



SUSTAINABILITY SUMMARY REPORT 2023 AND BEYOND



OUR APPROACH TO REPORTING AND THE MSX ETHOS

This is our first sustainability summary report for 2023. The report covers the period from January 1 to December 31, 2023, and provides a first outlook for 2024. The sustainability report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards established by the Global Sustainability Standards Board (GSSB), adhering to the GRI guidelines most recently published in 2021. The report meticulously aligns with the principles of accuracy, balance, clarity, comparability, reliability, sustainability context, timeliness, and verifiability.

Some data is unavailable as this is the first year we have delved into sustainability reporting, and we are preparing to have all data available in 2024. We have begun collecting environmental data under Scope 1, Scope 2, and Scope 3, and we will publish this data in our next sustainability report. For MSX, 2024 is the cornerstone year for setting baselines and developing objectives, targets, and a compelling plan.

MSX is dedicated to fostering an environment of inclusivity and respect for diversity. We strive to use language that prevents discrimination and honors the individuality of each person, regardless of gender, sexual orientation, origin, nationality, skin color, religion, socio-economic status, or personal abilities. Our goal is to eliminate cognitive biases, clichés, and stereotypes, aiming to embrace and celebrate differences rather than diminish them. By doing so, we ensure that these differences serve as bridges for building meaningful connections and relationships, rather than barriers.

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LETTER TO STAKEHOLDERS (CEO)

Dear Stakeholders,

I'm honored to present the first MSX Sustainability Report for 2023, which sets out the ways in which MSX is working to meet our own sustainability goals, and those of our automotive and mobility clients, in accordance with local and global regulations and with the unique targets of each organization. This report also describes the other positive actions that we, as a global business, aim to achieve.

For decades, MSX has served as a trusted partner to leading vehicle manufacturers and mobility brands worldwide. We support our clients through their retail transformations, helping to streamline operations in the areas of Sales Performance, Repair Optimization and Compliance, Parts and Accessories Sales Performance, and Consumer Engagement. With our innovative tools, proven processes, and extensive knowledge and expertise, we strive to empower automotive brands and mobility organizations to thrive in our ever-changing world.

Sustainability is among MSX's strategic imperatives for 2023 and beyond, and we have committed to environmental, social and governance (ESG) business models and sustainable developments that will help us add value to our clients and our own team members. 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."

Our initiatives include three core areas of focus, People, Planet, and Prosperity:

- 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 gender, race, ethnicity, sexual orientation, or background. We are a 'People Company' and our objective is to create the conditions for individuals to learn and grow in our global settings.

- Planet - Our commitment extends to sustainable practices for a cleaner, greener future. From actively reducing our carbon footprint to innovatively reimagining our processes, we are working hard to protect and preserve our environment.
- Prosperity - We aim to play a key role in helping our clients resolve their sustainability challenges. We are dedicated to understanding the requirements of sustainability in the automotive industry landscape and facilitate a greener, more efficient future.

These focus areas are not just part of an isolated MSX plan, they are the foundation of all the work we do to shape a better future by contributing to the wellbeing of people and the planet, and helping clients become more prosperous through solutions that create a positive environmental impact. Among these solutions is the MSX Green Deal Consultancy - an initiative planned for 2024 that will maximize opportunities for our clients around the European Green Deal (EGD), which aims to make the European Union climate neutral in 2050. MSX also intends to contribute to the pursuit of the 17 sustainable development goals (SDGs) defined in the 2030 Agenda signed in 2015 by 193 United Nations countries.

MSX has many more initiatives planned that will help our clients to anticipate and prepare for change and help protect the planet and its people for generations to come. This report describes these in more detail and sets out the ways in which we aim to help our industry navigate transformation in greener and more responsible ways.

Thank you for your continued support. We understand that the path to sustainability requires substantial efforts, and we acknowledge that this is just the beginning of our journey.

Ugo de Carolis

CEO and Executive Chairman | MSX International

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 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.

Finally, staying ahead of the curve and embracing innovation are essential for long-term success. 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.

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're 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.

VALUES AND BEHAVIORS

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 following Values and Behaviors, each of us is encouraged to support one another, share our successes, and create a happier, more collaborative workplace:

1. We get it done

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

2. 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.

3. We are exceptional teammates

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

4. 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.

5. We are fearless explorers

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

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

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

OUR HISTORY



WHAT WE DO

MSX International crafts tailored, sustainable, and innovative solutions across four key business areas:

- Sales performance
- Parts and accessories sales performance
- Repair optimization and compliance
- Consumer engagement

Our solutions enhance our clients' operations and drive growth. By combining training and insights, deploying field teams and service hubs for both onsite and offsite engagement, and implementing innovative technology platforms, we empower automotive organizations to navigate the complexities of the mobility landscape with confidence, efficiency, and impact.

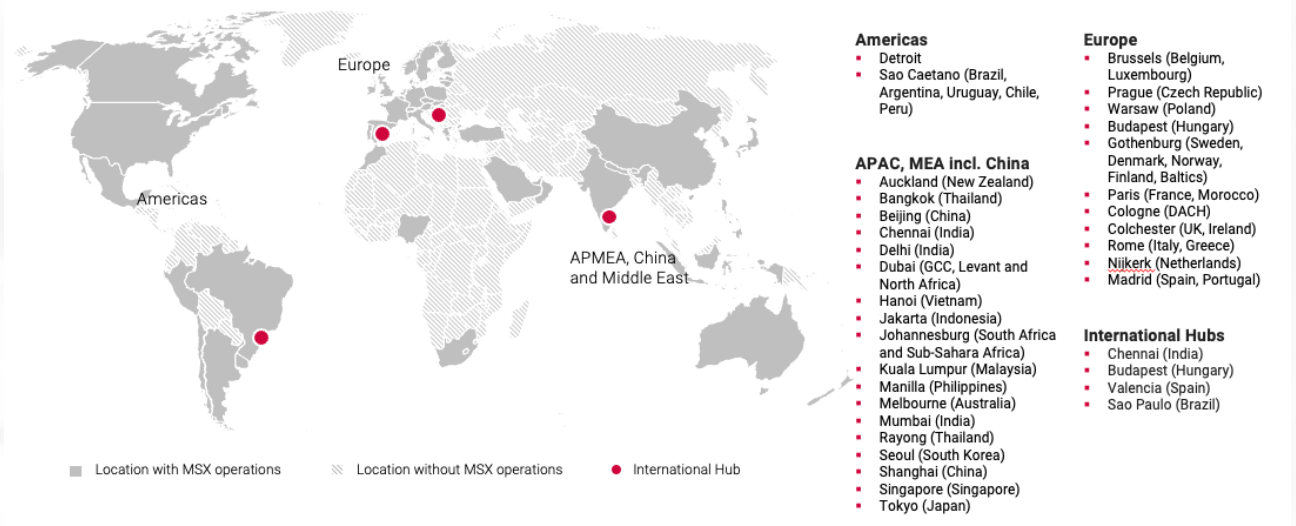
Our solutions and services ensure we can offer the right package and services to meet our clients' unique requirements. Whether it's developing a complete strategy that includes programs, services and technologies and deploying it across their business, or tailoring a project in response to a specific challenge or opportunity, our smart and cost-effective solutions can work for any client.

OUR CUSTOMERS

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

OUR GLOBAL PRESENCE

Our global operations span 80 countries.



OUR LEADERSHIP TEAM

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.



Ugo de Carolis

CEO and Executive Chairman



Andrea Sorrenti

Deputy CEO



Kasia Koprowicz-Bisogni

VP Strategy and CEO Office



Steve Jones

Chief Technology Officer



Julian Rothwell

Chief Financial Officer



Marco Autorino

Chief People Officer



Diego Ronconi

Managing Director, International
Markets



Xavier Vandame

Global VP, Sales

OUR VALUE STREAM EXPERTS



Elvira Llorens

Global VP Customer Engagement



Rod Wright

Global VP, Parts, Accessories and Service & Actionable Insights



Dirk Bott

Global VP Vehicle Sales Performance



Emiliano Nebbioso

Global VP Diagnostic and Repair & Warranty and Repair Efficiency



Deborah Mulholland

Global VP Learning Solutions



Ralf Kronenbuerger

Global VP Technical Information

ECONOMIC VALUE GENERATED

Pacific (BC) Topco Limited Group

\$m	2023	2022
Revenue	439.7	405.1
Operating expenses	409.6	378.4
Operating Income (adjusted)	30.1	26.7
EBITDA (adjusted)	63.7	62.0

Note:

Operating Income and EBITDA are adjusted for one-off, non-recurring 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.



SUSTAINABILITY FOR MSX (ESG)

OUR VISION AND SUSTAINABILITY JOURNEY

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.



This year marks our first dedicated focus on sustainability, highlighting our commitment to embedding sustainable practices into the core of our strategy and operations.

MSX's sustainability plan defines the targets that MSX is committed to achieving in line with the pillars of the sustainability policy and the Materiality Matrix outcomes. It identifies the initiatives and actions to be implemented to achieve the set objectives, the metrics necessary to measure and monitor the results achieved, and the projection horizon. Progress on targets will then be reported year by year in the Sustainability Report.

In our journey to becoming an inclusive organization, we are committed to setting the industry standard in Environmental, Social, and Governance (ESG) practices.

Our goal is to generate value and create a positive impact on our stakeholders within the mobility sector. As a people-centric company, we place a high emphasis on diversity, equity, and inclusion in all our processes. We are deeply customer-oriented, striving to be a benchmark for our clients in ESG matters. This commitment extends to developing sustainable solutions that support our clients in their green transition.

Our vision is driven by value creation, recognizing the importance of being value-driven and stakeholder-focused. This focus includes paying special attention to local communities, ensuring our efforts contribute to their wellbeing.



The MSX sustainability strategy is anchored on three strategic pillars: people, planet, and prosperity.

Our three core pillars



People

Championing diversity, equity, and inclusion



Planet

Embracing green initiatives and environmental passion, reducing our carbon footprint



Prosperity

Enabling our industry to succeed, impacting positively on local communities

Through these pillars, we strive to lead by example, demonstrating that sustainable practices not only benefit the environment but also create enduring value for all our stakeholders. Our commitment to sustainability is not just a part of our strategy; it is at the heart of our mission to shape a better future for the mobility industry and beyond.

MSX CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

As part of its own sustainable development path, MSX also intends to contribute to the pursuit of the 17 sustainable development goals (SDGs), defined in the 2030 Agenda signed in 2015 by 193 United Nations countries.

The SDGs are based on the Millennium Development Goals and are among the main outcomes of the Rio+20 conference. They stem from an awareness of the unsustainability of the current development model and the need for global action. The 17 sustainable development goals, divided into 169 targets to be achieved by 2030, are strongly interconnected.

This demonstrates that sustainability must now be considered from an integrated perspective in all its various economic-environmental and social aspects. The aim of the SDGs is to involve all nations in sustainable development, the safeguarding of the planet's resources and the wellbeing of its inhabitants, thus ensuring a better present day and future for everyone.

Through the implementation of its sustainability strategy, based on three pillars, MSX contributes to the achievement of 11 sustainable development goals, some of which are a priority (see the Materiality Matrix), and some of which are impacted indirectly through our activities, specifically:



SDG 1

MSX aspires to play a role in eradicating poverty by creating opportunities for valuable work and economic growth within local communities. Initiatives could include partnering with local organizations to provide skills training and employment opportunities, particularly targeting vulnerable populations. Additionally, advocating for fair wages and working conditions can help lift individuals and families out of poverty.



SDG 3

MSX contributes to the welfare and care of its employees inside and outside the workplace, complying with current regulations, spreading good practices, and engaging in specific initiatives aimed at increasing the physical and psychological wellbeing of its employees. We have launched a large-scale training program for 'People Managers' with a strong focus on establishing wellbeing and a healthy environment within MSX teams.



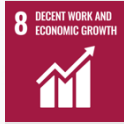
SDG 4

MSX ensures quality education and employees' acquisition of highly specialized skills through global training and engagement activities held by our internal team (through Lunch & Learn Sessions, Workshops and LinkedIn Training Path), beginning the moment they first join the company and continuing throughout their career with MSX. We also have a compelling training/coaching path dedicated to LEAN with MSX-developed certification for all participating employees.



SDG 5

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.



SDG 8

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.



SDG 9

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, for example, through the MSX Green Deal Consultancy, which, from 2024, will help OEMs and their dealer networks to maximize opportunities around the European Green Deal.



SDG 10

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.



SDG 11

MSX has launched a program to support and spread the power of Local Internal Communities for delivery of a Global Sustainability Strategy at local level. The Local Internal Communities will, in 2024, be a key part of our governance, participating in decisional meetings. We will have local communities for Planet, for Diversity, Equity, and Inclusion (DEI), for Women, and for Neurodivergences.



SDG 12

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/or biodegradable materials.

Among the objectives is a commitment to reducing the amount of waste produced annually, as well as raising awareness among its experts of responsible use of materials within training and global green initiatives.



SDG 13

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. We will also launch some training on green topics for employees in 2024.



SDG 17

MSX collaborates with local governments, non-profits, and other businesses to amplify the impact of its initiatives. We establish multi-stakeholder 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 governance chapter of our Sustainability Report outlines the decision-making structures and processes that ensure 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:

- 1) **People and Sustainability Committee**
- 2) **Sustainability Global Team**
- 3) **Sustainability Global Steering Committee**
- 4) **Sustainability Global Taskforce**
- 5) **Sustainability Global Forum**
- 6) **Sustainability Local Communities Forum**



Quarterly

People and Sustainability Committee

- › Approves Sustainability Strategy and Plan and reviews key initiatives, **during quarterly meeting**

Members

CEO, CPO and dedicated HEAD Members (Board)

Sustainability global team

Marco Autorino
CPO



- › **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
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

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.

The **People and Sustainability Committee** approves sustainability strategy and plans and reviews key initiatives during quarterly meetings.

The **Sustainability Global Team** has several assigned tasks, including evaluating and developing ESG plans and strategies, integrating them into the business model, and overseeing their implementation. It also monitors alignment with sustainability indicators, promotes consistency within sustainability principles and company strategy and business imperatives, and ensures adherence to best practices and guidelines. It provides support

in pre-assessing and reviewing the Sustainability Report and other ESG disclosure documents, establishes a framework for identifying and managing ESG risks, and supports business innovation and the identification of sustainable technologies.

Therefore, the **Sustainability Steering Committee** plays a crucial role in guiding MSX's sustainability efforts. It assists the Sustainability Global Team in making informed decisions by evaluating and developing sustainable strategies, ensuring compliance with sustainability principles, and managing ESG risks. The committee also promotes stakeholder value generation, monitors the materiality of ESG issues, and supports the preparation and approval of the sustainability report.

The **Sustainability Taskforce** actively contributes to the definition and delivery of the Sustainability Plan, leveraging the different areas of competencies. The main activities include analyzing the situation, developing update policies, and ESG disclosure for the Sustainability Steering Committee approval. This team also creates the design, evaluation, and management of sustainability projects and partnerships, coordinates internal sustainability initiatives, and plans internal and external communication activities related to sustainability. Furthermore, the unit promotes ESG aspects and sustainability principles within the organization, engages stakeholders, and manages dialogue with external organizations.

The **Sustainability Global Forum** is attended by local HR Managers and HR Directors, with the support of Local Communities representatives and MSX Ambassadors (who contribute to the definition and delivery of plans/initiatives at local level (People-Planet-Prosperity), supporting local HR Managers).

The main responsibilities of the **Sustainability Global Forum** include implementing sustainability policies and compliance at local level, ensuring the tracking of sustainability KPIs at local level, and data collection where needed, fostering a sustainability culture at local level, supporting local communities and employee engagement, sharing initiatives and ideas with the global team, and implementing global initiatives at local level.

The **Sustainability Local Communities Forum** will be activated in 2024. This is the forum where local communities inside our organization launch initiatives aligned with sustainability strategies that can be shared with and potentially shape both local and global teams. We are launching initiatives to revamp our local communities - including the introduction of MSX Sustainability Ambassadors - enabling MSX employees to collaborate on sustainability initiatives in 2024.

OUR STAKEHOLDERS

The stakeholder engagement process is based on the identification of MSX interest holders to be involved, the management of relations, the evaluation of the results of the involvement, and the analysis of any aspects for improvement aimed at strengthening relationships and commitment within the categories concerned. We interact with stakeholders in flexible and diverse ways to maximize the effectiveness of discussions. Some examples of interactions include: PEAKON (our internal employee survey), team-building initiatives, newsletters, website communications and posts on social channels (e.g. Viva Engage). Our main communication channels include the corporate website and ServiceNow (our company knowledge base) which provide clear and up-to-date information on sustainability activities, policies, and performances.

MSX is also active on social media platforms like LinkedIn and Facebook, aiming to reach a wider audience and facilitate two-way communication to share sustainability updates, studies, and initiatives. Active participation in events, conferences, and workshops, as well as organizing discussions and focus groups, offers opportunities to discuss specific topics, share experiences and information in detail, and explore mutual interests. Stakeholder engagement is a critical component of our sustainability reporting. We engage stakeholders through various channels and activities to ensure their perspectives and feedback are integrated into our sustainability strategies. By involving stakeholders in these forums, we can explore mutual interests and collaboratively work towards our sustainability goals.

Our stakeholders



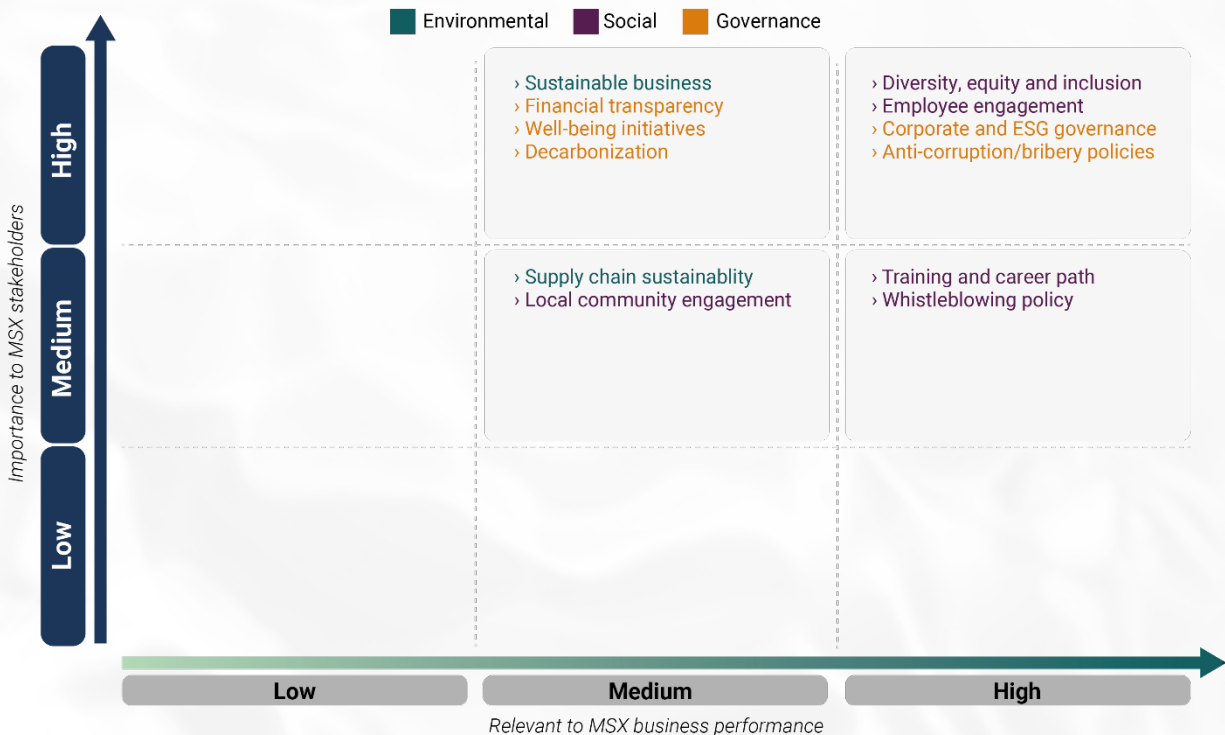
MATERIALITY MATRIX AND ASSESSMENT

This is our first Materiality Matrix which is a crucial tool in our Sustainability Report as it helps identify and prioritize the most significant issues for our stakeholders and our business. By focusing on what matters most, we can allocate resources effectively and develop strategies that align with stakeholder expectations and our sustainability goals.

Our first materiality assessment was carried out in 2023. In this 2023 Sustainability Report, we have placed significant emphasis on the perspectives of our clients, employees, and Bain Capital, the global private equity company which acquired MSX in 2017.

This materiality assessment involved asking our clients about their priorities using the People, Planet, and Governance areas. Through this process, we developed an interest matrix that highlighted their key concerns and priorities. For our employees, we utilized our internal survey tool, PEAKON, to gather their feedback on essential issues. Additionally, we consulted with Bain Capital to identify their fundamental priorities. Combining these insights allowed us to determine the necessary actions, resulting in the creation of our comprehensive matrix. This led to an even better understanding of the aspects which needed our attention from a management and monitoring perspective.

MSX ESG materiality matrix





BUSINESS ETHICS AND 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.

VALUES AND PRINCIPLES

Our commitment to people:

- **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. See the chapter dedicated to CYBER SECURITY AND DATA PROTECTION in this document.

- **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 his/her 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 the Value of 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.

CORPORATE GOVERNANCE

Corporate governance refers to the system of rules, processes, and practices by which corporate strategy objectives, operational mechanisms, and performance criteria are established. It is a crucial element of a company's success, enabling clear and directed decision-making processes and defining the strategic direction to follow. The principles that guide corporate governance regulate the management and oversight of bodies, forming part of the company's governance framework. At MSX, the corporate governance is structured as below:

Corporate governance

	Shareholders	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"> › Protect shareholders' interests › Establish policies for management › Oversee the corporation or organization › Make decisions on important issues a company or organization faces 		<ul style="list-style-type: none"> › Guide and decide on organizational changes › Define reward policy to motivate executives to achieve the interests of shareholders › Guide on ESG 		<ul style="list-style-type: none"> › Ensure the integrity of the financial reporting and audit process › Oversee 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	

QUALITY & COMPLIANCE

Quality & Compliance

The Quality & Compliance (Q&C) function is part of the wider global Business Excellence function at MSX, promoting consistency, effectiveness, and continuous improvement in the delivery of services to meet or exceed customer expectations. It is responsible for:

- Assuring compliance to certification standards, currently consisting of ISO9001 across our European markets and Brazil, plus the expanding TISAX information security accreditation coverage, currently held in CEE, Germany, Spain, and the UK.
- Promoting continual improvement of operational and support service functions using the PDCA cycle to monitor and maintain best practice according to the recognized standards and ensuring performance management is effectively maintained across our services.
- Monitoring the effective consideration and management for business risk activity across both central operations and the project base.
- Ensuring adherence to laws, regulations, standards, and internal MSX policies that govern the operation of our business.

Ongoing mandatory processes of the Q&C function include the internal audit program, corrective action management and the annual customer satisfaction program to gauge customer opinion and identify valuable feedback for improvement. MSX markets certified to ISO9001 standards are externally verified by Lloyds Register (LRQA) on an annual basis.

The function also manages the Information Security Management Systems (ISMS) across our TISAX accredited markets, working closely with the Global ISC department which regularly assesses effectiveness against requirements. External assessments are conducted by a national standards body at regular intervals. TISAX results coverage is exclusively retrievable from the ENX Portal: <https://portal.enx.com/en-US/>.

The Q&C function also supports our global sustainability focus, assisting with the integration and awareness of associated business processes and policies.

MANAGING CONFLICTS OF INTEREST AND AVOIDING CORRUPTION

The **Code of Legal and Ethical business standards compliance**, adopted 10 years ago and updated this year, defines the principles of behavior that inspire our activities. It applies to the entire MSX Group, and we effectively train our employees through learning courses specifically tailored to our business and geographical locations, and through videos watched by our people. The **Code of Legal and Ethical Business Standards Compliance** is the main pillar of our governance and sets out conduct principles with third parties, public administration, customers, and suppliers, including market competition issues, and potential conflicts of interest. Below are some of the main principles:

Avoiding Conflicts of Interest

While MSX respects the personal lives of its employees, including the right to manage their personal affairs and investments, we believe we have a responsibility to avoid any situation that could present or be perceived as a conflict between personal and company financial interests. If an employee's responsibilities include dealing with customers, competitors or suppliers, the company's financial interest must take precedence over the MSX employee's interest.

Complying with Laws, Rules, and Regulations

MSX will comply with all laws and regulations applicable to its worldwide business locations. Violations of such laws have serious consequences both for the company and the employees involved. Therefore, all employees are responsible for being aware of the relevant laws and regulations.

Competing Fairly

MSX competes vigorously and creatively in our business activities, but our efforts are conducted in a fair and ethical manner in strict compliance with applicable competition and trade practice laws and regulations. Violations of these laws can subject MSX to substantial fines and criminal and other sanctions.

Prohibiting Bribery

We do not pay or receive bribes in furtherance of our business and expect that employees will not do so on our behalf. We have a zero-tolerance approach towards bribery. A bribe is anything of value that is offered, promised, given, or received to influence a decision or to gain an improper or unfair advantage.

Being Careful with Political Donations and Lobbying

We don't offer contributions to political parties or candidates that might influence, or be perceived as influencing, a business decision. To ensure that we do not breach the law regarding political donations in any country, political donations, no matter how small or insignificant, made on behalf of MSX (directly or indirectly) are not permitted. We encourage our employees, officers, and directors to take an active, appropriate role in public service, but not to engage in any lobbying activities on behalf of MSX without specific authorization.

WHISTLEBLOWING

In 2023, we updated the Whistleblowing global policy to comply with EU Directive. In 2023, we have received no report.

MSX is committed to further disseminating the principles of Diversity, Equity, and Inclusion (DEI) & **Code of Legal and Ethical Business Standards Compliance** to raise awareness among all employees.

CYBER SECURITY AND 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.

As more data is accessed from various locations, securing digital systems has become complex. Investing in cybersecurity ensures protection against threats like data breaches, ransomware, and other malicious activities.

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.

MSX's Security Operations Center operates 24/7, 365 days a year, to help secure our environment. MSX Security Operations uses AT&T's AlienVault 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 Broadcom's Carbon Black's Preventative Security Cloud as its preferred endpoint protection client for servers. This cloud-based environment blocks malware, ransomware, non-malware, 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.

The company follows the international cybersecurity standards ISO27001, SOC 2, Type II certifications for MSX's hosting environments, ENX's TISAX, and CIS v8.

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, to name a few.

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.



PEOPLE

VISION

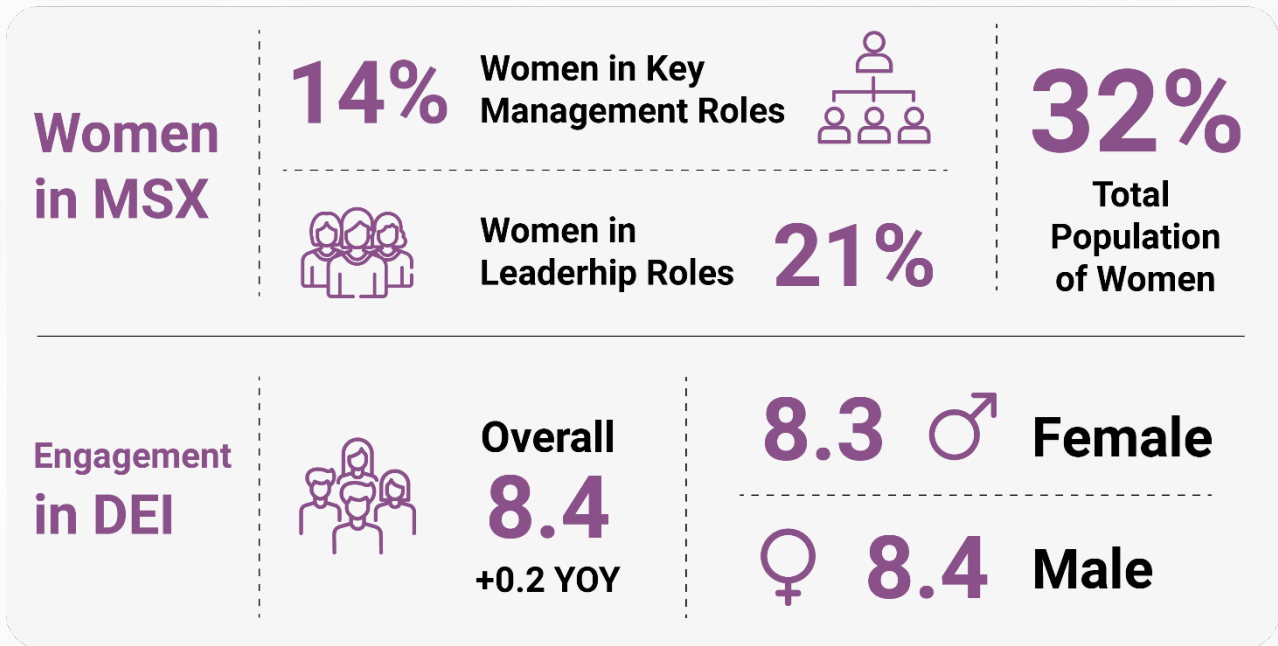
Our ambition is to become a high performing, learning-engaged and inclusive organization.

MSX people are at the heart of everything we do. As a people-centric company, we recognize that our success hinges on our ability to attract, develop, and retain talent. Our ambition is to become a high-performing, learning-engaged, inclusive organization, and we are committed to fostering an environment where everyone can thrive.

START AND GROWTH IN MSX

Employment

In recent years, the corporate population has remained stable. In 2023 we had 4,929 employees. The business relationship offered by MSX aims to be stable and lasting: At the end of 2022, about 95% of the people had a permanent contract. The voluntary turnover was 19%.



Talent Attraction

Talent attraction is a fundamental process in our company and the cornerstone of our approach to talent attraction is our unwavering commitment to Diversity, Equity, and Inclusion (DEI). Our recruitment process is meticulously designed to ensure that DEI principles are embedded in every stage of our hiring practices. Our recruiters are trained to uphold these standards, ensuring fair and unbiased selection processes. Starting in 2024, all hiring managers will also undergo training to avoid any behaviors that do not align with DEI principles during the selection process.

Areas of expertise



Market Specialists

Global standards, local service: our team are local experts for their regions - meaning they truly understand their market.



Industry Experts

Our teams specialize in securing top talent in the competitive automotive industry and understand who we look for.



Understand Solutions

The services and solutions we offer our customers are complex; we know how to make this easy for candidates to understand.



Close To Our Partners

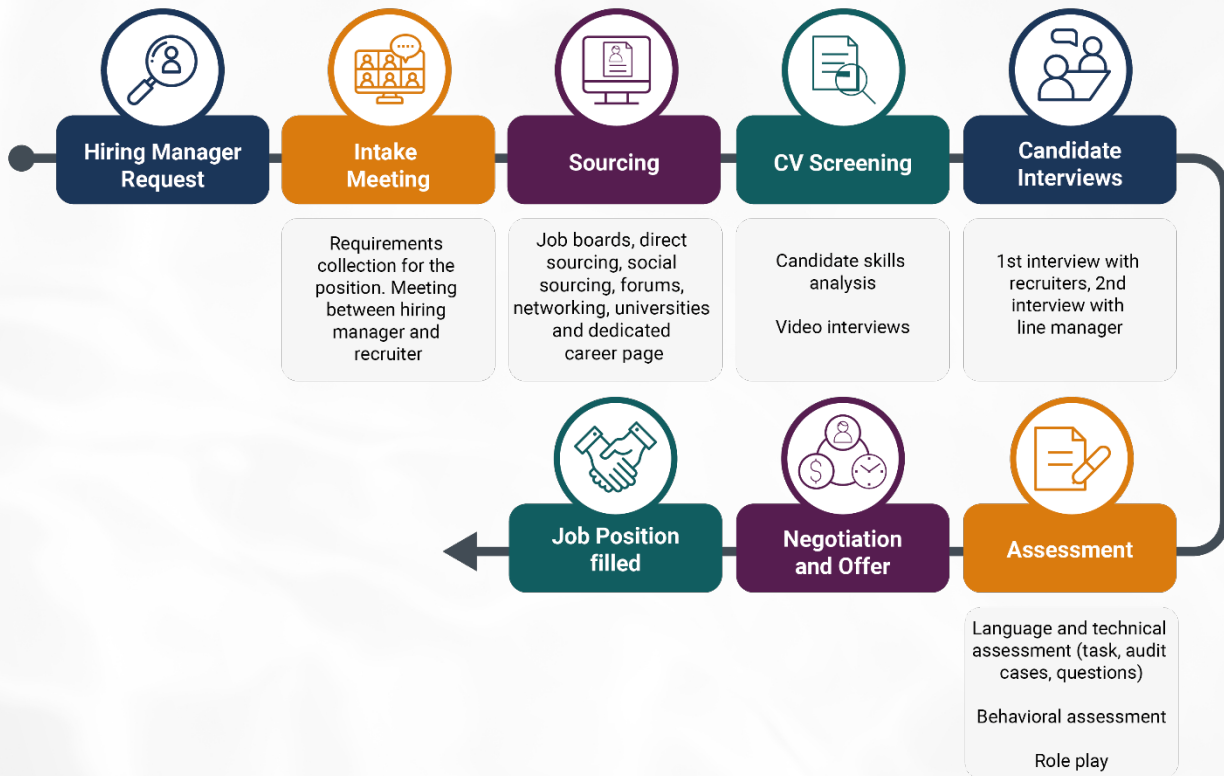
We work with almost every automotive manufacturer you can think of - and we respect how each brand is unique.

Our DEI guidelines for talent attraction

1. Our recruitment and selection process has a defined gender policy that's systematic, transparent and understood by all people involved in the selection processes. We create guides, guidelines, and process flow methods for recruiters and hiring managers to analyze and manage information and prevent bias.
2. We guarantee equal opportunities and non-discrimination for all candidates during the process.
3. People who participate in the selection processes will be evaluated based on the requirements of the job with equality, transparency, and equal opportunities.
4. The people involved in the selection processes (talent attraction and hiring managers) will be trained in gender issues and will know this guide and how to apply it.
5. Indicators throughout the selection process will verify imbalances and will correct deviations that may be discriminatory before they affect the process.
6. Positive action measures are implemented if there are indications of adverse impact.

7. If subcontractors are used for the selection process, we request that the contractor respects the principles of equality and provides both male and female candidates.
8. The incorporation of Artificial Intelligence into the selection processes is monitored. The data used to train the algorithms must be free of bias.

Talent attraction process



MSX referral program:

As we continue to grow and strive for excellence, identifying and recruiting the right talent is essential. We believe that our employees are our best resource for finding new team members who can contribute to our success. MSX employees, except for HR People, are eligible for the referral reward. The reward, which is incremental, is the financial recognition received when a referred profile becomes an MSX employee.

Growth in MSX

When new team members join MSX, they embark on a comprehensive and structured journey designed to support their growth and engagement.

The key phases of our employee lifecycle include:



1. **Onboarding:**

Our onboarding process is designed to seamlessly integrate new employees into our company culture and operations. We provide the necessary tools, resources, and support to ensure a smooth transition and quick adaptation to their new roles. The onboarding journey is based on a compelling path of experiences, focused on building a sense of belonging and ensuring the right person is in the right place.



2. **Performance Development Dialogue (PDD) and Career Path:**

Our Performance Development process focuses on continuous growth and feedback. Through regular reviews and goal setting, we aim to help our employees reach their full potential and align their personal growth with the company's objectives.



3. **Training and Development:**

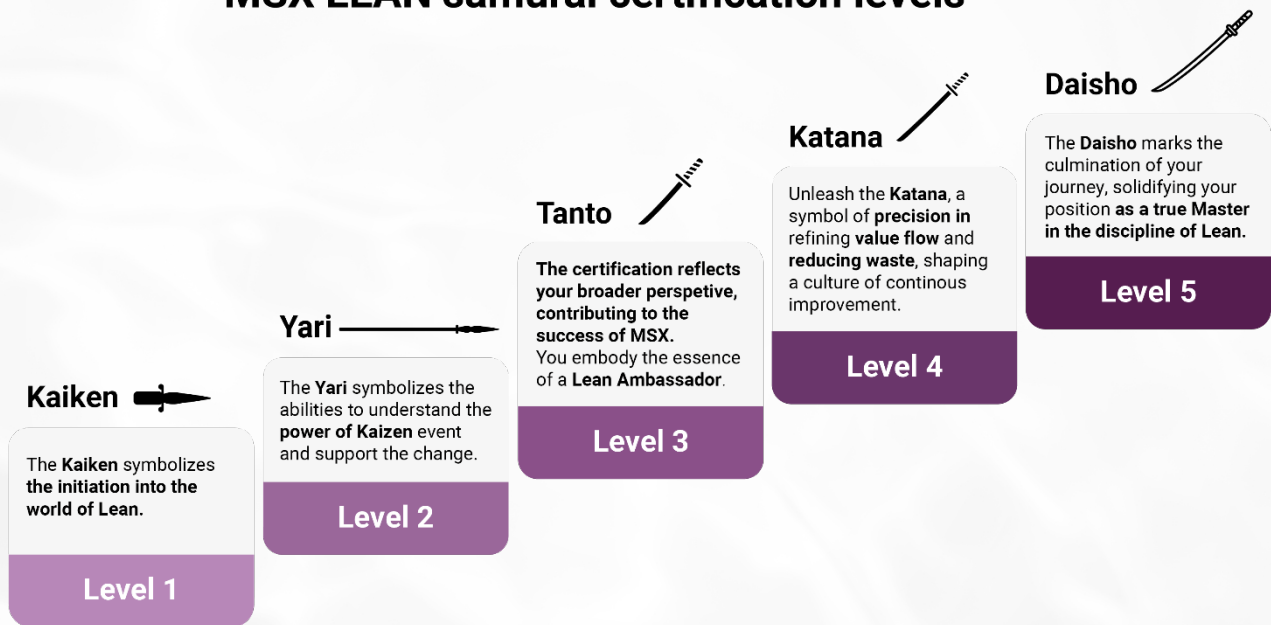
We offer a robust training program tailored to individual project needs, streaming levels, and global initiatives. Our commitment to continuous learning ensures that our employees have access to the latest knowledge and skills required to excel in their roles. We use LinkedIn Learning as a global tool and will increase our licenses from 800 to 1,500 in 2024 to involve more employees in the Global Training Program.



4. MSX Lean as an approach and the Samurai Certification:

MSX embraces LEAN principles, with a focus on continuous improvement. We use LEAN to support our strategy. We support MSX people in their LEAN growth, helping them obtain the relevant levels of certification. We have started in 2023 to involve employees in training modules, helping them to find and eliminate waste and improve their daily activities, measuring their effectiveness. In 2024, we will launch a certification path using the metaphorical ‘mastery of swords’, with each sword symbolizing a distinct level of growth and proficiency based on training, coaching, and abilities.

MSX LEAN samurai certification levels



5. Internal Mobility Program:

Our mobility programs provide opportunities for employees to gain diverse experiences and broaden their horizons through different roles and locations within the company. This not only enhances their skill sets but also promotes a global perspective. We don't just hire talent; we help people progress in their career with us. In 2023, our internal mobility rate (positions filled with internal candidates) was around 15%.



6. Salary Review and Total Rewards:

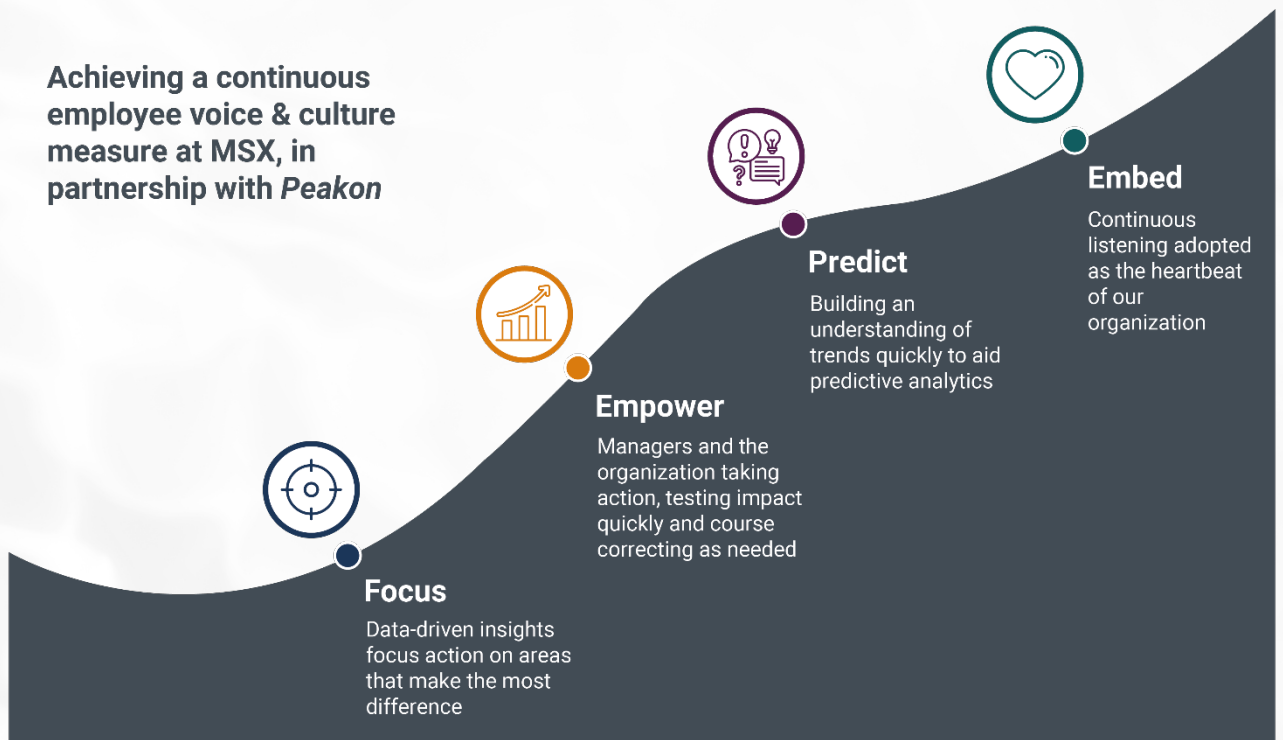
We conduct annual salary reviews to assess and recognize employee contributions, ensuring that our reward systems are equitable and aligned with DEI principles.



7. Employee Engagement:

We measure employee satisfaction through the PEAKON tool, focusing on specific drivers that influence engagement. By understanding these metrics, we can continuously improve our work environment and address any areas of concern. We manage training to support People Managers and Enabling Functions to improve the engagement score with dedicated Action Plans.

Achieving a continuous employee voice & culture measure at MSX, in partnership with Peakon



Peakon methodology engagement drivers



Peakon - Latest engagement survey 2023

7.8

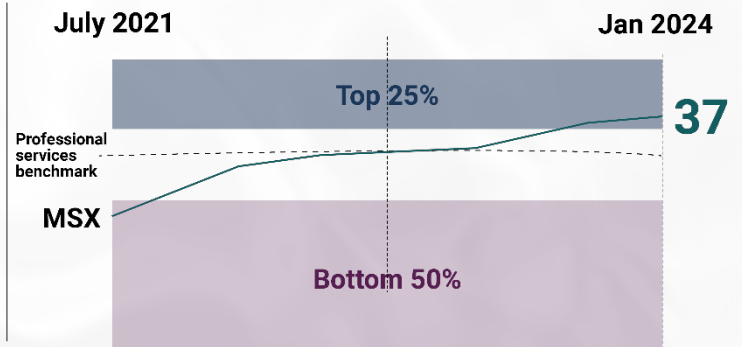
Global Engagement Score

Our Global Engagement Score is in line with the industry benchmark

37

Global eNPS Score

Our Global eNPS score is 11 points above the industry benchmark, and in the top 25% of professional services companies



8.

Offboarding:

Our offboarding process includes, in most countries, an exit survey to understand the reasons behind employee departures. This feedback helps us refine our practices and build a strong MSX alumni network, fostering long-term relationships with former employees.

At MSX, we believe that by prioritizing our people and embedding DEI principles into every aspect of our employee lifecycle, we can achieve our ambition of becoming a high-performing, learning-engaged, inclusive organization.

LABOR RIGHTS

MSX International is committed to respecting labor and human rights. We expect high standards of human rights performance across our operations and supply chain. MSX International values acting with integrity and courage and fostering an ethical culture where everyone embraces a sense of responsibility for doing the right thing in the right way.

Our focus on labor rights at MSX International means we are committed to the following principles:

- **No modern slavery, child labor or forced labor including bonded labor, indentured labor and slave labor, or human trafficking is used, and that employment is freely chosen.**
- **Employees have fair wages and employment agreements.**
- **Work hours do not exceed the maximum limit set by relevant legislation.**
- **All employees are free to exercise their right to form and/or join trade unions and to bargain collectively.**
- **Employees experience fair and equal treatment and access to opportunities, and enjoy a work environment that is free of discrimination, harassment, intimidation or coercion relating directly or indirectly to the protected attributes.**
- **All employees have personal and professional development, and they balance their work and personal responsibilities.**
- **All employees' health and safety are protected in the workplace.**
- **Employees have access to fair procedures and remedies.**

HEALTH, SAFETY AND WELLBEING

Compliance with Regulations:

All our markets adhere to required health and safety regulations. This ensures that we maintain a safe and healthy working environment for everyone.

Employee Wellbeing:

We understand that wellbeing and working conditions are vital for our employees' satisfaction and productivity.

Therefore, we have implemented initiatives to support this, including:

Health Insurance:

Comprehensive health insurance plans are available at local level to cover medical expenses and support employees' health needs.

Wellbeing Programs:

Different programs are in place across our companies to promote a balanced and healthy lifestyle. These include mental health support and a **remote-working global policy** for supporting work/life balance (employees are office-based on average two days per week or approximately 10 days per month). We believe that these efforts will help us maintain a safe, supportive, and thriving workplace for all.

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. This 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.
- Promote social dialogue beyond legal and regulatory requirements.
- Consider all employees as the most important and highly valued resources to be cared for.
- Respect each employee's right to form and join the union/organization of their choice and engage in productive and collaborative negotiations.
- Consider the unions as useful participants in the organization

DIVERSITY, EQUITY AND INCLUSION

MSX is committed to fostering, cultivating, and preserving a culture of equity, diversity, and inclusion. For MSX, equity in the workplace is characterized by:

- **A diverse productive workforce**
- **A more equitable and accessible work environment**
- **An inclusive environment where all employees are valued**
- **A work environment free from discrimination**

We strive to maintain a diverse and inclusive work culture in which each employee feels respected and valued and has the opportunity to develop and grow in line with business needs and personal aspirations. We offer all individuals equal opportunity to join the company, and to progress within the company according to performance and potential. We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique. MSX's diversity initiatives are applicable but not limited to our practices on recruitment and selection, compensation and benefits, professional development and training, promotions, transfers, and social and recreational programs. All employees of MSX have a responsibility to always treat others with dignity and respect. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events. Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.



PLANET

VISION

MSX is dedicated to creating a sustainable future for current and future generations. We recognize the significant impact our activities have on the environment and are committed to minimizing this impact through ongoing efforts to protect the environment.

We measure our carbon footprint in accordance with ISO 14064-1 standards (ready for September 2024) to monitor our greenhouse gas emissions and guide our reduction actions.

Our vision is based on three main pillars:

1. **Reducing Greenhouse Gas Emissions:** We aim to achieve carbon neutrality by 2035 by reducing greenhouse gas emissions across our entire value chain. We will invest in low-carbon technologies, optimize our processes, and collaborate with our suppliers and customers to achieve this ambitious goal.
2. **Circular Economy:** We will adopt the principles of the 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.
3. **Biodiversity Protection:** Recognizing the importance of biodiversity for the health of the planet, we are committed to protecting ecosystems and promoting natural regeneration. We will support conservation projects and raise awareness among our employees and customers about the importance of biodiversity.

REDUCING OUR ENVIRONMENTAL IMPACT

We have already implemented several initiatives to reduce our environmental impact, including:

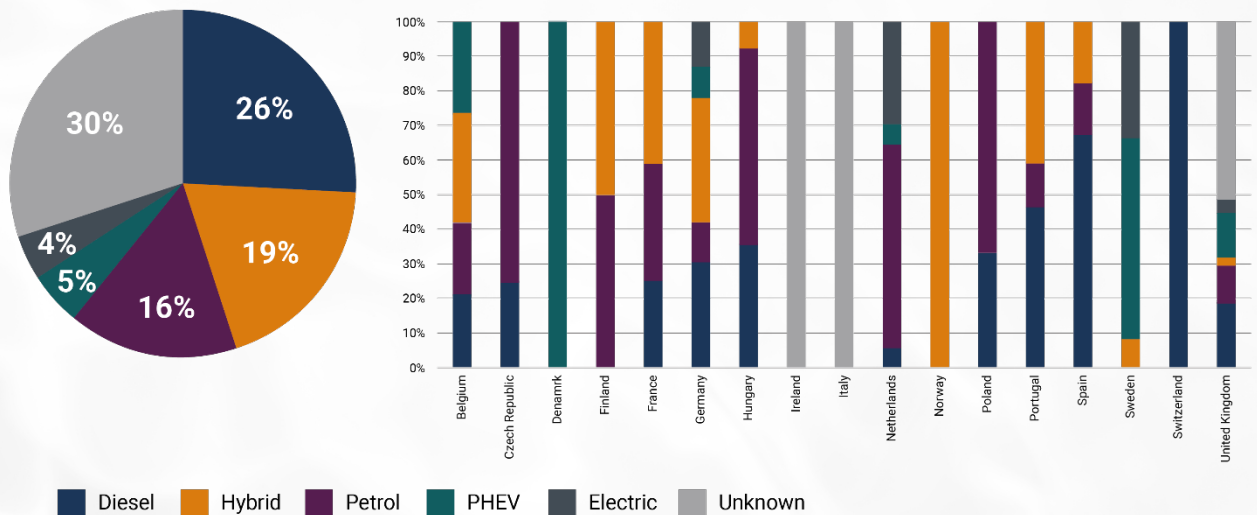
- **Reducing Energy Consumption:** We want to invest in high-efficiency technologies and optimize processes to lower energy consumption. We also plan to use renewable energy sources, such as solar and wind power, to power our offices.
- **Reducing Greenhouse Gas Emissions:** We also plan to measure and monitor our greenhouse gas emissions in accordance with ISO 14064-1 standards and implement strategies to reduce them in 2024.

To mitigate Scope 1 emissions by 2035, MSX will:

- Transition to a fleet of electric or hybrid vehicles

Below is the actual picture of the 2023 Car Park Analysis, which shows that we have almost 30% Hybrid and Full Electric cars.

MSX baseline assessment Diesel and hybrid are the dominant fuel types



- **Waste Management:** We minimize waste production and direct generated waste towards recycling and using less plastics.
- **Responsible Water Use:** We raise awareness among our employees about the importance of water conservation.

FUTURE GOALS AND TARGETS

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

- Reduce greenhouse gas emissions by 50% by 2030
- Achieve carbon neutrality by 2035

CHALLENGES AND OPPORTUNITIES

Transitioning to a sustainable future presents significant challenges but also great opportunities. We are aware of the challenges ahead but are confident in our ability to overcome them through our commitment, innovation, and collaboration with our stakeholders.

EMPLOYEE ENGAGEMENT

We believe that engaging employees is essential for the success of our sustainability efforts. We raise awareness about environmental protection and encourage active participation in our initiatives which we are going to address in 2024.

COMMUNICATION AND TRANSPARENCY

We are transparent about our environmental performance and publish an annual sustainability report detailing our progress and goals. We also maintain an open dialogue with our stakeholders and respond to their questions and concerns.

TOGETHER FOR A SUSTAINABLE FUTURE: SUSTAINABLE PROCUREMENT

We believe that companies have a responsibility to contribute to creating a sustainable future. We are committed to doing our part and invite our customers, suppliers, and partners to join us on this journey. We are committed to adopting policies and practices that promote the sustainable procurement of products and services by integrating environmental considerations into our business processes in order to properly manage resource consumption and promote the reduction of direct and indirect environmental impacts. An MSX supplier is required to assure that:

- (a) Its operations comply with all applicable environmental laws, including laws and international treaties relating to (but not limited to) waste disposal, emissions, discharges and the handling of hazardous and toxic materials
- (b) The goods it manufactures (including the inputs and components that it incorporates into its goods) comply with all applicable environmental laws and treaties
- (c) It will only use packaging materials that comply with all applicable environmental laws and treaties

5.2 The Supplier shall have in place a suitable environmental management system for managing its environmental risks. As a minimum, the system should include and address the following:

- (a) An assessment of the environmental impact of all historical, current and likely future operations
- (b) Steps to continuously improve environmental performance, reduce pollution, emissions and waste
- (c) Measures to reduce the use of all raw materials, energy, and supplies
- (d) Raising awareness and training workers in environmental matters

ACHIEVING OUR VISION

Our approach is based on continuous improvement and responsible practices. We will regularly review and update our environmental policies, investing in the best technologies and strategies to ensure the greatest positive impact on our environment.



PROSPERITY

VISION

We aim to become a benchmark in the mobility industry, generating value for our customers and setting the standard for Environmental, Social, and Governance (ESG) criteria, impacting local communities.

UNDERSTANDING CUSTOMER NEEDS AND GREEN DEAL SOLUTION

To achieve this vision, it is essential to understand and address the needs of our customers, which we accomplish through our Solution Development streams. These streams allow us to innovate continuously and tailor our services to meet the evolving demands of the mobility sector. Our Solution Development teams work closely with customers to co-create innovative products and services that address real-world challenges, positioning us as leaders in sustainable mobility.

Looking ahead to 2024, we are preparing to launch a Green Deal project, which will be a cornerstone of our sustainability strategy. This initiative will demonstrate our commitment to integrating sustainable practices across all facets of our operations. The Green Deal project will focus on reducing our environmental footprint, promoting renewable energy sources, and enhancing the efficiency of our supply chain. By adopting these practices, we will not only contribute positively to the environment but also drive economic growth and create new opportunities within the industry. Understanding and responding to customer needs is at the heart of our approach.

Through rigorous market research, feedback mechanisms, and direct engagement with our clients, we ensure that our solutions are aligned with their expectations and requirements.

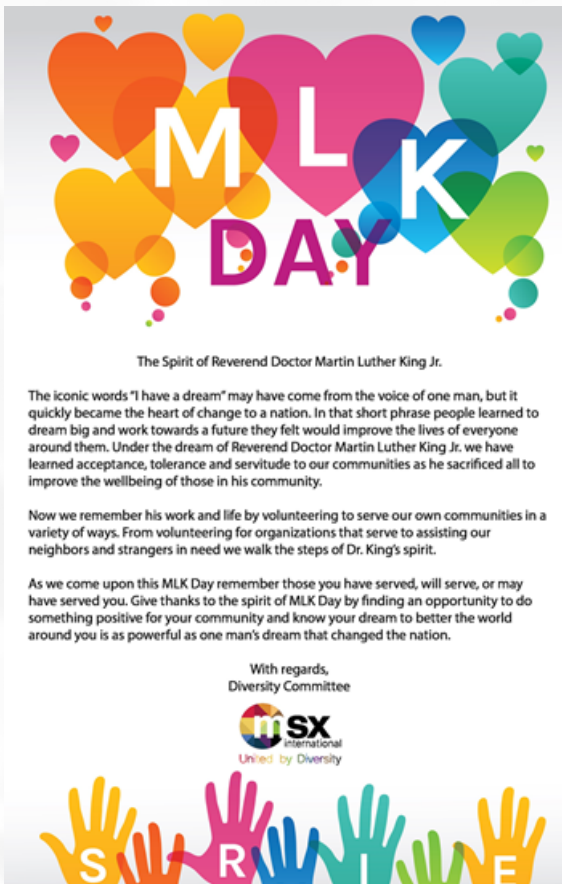
We also believe in the power of community engagement. Our HR managers play a pivotal role in identifying and prioritizing local communities that we should focus on developing. This targeted approach ensures that our initiatives are relevant and impactful. By fostering strong relationships with these communities, we create a supportive ecosystem that benefits both the local population and our organization.

OUR SUPPLIER

MSX's commitment to integrating sustainability into business processes means that all aspects and operations of the organization are evaluated with equal consideration of economic impacts and related environmental and social perspectives. MSX also acts to add value to its supply chain by adopting a socially responsible approach to the design and management of activities, both directly and indirectly. MSX is therefore committed to the sustainable management of its procurement activities with a view to the sustainable use of resources and the protection of human rights along the supply chain. This commitment is supported by the adoption of a specific policy (for publication in 2024) for the management of suppliers and the purchase of materials and services in accordance with the "Supplier Code of Conduct" and "Purchasing Procedure", which are part of the broader context of Quality Management System procedures. The Purchasing Policy, in addition to regulating the procurement management process, defines annual objectives and an action plan to support the procurement management process and the pursuit of continuous improvement in procurement methods.

ENGAGING LOCAL COMMUNITIES

We have different local communities, such as the “Diversity Committee” in the North America MSX location.



In addition to our external community efforts, we are excited to launch an internal Activists Program in 2024. This program will empower employees across the organization to become champions of sustainability within their local areas. These activists will receive training and resources to help them advocate for sustainable practices and lead community development projects. By mobilizing our workforce in this way, we create a network of passionate individuals dedicated to making a positive impact both locally and globally.

Our commitment to prosperity in sustainability is comprehensive and multifaceted. It involves setting high standards in the mobility industry, understanding and meeting customer needs through innovative solutions, engaging and developing local communities, and empowering our employees to become

sustainability advocates. We are dedicated to creating lasting value for our customers, our communities, and the planet. By integrating these principles into our business model, we ensure that our growth is sustainable and inclusive.

Our efforts not only enhance our competitive edge but also contribute to a more resilient and equitable world. We believe that true prosperity is achieved when economic success goes hand in hand with environmental stewardship and social responsibility. Through our actions and initiatives, we aim to inspire others in the industry to adopt similar practices, driving a collective movement towards a more sustainable future.

In conclusion, our vision of becoming a benchmark in the mobility industry is underpinned by our unwavering commitment to sustainability. We strive to lead by example, setting the highest standards for ESG criteria, and demonstrating that it is possible to achieve economic prosperity while safeguarding our planet and supporting our communities. Through continuous innovation, community engagement, and employee empowerment, we are building a sustainable legacy that will benefit future generations.



OUR APPROACH TO REPORTING

This document has received the approval of the Leadership Team on April 8, 2024

MSX has reported the information cited in this GRI content index for the period between January 1st and December 31st, 2023, and furthermore offers a comparative analysis against fiscal year 2022 data with reference to the GRI Standards.

GRI CONTENT INDEX

Statement of use	MSX has reported the information cited in this GRI content index for the period January to December 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	CHAPTER	PARAGRAPH	NOTES/OMISSION	
GRI 2: GENERAL DISCLOSURE					
GRI 2: General Disclosures 2021	2-1 Organizational details	WE ARE MSX	<ul style="list-style-type: none"> • We are our Purpose • We are our Vision • We are our Mission • Values and Behaviors • Our History • What We Do • Our Customers • Our Global Location • Our Leadership Team 		
	2-2 Entities included in the organization's sustainability reporting	Our approach to reporting	Methodological Note		
	2-3 Reporting period, frequency and contact point	Our approach to reporting	Methodological Note		
	2-4 Restatements of information	Our approach to reporting	Methodological Note		
	2-5 External assurance	Our approach to reporting	Methodological Note		
	ACTIVITIES AND WORKERS				
	2-6 Activities, value chain and other business relationships	PLANET	REDUCING OUR ENVIRONMENTAL IMPACT		
	2-7 Employees	MSX PEOPLE /data Annexes	People Processes / Indicators		
	2-8 Workers who are not employees	MSX PEOPLE /data Annexes	People Processes / Indicators	We will plan to have this data on 2024	
	GOVERNANCE				
	2-9 Governance structure and composition	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Corporate Governance		
	2-10 Nomination and selection of the highest governance body	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Corporate Governance		
	2-11 Chair of the highest governance body	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Corporate Governance	Information not available, the mechanism is currently undergoing formalization	
	2-12 Role of the highest governance body in overseeing the management of impacts	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX	Sustainability Governance	Information not available, the mechanism is currently undergoing formalization	
2-13 Delegation of responsibility for managing impacts	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX	Sustainability Governance	Information not available, the mechanism is currently undergoing formalization		
2-14 Role of the highest governance body in sustainability reporting	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX	Sustainability Governance and Corporate Governance			

2-15 Conflicts of interest	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Managing conflicts of interest and avoiding corruption	
2-16 Communication of critical concerns	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Whistleblowing Policy	
2-17 Collective knowledge of the highest governance body	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE		Information not available, the mechanism is currently undergoing formalization
2-18 Evaluation of the performance of the highest governance body	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE		Information not available, the mechanism is currently undergoing formalization
2-19 Remuneration policies	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE		Information not available, the mechanism is currently undergoing formalization
2-20 Process to determine remuneration	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE		Information not available, the mechanism is currently undergoing formalization
2-21 Annual total compensation ratio	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE		Information not available, the mechanism is currently undergoing formalization
STRATEGY POLICIES AND PRACTICES			
2-22 Statement on sustainable development strategy	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX	OUR VISION AND SUSTAINABILITY JOURNEY	
2-23 Policy commitments	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Corporate Governance	
2-24 Embedding policy commitments	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Corporate Governance	
2-25 Processes to remediate negative impacts	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Corporate Governance	
2-26 Mechanisms for seeking advice and raising concerns	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Corporate Governance	
2-27 Compliance with laws and regulations	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Corporate Governance	
2-28 Membership associations	WE ARE MSX	OUR HISTORY WHAT WE DO OUR CUSTOMERS	
STAKEHOLDER ENGAGEMENT			
2-29 Approach to stakeholder engagement	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX	OUR STAKEHOLDERS MATERIALITY ASSESSMENT	
2-30 Collective bargaining agreements			100% of employees are subject to collective agreements provided by local regulations

	MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX	SUSTAINABILITY GOVERNANCE OUR STAKEHOLDERS MATERIALITY ASSESSMENT	
	3-2 List of material topics	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX	MATERIALITY ASSESSMENT	
	3-3 Management of material topics	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX	SUSTAINABILITY GOVERNANCE	
GRI 205: Anti-corruption 2016	ANTI-CORRUPTION			
	205-1 Operations assessed for risks related to corruption	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Managing conflict of interests and avoiding corruption	
	205-2 Communication and training about anticorruption policies and procedures	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Managing conflict of interests and avoiding corruption	
	205-3 Confirmed incidents of corruption and actions taken	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Managing conflict of interests and avoiding corruption	No incidents were reported during the reporting period
GRI 206: Anti-competitive Behavior	ANTI-COMPETITIVE BEHAVIOR			
	206-1 legal actions for anticompetitive behavior, anti-trust, and monopoly practices	Legal actions for anticompetitive behavior, anti-trust, and monopoly practices		
	EMPLOYMENT			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	PEOPLE	Annex	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	PEOPLE	WELLBEING AND WORK CONDITIONS	
	401-3 Parental leave	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	100% of employees are subject to collective agreements provided by local regulations
GRI 402: Labor / Management Relations 2016	402-1 Minimum notice periods regarding operational changes	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	100% of employees are subject to collective agreements provided by local regulations
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	
	403-2 Hazard identification, risk assessment, and incident investigation	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	100% of employees are subject to collective agreements provided by local regulations
	403-3 Occupational health services	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	100% of employees are subject to collective agreements provided by local regulations

	403-4 Worker participation, consultation, and communication on occupational health and safety	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	
	403-5 Worker training on occupational health and safety	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	
	403-6 Promotion of worker health	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	
	403-8 Workers covered by an occupational health and safety management system	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	100% of employees are subject to collective agreements provided by local regulations
	403-9 Work-related injuries	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	For 2023 we had 20 related injuries
	403-10 Work-related ill health	PEOPLE	HEALTH AND SAFETY MANAGEMENT SYSTEM	No related ill health
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	PEOPLE	START AND GROWTH IN MSX (Annex)	
	404-2 Programs for upgrading employee skills and transition assistance programs	PEOPLE	START AND GROWTH IN MSX	
	404-3 Percentage of employees receiving regular performance and career development reviews	PEOPLE	START AND GROWTH IN MSX	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX	SUSTAINABILITY GOVERNANCE	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Whistleblowing Policy	No cases of discrimination found during the reporting period considered
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE- PROSPERITY		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX	SUSTAINABILITY GOVERNANCE	
	413-2 Operations with significant actual and potential negative impacts on local communities	ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOR MSX - PROSPERITY	SUSTAINABILITY GOVERNANCE- ENGAGING LOCAL COMMUNITIES	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	BUSINESS ETHICS AND TRANSPARENT GOVERNANCE	Cybersecurity	
GRI 201: Economic Performance	GRI 201: Economic Performance			
	201-1 Direct economic value generated and distributed	WE ARE MSX	ECONOMIC VALUE GENERATED	
GRI 302: Energy				
		PLANET	REDUCING OUR ENVIRONMENTAL IMPACT	

GRI 305: Emissions 2016	GRI 302: Energy		
	302-1 Energy consumption within the organization	PLANET	REDUCING OUR ENVIRONMENTAL IMPACT
	305-2 Energy indirect (Scope 2) GHG emissions	PLANET	REDUCING OUR ENVIRONMENTAL IMPACT
	305-3 Other indirect emission (Scope 3) GHG emissions	PLANET	REDUCING OUR ENVIRONMENTAL IMPACT

Our People

Employee Workforce Percentage by Gender	As of December 2023		As of December 2022	
	Numbers	Percentage of Total	Numbers	Percentage of Total
Men	3239	65%	3241	66%
Women	1612	32%	1519	31%
Undeclared	148	3%	161	3%
Total Amount	4999	100%	4921	100%

Report to CEO (-1) Percentage by Gender	Numbers	Percentage of Total	Numbers	Percentage of Total
Men	10	71%	16	80%
Women	4	29%	4	20%
Undeclared	0	0%	0	0%
Total Amount	14	100%	20	100%

Workforce Data	From 01-01-2023 to 31-12-2023	From 01-01-2022 to 31-12-2022
Headcount Average rolling 12 months	4883	4870
Headcount Growth	4.8%	3.5%
Starters	1.646	1562
Leavers	1409	1465
Med. Tenure (years)	2.73	2.65
Turnover Rolling 12 months	29%	30%
Voluntary Turnover	19%	20%

Training hours per head (Avg.)	As of December 2023	As of December 2022
	8.1	3.7