



Sustainability Report 2024



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Our Sustainability Vision

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.

We Are Improving

ecovadis

+25% Score Improvement



Economic Value
Generated



+\$21.2m

New

Double Materiality
Assessment



First

Carbon Footprint



+11%

Training Hours

MSX Employee Engagement



higher

than the benchmark

Letter to Stakeholders

Dear Stakeholders,

Much has happened since our 2023 report was published. MSX has taken significant steps to extend our own sustainability goals and those of our mobility clients. Sustainability continues to be our strategic imperative. It motivates everything we do and every decision we make. We've moved to ensure sustainable practices are embedded into every department, every business process, and every client solution.

For our organization, we aim to manage the impact on climate and the environment by conducting our business in an environmentally responsible and sustainable manner.

And for our clients, we offer sustainability-led programs, with extensive knowledge and services that deliver true value and contribute to their prosperity.

In the pages that follow, we will demonstrate the ways in which MSX International is working to meet our own sustainability goals, and those of our clients, in accordance with local and global regulations.

Our strategy is built on three interconnected pillars — **People, Planet, and Prosperity** — which guide our efforts to foster inclusive growth, environmental stewardship, and long-term sustainable value creation for our stakeholders.

This report also describes the other desired actions and positive impact that we, as a global business, aim to achieve.

We have settled into our Value Stream structure, rolled out in 2023, to streamline our processes, improve efficiency, and provide our customers with excellent services. Through our Value Streams, we've enhanced innovation, improved collaboration, and created new ways to share sustainable practices across all regions.

Our 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."

2024 has been our year for building the solid foundations to support sustainability at MSX, which will carry our business into the **MSX 2025–2027 Strategy Plan**. This pivotal year also marked our transition from a reactive stance to a proactive approach — enabling us to create long-term value through deliberate, forward-thinking sustainability initiatives.

A handwritten signature in black ink, reading 'Ugo de Carolis'.

CEO and Executive Chairman | MSX International





Investing in People

MSX is a diverse and inclusive environment, where all team members' contributions are valued and respected. Our culture promotes equal opportunities for all, regardless of sex, race, disability, neurodiversity or other personal characteristics and backgrounds, age, sexual orientation, gender reassignment, religion or belief, or marital and parental status. We are a **'People Company'** and our objective is to create the conditions for all individuals to learn and grow in our global settings.

In 2024, we introduced many new sustainability initiatives. We held our first ever **Global Inclusion Talk**, **'Accelerate Inclusion with MSX'**, and created the **Global Inclusion Award** which celebrates individuals who embody inclusion through their everyday actions. We launched a series of wellbeing and diversity, equity and inclusion (DEI) training sessions, and we addressed mental health challenges through internal and external campaigns prioritizing mental health in the workplace. Sadly, our colleagues in Valencia experienced tragedy when terrible flooding occurred in the region. During this time, our sustainability strategies were critical in enabling our organization to act quickly to support those affected.

Today, more than ever, we are focused on **internal mobility** and **growth**, developing and nurturing partnerships with universities and schools, and transforming our company in line with our sustainability plans. From eliminating risk of bias throughout the employee lifecycle, to launching initiatives to bring people together, our sustainability future includes **Lean Methodology** and responsibly leveraging **AI** and other innovations and resources to deliver real improvements to our people.



Protecting the Planet

Our commitment extends to the development of sustainable practices for a cleaner, greener future. From actively reducing our carbon footprint to innovatively reimagining our processes, we are working harder to protect and preserve our environment.

This year, we've become more aware than ever of our environmental impact and have introduced new initiatives, including the **Green Hackathon**, a competition inviting colleagues to devise solutions that contribute to a more sustainable future. The winning ideas were so innovative that we have embedded them into our strategy for reducing our carbon footprint.

Looking ahead to 2025, we are planning new initiatives, including our first corporate recycling project - **MSX Zero Bin**. We also aim to renew our vehicle fleet to gradually phase out non-hybrid and non-electric cars. And we're planning to start work with the Sustainable Changemakers Community to create the **MSX Sustainability Guide**, which will offer our colleagues simple, practical tips to reduce our environmental impact at work and at home.

We are also exploring an initiative to plant an **MSX Forest** in collaboration with Treedom — a digital platform that enables tree planting and remote monitoring of their growth. This project represents more than an environmental commitment; it is a source of inspiration for 2025, reflecting our ambition to establish a meaningful connection between the growth of the forest and the growth of our business. By nurturing both, we reinforce our dedication to sustainable development and long-term value creation.



Prosperity for clients

MSX International is committed to playing a strategic role in helping clients address their sustainability challenges. We continuously deepen our understanding of the evolving requirements within the mobility industry to support a greener, more efficient future. Through our work, we aspire to enhance the well-being of people and the planet, while enabling our clients to achieve **sustainable growth**. Our definition of Prosperity extends beyond business performance: it encompasses the creation of **positive impact** for local communities and the integration of **responsible practices** across our supply chain, including sustainable procurement.

Meanwhile, we have begun a pilot of **Driving Excellence in Sustainable Mobility** (DESM), a solution which we offer to our mobility clients to guide them in sustainability practices and the adoption of AI.

This report outlines in greater detail the ways in which MSX International is supporting the mobility industry in navigating transformation through greener, more responsible, and innovative approaches. Our sustainability journey is designed to generate a positive impact — an ambition that began to materialize in 2024 and which we are committed to strengthening in the years ahead.

WE ARE MSX

MSX has been a trusted partner to leading vehicle manufacturers, their retailers, and mobility organizations globally for more than 30 years. With a single focus on the mobility industry and decades of experience, we design and deliver innovative business solutions and services that help our clients optimize their operations and captivate their customers, helping them thrive in one of the world's fastest moving industries.

We aim to create exceptional value across Sales Performance; Repair Optimization and Compliance; Parts and Accessories Sales Performance; and Consumer Engagement, through a unique combination of learning, insights, field teams, service hubs, and technology platforms.

With a commitment to helping clients navigate today's challenges with confidence and efficiency, we are here to drive the transformation of the mobility industry.

WE ARE OUR VISION

To be the clients' first choice, recognized for our operational excellence and commitment to driving change and innovation in the mobility industry.

In today's competitive market, customer satisfaction and loyalty are more important than ever. By prioritizing our clients and striving to be their top choice, we are not only ensuring their continued trust and partnership but also setting ourselves apart from our competitors. By emphasizing operational excellence, we are reinforcing our dedication to efficiency, quality, and continuous improvement in all aspects of our business. Operational excellence will enable us to deliver value to our clients and achieve sustainable growth in the long run. By making innovation and change integral parts of our culture and strategy, we are positioning ourselves as industry leaders and paving the way for future growth and development.

Serving leading and innovative brands

Passenger cars & Light Commercial Vehicles									
									
									
									
Truck, Agriculture & Motorcycles									
									
									
									
Mobility Providers & Suppliers									
									
									
									

WE ARE OUR PURPOSE

We exist to empower Movers and Makers to thrive in our ever-changing world.

Our Purpose defines our existence as a company and describes our reason for being. We give mobility providers and transport innovators (movers) and vehicle manufacturers (makers) the power to create better customer experiences. Our solutions empower them to adapt to change and to thrive, to grow and prosper, and to prepare for what's to come.

WE ARE OUR MISSION

We harness our expertise in mobility, the creativity of our global teams, and the power of technology to craft tailored, sustainable, and innovative solutions.

We are **mobility experts**. For many decades, we have lived and breathed automotive, and our in-depth knowledge is unparalleled. We are also drivers of progress. Our single-industry focus and our long-standing partnerships with clients have made us who we are today.

We are **creative**. Our team comprises thousands of experienced automotive professionals and thought leaders across 60 countries. Each individual employee brings his or her own creativity to our united focus – enhancing services and solutions, and the overall value proposition, for mobility businesses.

In today's digital era, we understand that our expertise and creativity are elevated by the right technology. The state-of-the-art digital tools and other technological advances we apply to our solutions and services enable our clients to stay competitive and prepare for the future.

We deliver tailored and innovative solutions to our clients every day. As a company operating in the mobility industry, we have a responsibility to focus on a more sustainable future and provide our clients with solutions that contribute to the prosperity of people and the planet, as well their businesses.



OUR VALUES

As a global team, we accomplish our Purpose, Vision, and Mission through the Values we stand by and the Behaviors that support them. Through positive actions, and by embracing the Values and Behaviors that follow, each of us is encouraged to support one another, share our successes, and create a happier, more collaborative workplace.



We get it done

We are decisive, solution oriented, and results focused. Motion is our first instinct.



We prove our words with our actions

We are proud of the journey. We are guided by our values to do what is right for our clients, our company, and our teammates.



We are exceptional teammates

We put collective success before individual achievement. We back each other, embrace diverse perspectives, and win as one team.



We deliver on our commitments

We share openly, question respectfully, and once a decision is made, own it fully. We are accountable to one another, acknowledge our mistakes, and take positive action.



We are fearless explorers

We are unafraid to discover new roads. We harness our creativity to find better ways of navigating the future.



We create a better tomorrow for our clients every single day

We guide, advise, and drive our clients towards superior outcomes.

OUR HISTORY

A journey of achievement and reward

MascoTech's Services
Group and **APX**
International
merge to form
MSX

Acquisition of
Sewells Group
(AUS)

Ford–19th Annual
World Excellence
Award

Acquisition of assets
IIC[Germany]

Training solutions for
Hyundai Motor America
and **Mazda / Hermes**
Awards

Partnership Award
from **Toyota Motor**
North America



1997



2017



2019



2020



2022



2023



2024

1996



Acquired
Geometric
Results Inc.
(GRI)

2016



Bain Capital Private
Equity acquires
MSX

2018



Acquisition of
**Pacific
Technology
Solutions** [US]



Outstanding digital
training solutions
for **Hyundai** Motor
America and
Mazda / Hermes
Awards



BMW Retail
Performance
Management
Playbook Award

WHAT WE DO

At MSX, we empower our mobility clients to revolutionize their sales and repair processes while boosting customer engagement. Using our extensive mobility expertise, we combine the talents of our field teams with specialized learning programs, insights from data, and cutting-edge, AI-supported technologies to deliver innovative solutions that drive business growth and customer satisfaction.

We deliver value and support across four core business areas:

- **Sales Performance**
- **Repair Optimization and Compliance**
- **Parts and Accessories Sales Performance**
- **Consumer Engagement**

Our comprehensive approach helps our clients to navigate today's challenges and stay ahead in the competitive mobility market.

HOW WE DO IT

We enhance our clients' operations and drive growth by combining training and insights, the deployment of field teams and service hubs for both onsite and offsite engagement, and the implementation of innovative technology platforms to create comprehensive, tailored business solutions that optimize their operations. Here's how:



LEARNING

Our learning programs enhance individuals' potential through knowledge and skills development.



INSIGHTS

Based on data and supported by gen-AI, insights help pinpoint issues and create new opportunities for our teammates.



FIELD TEAMS

Our teams, operating from client sites, help streamline operations, resolve issues, and improve resources exactly where needed.



SERVICE HUBS

Our hubs offer our clients centralized, standardized support for specific business areas.



TECHNOLOGY PLATFORMS

Our platforms support operations with state-of-the-art tools and AI.

These solutions and services empower mobility businesses to streamline their processes, cut costs, and engage customers, helping them to thrive.

Our Leadership Team



Ugo De Carolis
CEO and Executive
Chairman

Andrea Sorrenti
Deputy CEO

Kasia Koprowicz
VP Strategy & CEO
Office

Diego Ronconi
Global VP Sales



Steve Jones
Chief Technology
Officer

Julian Rothwell
Chief Financial
Officer

Marco Autorino
Chief People Officer

Our leadership team comprises innovative and forward-thinking professionals from all over the globe.

With long-standing experience in the industry, our executives know the most effective and efficient ways to keep our company running successfully.

Our Value Stream Leaders



Elvira Llorens
Global VP, Consumer
Engagement

Rod Wright
Global VP, Parts,
Accessories and
Service & Actionable
Insights

Dirk Bott
Global VP,
Distribution and Sales
Performance



Emiliano Nebbioso
Global VP, Repair
Optimization &
Compliance

Deborah Mulholland
Global VP, Learning
Solutions

In 2023, MSX announced a significant restructuring initiative aimed at enhancing our operations and better serving our global customer base. This restructuring enabled the company to streamline our processes and improve our efficiency, whilst providing our customers with greater value. The global **Value Streams structure** includes **six** focus areas :

- **Repair Optimization and Compliance**
- **Consumer Engagement**
- **Parts, Accessories and Service Performance**
- **Vehicle Sales Performance and Distribution**
- **Learning Solutions**
- **Actionable Insights**



Economic Value Generated

\$m	2024	2023
REVENUE	\$460.9m	\$439.7m
Operating expenses	\$430.9m	\$413.3m
Operating income (adjusted)	\$30m	\$26.4m
EBITDA (adjusted)	\$62.8m	\$60

The costs are \$7.0m in 2024

The costs are \$13.5m in 2023

Note: Operating Income and EBITDA are adjusted for one-off, nonrecurring costs which relate to events or transactions that do not fall within the ordinary operations of the Group. The costs are \$17.2m in 2023 and \$9.2m in 2022.

Our Purpose

We exist to empower Movers and Makers to thrive in our ever-changing world.

A background image showing a futuristic cityscape with a winding road, modern cars, and lush greenery. The scene is bright and sunny, with a clear blue sky and distant mountains.

Environmental, Social and Governance (ESG) for MSX

Our Vision and Sustainability Journey

MSX International's sustainability journey began in **March 2024** with the **establishment of a dedicated Sustainability function**, marking a shift from a reactive approach to a strategy focused on long-term value creation.

Our vision is to generate positive impact across the mobility sector by embedding sustainability into every aspect of our business. As a people-centric organization, we prioritize diversity, equity, and inclusion, and aim to be a trusted ESG partner for our clients, supporting their green transition through innovative and sustainable solutions. We are equally committed to contributing to the wellbeing of local communities and creating shared value for all stakeholders.

To guide our efforts, we have defined a sustainability strategy based on **three core pillars**:



People

Championing
Diversity, Equity,
Inclusion and
Belonging, promoting
Wellbeing, Health &
Safety and Growth



Planet

Embracing Green
Initiatives and
Environmental
Passion, reducing our
Carbon Footprint



Prosperity

Enabling our Industry
to Succeed,
impacting on our
Value Chain and
Local Communities

These pillars are not only the foundation of our sustainability strategy but also reflect MSX's core values. They shape our ambition to lead with purpose, enhance green innovation, and deliver enduring value across our ecosystem.

MSX Contribution to the Sustainable Development Goals

As part of its sustainability journey, MSX International is committed to contributing to the achievement of the United Nations' Sustainable Development Goals (SDGs), outlined in the 2030 Agenda and adopted by 193 countries in 2015.

The 17 SDGs represent a global call to action to address the world's most pressing challenges, ranging from climate change and inequality to responsible consumption and inclusive growth. With 169 interconnected targets, they emphasize the need for an integrated approach to sustainability that balances environmental, social, and economic priorities.

Through the implementation of our sustainability strategy, built on the pillars of People, Planet, and Prosperity, MSX actively contributes to **11 of the 17 SDGs**.



MSX promotes inclusive employment opportunities, supports workforce development, and invests in upskilling initiatives across underserved communities. Through strategic partnerships and social impact programs, MSX empowers individuals with the tools and training needed to access stable, dignified work, helping to break the cycle of poverty and foster long-term economic resilience.

MSX contributes to the welfare and care of its employees inside and outside the workplace, complying with current regulations, spreading good practices, elaborating internal policies and engaging in specific initiatives aimed at increasing the physical and psychological well-being of its employees.



MSX ensures quality education and acquisition of highly specialized skills through global training and engagement activities led by our internal team, beginning the moment they first join the company and continuing throughout their career with MSX. We also have a compelling training and coaching path dedicated to Lean with MSX-developed certifications for all participating employees.

MSX opposes any form of gender inequality, ensuring that the recruitment, training, and professional growth of resources are based on fairness and merit, at any level and for every professional category. MSX strongly condemns any form of discrimination and violence.

8 DECENT WORK AND ECONOMIC GROWTH



MSX contributes to lasting and sustainable economic growth by ensuring fair working conditions for all its employees. It promotes inclusive work policies that meet the highest quality standards.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Innovation is the driving force behind MSX activities. The company is committed to supporting the development of the sectors in which it operates through the support it provides to clients. MSX contributes to the development of communities, industries, and infrastructures with innovations that promote an increasingly sustainable future.

10 REDUCED INEQUALITIES



MSX offers desirable working conditions globally, throughout the value chain, and aims to ensure equity for disadvantaged groups by distributing wages more fairly among employees thanks to our company global reward and performance management processes.

11 SUSTAINABLE CITIES AND COMMUNITIES



MSX has launched a program to support and spread the power of Local Internal Communities for the delivery of a Global Sustainability Strategy at local level. Local communities are a key part of our governance, participating in decisional meetings concerning different fields of sustainability within the company.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



MSX is determined to guarantee sustainable production and consumption models by optimizing the use of natural resources connected to its business activities, for instance, favoring the use of recyclable, reusable and biodegradable materials.

13 CLIMATE ACTION



The promotion of actions to combat climate change within MSX reflects our commitment to energy efficiency initiatives and the reduction of greenhouse gas emissions. Sustainable travel and mobility options are encouraged, and the use of remote working support tools is promoted.

17 PARTNERSHIPS FOR THE GOALS



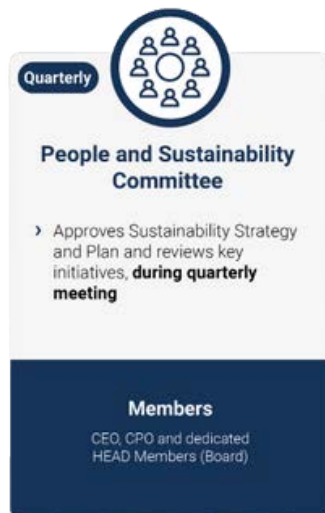
MSX collaborates with local governments, non-profits and other businesses to amplify the impact of its initiatives. We establish multistakeholder partnerships that leverage diverse expertise and resources to address complex challenges. And we engage in knowledge-sharing and capacity-building activities to empower local communities.

Sustainability Governance

The MSX Sustainability Governance consists of the decision-making structures that ensure that our sustainability strategy is implemented effectively.

Our goal is to translate global strategies into actionable local initiatives, engaging local entities and communities in the process. To achieve this, our governance framework is built around six key bodies.

People and Sustainability Committee



Sustainability Global Team

Marco Autorino
Chief People Officer



› **Give input** to sustainability manager for **strategy definition**

› **Approve:**

- › Sustainability strategy and main deliverables
- › Objectives and related KPIs

› **Be the main sponsor** for enabling the transition of MSX in being a benchmark of sustainability in the mobility market and an inclusive organization

Loredana Tomassetti
Global Sustainability Manager



› **Design sustainability strategy** accordingly with the company (WHY-HOW-WHAT) , involving the main stakeholders (Materiality Matrix on PEOPLE-PLANET-PROSPERITY)

› **Set up sustainability objectives and KPI** with a tracking system

› **Delivery** of the strategy, **involving the main company interdependent entities** (HR-finance-CTO-communication), local HR managers, local communities on the following topics:

- › Policies & compliance that impact sustainability (People-Planet-Prosperity)
- › Risk analysis plan
- › CSDR report (NFR for the year)
- › Carbon footprint certification and reduction

› **Sustainability platform management:** EcoVadis, Novata, CDP, Open-es etc.

› **Engage MSX employees** (global at Local level) on sustainability, enabling the cultural change with several action (communication strategy/events on sustainability milestone). Training-workshop, events). Improve Peakon metrics on sustainability

MSX Sustainability Internal Governance



These six bodies work collaboratively to provide clear decision-making pathways and ensure that our sustainability efforts are detailed, coordinated, and impactful at every level of the organization.

By involving local HR managers and community representatives, we ensure that our global sustainability strategy resonates locally, fostering engagement and participation across all areas.

This structured approach to governance allows us to celebrate and integrate diverse perspectives, ultimately building stronger connections and driving meaningful progress in our sustainability journey.

Our Stakeholders

At MSX International, stakeholder engagement is a key pillar of our sustainability strategy. We identify and interact with **five** core stakeholder groups - **Clients, Employees, Shareholders, Suppliers and Local Communities** - to ensure their perspectives are reflected in our decision-making and sustainability priorities.

Our engagement process is structured around **four** key actions:

- **Identifying relevant stakeholders**
- **Managing relationships**
- **Evaluating feedback**
- **Continuously improving our approach**

We use a variety of channels to foster open and effective dialogue, including:

- **Internal surveys** like Peakon, which help us monitor employee engagement and wellbeing
- **Team-building activities, newsletters and digital platforms** such as ServiceNow and our corporate website
- **Social media** (LinkedIn, Instagram, Facebook) to share updates and promote two-way communication
- **Events, workshops and focus groups** to co-create solutions and explore shared interests

This multi-channel approach ensures transparency and responsiveness, helping us build trust and long-term collaboration with our stakeholders.



Listening to Clients: NPS and Tender Processes

Client feedback is central to our sustainability journey. We regularly assess client satisfaction through **Net Promoter Score (NPS)** metrics, which provide actionable insights into how our services are perceived and where improvements are needed.

Moreover, our participation in **Request for Quotation (RFQ)** and **Request for Offer (RFO)** processes allows us to capture and respond to specific client sustainability requirements. These tender interactions are not only commercial opportunities but also strategic touchpoints where clients express expectations around ESG performance, carbon footprint and ethical governance.

By integrating these insights into our sustainability planning, we ensure that our solutions are aligned with both regulatory standards and the evolving needs of our clients.



Context Analysis According to ESRS Light

2024 was a year of consolidation and acceleration for MSX in its journey towards structured, strategic, and integrated sustainability. This was not only embedded in the corporate culture but also in the consulting services offered to clients in the global mobility sector. With the introduction of the **Corporate Sustainability Reporting Directive** (CSRD), the European regulatory framework has set new expectations in terms of transparency, materiality and accountability.

Despite not being subject to regulatory obligations at this stage, MSX has chosen to embark on a **voluntary reporting path**. The company has decided not to be a mere spectator of change: our commitment remains steadfast even in the face of temporary measures like "Stop the Clock" or the risk of homing bias.

Sustainability at MSX

Sustainability at MSX is not seen as a regulatory compliance issue but as a strategic transformation lever, enabled by two fundamental drivers: **digital innovation** and **artificial intelligence**. This is demonstrated by the introduction and commercialization of DESM – Driving Excellence in Sustainable Mobility – through AI, a consulting solution designed to support the sustainable transition of manufacturers, sales networks, and mobility providers through training, assessment, and certification tools, with a triple bottom line perspective. Projects like DESM embody our "value-based" approach: we help clients respond to megatrends, generate performance, and simultaneously create a positive systemic impact.

Our Voluntary Commitment

Aware of its systemic position, MSX chose to start a reporting path inspired by the CSRD in 2024, despite not being obligated. We decided to use a simplified and progressive model based on the ESRS Light framework, adapting it to our global reality. This report thus serves a dual purpose:

- Communicating our sustainability actions transparently and consistently
- Preparing in advance for a more extensive and structured adoption in the coming years, also concerning future international regulations (e.g., SEC, ISSB, IFRS S1-S2)

Global Megatrends: Impacts on the Mobility Sector

The mobility sector is undergoing a profound transition, shaped by four main megatrends:

- **Geopolitical pressures and global crises:** Particularly the slowdown of the Chinese market and the growing polarization between economic blocs, which strain value chains and production strategies
- **Technological neutrality and the electric vehicle crisis:** Regulatory uncertainty and consumption dynamics hinder the spread of electric vehicles, requiring agnostic and progressive approaches in the transition
- **Digitalization and artificial intelligence:** The rapid adoption of generative AI is transforming decision-making processes, customer experience, and operational management, imposing new ethical, occupational, and regulatory challenges
- **Regulatory evolution and ESG risks:** From the CSRD to the European Green Deal, from new due diligence rules to increasing attention to sustainable supply chains, companies are called to rethink governance, metrics, and accountability

In this scenario, MSX positions itself as an enabling partner: we are consultants who support key players in the sector in managing change, responsible digitalization, reducing attrition, and building a solid brand consistent with new market values. These megatrends not only influence our clients but also impact our strategy, solution portfolio, and the skills we cultivate internally.

Our Model: People, Planet, Prosperity

Our strategic approach to sustainability is based on three integrated pillars:

- **People:** Human capital as the engine of change; inclusion, training, mental health, and leadership
- **Planet:** Reducing environmental impact, recycling, responsible resource use, and community activation (e.g., Zero Bin project, MSX Forest)
- **Prosperity:** Digital innovation, AI ethics, scalable and sustainable products like DESM, and attention to impacts along the entire value chain

Methodological Approach

We applied the principle of **double materiality**, considering both:

- **Financial materiality:** How ESG factors influence the company's ability to create value
- **Impact materiality:** How MSX's activities impact people, the environment, and society

This process was built through:

- A **desk analysis** of ESG risks for our sector and the markets in which we operate
- **Involvement of internal stakeholders** (ambassadors, leadership, global teams)
- Selection of priority **material topics**, aligned with simplified ESRS standards

Double Materiality Assessment

For the 2024 Sustainability Report, MSX International has adopted a **Double Materiality assessment** approach, in alignment with the Corporate Sustainability Reporting Directive (CSRD).

This directive, introduced by the European Union, requires companies to disclose sustainability information that is relevant both to their financial performance and to their broader societal and environmental impact.

The principle of double materiality recognizes that sustainability issues can be material in **two** distinct but interconnected ways:

- **Financial materiality** refers to how Environmental, Social, and Governance (ESG) factors affect the company's ability to create, preserve, or erode economic value.
- **Impact materiality** considers how the company's activities affect people, the environment, and society.

To visualize and prioritize these issues, MSX developed a **Double Materiality Matrix**, a strategic tool that maps each sustainability topic based on its significance from both financial and impact perspectives. Topics that score high on both axes are considered most material and are prioritized in our sustainability strategy and reporting.

This year's assessment builds on the foundation laid in 2023, when MSX created its first Materiality Matrix. That process involved engaging key stakeholders through targeted tools such as the Peakon internal survey and structured interviews. For 2024, we enhanced this methodology by conducting a comprehensive desk analysis of ESG risks relevant to our sector and markets and by involving internal stakeholders across functions and geographies through surveys and interviews.

The result is a refined set of priority topics aligned with a simplified version of the ESRS standards. This ensures that our sustainability strategy remains focused, actionable and responsive to the expectations of our stakeholders and the evolving regulatory landscape.



Lean, Innovation and Digitalization

Lean Thinking and Continuous Improvement

Lean is a fundamental pillar for MSX — not only as an operational methodology but as a company culture focused on **continuous improvement**.

The concept of **Kaizen**, meaning “change for the better,” is at the heart of the Lean 2024 strategy, which involves all MSX functions and projects.

10 MSX Lean Behaviors

In 2024, we engaged our Lean Community through a dedicated **contest** aimed at uncovering the shared values that define our company culture. The outcome highlighted a set of Lean principles that reflect our ongoing commitment to excellence, active people involvement, and the relentless pursuit of waste elimination.

1. We prioritize understanding our clients' needs and aim to fully satisfy their expectations.
2. We respectfully encourage clients to explore better alternative solutions.
3. We thrive on promptly implementing improvements without fear.
4. Dynamism is our instinct; we respect deadlines and adapt plans quickly for better results.
5. We make data-driven decisions and analyze the results to measure improvement.

改善

6. We practice Gemba Walk and Kaizen to enhance collaboration and achieve consistent results.

7. With a focus on continuous improvement, we innovate by practicing Lean principles every day.

8. We help teammates succeed by sharing experiences and knowledge.

9. We respect our colleagues and value every contribution towards continuous improvement.

10. We encourage people to experiment with diverse ideas and perspectives.

Lean Values at MSX

2024 marked a significant leap forward:

- **340** Kaizen events conducted across all Value Streams and Support Functions (+54% vs 2023)
- **120** individuals trained in the Lean Ambassador Program (220+ total including 2023)
- **100** Lean Certifications issued

- **30** Lean Ambassadors now able to independently lead Kaizen events (up from zero in 2023)
- **40** Kaizen events led by Lean Ambassadors
- Launch of the **Quality Index Bonsai**, a new system to measure service quality from the customer's perspective

These achievements reflect MSX's commitment to operational excellence, service quality, and people engagement.

The Lean journey is supported by a growing community of Ambassadors, the introduction of "Super Kaizen Events" and the integration of AI and digitalization into Lean practices.

Lean Awards 2024: Celebrating Excellence

The 2024 edition of the Lean Awards, held on November 8th, was a moment of great inspiration for the entire MSX Lean community.

The event recognized projects that stood out for their impact, innovation and commitment to continuous improvement – reinforcing the link between operational excellence and sustainability.

Award Categories

- **SIMPLY THE BEST:** Honors projects that achieved tangible results in terms of revenue growth, lead time reduction or waste elimination
→ 2024 Winner: ALD Short Term
- **THE EXPLORERS:** Rewards projects that foster a culture of innovation through new methodologies, technologies and cross-functional skills
→ 2024 Winner: Quality Team Budapest Hub

These awards not only celebrate achievements but also encourage the spread of best practices and the adoption of Lean approaches across the organization.

Grand Prix Improvement Review: The Formula 1 of Improvement

The **Grand Prix Improvement Review** is a gamified initiative that transforms continuous improvement into a monthly and quarterly competition among Value Streams and Support Functions.

Inspired by Formula 1, the format includes:

- 12 monthly races on symbolic circuits (e.g. Monte Carlo, Melbourne, Monza)
- 11 Racing Teams competing
- 500+ projects submitted
- Points awarded for each improvement or success story shared

The initiative serves two key purposes:

1. To actively engage all business and support functions in continuous improvement
2. To make best practices visible and replicable by sharing concrete use cases

2024 Grand Prix Winner

The Value Stream Learning Solutions team won the title with the project “Warranty Dashboard – Training Content Development,” which significantly reduced training content production time and improved communication and process standardization.

Digitalization and AI Adoption

Since 2024, MSX has actively explored AI-driven solutions to enhance both internal operations and client-facing services.

For Clients

We have started to use AI in several solutions proposed to our clients. At MSX, we are committed to **responsible AI**, fully aware of the environmental and social implications of its intensive use. We leverage AI to enhance employee skills, boosting employability and closing capability gaps, while also driving Lean efficiency by minimizing time and energy waste.

For Enabling Functions

Internally, enabling functions such as People & Sustainability have undergone **digital transformation**.

A key milestone was the successful AI-driven optimization of the **recruiting process**, where AI was used to screen compatibility.

Another example was the implementation of AI-platforms to create **internal training** on MSX policies to increase global coverage within the company while limiting costs.

This transformation reflects MSX’s broader strategy to turn support functions into value generators, aligning HR with business goals and improving efficiency through smart automation.

We deliver on our commitments.

We share openly, question respectfully, and once a decision is made, own it fully.

We are accountable to one another, acknowledge our mistakes, and take positive action.

A photograph of four business professionals (three men and one woman) sitting around a dark conference table in a modern office setting. They are engaged in a meeting, with laptops and documents on the table. A semi-transparent white box is overlaid on the left side of the image, containing the title text.

Business Ethics & Transparent Governance

MSX prioritizes the role of an appropriate governance model which decides the organization's strategy and underlies better business practices and solutions which are more sustainable in the long term.

We recognize the importance of adhering to applicable laws and regulations and strive to ensure that all our actions are legal, ethical and transparent.

This commitment helps to ensure the integrity of our decision-making processes and the protection of our stakeholders' interests.

We will continue to monitor and evaluate our ethical performance and operational practices, taking corrective actions when necessary and seeking to improve our business operations to ensure we act with integrity and accountability.

Respecting Human Rights

MSX respects all internationally proclaimed human rights, including the International Bill of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, which address freedom of association and collective bargaining, forced labor, child labor, and non-discrimination. We uphold individual human rights as part of our commitment to our global community and to each other, and we recognize the dignity of all human beings and their right to live their lives free from social, political, or economic discrimination or abuse. We do not knowingly engage with suppliers or other third parties that violate labor or human rights laws.

Protecting Personal Data

MSX respects and upholds each individual's right to privacy as it pertains to "personally identifiable data" which is any data that identifies or could be used to identify, contact, or locate the person to whom the data relates. Anyone providing MSX with personally identifiable data relies on the company to handle it with the appropriate care and confidentiality, trusting MSX to shield the privacy of our employees, suppliers, customers or other third parties. When we collect, access, use or disclose personally identifiable data, we must do so ethically and in accordance with all applicable legal requirements, including local privacy and data protection laws.

Preventing Discrimination and Harassment

MSX respects each individual's right to be treated with dignity and in a fair manner. We will not accept any behavior that is in any way unlawfully discriminatory toward others, or any behavior that can be perceived as unlawful harassment. We respect the local law and any employee violating the respective laws in their country may be sanctioned. Our decisions in our employment practices such as hiring, evaluating, transferring, compensating, and promoting employees are based on qualification and skillset, and not on race, color, gender, sexual orientation, marital status, religion, political opinion, nationality, ethnic background, social origin, social status, disability, age, or union membership, or any other characteristic protected by local law, as applicable. Every employee has the responsibility to report to their supervisor and HR representative any incidents of discriminatory behavior and/or harassment. Each incident will be investigated in a timely manner, and MSX will address any unlawful or inappropriate conduct uncovered in the investigation. MSX does not tolerate any retaliation against anyone reporting such circumstance in good faith, and any acts of retaliation should be reported to a supervisor and HR representative.

Recognizing Diversity

As a global company represented in over 80 countries, MSX recognizes the value of diversity. We believe diversity in background, thought and experience is part of our longstanding success and will continue to help us achieve our ambitions.

Communicating with One Voice

It is crucial for us to communicate effectively in corporate messaging. Contradictions and inconsistencies confuse the public and present a distorted picture of MSX and its goals. No employee, unless authorized by the Head of Marketing and PR Communications, may provide or discuss, on behalf of MSX, information concerning the company with representatives of the media. If a media representative asks a colleague for a statement by MSX, they must not comment and instead refer the matter to the Head of Marketing and PR Communications of MSX.

Reporting Concerns

MSX believes open communication is necessary to establish trust. We encourage all employees to come forward with any concerns they may have relating to the company, its people and the work environment. As a rule, we expect employees to talk to their supervisor first, who in turn is expected to provide support, guidance, or an appropriate reply. Should they feel uncomfortable speaking to their supervisor, they're encouraged to contact the local HR representative. The concepts of honesty and fairness apply in this context. Before reporting a concern, they're encouraged to be certain the report is done in good faith. Moreover, at any moment in time, employees can use our whistleblowing channels.

Cybersecurity & Data Protection

As MSX has evolved, its digital business model has become increasingly dependent on sharing and managing data through a wide variety of digital platforms. Many of those environments exist outside of MSX's digital enterprise. For this reason, data security and compliance are key to the success of both our customers' programs and MSX's business model.

Demonstrating a commitment to **protecting customer data** builds trust. Companies that prioritize cybersecurity show responsibility and attract new investment and business opportunities. Conversely, a breach can harm a company's reputation and erode customer trust.

Additionally, compliance with data privacy regulations is essential in today's rapidly evolving regulatory environment. Non-compliance can result in legal actions and financial penalties. Investing in data management policies ensures adherence to these regulations.

Because MSX understands that the security and compliance of the data we manage is paramount to our customers, MSX launched the **Information Security and Compliance Department** in 2016. This team provides granular support across two primary areas. The first is managing cybersecurity operations. The second is managing compliance across the MSX enterprise.



Security Scorecard

96/100

MSX Security Operations

MSX's Security Operations Center operates 24/7, 365 days a year, to help secure our environment. MSX Security Operations uses **LevelBlue USM Anywhere Systems Event and Information Monitoring solution (SIEM)**, which provides asset discovery, vulnerability assessment, intrusion detection, behavioral monitoring, event correlation, threat intelligence, threat detection, and compliance support for all MSX solution platforms. For cloud-based solutions, MSX uses **MS Azure Defender Cloud** by default to protect its end points and cloud storage environments. MSX also uses **Microsoft Defender for Endpoint** as its preferred endpoint protection client for servers and clients. This cloud-based environment blocks malware, ransomware, nonmalware, and other threats. Moreover, MSX is committed to ensuring compliance with regard to data protection of personal data against unauthorized or unlawful processing, and against accidental loss, destruction, damage, alteration, or disclosure. MSX endeavors to always implement best-practice processes based on international IT security standards, applicable laws, and all privacy regulations.

Cybersecurity Standards

ISO27001, SOC 2, Type II certifications for MSX's hosting environments, ENX's TISAX, and CIS v8.

Information Security Management System (ISMS)

MSX maintains a comprehensive **Information Security Management System (ISMS)** with detailed policies that include: IT Risk Management; Audit and Compliance; Asset Management; Information and Media Disposal, Mobile Computing Security, Data Retention, Information Classification; Secure Information Exchange; Third-Party Security Management; Security Awareness and Training, Access Control, Account Management, Network Security Management, Physical Security, Vulnerability Management; Systems Configuration, Change Management, Encryption and Key Management; Application Development Security, Data Breach Response, Backup and Recovery, Business Continuity, and Customer Data Privacy.

MSX Security Measures

MSX International has implemented several technical and organizational measures to protect data and information assets, and, in particular, personal related data. These measures include:

- Regular review of MSX's data protection documentation, on demand or annually, to accommodate changes in international data privacy requirements
- Ongoing commitment to security standards with international information standards such as TISAX and CIS v8
- Training for MSX employees and subcontractors in information security best practices and privacy best practices, conducted annually
- Evaluation of subcontractors and vendors via the MSX Vendor Management Program
- Conducting annual Data Privacy Impact Assessments on all active MSX programs
- Availability of data protection policies on demand, which can be requested via customer request
- Development of Data Protection Agreements (DPA) by project, based on applicable national and international laws
- Enforcement of Data Retention Policies on its programs by MSX

These measures aim to ensure MSX's compliance with data protection against unauthorized or unlawful processing, accidental loss, destruction, damage, alteration, or disclosure.

Corporate Governance

	Board Meeting	Operational Committee	People & Sustainability Committee	Audit Committee
Organizer	Shareholder	Shareholder	CEO	CFO
Participants	Board members, CEO, Deputy CEO, CFO	Board members, CEO, Deputy CEO, CFO	Selected Board members, CEO, CPO	Selected Board members, CFO
Purpose	<ul style="list-style-type: none"> Protects shareholders' interests Establishes policies for management Oversees the corporation or organization Makes decisions on important issues a company or organization faces 		<ul style="list-style-type: none"> Guides and decides on organizational changes Defines reward policy to motivate executives to achieve the interests of shareholders Guides on ESG 	<ul style="list-style-type: none"> Ensures the integrity of the financial reporting and audit process Oversees the maintenance of internal control and risk management systems
Duration	2 - 3 hours	1 - 2 hours	2 - 3 hours	2 - 3 hours
Frequency	Quarterly	Monthly	Quarterly	Quarterly

Corporate Governance

Protecting Personal Data

MSX respects and upholds each individual's right to privacy as it pertains to "personally identifiable data" which is any data that identifies or could be used to identify, contact, or locate the person to whom the data relates. Anyone providing MSX with personally identifiable data relies on the company to handle it with the appropriate care and confidentiality, trusting MSX to shield the privacy of our employees, suppliers, customers or other third parties. When we collect, access, use or disclose personally identifiable data, we must do so ethically and in accordance with all applicable legal requirements, including local privacy and data protection laws.

Enterprise Risk Management

MSX encounters numerous risks that could affect any aspect of our commercial business activities and therefore we recognize that the effective management of such risks is vital.

To ensure we are able to achieve our operational aims and strategic objectives, in 2024 we implemented a new, more consistent approach towards risk which focuses on the identification of risk and minimizing the likelihood and consequence of such threats through prioritized and targeted risk mitigation efforts. Our Global Corporate Risk Register is reviewed by the executive team annually to reflect current status, also helping to ensure we comply with laws, regulations, and changing industry standards.

We also conduct an annual PESTLE analysis at a market level to proactively identify external factors, such as regulatory changes, economic shifts, and emerging technologies that could impact both our service delivery and compliance obligations. This helps us stay ahead of risks and align with legal and ethical standards. Risk continues to be reviewed by external stakeholders in accordance with regulatory and accreditation requirements.

Integrated Management System

As a service provider, MSX continues to experience increased customer focus on compliance which plays a defining role in the future of the automotive industry, affecting both manufacturing and consumer trust, and presenting stricter expectations for the supply chain.

In alignment with the operational centralization completed by MSX over recent years, we are improving the structure and visibility of our compliance coverage by establishing global compliance mapping. Collaboratively our operational functions have always worked seamlessly in response to compliance related efforts, such as requests for information from various stakeholders, however by improving our central compliance mapping, it will better align our matrix of internal policies, procedures, and controls to further improve management for the applicable laws, regulations, and industry standards in the various global jurisdictions. It will help identify potential compliance gaps between internal practices and external requirements and therefore further minimize the risk of penalties and legal issues as well as reducing waste from overlapping effort cross-department, supporting our continuous improvement and LEAN activities.

Quality & Compliance - Certifications

Enterprise Risk Management

The Quality & Compliance Function forms part of the wider Strategy & Organization department and is the core component of the organization's global Quality Management System. It is responsible for monitoring, maintaining, and continuously improving systems, processes, and quality culture to ensure MSX services meet applicable regulatory requirements, internal standards, and customer expectations.

The function also coordinates all **MSX ISO9001 certification** activities, as well as managing **TISAX Information Security Management Systems** (ISMS) in collaboration with the global **CTO ISC team**. Customer requirements and expectations regarding accreditation coverage continue to increase and we closely review our compliance status to expand focus to further locations as necessary.

In 2025 we are working on the implementation of a **new** central, global Quality Management system and Quality Policy in order to fully align quality practices, followed by the expansion of our existing ISO9001 certification coverage. Similarly, we continue to implement TISAX information security standards across our markets, with no less than 5 additionally accredited markets expected around the close of 2025!

ISO9001 - MSX is accredited across all European Markets, plus Australia and Brazil. Verification is provided by Lloyds Register Quality Assurance (LRQA) on an annual basis against the requirements of ISO 9001:2015.

TISAX - TISAX (Trusted Information Security Assessment Exchange) is a certification framework specifically designed for the automotive industry to ensure standardized and controlled information security practices. MSX currently holds accreditation in CEE, Germany, Spain and the UK, with implementations ongoing in Brazil, France, India, Italy and the US.

Managing Conflict of Interest & Avoiding Corruption

At MSX International, ethical conduct and legal compliance are foundational to our operations and sustainability strategy. Our commitment is formalized through two key governance instruments: the Code of Legal and Ethical Business Standards Compliance and the Anti-Bribery and Anti-Corruption (ABAC) Policy. These documents guide our behavior, define our responsibilities, and reinforce our zero-tolerance approach to corruption across all geographies and business functions.

Avoiding Conflicts of Interest

MSX recognizes the importance of respecting the personal lives of its employees, including their right to manage personal affairs and investments. However, we are equally committed to preventing situations where personal interests may conflict with company interests. Employees whose roles involve interactions with customers, suppliers, or competitors must prioritise MSX's financial and reputational interests. Any potential or perceived conflict must be disclosed and addressed proactively to uphold transparency and trust.

Complying with Laws & Regulations

All MSX employees are responsible for understanding and complying with the laws and regulations relevant to their roles and locations. Violations can have serious consequences for both the individual and the company. Our Code of Conduct provides clear guidance and encourages employees to seek clarification when needed and to report any suspected breaches through appropriate channels.

Competing Fairly

MSX competes vigorously but ethically. We strictly adhere to competition and trade practice laws, ensuring that our market behavior is fair, transparent, and respectful of legal boundaries. Unethical competitive practices are not tolerated and are subject to disciplinary action.

Prohibiting Bribery & Corruption

Our ABAC Policy enforces a zero-tolerance stance on bribery and corruption. MSX prohibits offering, promising, giving, or receiving anything of value to influence decisions or gain unfair advantage. This applies to all employees and third parties acting on our behalf. Refusing to engage in corrupt practices — even at the cost of losing business — is not only supported but expected. Employees are protected from retaliation when they report concerns in good faith.

Political Donations & Lobbying

MSX does not permit political donations or lobbying activities that could influence business decisions or breach local laws. Employees may engage in public service roles in a personal capacity but must obtain explicit authorization before representing MSX in any lobbying activity.

Training & Awareness

To ensure consistent understanding and application of these principles, MSX delivers tailored training programs across regions and roles. These include interactive modules and video-based learning on the ABAC, Code of Conduct and Whistle-blowing Policy, supported by regular updates and review.

Together for a Sustainable Future: Sustainable Procurement

We believe that companies have a responsibility to contribute to building a sustainable future. At MSX, we are committed to doing our part and invite our customers, suppliers, and partners to join us on this journey. We adopt policies and practices that promote the sustainable procurement of products and services by integrating environmental considerations into our business processes. This enables us to manage re-source consumption responsibly and reduce both direct and indirect environmental impacts.

As part of this commitment, we share our **Supplier Code of Conduct** with all suppliers and require their formal adherence. This Code outlines the minimum standards expected in areas such as legal compliance, ethical business practices, environmental responsibility and the wellbeing of workers. Suppliers must ensure that their workers are aware of and comply with the Code and maintain systems that demonstrate ongoing compliance.

An MSX supplier is required to **ensure** that:

- Its operations comply with all applicable environmental laws, including those related to waste disposal, emissions, discharges and the handling of hazardous and toxic materials
- The goods it manufactures (including inputs and components) comply with all relevant environmental laws and treaties
- It uses only packaging materials that meet environmental regulations

In addition, suppliers must have a **suitable environmental management system** in place. At a minimum, this system should include:

- An assessment of the environmental impact of all historical, current and likely future operations
- Measures to continuously improve environmental performance and reduce pollution, emissions and waste
- Actions to reduce the use of raw materials, energy and supplies
- Awareness-raising and training of workers on environmental matters



We are exceptional teammates.

We put collective success before individual achievement. We back each other, embrace diverse perspectives and win as one team.

People



Our Vision

At MSX International, our people are the foundation of our success. We envision a workplace where every individual feels at ease, connected, and empowered to thrive.

As a **people-centric** organization with a global and culturally diverse workforce, we are committed to fostering a culture of diversity, equity, inclusion, and belonging, where everyone feels seen, heard, and valued.

We prioritize holistic wellbeing, health and safety, and we invest in continuous learning and development to unlock the full potential of our teams worldwide.

By nurturing a high-performing, inclusive and growth-oriented environment, we aim to build a resilient organization that reflects the richness of our communities and drives sustainable impact across the mobility sector.

Start and Grow at MSX

At MSX International, we view the **Employee Life-Cycle** as a strategic journey that aligns individual growth with organizational success. From attracting top talent through a strong employer brand to fostering long-term engagement, each stage is designed to deliver measurable value to our people, our business, and our customers.

We prioritize a supportive and inclusive environment where employees feel connected to our values, empowered to grow, and recognized for their contributions. Our commitment to continuous development, mental wellbeing, and work-life balance ensures that every employee, at every stage, experiences a culture of **respect, purpose, and opportunity**. This holistic approach not only enhances performance and innovation but also strengthens customer satisfaction and sustainable growth.



Growth Story

Brendon Lawson's journey at MSX International exemplifies the company's commitment to internal growth and talent development.



Since joining in May 2023, Brendon has progressed through four roles, starting as a Sales and Warranty Audit Supervisor and quickly advancing to Warranty and Audit Program Manager.

When one project ended, MSX ensured continuity by placing him in a temporary role, demonstrating the company's dedication to its people.

Today, Brendon leads a dynamic team across multiple client projects, contributes to business development, and serves as a Lean ambassador in collaboration with global leadership.

His story reflects MSX's culture of support, flexibility, and opportunity, where initiative is rewarded, and career growth is actively nurtured.

Let's Look at Data!

Voluntary Turnover

2022	2023	2024
20%	19%	18%

Internal Mobility

2022	2023	2024
/	13%	19%

Employee Engagement*

2022	2023	2024
7.6	7.9	7.9

*Peakon

Training Hours per person annually

2023	2024
8.1	8.9

Performance Development Dialogue (PDD)

2024

54% employee coverage

PDD offers structured feedback, focused on personal and professional development between managers and employees.

Growth Story



Cláudia Neves joined MSX International in 2021 as the coordinator of non-technical training for a Training Academy in Portugal. With a strong focus on soft skills development, she quickly demonstrated her ability to lead with purpose and adaptability.

In January 2024, following MSX's expansion to manage the Training Academy across the South Cluster (Portugal, Spain, and France), Cláudia was promoted to Project Manager.

Today, she leads a team of eight and a network of freelance trainers, overseeing the full training lifecycle, from planning and delivery to quality assurance and performance tracking. Under her leadership, the team has introduced innovative training initiatives focused on wellbeing, emotional resilience, and stress management.

Cláudia credits her growth to the trust and encouragement of her managers, who supported her participation in project management training. Her journey reflects MSX's commitment to empowering talent, fostering leadership, and creating opportunities for continuous development in a dynamic, international environment.

Employee LifeCycle



Attraction

MSX positions itself as a top employer by cultivating a strong employer brand and promoting its values across the mobility industry. This phase focuses on drawing in candidates who align with MSX's culture and strategic direction, enhancing both reputation and long-term talent engagement.



Recruitment

This phase ensures the timely hiring of high-quality profiles that match company values and business needs. A professional and transparent recruitment process lays the foundation for trust, setting the stage for a positive and productive work relationship.



Onboarding

MSX provides a structured and supportive introduction to its culture, values, and role expectations. Effective onboarding accelerates productivity, strengthens team cohesion and enhances employee satisfaction from the start.



Growth

Employees are supported through continuous learning, skills development and career progression. This investment in talent drives innovation, boosts performance and contributes to sustainable business growth while aligning personal ambitions with organizational goals.



Retention

MSX fosters a culture of recognition, well-being and engagement. By promoting work-life balance and rewarding achievements, the company reduces turnover, enhances loyalty and builds resilient, high-performing teams.



Offboarding

Even at the exit stage, MSX ensures a respectful and structured transition. Through exit interviews, knowledge transfer and alumni engagement, the company maintains positive relationships and protects business continuity, paving the way for future collaboration.

Health & Safety

At MSX International, the **health, safety and well-being** of our people are foundational to our operations and deeply embedded in our corporate culture. We recognize that a safe and respectful work environment is not only a legal and ethical obligation, but a strategic priority that supports our long-term sustainability and performance.

Our **Code of Conduct** serves as the cornerstone of this commitment, emphasizing the importance of accident prevention, workplace safety and the protection of human rights. It outlines our zero-tolerance stance on slavery, forced and child labor, harassment, bullying and discrimination, reinforcing our dedication to fostering a **workplace where everyone is treated with dignity and respect**.

MSX operationalizes these principles within **two** main policies: the **Environmental, Health & Safety Policy** and the **Labor, Anti-Slavery and Human Rights Policy**.

Together, these frameworks reflect MSX's approach to social sustainability and responsibility, where the protection of people is valuably enshrined in our business strategy. Through continuous improvement, training and accountability, we strive to create a workplace that is not only compliant but exemplary in its commitment to health, safety and human dignity.

Environmental, Health & Safety Policy



Environmental, Health & Safety Policy (EHS)

The **MSX Environmental, Health & Safety Policy** outlines the company's commitment to ensuring the health and safety of all employees, contractors, clients and stakeholders. The policy affirms that all **workplace injuries are preventable** and that **every individual is accountable for maintaining a safe and healthy work environment**. MSX pledges **compliance** with all applicable safety and environmental regulations, integrating EHS considerations into business planning and service development.

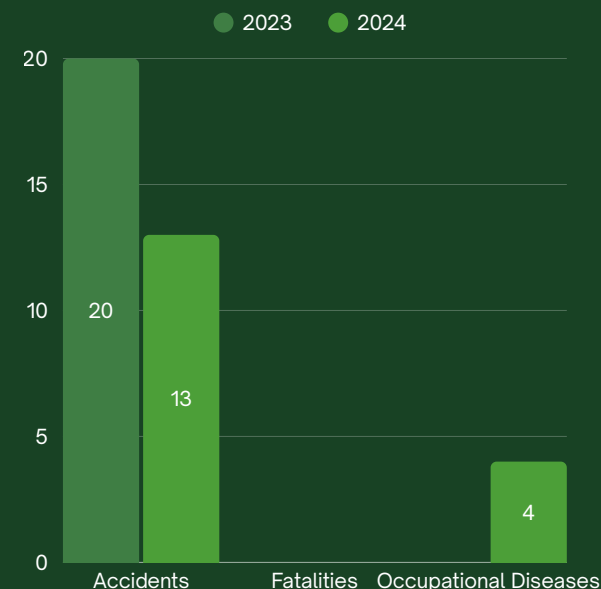
The policy also emphasizes **proactive hazard identification, continuous improvement and transparent reporting mechanisms**, reinforcing a culture of shared responsibility and EHS excellence across the organization.

Labor, Anti-Slavery and Human Rights Policy

The **Labor, Anti-Slavery and Human Rights Policy** reaffirms the company's unwavering commitment to **ethical labor practices, human dignity and workplace equity**. The policy prohibits all forms of modern slavery, child and forced labor and human trafficking across its operations and supply chain. It promotes **fair wages, safe working conditions, freedom of association and non-discrimination**. MSX fosters a culture of **diversity, equity and inclusion**, ensuring a workplace free from harassment, bullying and retaliation. The policy also outlines clear **grievance mechanisms, due diligence processes and governance structures** to uphold these standards.

LABOR, ANTI-SLAVERY AND HUMAN RIGHTS POLICY

Accidents, Fatalities, Occupational Diseases



The health, safety and wellbeing of our employees are fundamental priorities. In 2024, MSX was able to **reduce** accidents by **35%**, while occupational diseases increased to 4 instances but were all related to minor Covid-19 cases. **No** fatalities occurred.

Our continuous improvement approach integrates proactive risk management, employee training, and a robust reporting system to identify and address potential hazards. By embedding safety into our daily practices and decision-making processes, we aim to create a resilient and supportive workplace where everyone feels protected and empowered.

Wellbeing and Work Conditions

Employee wellbeing is not only a strategic priority, but a reflection of our core values and ethical commitments. Our Code of Conduct outlines a comprehensive approach to fostering a workplace where **individuals feel safe, respected, and empowered**. We uphold internationally recognized human rights, including freedom from discrimination, forced labor, and harassment, and we promote equal opportunity in all employment practices.

The Code emphasizes the importance of a safe and healthy work environment, where the wellbeing of all stakeholders is considered to be the top priority of the company.

MSX also values **diversity** as a driver of innovation and success. Open communication is encouraged through a strong “speak-up” culture, supported by clear reporting channels and protections against retaliation.

Through these principles, MSX creates a culture where wellbeing is not only protected but actively promoted, enabling our people to thrive both personally and professionally.

Working Conditions and Benefits

- Health Insurance
- Ticket Restaurants & Vouchers
- Paid Study Leave
- Paid Birthday Leave
- Discounts

Mental Health Day

On October 10th, MSX International joined the global observance of **World Mental Health Day**, reaffirming our commitment to fostering a culture of wellbeing and psychological safety. In alignment with this, we launched a series of initiatives aimed at supporting mental health across our organization.

These included interactive **Lunch & Learn sessions on stress management**, delivered in partnership with external experts, and a dedicated **LinkedIn Learning Marathon** for People Managers, focused on building resilient and supportive teams.

By empowering our leaders and engaging our workforce, we continue to promote a balanced, inclusive, and thriving work environment where mental wellbeing is a shared priority.

Wellbeing in Numbers

2022	2023	2024
7.4	7.5	7.8

Source: Peakon



Whistleblowing Policy and Platform

In line with the principles outlined in the MSX Code of Conduct, the **Whistleblowing Policy and Platform** provide a secure and confidential channel for employees and third parties to report **suspected violations of laws, internal regulations, or ethical standards**.

Accessible via the MSX website, the platform ensures anonymity, protects whistleblowers from retaliation or discrimination, and guarantees the fair handling of reports through a structured process led by the Ethics Officer.

All reports are managed with strict confidentiality and in compliance with data protection regulations, reinforcing MSX's dedication to ethical business practices and the wellbeing of its people.

View the Policy and the Platform here: [Whistleblowing Policy and Platform](#)



In 2024, MSX International received **two** anonymous whistleblowing reports, one from the United States and one from Hungary, both alleging inappropriate behavior by a recruiter. Despite multiple follow-ups, the whistleblowers did not provide sufficient details to enable a full investigation. As a result, **no further action could be taken**.

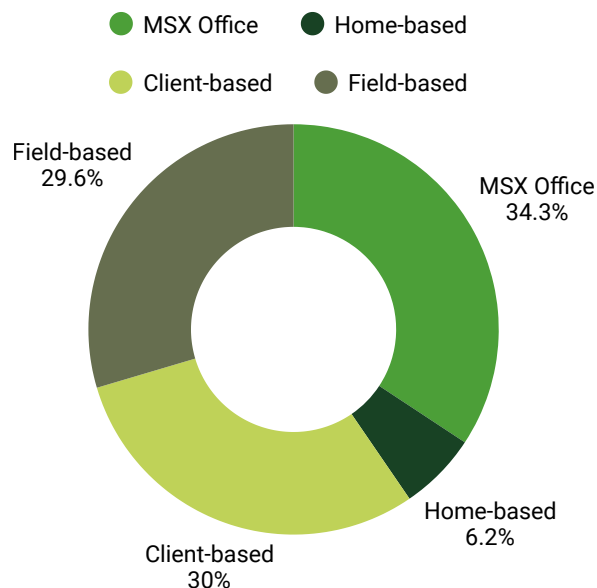
Nevertheless, **MSX took proactive steps to reinforce ethical standards across its operations**. Targeted training sessions were delivered within various hubs to raise awareness and prevent bias throughout the recruitment and selection process. These efforts reflect our commitment to maintaining a transparent, respectful, and inclusive workplace culture.

MSX remains dedicated to upholding the principles outlined in its Whistleblowing Policy, which guarantees confidentiality, protects whistleblowers from retaliation, and ensures that all reports are handled with integrity and fairness.

Hybrid Working at MSX

Internal data showed how Hybrid Working significantly **increases employee satisfaction** at MSX, being recognized as a **meaningful benefit** that enhances **engagement**.

90% of MSX new joiners state to have chosen MSX because of its Hybrid Working policy.



Work-Life Balance: the MSX Hybrid Working Policy

At MSX International, we recognize that **flexibility** is key to promoting a healthy work-life balance and supporting the mental wellbeing of our global workforce.

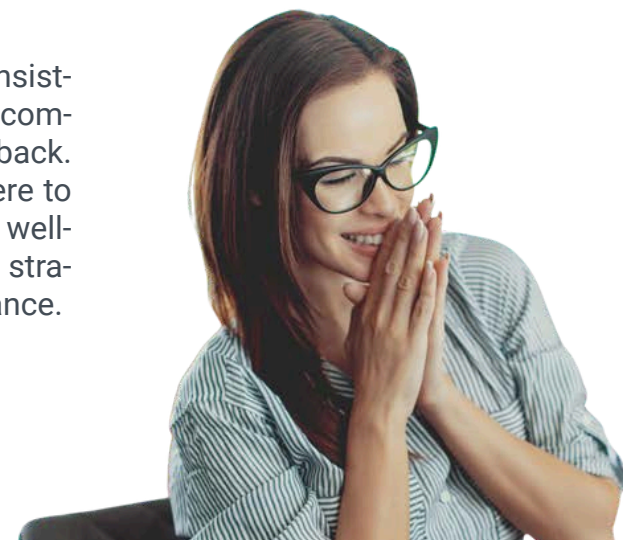
Our **Hybrid Working Policy** reflects this commitment by enabling employees, where regulations and customer requirements allow, to work remotely for part of the week while maintaining regular in-office collaboration.

The standard guidance states that employees may work remotely for up to three days per week, with flexibility for team needs and individual circumstances.

This balanced approach not only enhances productivity and creativity but also reduces commuting stress and supports diverse working styles.

By empowering our people with choice and trust, we continue to build a resilient, inclusive, and people-centered workplace.

Flexibility and remote working are consistently appreciated across the MSX community, as reflected in Peakon feedback. The freedom to choose how and where to work is seen not only as a driver of wellbeing and retention, but also as a strategic enabler of sustainable performance.



Help for Valencia

In response to the devastating floods that struck Eastern Spain in October 2024, impacting the Valencian Community, Castilla-La Mancha, and Andalusia, MSX took immediate action to support both our colleagues and the wider community.

While we are relieved that all MSX team members in the region were reported safe, many suffered significant personal losses. The company allocated dedicated financial resources to assist affected employees with recovery expenses, including temporary accommodation, essential supplies and other urgent needs.

In parallel, our HR team in Spain mobilized a volunteer initiative, enabling employees to contribute time to local relief efforts without compromising client service.

Additionally, a grassroots fundraising campaign was launched internally, allowing colleagues across MSX to show solidarity and provide direct support to the Valencian community. These actions reflect our enduring commitment to standing by our people and the communities we serve in times of crisis.



Training on Wellbeing

As well as offering **8.9 training hours** per person throughout 2024 globally, MSX also developed Lunch & Learn courses on several different topics for all employees.

Some tackled topics of pivotal importance for sustainability in the company, such as the **"Mental Health and Wellbeing" Lunch & Learn**, a three-session course providing practical strategies for emotional management, offering new insights, interactive exercises and scientifically backed approaches that support emotional resilience and wellbeing.

Diversity, Equity and Inclusion

As a global consulting firm, MSX International's greatest asset is its **people**. Our success depends entirely on the diverse talents, perspectives, and experiences of our workforce.

That's why **Diversity, Equity, and Inclusion** (DEI) are not just values: we see them as strategic imperatives. We are committed to fostering an inclusive culture where every individual feels respected, empowered, and able to thrive.

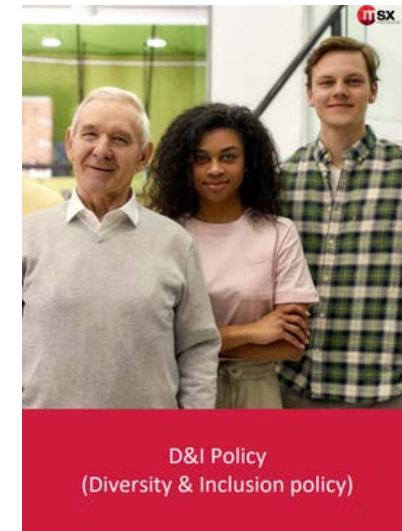
By embedding DEI principles across the employee experience, we ensure that all voices are heard and valued, creating a workplace that reflects the richness of the communities we serve.

This inclusive approach strengthens collaboration, drives innovation, and reinforces our ability to deliver exceptional value to our clients worldwide.

DEIB Policy

The DEIB (**Diversity, Equity, Inclusion and Belonging**) 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 wellbeing 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 and Labor, Anti-Slavery and Human Rights Policy.



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

Inclusion at MSX

As a global consulting firm with a diverse workforce spanning multiple countries, MSX International places inclusion at the heart of its culture.

Inclusion Global Talk

The Inclusion Global Talk aimed to **#inspireinclusion** and **#fightbias**.

The event took place on April 9th in a global meeting where colleagues from across the organization shared personal stories and best practices, fostering a culture of openness and belonging.

MSX Inclusion Award

During this event, some colleagues were nominated for the **MSX Inclusion Award**, celebrating individuals who exemplify inclusive leadership.

The inaugural award was granted to Marcelo Gomez, Operations Director - South America, for outstanding contributions to DEI.

This award reflects our belief that inclusive leadership is essential to building strong, collaborative teams and sustaining long-term success. By celebrating those who champion equity and belonging, we continue to strengthen our culture and inspire positive change across the organization.

Martin Luther King Jr. Day

MSX took part in the celebration of Martin Luther King Jr. Day, a day of reflection and celebration, honoring the legacy of Dr. King and reinforcing our values of equality and civil rights with dedicated internal and external communications through our MSX LinkedIn Page.

Training on Inclusion

MSX offers training on the promotion of inclusion, such as the **Lunch & Learn “Hiring Beyond Bias”** course, aiming to build a diverse workforce, better manage the recruiting process, and ensure fairness and objectivity.



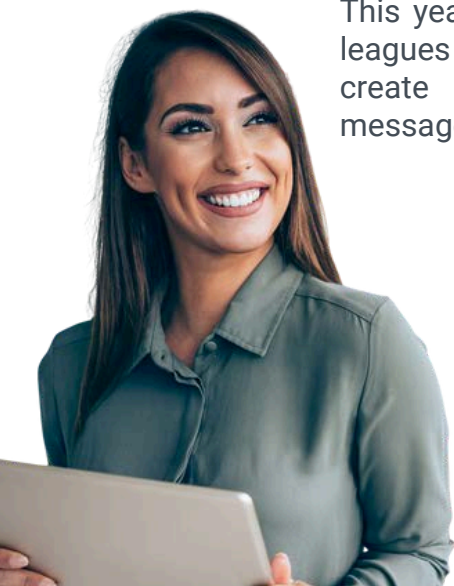
International Women's Day

Always in light of #inspiringinclusion, MSX International celebrated **International Women's Day and Month**.

The campaign aimed to inspire others to understand and value women's inclusion, forging a more equal and inclusive world and empowering women.

A global celebration of gender equity, highlighted by a dedicated LinkedIn campaign, showcased voices from across the organization and reaffirmed our commitment to inclusion.

This year, we involved our colleagues by inviting them to create their own personal messages about inclusion.



Let's inspire inclusion. Together.


Dear Team,

Tomorrow, March 8th, **marks International Women's Day**, a momentous occasion to honor the remarkable achievements and contributions of women worldwide.

This year, the theme is to **inspire inclusion**, underscoring the crucial role of inclusion in achieving gender equity. It calls for action to break down barriers, challenge stereotypes, and create environments where everyone is valued and respected.

International Women's Day serves as a powerful reminder of our collective responsibility to champion diversity, equity, and respect in all that we do.

#InspireInclusion



Inclusion is not just a moral imperative; it is also crucial for our company's success. By embracing diversity and creating an inclusive workplace, we unlock a wealth of perspectives, new ideas, and talents.

Inclusive teams are proven to make better decisions, solve complex problems more effectively and drive great business results!

Tomorrow, **March 8**, provides an excellent opportunity to express our appreciation for the remarkable women within our company. It inspires us to acknowledge and celebrate their invaluable contributions and successes every day.

Celebrate the remarkable contributions of MSX women who make a difference every day by sending them a shout out!

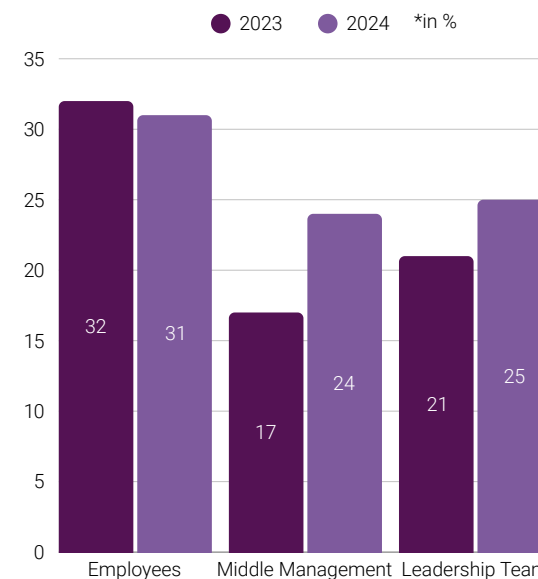
A few of our Team Members shared their thoughts on how to inspire inclusion

Female Engagement



Between 2023 and 2024, MSX International saw a notable **increase in female representation** across its management levels. While the number of female employees remained stable, female participation in middle management rose significantly from 17% to **24%**. Similarly, the Leadership Team saw an increase from 21% to **25%** in women's engagement.

This upward trend highlights MSX's commitment to fostering gender equity and promoting female leadership within the organization.



Social Dialogue



The success of MSX is heavily reliant on the achievements and satisfaction of its employees. Therefore, MSX endeavors to cultivate a workplace culture that encourages its leaders and empowers all staff to thrive, contribute and develop.

This ethos is founded on the fundamental values of mutual respect and open communication. The **Social Dialogue Policy** is a testament to MSX's commitment to promoting democratic engagement and consensus among the major players in the workforce, providing a structure for the establishment of enduring group relations, which include all forms of dialogue, consultation and information exchange between or among government, employer and worker representatives on topics of common concern.

MSX is committed to:

- Respecting, promoting and upholding the fundamental rights included in treaties of the International Labor Organization (ILO), as stated in the Declaration on Fundamental Rights and Principles at Work and encompassed in our Human Rights Policy: The right to collective bargaining is effectively recognized, as is the freedom of association, the abolition of all forced labor and complete prohibition of child labor, and discrimination in gender, job and occupation
- Promoting social dialogue beyond legal and regulatory requirements
- Considering all employees as the most important and highly valued resources to be cared for
- Respecting each employee's right to form and join the union/organization of their choice and engage in productive and collaborative negotiations
- Considering the unions as useful participants in the organization

We create a better tomorrow for our clients every single day.

We guide, advise and drive our clients towards superior outcomes.



Planet

Our Vision

At MSX International, we are committed to protecting the environment and minimizing our ecological footprint.

Guided by our Climate and Environmental Policy, we strive to integrate sustainability into every aspect of our operations and value chain.

We recognize the impact of our activities and are dedicated to continuous improvement through responsible practices, innovation, and strategic action.

By fostering a culture of environmental stewardship and accountability, we aim to lead by example, inspire positive change and contribute to a more sustainable future for the automotive industry and the planet.

Our Commitment to the Environment



As outlined in our Climate and Environmental Policy, we are committed to contributing to environmental sustainability by:

Reducing our GHG emissions

We strive to advance our decarbonization efforts across Scope 1, Scope 2, and Scope 3 emissions, with the goal of achieving carbon neutrality in our own operations by 2035. To reach this target, we are progressively transitioning to a fleet of electric or hybrid vehicles, aiming for **50% adoption by 2030**.

We are also committed to sourcing renewable energy for our offices and facilities, with the objective of reaching **100% renewable energy usage by 2035**. In parallel, we are investing in energy-efficient lighting, heating and cooling systems, and implementing energy-saving practices across our facilities. Regular maintenance of equipment ensures optimal performance and minimal emissions.

To further reduce our environmental impact, we continue to promote virtual meetings and remote working practices through our Hybrid Working Policy, thereby limiting business travel. We also encourage employees to use public transportation, carpooling and cycling whenever possible.

Our commitment extends to our supply chain, where we prioritize partnerships with suppliers who demonstrate a strong commitment to environmental sustainability. Ultimately, we aim to achieve net-zero emissions along our entire value chain by 2035, in alignment with the **1.5°C pathway**.

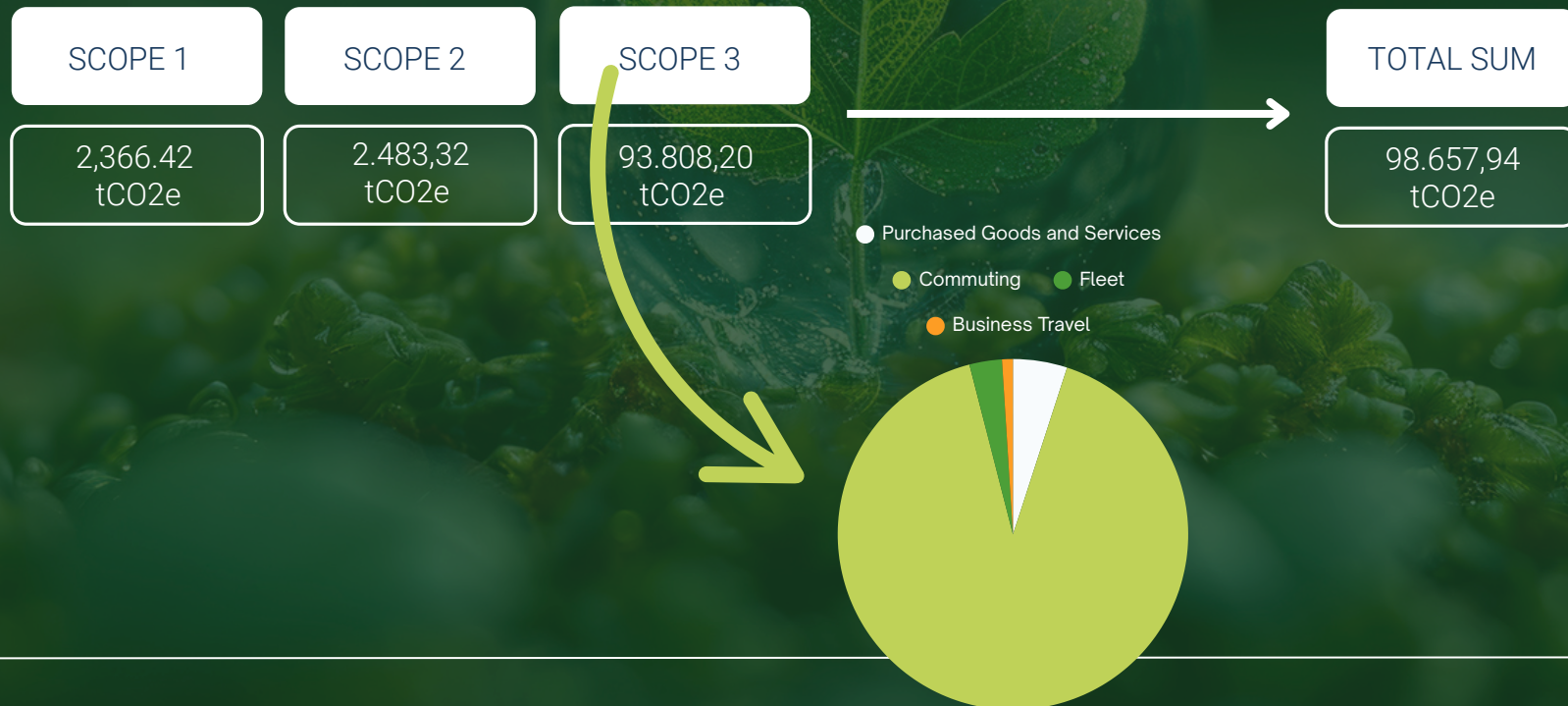
MSX commits to annually publishing a **Sustainability Report**, in addition to conducting annual carbon footprint assessments. We measure our carbon footprint in accordance with ISO 14064-1 standards to monitor our greenhouse gas emissions and guide our reduction actions.

We will also engage third-party auditors to verify our environmental data and performance.

GHG Emissions

In 2024, MSX International significantly **enhanced the accuracy and scope** of its carbon footprint assessment compared to the initial calculation conducted for 2023.

The greenhouse gas emissions inventory of MSX International for the year 2024 presents a significantly different emission profile compared to 2023, characterized by an overall growth of 235.8% in total emissions, which increased from 29,377.87 tCO₂e to 98,649.31 tCO₂e. This substantial variation mainly reflects the expansion of the reporting boundaries and methodological improvements in data collection, particularly for Scope 3 categories, rather than a real increase in company emission activities.



Implementing waste reduction, recycling and composting programs

We adopted the principles of circular economy across all our activities, minimizing waste and maximizing the reuse and recycling of materials. In designing our solutions, we take into consideration circular economy principles and encourage our clients to embrace them. We commit to:

- Promoting efficient recycling among employees both at the office and at home
- Eliminating plastic bottles from our offices at global level
- Enhancing reuse practices for electronic equipment

We created a “Welcome Kit” for all the MSX new joiners. Some markets include a branded MSX bottle, aiming to reduce plastic consumption.

We also evaluated with IT support the possibility to implement a **global program for laptop end-of-life management**.

We aim to:

- Track the lifecycle of all company-owned laptops to ensure optimal use and timely upgrades
- Collect and refurbish laptops and other devices at the end of their life cycle for reuse within the company or for donation to educational and non-profit organizations in accordance with EU and national regulations
- Ensure responsible disposal, meaning that any electronic device that cannot be refurbished or reused will be disposed of through certified e-waste recycling partners to minimize environmental impact
- Encourage employees to return their old devices for refurbishment and educate them on the importance of electronic waste reduction

Increasingly promoting employee engagement and training

We firmly believe that our employees play a crucial role in achieving our environmental goals. At MSX, people are highly valued and placed at the heart of our business. Therefore, we aim to:

- Provide training and resources to raise awareness about our environmental policies and practices

- Recognize and reward employees who contribute significantly to our environmental objectives with a dedicated yearly Green Hackathon
- Encourage employee participation in sustainability initiatives and green practices

Boosting continuous improvement

MSX is a Lean Company dedicated to the **continuous improvement of our environmental performance**. We commit to:

- Staying informed about the latest environmental regulations, standards and best practices
- Regularly reviewing and updating our policies to reflect new insights and advancements
- Fostering a culture of sustainability and innovation within our organization



MSX Iberia - Responsible Consumption at the Office

MSX Iberia has taken proactive steps to reduce its environmental footprint through targeted changes in daily activities in the workplace.

Previously, the offices consumed around 1,200 plastic water bottles each month. In 2024, MSX Iberia has switched to reusable water fountains, using only 28 water cooler bottles monthly, along with the introduction of recyclable cups.

Coffee capsules, once discarded in organic waste, are now collected in a dedicated bin and sent to a certified recycling center.

Concerning paper usage, MSX Iberia has transitioned from using 10,000 sheets of standard paper per month to adopting recycled paper, promoting double-sided printing, and installing special containers for paper recycling.

These initiatives reflect MSX's commitment to sustainability and responsible resource management at the local level.

Reducing Our Environmental Impact

In 2024, MSX International significantly advanced its environmental stewardship through a robust **upgrade in GHG inventory methodology** and a broader reporting scope.

Direct emissions (Scope 1) were **reduced** by an impressive **75.6%**, largely due to a sharp decline in fleet mileage across key European countries, with notable reductions in Poland (-77%), France (-67.2%), and Belgium (-61.4%). Specifically, diesel vehicles and gasoline vehicles reduced their mileage of 18.9M km and 12.2M km respectively. This reflects a strategic shift in mobility practices and a conscious effort to limit the use of high-emission vehicles.

Indirect emissions (Scope 2) **decreased** by **26.5%**, supported by both lower energy consumption and the inclusion of new countries with more favorable emission factors, such as Sweden.

While Scope 3 emissions **increased** due to the transition from a spend-based to an activity-based methodology, this change enhances the **accuracy and transparency** of our reporting, capturing previously under-represented categories such as carpooling, walking and cycling. The expansion from 12 to 23 operational locations and the inclusion of diverse energy profiles further demonstrate our commitment to comprehensive and responsible environmental management. These results underscore **MSX's dedication to continuous improvement and data-driven sustainability practices**.

Egencia

MSX International is committed to reducing the environmental impact of corporate travel by leveraging **Egencia**, a digital travel management platform that integrates sustainability into every step of the journey.

Egencia enables the company to **track, calculate and report carbon emissions from business trips**, while guiding employees toward more eco-conscious travel choices. Through features such as carbon-efficient flight recommendations, rail alternatives for short-haul routes and personalized sustainability insights, MSX empowers its teams to make informed decisions that align with our broader climate goals.

As part of our ongoing commitment, we will continue to refine our travel policies and promote low-emission alternatives to support a greener future.



Green Hackathon

To engage employees in the company's green transition, and inspire them to adopt a more sustainable way of living, we launched a **Green Hackathon**, an internal competition aimed at driving innovative ideas for a more sustainable future.

Participants were asked to formulate and submit proposals to make MSX more sustainable. The ideas could concern responsible waste management, biodegradable packaging, cruelty and toxin free solutions, renewable power, recycled materials and carbon neutrality.

From the proposals submitted, we selected **two** winners:

- A solution to make **vehicle purchases greener**, improving the sustainability of our company fleet

- A project on the implementation of a **circular economy model related to the reuse of laptops and computers** to reduce e-waste.

Concerning the latter, MSX conducted a survey to assess the potential for laptop reuse across its local markets in Europe, specifically in France, Germany, Italy, the Nordic countries, Spain and the United Kingdom.

The findings indicated that some of these markets have already started implementing this policy in 2024, such as Germany, Italy and the UK. Furthermore, the results also showed that, in accordance with both European Union and national regulations, up to 100 laptops per year could be sold at highly affordable prices, ranging from €20 to €100.

This initiative not only offers employees the opportunity to buy laptops at significantly reduced costs, but also contributes positively to environmental sustainability by reducing electronic waste, a major source of pollution.

We favourably welcomed these ideas and are championing these projects as part of our mission to create a positive impact. The ideas perfectly align with MSX's Climate and Environmental Policy, a key pillar of our corporate strategy.





Future Goals and Targets

We are committed to continuously improving our environmental performance and have set ambitious goals for the future. We aim to:

- Progressively transition to a fleet of **electric or hybrid vehicles**, targeting **50% by 2030**
- Reduce our overall carbon footprint by becoming **carbon neutral** in our own operations **by 2035**
- Achieve **net-zero** along our value chain in line with a 1.5°C future in **2035**
- Achieve **100% renewable energy usage by 2035**

We are fearless explorers.

We are unafraid to discover new roads. We harness our creativity to find better ways of navigating the future.

Prosperity



Our Vision

At MSX, Prosperity means more than economic growth — it's about creating shared value for all our stakeholders: clients, suppliers, employees, and the local communities we serve.

We believe that long-term business success is inseparable from the wellbeing of the ecosystems in which we operate.

That's why we invest in innovative, inclusive, and scalable solutions that help our partners thrive in the transition to a more sustainable and intelligent mobility future.

To achieve this, we are committed to embedding Environmental, Social, and Governance (ESG) excellence across our entire value chain.

We strive to lead by example — creating long-term value for our customers, empowering local communities, and driving meaningful impact through innovation, collaboration, and accountability.

Our actions are grounded in a strong ethical foundation, guided by transparency, integrity, and responsible leadership in everything we do.

Sustainable Solutions: Success Stories

DESM: A Strategic Response to Sustainability and AI Megatrends



In 2024, we launched **DESM – Driving Excellence in Sustainable Mobility**, a holistic solution designed to support OEMs, dealers and mobility providers in navigating the dual transition of **sustainability and artificial intelligence**.

DESM is more than a program: it's a strategic lever that positions MSX as a trusted partner in ESG.

DESM helps clients turn sustainability from a compliance topic into a commercial advantage. It helps build confidence in selling green mobility solutions, engaging customer with purpose, and understanding AI tools for a more efficient personal and professional life.

Green Deal Consultancy

Our **Green Deal Consultancy** offering complements DESM by helping OEMs and dealers align with the European Green Deal's regulatory and operational requirements.

Through energy assessments, coaching and grant facilitation, we support clients in **reducing their carbon footprint, improving ESG ratings and accessing EU funds**.

EU funding for €72.2 billion is available until 2030 for sustainable transformation. MSX consultants help clients identify and apply for these funds, including funding for photovoltaic systems and energy efficiency upgrades.

Cybersecurity: a New Pillar of Sustainable Value

In 2025, we added **Cybersecurity Training and Third-Party Risk Management** to our DESM portfolio.

This reflects our belief that digital trust is a core component of sustainable prosperity.

Our training **reduced** cyber risk by up to 70% and compliance costs by over 50%.

OEMs and dealers now benefit from AI-powered threat detection, phishing simulations and real-time dashboards to protect their operations and customer data.



Summary Table - Material Topics

In 2024, MSX International carried out a thorough double materiality assessment to identify the sustainability topics that matter most to our business and stakeholders. This process considered both the impact of environmental and social factors on our financial performance, and the influence of our operations on society and the planet. The outcome is a set of material topics that form the backbone of our sustainability strategy, shaping our commitments under the People, Planet and Prosperity pillars.

Each topic has been analyzed in depth, highlighting its strategic relevance, alignment with global standards, and contribution to sustainable development.

The tables that follow provide a structured overview of these topics, including our goals, key performance indicators, associated risks and opportunities, and links to the Sustainable Development Goals (SDGs) and Global Reporting Initiative (GRI) standards. This framework ensures transparency and accountability as we continue to integrate sustainability into every aspect of our business.



Climate Impact

Overview: MSX's operations generate greenhouse gas emissions, contributing to global warming and negatively impacting people and the environment.

SDGs:



Risk: Absence of a climate strategy may result in reputational damage, high compliance costs, harm to employees, and failure to promote sustainability internally and externally.

Opportunity: Position MSX as a sustainability leader, enhance brand reputation and awareness.

Stakeholder: Employees, Clients, Local Communities, Investors

Goal: Reduce MSX carbon footprint

KPIs: +5% renewable energy | + 10% electric vehicles | scope 1 – 5%

GRI Standards: 302-1 Energy consumption within the organization | 305-2 Energy indirect (Scope 2) GHG emissions | 305-3 Other indirect emission (Scope 3) GHG emissions



Diversity, Equity, Inclusion & Belonging

Overview: MSX values diversity, equity, and inclusion, fostering a strong sense of belonging and a high-quality work environment.

SDGs:



Risk: Poor management may harm employee wellbeing and damage brand reputation.

Opportunity: Strengthened brand image, improved talent acquisition, and employee satisfaction.

Stakeholder: Employees, Potential Candidates

Goal: Foster an inclusive organization where all employees can be valued and belong.

KPIs: 25% middle management women | Peakon Engagement DEI 8.5, | Peakon Engagement 8.0 | voluntary turnover 16%

GRI Standards: 405-1 Diversity of governance bodies and employees | 406-1 Incidents of discrimination and corrective actions taken



Employee Health, Safety & Wellbeing

Overview: MSX is committed to providing a safe and supportive workplace where employees can thrive.

SDGs:  

Risk: High compliance costs, potential penalties for non-compliance, and reputational damage affecting talent acquisition.

Opportunity: Leadership in workplace safety, improved employee retention and attraction.

Stakeholder: Employees

Goal: Create an environment where everyone feels good mentally and physically, working in a safe environment.

KPIs: Peakon (- 2% incidents, Peakon wellbeing 7.9)

GRI Standards: 401-1 New employee hires and employee turnover | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 401-3 Parental Leave | 403-1 to 403-10

Innovative & Sustainable Solutions for Clients

Overview: MSX offers services that help clients innovate sustainably, creating positive environmental and social impacts.

SDGs:   

Risk: High implementation costs, resistance to new technologies, and challenges in delivering disruptive sustainable innovations.

Opportunity: Strong market positioning, leadership in sustainable innovation, enhanced brand reputation, attraction of new clients.

Stakeholder: Clients

Goal: Offer innovative solutions that generate value and sustainable growth.

KPIs: Solutions' number

GRI Standards: TBD

Responsible Supply Chain

Overview: MSX promotes sustainable procurement and requires suppliers to adhere to sustainability standards.

SDGs:   

Risk: Increased costs and exposure to environmental and social risks.

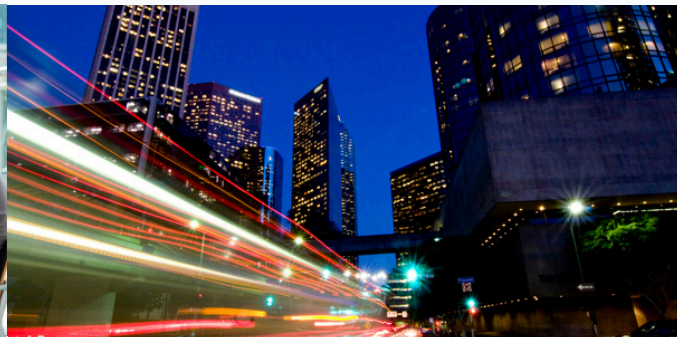
Opportunity: Enhanced company sustainability performance, encouraging suppliers to adopt sustainable practices.

Stakeholder: Suppliers, Clients, Local Communities

Goal: Ensure that our ESG values are respected throughout the entire supply chain.

KPIs: TBD 2025

GRI Standards: 308 Supplier Environmental Assessment | 414 Supplier Social Assessment



Economic Performance

Overview: MSX aims for sustainable business performance to ensure stability for employees, shareholders, and clients.

SDGs:



Risk: Loss of investor trust, reduced access to financing, and weakened brand reputation.

Opportunity: Value creation, business growth, and long-term stability.

Stakeholder: Shareholders, Clients, Employees, Investors

Goal: Sustainable and steady growth by supporting our customers in achieving their goals.

KPIs: Revenue + EBITDA

GRI Standards: 201 Economic Performance | 201-1 Direct economic value generated and distributed

Client Centricity & Business Excellence

Overview: MSX places clients at the center of its operations, striving to deliver value through service and operational excellence.

SDGs:



Risk: Failure to understand client needs, lack of innovation, and negative feedback.

Opportunity: Increased client loyalty, attraction of new clients through positive experiences.

Stakeholder: Clients

Goal: Increase customer satisfaction through excellent, innovative, and sustainable service.

KPIs: NPS

GRI Standards: TBD

Professional Growth

Overview: MSX promotes sustainable procurement and requires suppliers to adhere to sustainability standards.

SDGs:



Risk: Low retention, negative feedback, stagnation, and difficulty attracting talent.

Opportunity: High retention, effective training investments, and organizational growth.

Stakeholder: Candidates, Employees

Goal: Increase employee skills with a view to growth within the company.

KPIs: Internal mobility, voluntary turnover, training hours, PDD

GRI Standards: 404 Training and Education | 404-1 Average hours of training per year per employee | 404-2 Programs for upgrading employee skills and transition assistance programs | 404-3 Percentage of employees receiving regular performance and career development reviews



Business Ethics & Regulatory Compliance

Overview: MSX upholds ethical conduct and regulatory compliance in all business operations.

SDGs: 

Risk: Risk of heavy penalties, unethical practices, and irresponsible financial management.

Opportunity: Strengthened trust with stakeholders, improved governance and accountability.

Stakeholder: Employees, Institutions, Local Communities

Goal: Maintain high standards within MSX with a zero tolerance approach.

KPIs: Report Whistleblowing

GRI Standards: 205 Anti-corruption | 206: Anti-Competitive Behavior | 205-1 Operations assessed for risks related to corruption | 205-2 Communication and training about anticorruption policies and procedures | 205-3 Confirmed incidents of corruption and actions taken | 206-1 Legal actions for anticompetitive behavior, anti-trust, and monopoly practices

Cybersecurity & Data Protection

Overview: MSX ensures the protection of sensitive data to safeguard employees and the organization.

SDGs: 

Risk: High costs of cybersecurity, potential fines, and reputational damage from data breaches.

Opportunity: Enhanced data security, increased client trust and confidence.

Stakeholder: Clients, Employees

Goal: Manage internal and customer data in compliance with applicable standards and regulations.

KPIs: Certification achievements

GRI Standards: 418 Customer Privacy | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

Looking Ahead: Our 2025 Sustainability Roadmap

From Reactive to Proactive: A Journey of Value Creation

In 2024, MSX transitioned from a reactive ESG posture to a proactive strategy focused on value generation. This evolution was driven by the creation of a dedicated sustainability function, the publication of our first Group-level Sustainability Report and the launch of DESM, our pioneering initiative positioning sustainability as a revenue center. Our ECOVADIS score improved by 25% YoY and we established our first carbon emission baseline for Europe.

In **2025**, we will continue this journey by:

- **Enhancing ESG maturity across all pillars**
- **Expanding governance participation** (Sales, IT, Value Streams)
- **Executives' incentive scheme** included also evaluation of Sustainability Results
- **Implementing data dashboards and CSRD readiness**
- **Strengthening our sustainability function as a strategic driver of innovation and stakeholder value**

2025 Strategic Pillars and Key Initiatives

Planet - Environmental Stewardship

We are committed to decarbonization, circular economy and raising green awareness across our workforce. Key initiatives include:

- New Global Car Policy: Diesel vehicles removed from the fleet, promoting hybrid and electric alternatives
- MSX Forest Program: In partnership with Treedom, we plant a tree for every new project or solution sold, supporting biodiversity and local communities
- MSX Sustainability Guide: Authored by our Sustainability Change Makers to promote eco-conscious behaviors
- MSX 0BIN & ByePlastic: Global recycling and plastic reduction campaigns
- SecondByte Program: Circular IT initiative for laptop end-of-life management
- Earth Day Celebration & Gamification: Engaging employees in environmental awareness through interactive formats

People - Inclusion, Growth and Wellbeing

We continue to champion Diversity, Equity, Inclusion, and Belonging through impactful programs:

- MSX Inclusion Award: Recognizing colleagues who lead by example in fostering inclusivity
- Inclusion Global Talk: A global platform for sharing stories and best practices
- Rebalance Program: Supporting parents returning from parental leave
- Training & Awareness: DEIB and wellbeing sessions, including Lunch & Learn formats
- New DEIB Policy Publication: Reinforcing our commitment to inclusive culture

Prosperity - Sustainable Innovation and Supplier Engagement

We aim to create shared value through responsible business practices and innovative solutions:

- DESM (Driving Excellence in Sustainable Mobility): A flagship initiative combining sustainability and AI to support clients and generate revenue
- Pulse of AI: Training programs to empower teams with sustainability-focused AI capabilities
- Supplier Engagement: Strengthening our network through audits, awareness campaigns, and adherence to the Supplier Code of Conduct
- MSX Sustainability Change Makers: Empowering local communities to lead sustainability actions

Our Reporting Methodology

In this Sustainability Report, MSX has adopted an integrated, transparent and voluntary approach, referencing the highest international standards and validating all content in line with leading ESG practices.

This document has received the approval of the Leadership Team on July 31st, 2025.

Pillar	Our Practice
1. GRI Standards	We have reported in full alignment with the GRI Universal, Sector and Topic Standards (the 2021-revised versions), using their modular system to ensure consistent, comparable disclosure of our sustainability impacts across ESG dimensions.
2. Voluntary EFRAG/VSME Declaration	Beyond CSRD requirements, we adopted the EFRAG VSME voluntary reporting standard, endorsed by the European Commission in February 2025, as part of the Omnibus I package. While the “Stop-the-Clock” Directive approved in April 2025 defers mandatory CSRD waves for smaller companies, our early adoption demonstrates a proactive signal to stakeholders.
3. Double Materiality	Following both impact (inside-out) and financial (outside-in) lenses, we conducted a double materiality assessment rooted in stakeholder engagement and strategy alignment, leveraging interoperability between GRI and ESRS to avoid duplication.
4. Quality-of-Information Principles	In accordance with GRI 1: Foundation, our reporting meets the principles of accuracy, balance, clarity, comparability, reliability and timeliness to ensure decision-useful and actionable disclosures.
5. Verified Financial Data	All financial information included in this report was subject to limited assurance, performed by our verification partner, BDO, in line with phased assurance requirements under CSRD (leading to reasonable assurance in future years).
6. Inclusive & Respectful Language	We conscientiously used person-first, gender-neutral, bias-aware language, in line with broadly accepted inclusive-language frameworks designed to reflect all dimensions of diversity and foster belonging.

GRI Content Index

Statement of Use

MSX has reported the information cited in this GRI content index for the period 1.1.2024-31-12-2024 with reference to GRI Standards

GRI STANDARDS	GRI DISCLOSURES AND REQUIREMENTS (GRI Foundation 2021)	CHAPTER	PAGE
GRI 1	Foundation		
GRI 2	General Disclosure		
2-1	Organizational Details	WE ARE MSX	p. 7 - 13
2-2	Entities included in the organisation's sustainability reporting	Methodological note	p. 73
2-3	Reporting period, frequency and contact point (2-3-a and 2-3-b)	Methodological note	p. 73
2-4	Restatements of information	Methodological note	p. 73
2-5	External assurance	Methodological note	p. 73
GRI 2	Activities and Workers		
2-6	Activities, value chain and other business relationships	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE TOGETHER FOR A SUSTAINABLE FUTURE: SUSTAINABLE PROCUREMENT	p. 37
2-7	Employees	ANNEXES	p. 77
2-8	Workers who are not employees	ANNEXES	p. 77
GRI 2	Governance		
2-9	Governance structure and composition	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE CORPORATE GOVERNANCE	p. 33 - 34
2-10	Nomination and selection of the highest governance body	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE CORPORATE GOVERNANCE	p. 33 - 34
2-11	Chair of the highest governance body	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE CORPORATE GOVERNANCE	p. 33 - 34
2-12	Role of the highest governance body in overseeing the management of impacts	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE CORPORATE GOVERNANCE	p. 33 - 34
2-13	Delegation of responsibility for managing impacts	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE CORPORATE GOVERNANCE	p. 33 - 34
2-14	Role of the highest governance body in sustainability reporting	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE CORPORATE GOVERNANCE	p. 33 - 34
2-15	Conflicts of interest	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE MANAGING CONFLICT OF INTEREST & AVOIDING CORRUPTION	p. 36
2-16	Communication of critical concerns	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	p. 30
2-17	Collective knowledge of the highest governance body	This information is not available; we are working on this for formalizing Leadership Knowledge	
2-18	Evaluation of the performance of the highest governance body	This information is not available; we are working on this for formalizing Leadership Knowledge	
2-19	Remuneration policies	This information is not available; we are working on this for formalizing Leadership Knowledge	
2-20	Process to determine remuneration	This information is not available; we are working on this for formalizing Leadership Knowledge	
2-21	Annual total compensation ratio	This information is not available; we are working on this for formalizing Leadership Knowledge	
GRI 2	Strategy, Policies and Practices		
2-22	Statement on sustainable development strategy	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX OUR VISION AND SUSTAINABILITY JOURNEY PEOPLE HEALTH AND SAFETY - Environmental, Health & Safety Policy / Labor, Anti-Slavery and Human Rights Policy / DIVERSITY, EQUITY AND INCLUSION - DEIB Policy / PLANET: OUR VISION /	p. 15 - 16; p. 23 p. 43; p. 44; p. 49; p. 55
2-23	Policy commitments	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX SUSTAINABILITY GOVERNANCE / OUR STAKEHOLDERS	p. 19 - 21
2-24	Embedding policy commitments	PEOPLE WELLBEING AND WORK CONDITIONS - Whistleblowing Policy and Platform / SOCIAL DIALOGUE	p. 46; p. 53
2-25	Processes to remediate negative impacts	PEOPLE WELLBEING AND WORK CONDITIONS - Whistleblowing Policy and Platform / SOCIAL DIALOGUE	p. 46
2-26	Mechanisms for seeking advice and raising concerns	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	p. 33 - 36
2-27	Compliance with laws and regulations		
2-28	Membership associations	This information is not available; we are working on this for formalizing Leadership Knowledge	
GRI 2	Stakeholder Engagement		
2-29	Approach to stakeholder engagement	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX OUR STAKEHOLDERS	p. 21
2-30	Collective bargaining agreements	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	p. 30
GRI 3	Material Topics		
3-1	Process to determine material topics	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX DOUBLE MATERIALITY ASSESSMENT	p. 24
3-2	List of material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67

	Climate Impact		
GRI 3	Material Topics		
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67
GRI 302	Energy		
302-1	Energy consumption within the organization	PLANET OUR COMMITMENT TO THE ENVIRONMENT - GHG Emissions / REDUCING OUR ENVIRONMENTAL IMPACT	p. 57; p. 60
GRI 305	Emissions		
305-1	Direct (Scope 1) GHG emissions	PLANET OUR COMMITMENT TO THE ENVIRONMENT - GHG Emissions / REDUCING OUR ENVIRONMENTAL IMPACT	p. 57; p. 60
305-2	Energy indirect (Scope 2) GHG emissions	PLANET OUR COMMITMENT TO THE ENVIRONMENT - GHG Emissions / REDUCING OUR ENVIRONMENTAL IMPACT	p. 57; p. 60
305-3	Other indirect emissions (Scope 3) GHG emissions	PLANET OUR COMMITMENT TO THE ENVIRONMENT - GHG Emissions / REDUCING OUR ENVIRONMENTAL IMPACT	p. 57; p. 60
	Diversity, Equity, Inclusion & Belonging		
GRI 3	Material Topics		
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67
GRI 405	Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	OUR LEADERSHIP TEAM / OUR VALUE STREAM LEADERS / PEOPLE DIVERSITY, EQUITY AND INCLUSION - Female Engagement	p. 12; p. 52
GRI 406	Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	PEOPLE WELLBEING AND WORK CONDITIONS - Whistleblowing Policy and Platform	p. 46
	Employee Health, Safety & Wellbeing		
GRI 3	Material Topics		
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67
GRI 401	Employment		
401-1	New employee hires and employee turnover	PEOPLE START AND GROW IN MSX - Let's Look at Data	p. 41
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	PEOPLE WELLBEING AND WORK CONDITIONS - Working Conditions and Benefits	p. 45
401-3	Parental leave	PEOPLE LOOKING AHEAD: OUR 2025 SUSTAINABILITY ROADMAP - 2025 Strategic Pillars and Key Initiatives	p. 72
GRI 403	Occupational Health and Safety		
403-1	Occupational health and safety management system	PEOPLE HEALTH AND SAFETY	p. 43 - 44
403-2	Hazard identification, risk assessment, and incident investigation	PEOPLE HEALTH AND SAFETY	p. 43 - 44
403-3	Occupational health services	PEOPLE HEALTH AND SAFETY	p. 43 - 44
403-4	Worker participation, consultation, and communication on occupational health and safety	PEOPLE HEALTH AND SAFETY	p. 43 - 44
403-5	Worker training on occupational health and safety	PEOPLE HEALTH AND SAFETY	p. 43 - 44
403-6	Promotion of worker health	PEOPLE HEALTH AND SAFETY	p. 43 - 44
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	PEOPLE HEALTH AND SAFETY	p. 43 - 44
403-8	Workers covered by an occupational health and safety management system	PEOPLE HEALTH AND SAFETY	p. 43 - 44
403-9	Work-related injuries	PEOPLE HEALTH AND SAFETY - Accidents, Fatalities, Occupational Diseases	p. 44
403-10	Work-related ill health	PEOPLE HEALTH AND SAFETY - Accidents, Fatalities, Occupational Diseases	p. 44
	Innovative & Sustainable Solutions for Clients		
GRI 3	Material Topics		
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67
	Responsible Supply Chain		
GRI 3	Material Topics		
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67
GRI 308	Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE TOGETHER FOR A SUSTAINABLE FUTURE: SUSTAINABLE PROCUREMENT	p. 37
GRI 414	Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE TOGETHER FOR A SUSTAINABLE FUTURE: SUSTAINABLE PROCUREMENT	p. 37
	Economic Performance		
GRI 3	Material Topics		
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67
GRI 201	Economic Performance		
201-1	Direct economic value generated and distributed	WE ARE IMPROVING / WE ARE MSX ECONOMIC VALUE GENERATED	p. 3; p. 13
	Client Centricity & Business Excellence		
GRI 3	Material Topics		
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67
	Professional Growth		
GRI 3	Material Topics		
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67

GRI 404	Training and Education		
404-1	Average hours of training per year per employee	PEOPLE WELLBEING AND WORKING CONDITIONS - Training on Wellbeing	p. 48
404-2	Programs for upgrading employee skills and transition assistance programs	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX LEAN, INNOVATION AND DIGITALIZATION	p. 25 - 27
404-3	Percentage of employees receiving regular performance and career development reviews	PEOPLE START AND GROW IN MSX - Let's Look at Data	p. 41
	Business Ethics & Regulatory Compliance		
GRI 3	Material Topics		
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67
GRI 205	Anti-corruption		
205-1	Operations assessed for risks related to corruption	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE MANAGING CONFLICT OF INTEREST & AVOIDING CORRUPTION	p. 36
205-2	Communication and training about anticorruption policies and procedures	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE MANAGING CONFLICT OF INTEREST & AVOIDING CORRUPTION	p. 36
205-3	Confirmed incidents of corruption and actions taken	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE MANAGING CONFLICT OF INTEREST & AVOIDING CORRUPTION	p. 36
GRI 206	Anti-competitive behavior		
206-1	Legal actions for anticompetitive behavior, anti-trust, and monopoly practices	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE MANAGING CONFLICT OF INTEREST & AVOIDING CORRUPTION	p. 36
	Cybersecurity & Data Protection		
GRI 3	Material Topics		
3-3	Management of Material topics	SUMMARY TABLE - MATERIAL TOPICS	p. 67
GRI 418	Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	p. 29 - 35

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GRI 401-1: New employee hires and employee turnover

Voluntary Turnover

2024

Metric Type	Gender	AMERICAS				EUROPE				INTERNATIONAL				Grand Total
		<30 Years	30-50 Years	>50 Years	Total	<30 Years	30-50 Years	>50 Years	Total	<30 Years	30-50 Years	>50 Years	Total	
Voluntary Turnover	Male	13	56	50	119	71	185	74	330	72	162	30	264	713
	Female	8	17	11	36	40	91	14	145	68	93	18	179	360
	Undeclared									6			6	6
	Unknown					2	2		4		1	2	3	7
Total		21	73	61	155	113	278	88	479	146	256	50	452	1,086
Involuntary Turnover	Male	35	89	59	183	24	60	57	141	20	61	10	91	415
	Female	16	53	38	107	23	31	10	64	23	28	2	53	224
	Undeclared									1	1		2	2
	Unknown					3	10	1	14	1	1		2	16
Total		51	142	97	290	50	101	68	219	44	91	13	148	657

2023

Metric Type	Gender	AMERICAS				EUROPE				INTERNATIONAL				Grand Total
		<30 Years	30-50 Years	>50 Years	Total	<30 Years	30-50 Years	>50 Years	Total	<30 Years	30-50 Years	>50 Years	Total	
Voluntary Turnover	Male	28	81	60	169	75	166	44	285	69	124	15	208	662
	Female	12	33	14	59	49	112	8	169	22	58	5	85	313
	Undeclared									7	1	2	10	10
	Unknown					1	2	3	6		1		1	7
Total		40	114	74	228	125	280	55	460	98	184	22	304	992
Involuntary Turnover	Male	6	23	36	65	26	51	35	112	29	67	14	110	287
	Female	5	8	8	21	20	36	6	62	15	25		40	123
	Undeclared									2			2	2
	Unknown					1	1		2		1		1	3
Total		11	31	44	86	46	88	42	176	46	93	14	153	415

New Hires

2024

Metric Type	Gender	AMERICAS			EUROPE			INTERNATIONAL		
		<30 Years	30-50 Years	>50 Years	<30 Years	30-50 Years	>50 Years	<30 Years	30-50 Years	>50 Years
Hires	Female	14	35	18	98	106	22	83	106	4
	Male	50	155	100	145	226	68	113	165	19
	Undeclared				1		1		2	
	Unknown				9	12	3			

2023

Metric Type	Gender	AMERICAS			EUROPE			INTERNATIONAL		
		<30 Years	30-50 Years	>50 Years	<30 Years	30-50 Years	>50 Years	<30 Years	30-50 Years	>50 Years
Hires	Female	31	53	37	113	139	21	84	99	6
	Male	50	123	93	168	233	70	127	168	20
	Undeclared				1				1	
	Unknown				5	10	5	2	1	2

GRI 404-3: Percentage of employees receiving regular performance and career development reviews

Total number of employees who have been subject to Performance Development Dialogue (PDD)

2024

Metric Type	Gender	AMERICAS			EUROPE			INTERNATIONAL		
		<30	30 - 50	50>	<30	30 - 50	50>	<30	30 - 50	50>
PDD	Male	6	47	37	53	233	125	4	40	16
	Female	11	32	30	43	121	35	6	27	5
	Undeclared	0	0	0	0	0	0	5	2	3
	Other	0	0	0	1	0	0	1	0	1
	Total	17	79	67	97	354	160	16	69	25

Environmental Indicators

GRI 305-1: Direct (Scope 1) GHG emissions

GRI 305-2: Energy indirect (Scope 2) GHG emissions

GRI 305-3: Other indirect (Scope 3) GHG emissions

2024

in tCO₂e

Metric Type	SCOPE 1	SCOPE 2	SCOPE 3	TOTAL EMISSIONS *
GHG Emissions	2,366.42	2,483.32	93,808.20	98,657.94

2023

in tCO₂e

Metric Type	SCOPE 1	SCOPE 2	SCOPE 3	TOTAL EMISSIONS
GHG Emissions	9,704.13	3,378.13	16,295.61	29,377.87

*This substantial variation mainly reflects the expansion of the reporting boundaries and methodological improvements in data collection, particularly for Scope 3 categories, rather than a real increase in company emission activities.



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