthorised access or cyber attacks on corporate information systems**. These safeguards are designed to protect all information handled in the company, including that relating to counterparties (such as suppliers, exhibitors, consultants, etc.).

For more information on the issue of confidentiality, please refer to the chapter on Business conduct.

## ACCESS TO PRODUCTS AND SERVICES

### Customer engagement and satisfaction

Participating in a **exhibition** means making direct contact with your customers, learning about **markets and competitors**, presenting your **global offer** and interacting with the public. For **Fiera Milano**, the main customers are:

- **Event organisers**, who design and market the exhibitions hosted at the exhibition site.
- **The exhibitors** present their products and services.
- **Visitors**, attending exhibitions and congresses.

**Fiera Milano** considers it essential that every relationship with its customers is driven by a **constant commitment** to meet their expectations. The **continuous monitoring** of the quality of services offered and perceived is essential to optimise activities, ensuring **high standards** and an increasingly satisfying experience. The aim is to realise events that not only meet the needs of the current market, but also **anticipate future trends**, charting the directions that demand and supply will follow over time.

**Actively listening to** customers' needs is a core value for **Fiera Milano**. For this, the company has developed a **structured monitoring system** that evaluates the overall level of satisfaction, with a focus on **feedback from exhibitors and visitors**. In order to systematically measure their experience, **Fiera Milano**, using an external company, regularly conducts **Customer Satisfaction Surveys**, collecting essential data for **continuous improvement** of services and an increasingly targeted response to market needs.

### Overall Event Score (OES)

The tool for monitoring customer satisfaction is the Overall Event Score (OES): a composite metric that provides a summary of an event's performance against industry benchmarks. It is used internationally not only by the world's leading exhibition organisers, but also by UFI, The Global Association of the Exhibition Industry.

**ESRS S4-4 31 c** The use of this indicator allows **exhibition organisers** to measure an event and compare it with a **global benchmark**, based on the type of event (**B2B, B2C, Confex**) and the sector it serves. The **Overall Event Score (OES)** is today the most **widespread, authoritative and comparable** summary indicator of a exhibition's success, both nationally and internationally.

The score is calculated using **four key metrics**, which are present in most surveys:

- **Overall satisfaction** (scale 1-5)
- **Probability of return** (scale 1-5)
- **Net Promoter Score (NPS)** (scale 0-10)
- **Importance of the event** (scale 1-5)

Event performance on each KPI is compared against a **database of more than 2,700 international events** by category and sector to determine a **percentile ranking**.

For the calculation of the **Overall Event Score**, each KPI is given a weighting:

- **40% to Overall satisfaction**
- **20% to the other three KPIs**

The final score ranges **from 0 to 100**:

- **0 indicates an event at the bottom of the benchmarking ranking** for all four metrics
- **100 represents the event with the highest rating** for each KPI

For the **calculation of the overall OES 2024**, individual event scores were given a **weight proportional to the number of respondents, visitors or exhibitors** at the event.



## Overall average visitor satisfaction at Fiera Milano in 2024

In 2024, Fiera Milano's overall visitor satisfaction achieved an average score of **3.6 out of 5**, confirming the Group's commitment to **high quality experiences and excellent services**.

The answers and suggestions collected through the **surveys** make it possible to **monitor the changing needs of the public** and to constantly adapt the organisation of events, improving **efficiency, space usability and service management**.

**Continuous monitoring** of feedback enables **Fiera Milano** to identify both the most appreciated aspects and areas for improvement, with the aim of **further raising the quality of events**. Maintaining a **high standard of satisfaction** and constantly listening to the visitors allows us to realise **more and more high-performance events in line with market expectations**.

### CUSTOMER SATISFACTION INDEX VISITORS



## Call centre

**ESRS 2 MDR-A 68 a. b., ESRS S4-4 31 c., 33b.** Fiera Milano's **Call Centre** is another **fundamental tool for actively listening to customers**, offering a direct and immediate channel to collect requests, suggestions and solve any problems. It is the dedicated service for exhibitors, stand builders, visitors and organisers that provides **assistance by phone, email** and home in relation to all services dedicated to them. Customer satisfaction is expressed through the results of the monitoring of the quality level of Fiera Milano, which involves the measurement of various indicators. The main ones are:

- efficiency by checking the daily percentage of missed calls and the response time to emails and cases;
- operational procedures by verifying compliance with and correct application of the operational procedures;
- emergency procedure by verifying the presence of a formalised plan for the replacement of resources in the event of sudden absences to guarantee the continuity of the services managed;
- attendance and punctuality through verification of staff attendance and punctuality and adherence to schedules.

In addition, the monitoring and supervision of all cases managed by all Fiera Milano offices and the NTT Data supplier managing the AMS service continues to be carried out by the control room team.

**ESRS 2 MDR-A 68 e** This team is also in charge of drawing up a post-show report at the end of each edition, for direct and indirect exhibitions, showing an overview of all the cases managed in relation to that edition, highlighting any critical issues that emerged and suggesting improvement actions to be carried out in view of the next edition.



	UNITS OF MEASUREMENT	2024
Number of complaints	no.	509
Lost calls	%	5
Cases handled and resolved within 24 hours	%	96
Average waiting time for a single inbound call	sec	37
Average single call duration inbound	min	03:06

This service is designed to **improve the overall experience** of all those involved in exhibitions, ensuring **clear and constant communication** and contributing to the **continuous improvement** of the services offered by **Fiera Milano**, including further optimising response times and case management within 24 hours.

The **call centre** does not just satisfy day-to-day needs, but gathers **strategic information** to guide future business decisions, putting **customer satisfaction** at the centre.

