GLOBAL DEIB POLICY
(*Diversity, Equity, Inclusion and Belonging*)

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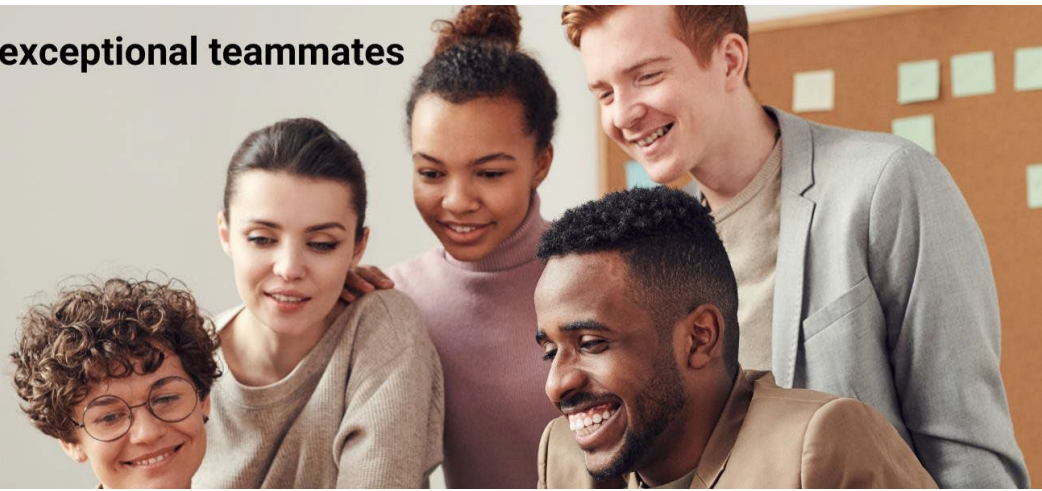
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1. Purpose

MSX People & Sustainability Vision is:

"*We aim to become a high performing, learning, engaged and inclusive organization.*
Our goal is to set the industry standard in ESG, generating value and making a positive impact on stakeholders in the world of mobility".

This policy outlines MSX International's commitment to fostering a work environment where diversity, equity, inclusion, and a sense of belonging are recognized as key drivers of employee well-being and business success.

We are committed to ensuring that every person—regardless of gender, age, ethnicity, sexual orientation, gender identity, ability, socioeconomic background, culture, religion, or any other dimension of diversity—feels respected, valued, and empowered to contribute, in accordance with our "Code of Conduct", which guarantees a work environment free from any form of discrimination based on valuing the diversity and which considers people as the starting point and the goal of every action, and " Labor and Anti-Slavery and Human Rights Policy" with priority given to issues considered most significant for the company, in light of the business activities carried out and the contexts in which the Company operates.

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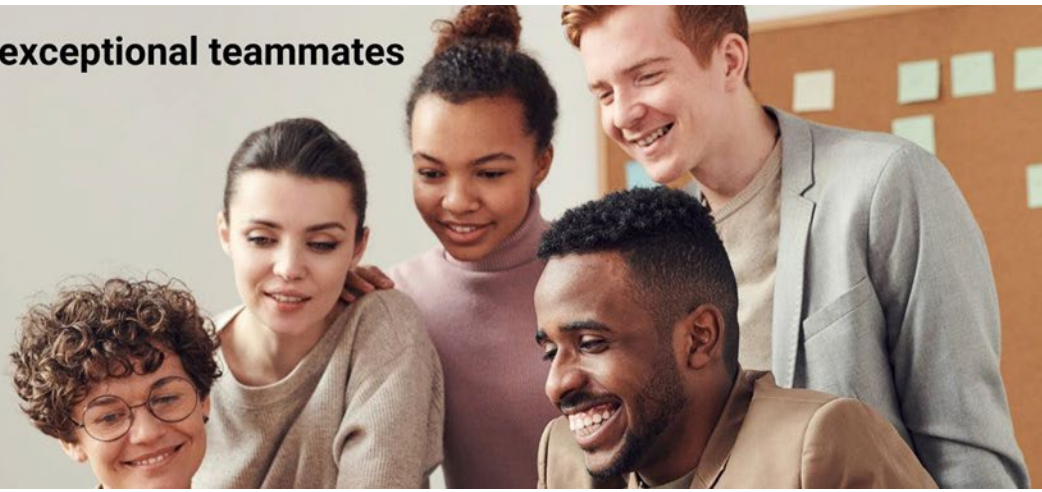
2. Scope

This policy applies to:

- **All MSX International employees** worldwide, across all levels, functions, and contract types.
- All **external collaborators, consultants**, **vendors**, and **partners working on behalf of MSX**.
- All **people-related processes**, along MSX Employee Life Cycle (ELC).

This is a global policy, providing a common framework for our organization. In each country or region, MSX is committed to complying with all applicable national and local legal requirements related to equal opportunity, non-discrimination, representation, and inclusion.

In countries where specific frameworks exist (e.g., Broad-Based Black Economic Empowerment in South Africa, Equal Employment Opportunity in the U.S.), this policy will be locally adapted to ensure compliance and relevance.

3. Policy Objectives

MSX International is committed to:

- Promoting **diversity as a source of innovation, perspective, and strength.**
- Ensuring **equity in access to opportunities**, **recognition**, and **career development**.
- Fostering a **culture of inclusion**, where **every individual can contribute fully**.
- **Cultivating a deep and authentic sense of belonging**, driven by **mutual respect,** and connection, because we are "exceptional teammates".

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4. Integration of DEIB Across the Employee Lifecycle (ELC)

MSX integrates DEIB principles into every phase of the employee lifecycle to ensure a consistent and inclusive experience.

Attraction

- Inclusive and accessible employer branding.
- External communications that are bias-free and representative of our DEIB values
- Partnerships with organizations promoting diverse talent.

Recruiting

- Inclusive language in job postings.
- Balanced shortlists in terms of gender, age, and background.
- Mandatory bias-awareness training for recruiters and hiring managers.

Onboarding

- Onboarding programs that reinforce DEIB values and accelerate inclusion.

Growth

- Equal access to learning, coaching, and leadership development.
- DEIB-sensitive succession planning and talent review, thanks to a clear
  Career Path and PDD (People development Dialogue).
- Inclusive leadership embedded into development programs.

Retention

- Flexible work policies (e.g., hybrid work, Re-balance program after parental leave)
- Continuous monitoring of engagement and belonging through surveys (Peakon)
- Initiatives focused on recognition, listening, and well-being. (e.g. BRAVO program and Lunch&Learn)

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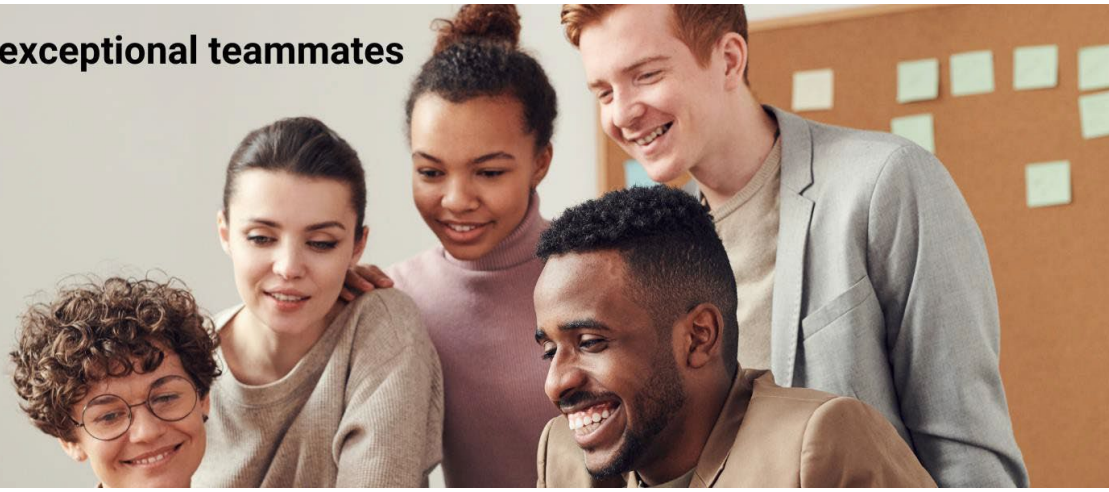
Offboarding

   -Fair and respectful exit processes.
- Exit interviews that collect feedback on inclusion and equity.
- Analytics on voluntary attrition to identify patterns or DEIB gaps.

5. Training, Awareness, Initiatives and Communication

To promote inclusive behaviors and reduce unconscious bias:

- All recruiters and hiring managers are involved in session for avoiding BIAS.
- People managers are trained on inclusive leadership principles (Leadership Essential).
- Ongoing education is provided to all employees through workshops, e-learning, and global campaigns (LiL , Lunch & Learn etc.).
- Annual "**MSX Inclusion Global Talk**" with "**MSX inclusion Global Award** ", fostering a culture where we   celebrate those who champion diversity and inclusion within our MSX community.
- Internal and external Communication on DEIB Events (e.g. IWD, Pride Month, Marthin Luther King day, Mental Health day etc.).

6. KPIs and DEIB Targets

MSX International tracks Key Performance Indicators (KPIs) to measure and improve DEIB outcomes. These indicators support data-driven decision-making and accountability across the organization.

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DIVERSITY KPIs

- % of women in leadership and key roles (Leadership Team (Minus 1 and Minus 2).Target is 25%
- Peakon Results Engagement on DEI (8.5 as a target)

EQUITY KPIs

- Equal access to learning and development opportunities.
- Peakon Results Engagement on DEI (8.5 as a   target)

INCLUSION KPIs

- DEIB training completion rate (Global Policy)
- Number of initiatives supporting inclusive culture (e.g., campaigns, Trainings, Events)
- Peakon Results Engagement on DEI (8.5 as a   target)

BELONGING KPIs

- Peakon Engagement (Target 8.0)
- Voluntary Turnover (Target 16%)

KPIs are monitored quarterly and annually and shared with senior leadership in dedicate Monthly Review (Biz Rev).

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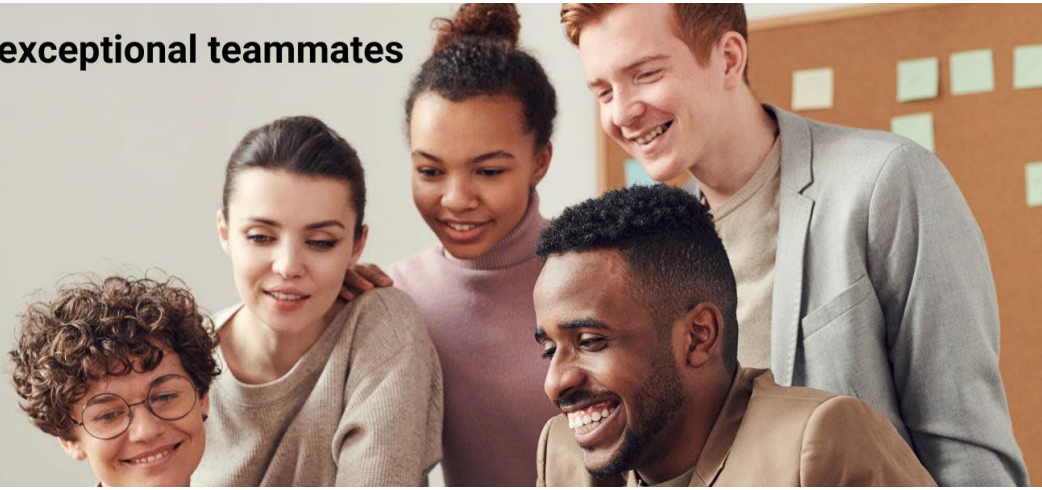
7. DEIB Programs and Initiatives

Examples of active initiatives include:

- Celebration of global awareness days (e.g., Pride, International Women's Day, Disability Day).
- Platforms for employee listening: surveys, focus groups, and listening sessions.
- Development programs for underrepresented talent.
- Voluntary internal communities (Employee Resource Groups).

8. Reporting and Whistleblower Channel

Any behavior or situation that violates the principles of this policy can be reported—anonymously if preferred—via MSX's whistleblower channel (https://www.msxi.com/en/whistleblower/).
All reports are handled with the utmost confidentiality and protection from retaliation.

9. External Frameworks and Standards

This policy is aligned with international frameworks including:

- ILO Conventions on decent work and non-discrimination.
- Universal Declaration of Human Rights.
- OECD Guidelines for Multinational Enterprises.
- United Nations Sustainable Development Goals (especially SDG 5, SDG 8, SDG 10).

10. Policy Governance and Review

The policy is overseen by the Global People&Sustainability Team, with input from the Sustainaibility COE and reviewed on an annual basis (Target and KPI included). The approver is the CPO.
Local teams may tailor the implementation of this policy to reflect cultural or regulatory specificities.

11. Change History

Version	Date	Changed by	Change
0.1	2024-02	Loredana Tomassetti	created
0.2	2025-07	Loredana Tomassetti	reviewed

12. Glossary

Terms	Explanation
D&I:	a set of programs, techniques and strategies aimed at recognizing and enhancing individual differences in order to maximize the potential of all employees, no one excluded.
DISABILITY:	the meaning of disability applied by MSX includes all forms of physical, cognitive and sensory frailty, including temporary and hidden frailty.
HUMAN RIGHTS:	the inalienable rights of every person by virtue of belonging to humanity. These rights are based on the recognition of the dignity, freedom and equality inherent in all human beings
GENDER:	set of socially constructed roles, behaviors, activities and attributes that a given society considers appropriate for persons belonging to agiven gender. Gender is to be distinguished from "sex", which is understood as the sex assigned at birth, i.e. the set of physical and biological characteristics that distinguish females, males and intersex persons
ETHNICITY:	: human grouping based on community or strong affinity of physical- somatic, cultural, linguistic and socio-historical characteristics.
ELC:	Employees Lifecycle
ILO:	International Labour Organization
SEXUAL ORIENTATION:	a person's emotional, romantic and/or sexual attraction to individuals of the opposite sex, the same sex or both sexes. It differs from biological sex, gender identity and gender role, which define, respectively, a person's genetic sex as determined by sex chromosomes, the gender to which someone feels they belong, and the social norms on the behavior of men and women relating to a given culture and era.
SOCIAL STATUS:	position of an individual, group or category of persons in a society and the degree of power, wealth and prestige associated with that position. Status can be ascribed – i.e. possessed at birth and thus linked to characteristics independent of the individual's will or actions (age, family of origin, ethnic group and so on) – or acquired – i.e. obtained through personal efforts and abilities
DISCRIMINATION:	behavior (act or omission) that causes unequal treatment of a person or group of persons, by virtue of their membership of a particular social group or of characteristics or attributes specific to the individual.
EQUAL OPPORTUNITIES:	the need for legal and social equality between men and women in order to enhance their gender difference and establish a fair gender ratio.
EQUITY:	a process to ensure that processes and programs within the organization are impartial and provide equal outcomes for every individual.
STAKEHOLDERS	persons or groups who have a direct or indirect influence on and/or are influenced by the activities of an organization, its products or services and related performance results.

WHISTLEBLOWING:	spontaneous reporting by an individual, called a "whistleblower", of an offence or irregularity committed within the entity, which that individual witnessed in the course of their duties. The whistleblower is often an employee, but can also be a third party such as a supplier or customer.
THIRD PARTIES:	any person or entity who collaborates or works on behalf of or in the interest of MSX, such as customers, suppliers, contract-workers, commercial partners and industrial partners.

13. References

Referenced documents	Comment
WHISTLEBLOWING PROCEDURE	
MSX Code Of Conduct	

14. Permission and Ownership

Date	Version	Reviewer/ Examiner	Position	Signature
02-2024	0.1	Loredana Tomassetti	Global Sustainability Manager	
07-2025	0.2	Loredana Tomassetti	Global Sustainability Manager	

15. Approver

Date	Version	Name	Position
02-2024	0.1	Marco Autorino	CPO
07-2025	0.2	Marco Autorino	CPO