At Equifax, we focus on supporting healthy communities starting with our own internal community of engaged employees. Central to our approach is a desire to engage in a collaborative process with residents, non-profits, fellow corporations, foundations and government stakeholders. We implicitly understand that businesses cannot be healthy and successful if the society around them is ill. As a world class provider of information solutions in the financial sector, we seek to balance our business priorities with complimentary focus areas in underserved communities often with a special emphasis on creating economically healthy individuals and communities. With operations across the globe, Equifax understands that our human and financial investments will vary from community to community. However, through strategic alignment of our resources, insights, and financial partnerships we can transform the communities in which we live and work.

**Mission & Vision: Delivering Financial Capability**

Proving the *WHY*

In the 21st century, there must be a closer relationship between business priorities and corporate citizenship. As global partnerships and international collaboration becomes the standard, there are new opportunities for corporations to use their skills, expertise and services to make communities better. We must create a new narrative for corporate philanthropy as an investment in society. A collaboration of top executives noticed that, “Most companies still perceive their philanthropy as charity. They do not focus on the actual results of their philanthropy or how it has affected the company’s interests.” They advocate for a rethinking, where, “Companies view their philanthropy as contributors to breakthrough collaborations and innovations that address complex social challenges.” This aim benefits everyone - as communities gain financial independence, goods and services provided by Equifax gain customers, creating a mutually beneficial cycle of financial capability.

<table>
<thead>
<tr>
<th>Traditional Philanthropy</th>
<th>Emerging Best Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity Mindset</td>
<td>Investment Mindset</td>
</tr>
<tr>
<td>Transactions</td>
<td>Relationships</td>
</tr>
<tr>
<td>Isolated</td>
<td>Aligned and Integrated</td>
</tr>
<tr>
<td>Cash, Employees</td>
<td>Cash, Employees, Full Value Chain</td>
</tr>
<tr>
<td>Managerial Function</td>
<td>A Leadership Function</td>
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</tbody>
</table>
Financial Capability: What is it?
The President’s Advisory Council on Financial Capability defines financial capability as “the capacity, based on knowledge, skills, and access, to manage financial resources effectively.”

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>■ What a person knows about positive money management</td>
<td>■ What a person does with their financial knowledge</td>
</tr>
<tr>
<td>■ Knowing where to go and what to do</td>
<td>■ Does behavior match knowledge?</td>
</tr>
<tr>
<td>■ “Financial literacy”</td>
<td></td>
</tr>
</tbody>
</table>

Influences
■ Factors that contribute to beliefs, attitudes, and behaviors
■ External and internal supports and barriers

Access
■ Availability and use of appropriate financial products and services
■ Does a person have access to services?

Financial Education
Supporting individuals to make, manage, and invest money toward asset-building.
Partner with non-profits, credit unions, fellow foundations and corporations, and neighborhood leaders to create opportunities for financial counseling.

Small Business Support & Workforce Development
Supporting small businesses and job training to promote equity and well being.
Create insight into capabilities of local workforce, access to practical skill development and mentorship, connections between small businesses and access to credit.

Innovation & Entrepreneurship
Building capacity and support for communities to develop solutions that address complex issues.
Drive creativity and innovation across all of our investments with a special emphasis on co-location opportunities with tech and entrepreneurship zones, sponsorship of innovation programs, and access to resources to accelerate new ideas.
Understanding Our Efforts to Outcomes

Our goal is to move from a traditional approach which places philanthropy first to an innovative strategy where investments are aligned and integrated with our core business strategies.

One way to go about this is to determine the economic development index for our investments

Elements of the index could include:
- Leverages Equifax Foundation Funding
- Utilizes Equifax Volunteers
- Leverages Equifax Solutions
- Partners with Equifax Customers
- Partners with Equifax Vendors
- Develops Community Financial Skills
- Directly Creates Employment
- Focused on Target Neighborhood
At Equifax, we believe Corporate Social Responsibility exists beyond simple philanthropic investments. The essential lifeline of our community engagement stems from the dual goal of creating a rewarding environment for our employees as well as powerful opportunities for the citizens of our global community. By leveraging our employees’ skillsets and their desire to make a contribution, we are able to create positive and measurable impact. As an innovative global information solutions company that enables access to credit, our unique commitment aligns our workforce’s professional talents, core business competencies and philanthropic resources to enrich the communities in which we live and work. I wholeheartedly support Equifax community efforts and am extremely proud of the work we are doing to improve the financial capability, and ultimately the possibility of a brighter future, of consumers around the world.

Rick Smith
Implementing The Strategy Through Centers of Engagement

- Business Products & Services
- Philanthropy
- Volunteerism
- Impact
Better alignment of philanthropic resources with existing and emerging products and services is imperative if we are to achieve lasting impact. Such alignment offers us the opportunity to not only address societal challenges on a global scale, but exceed the limitations of traditional philanthropy.

Equifax Supplier Diversity Program

Provide Fair Opportunity for Minority-Owned and Women-Owned Businesses to Compete for Procurement of Goods & Services

**Business Imperative:**
- Enable Revenue Growth - Projected $100M+
- Facilitate Government RFX Initiatives
- Meet Customer Mandates in B2B

**2010 Dodd-Frank Act:**
- Implement Supplier Diversity Policy
- Evaluate and Assess Program
- Engage in Outreach Practices

**Ethical Inclusion:**
- Commitment to Equifax Foundation
- Ensure Supplier Base is Diverse ($35M Identified)
- Enhance Image in Community/Industry

**Corporate Social Responsibility**

**Suppliers Diversity**

**Competitive Advantage**

**Compliance**
Case Study: Per Scholas
Per Scholas, a national non-profit providing IT job training to low income individuals, uses The Work Number. Their greatest need is technical support and advice on bulk or nonprofit pricing, optimizing their use, and other services. Equifax regularly provides to general consumers.

Community Affairs + Supplier Diversity Program
Setting attainable goals for making purchases from minority-owned businesses (MBEs) and women-owned business (WBEs) is critical to the success of any supplier diversity program. Goals set the necessary performance standards. They are established by customer requirements, benchmarking and using historical best performance.

Case Study: Federal Reserve Bank of New York
The Federal Reserve Bank used credit bureau data from Equifax on local and financial health in order to identify and understand the financial circumstances and needs of communities, which led to development of policies and effective practices, as well as metrics, to foster financial capability.
**Center of Engagement: Philanthropy**

Maximize Foundation grants, Matching Gifts & Annual Giving Campaigns through better alignment with core business competencies and volunteer efforts

- **Foundation Grants**: dollars allocated by the Foundation Trustees and Community Affairs Team to agencies and organizations aligned with our strategic focus.

- **Matching Gifts**: The Equifax Matching Gifts Program was established to support the interests and concerns of our employees, and to recognize and encourage active community involvement. Under the plan provisions, cash donations made by employees to qualified charitable, educational, and other nonprofit organizations are matched by Equifax with dollar-for-dollar contributions called matching gifts. Regular full-time and part-time employees may participate in the matching gifts plan after completing 90 days of service. Employees may request up to a maximum of $5,000 dollars per calendar year to match their personal cash donations to qualified nonprofit organizations. A minimum donation of $50 dollars to a single organization is required to qualify for a matching gift. Employees may choose to divide the Equifax matching gift maximum amount between one or more nonprofit organizations.

- **Annual Giving Campaigns**: annual commitment to the United Way as well as the Woodruff Arts Campaign Center (Atlanta only).

- **Disaster Relief efforts**: Leadership will review investments in disaster relief efforts based on the following two considerations. First, do we want primarily to give philanthropic donations, or do we want to engage in efforts to improve the aid delivery process at a more systemic level. Second, do we want to foster a deep partnership with a single agency, or do we want to pool our resources with other companies to extend their impact to more aid agencies by joining one of several recently established consortiums.
Center of Engagement: Volunteerism

We need to make volunteerism a business priority and view the function as a strategic asset in talent attraction and retention. Our commitment to volunteerism is threefold. First, skills-based volunteering means leveraging the specialized skills and talents of individuals to strengthen the infrastructure of nonprofits, helping them build and sustain their capacity to successfully achieve their missions. Secondly, volunteerism is an opportunity for us to further develop talent. Finally, volunteerism takes on the form of Affinity Groups to help drive a sophisticated and responsive internal culture.

"On average, every employee who participates in corporate community engagement activities adds $2,400 of value to the company as a result of decreased turnover and increased employee engagement."

<table>
<thead>
<tr>
<th>Volunteerism</th>
<th>Strengthening Communities</th>
<th>Talent Development</th>
<th>Affinity Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>IT</td>
<td></td>
<td></td>
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<tr>
<td>Marketing / Communications</td>
<td></td>
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<tr>
<td>Finance</td>
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<tr>
<td>Legal</td>
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<tr>
<td>Operations</td>
<td></td>
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<tr>
<td>Remote Employees</td>
<td></td>
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</tr>
</tbody>
</table>

Building an effective internal and external network of volunteers and Volunteer Effort Leaders is critical to extending our impact. Towards that end we will create the following:

- Volunteer Advisory Committee on Financial Capability
  - Recommend engagements based on investments and strategy
  - Track impact
  - Communicate the narrative through internal and external channels
- Alumni Volunteer Corps on Financial Capability
  - We need to preserve institutional memory and leverage experience to support our investments
An Example of The Future of Catalytic Partnerships

Catalytic Partnership: Federation
The National Federation of Community Development Credit Unions is a network of Community Development Credit Unions (CDCUs) organized by, of and for low-income people. Their mission is to help low- and moderate- income people and communities achieve financial independence through credit unions. With more than 200 member credit unions serving more than 5 million members nationwide, there is great opportunity in this partnership.

The chart above details the major components of the Federation, as an investor, innovator, capacity-builder and advocate. We increase our recognition as a key player in the advancement of financial capability. There is potential to support delivery of financial counseling through credit unions through provision of credit data to counselors and their clients. We can also integrate The Work Number into CDCU lending to expand access to credit in low-income communities. Collaborative research on the impact that utilization of Equifax consumer data has on financial health has long-term impacts on our corporate philanthropy. The countless opportunities for partnership with the Federation are in line with a shift in our understanding of corporate citizenship.
Continue to Use Geographic Footprints as Testing Grounds for Impact and Innovation

The National Federation of Community Development Credit Unions operates across several dimensions including as an investor, innovator, capacity-builder and advocate. Equifax’s active partnership with them supports our goal of building financial capability in underserved communities. They can leverage our unique assets as they build this capability:

<table>
<thead>
<tr>
<th>Federation Capability</th>
<th>Equifax Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery of financial counseling through credit unions</td>
<td>Provision of credit data to counselors and their clients</td>
</tr>
<tr>
<td>Expand access to credit in low-income communities</td>
<td>Integrate The Work Number into CDCU lending; establish greater VOE and VOI hit rate</td>
</tr>
<tr>
<td>Guide community in focus areas for growth</td>
<td>Delivery of geographic financial profile insights to identify coverage gaps</td>
</tr>
</tbody>
</table>

**Geographic Footprints**

**Tier 1**
- Castleberry Hill
- English Avenue
- Vine City

**Tier 2**
- Ashview Heights
- Atlanta University Center (AUC)
- Bankhead
- Grove Park
- Washington Park

**Tier 3**
- Zip code 30314
- Zip code 30318

**Financial Education**

**Small Business Support & Workforce Development**

**Innovation & Entrepreneurship**
St. Louis: North City

St. Louis’s Old North Neighborhood is one of the most historic communities in the region, dating back nearly 200 years. Over the past few decades, the community has undergone economic disinvestment and a loss of population. Currently, the neighborhood contains 47% residents living in poverty, with an unemployment rate of 23%. Over the past decade, Equifax has made major investments in the neighborhood through financial capability, educational and workforce development, as well as physical infrastructure. These projects have included vacant land programs like Land Labs (below left) and financial literacy programs supporting Grace Hill and other community stakeholders.
Extending Impact Through Our Financial Capability Centers

### North St. Louis Excel Center

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>Provide one-on-one financial coaching</td>
<td># individuals reached through one-on-one coaching sessions</td>
<td>Knowledge, Beliefs, Attitudes and Skills</td>
</tr>
<tr>
<td>Staff</td>
<td>Provide group classes</td>
<td># clients who create an action plan to reach financial goals</td>
<td>Clients have greater knowledge and skills related to personal finance</td>
</tr>
<tr>
<td>Partners</td>
<td>Refer clients to safe and reliable products and services</td>
<td># clients who decrease outstanding debt</td>
<td>Clients have greater awareness of available community resources</td>
</tr>
<tr>
<td>Data Management System</td>
<td></td>
<td># clients who increase credit score</td>
<td>Clients have increased confidence in their current and future financial aptitude</td>
</tr>
<tr>
<td>Facility</td>
<td>Participate in external events</td>
<td># clients who increase personal savings</td>
<td>Clients have a greater sense of financial security</td>
</tr>
<tr>
<td>Curriculum</td>
<td></td>
<td># clients who become banked</td>
<td>Behaviors</td>
</tr>
<tr>
<td></td>
<td></td>
<td># clients who acquire an asset</td>
<td>Clients utilize healthy financial products and services</td>
</tr>
<tr>
<td></td>
<td></td>
<td># clients who report increased level of confidence in their ability to achieve their financial goals</td>
<td>Clients develop and practice healthy financial habits</td>
</tr>
<tr>
<td></td>
<td></td>
<td># individuals reached through classes</td>
<td>Status/Condition</td>
</tr>
<tr>
<td></td>
<td></td>
<td># referrals made</td>
<td>Clients realize improvement in their financial wellness and well-being</td>
</tr>
<tr>
<td></td>
<td></td>
<td># individuals reached through events</td>
<td>Short-Term</td>
</tr>
<tr>
<td></td>
<td></td>
<td># individual who utilize Excel Center services</td>
<td>Medium-Term</td>
</tr>
</tbody>
</table>

**Short-Term**
- Knowledge, Beliefs, Attitudes and Skills
  - Clients have greater knowledge and skills related to personal finance
  - Clients have greater awareness of available community resources
  - Clients have increased confidence in their current and future financial aptitude
  - Clients have a greater sense of financial security

**Behaviors**
- Clients utilize healthy financial products and services
- Clients develop and practice healthy financial habits

**Status/Condition**
- Clients realize improvement in their financial wellness and well-being
Westside Financial Capability Center

A credit union is a member-owned financial cooperative operated to promote community development and provide financial services to its members.

Proposed Products and Services
- Low-cost, trusted, alternative source for financial services
- Microlending
- Small Dollar Payday Alternative Loans
- Second Chance Checking
- Check cashing

Financial Capability Center: A destination point for affordable banking and loan services, financial classes, and one-on-one financial counseling - all free to the community - with the goal of improving the financial and personal lives of individuals and families. It is a proven model with strong potential for replicability and scalability.
Financial Capability Center

### Social Entrepreneurship & Small Business Support

<table>
<thead>
<tr>
<th>In Progress</th>
<th>Next Steps</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extending services available through the Small Business Empowerment Center to North St. Louis business owners and community members. Services include assistance with tax credits, securing loans, planning, government contracting, access to capital, and various forms of technical assistance.</td>
<td>Establish a rotating schedule for when services and training classes will be provided and who will be available for consultation.</td>
<td></td>
</tr>
<tr>
<td>Small Business Empowerment Center partners with training centers to offer classes and train business owners and individuals to get businesses up and running successfully. The Center acts as a conduit for funding, providing coaches/ counselors to help coordinate efforts, and emphasizes healthy economic growth.</td>
<td>Raise awareness of services available and how utilizing the supports offered through the Small Business Empowerment Center can benefit area businesses and entrepreneurs.</td>
<td></td>
</tr>
<tr>
<td>The St. Louis Metropolitan Business League will be built out from current business efforts to create a service/resource district housed in one large warehouse space. Ten businesses have been identified to fill the space, and offer a range of services including healthcare, construction and building resources, inventory management services, a food court, and additional communal office space.</td>
<td>Business owners will recruit employees from North St. Louis communities.</td>
<td></td>
</tr>
<tr>
<td>LinkSTL will assist with recruitment efforts with priority given to the Old North and Hyde Park neighborhoods.</td>
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<td></td>
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</tbody>
</table>
Emerging Opportunities

- CDFI & Credit Union Markets
- Coordination with additional International Equifax offices