

msx international

2025

Sustainability Report

Contents

Executive Summary

Section	Title	Page
ES	Executive Summary	9
ES.1	Creating Sustainable Value Through People, Planet and Prosperity	10
ES.2	2025 at a Glance	11
ES.3	People	13
ES.4	Planet	14
ES.5	Prosperity	15
ES.6	Governance	16
ES.7	Looking Ahead	17

Main Report

Section	Title	Page
0	Letter to Stakeholders	18
1	Who We Are	21
1.1	We Are MSX / We Are Our Vision	22
1.2	Trusted across the Mobility Ecosystem	23
1.3	We Are Our Mission / We Are Our Purpose	24
1.4	Global Reach	25
1.5	Our Values	26
1.6	Strategic Milestones & Market Expansion	27

Contents

Section	Title	Page
1.7	What We Do	28
1.8	How We Do It	29
1.9	Our Leadership Team	30
1.10	Economic Value Generated	31
2	Our Sustainability Approach	33
2.1	Sustainability Strategy	34
2.2	Our Sustainability Maturity Journey	36
2.3	Governance of Sustainability	37
2.4	Sustainability Governance Model	38
2.5	Roles and Responsibilities	39
2.6	Understanding the Environment in Which We Operate: Business Model	41
2.7	Market Trends	42
2.8	Regulatory Landscape	43
2.9	Opportunities and Risks	44
2.10	Stakeholder Groups, Areas, Engagement Activities	46
2.11	Stakeholder Feedback and Key Themes	47
2.12	Double Materiality Assessment	48
2.13	Strategic Interpretation	53

Contents

Section	Title	Page
2.14	Lean, Innovation and Digitalization	54
2.15	Lean Culture as an Enabler of Sustainable Performance	56
2.16	Evidence-Based Continuous Improvement	57
2.17	Digital Transformation and Responsible AI Adoption	58
2.18	AI Capability Building and Digital Culture	59
2.19	Innovation with AI-Kaizens and AI & Data Center of Excellence	60
2.20	From Internal Innovation to Client Value Creation	61
2.21	Looking Ahead	62
2.22	Our Sustainability Framework	63
2.23	Translating Value Creation into ESG Priorities and SDGs	65
3	Governance, Ethics and Digital Trust	67
3.1	Building Trust Through Responsible Governance	68
3.2	Corporate Governance	70
3.3	Governance, Ethics and Digital Trust Overview	71
3.4	Code of Conduct, Human Rights and Modern Slavery	72
3.5	Modern Slavery and Human Trafficking	73
3.6	Cybersecurity and Data Protection	74
3.7	Cybersecurity Governance and Information Security	75

Contents

Section	Title	Page
3.8	Responsible AI and Digital Ethics	77
3.9	Data Protection and Cybersecurity KPI Table	79
3.10	Whistleblowing, Grievance Mechanisms & Speak-Up Culture	81
3.11	Governance, Risk Management and Regulatory Preparedness	83
3.12	Risk Management & the Compliance Framework	84
3.13	Sustainability and Enterprise Risk / Regulatory Preparedness	85
3.14	Environmental, Health & Safety Governance	86
3.15	Quality, Certifications and Compliance	87
3.16	Certification Timeline	89
3.17	Looking Ahead	90
4	People	92
4.1	Empowering People, Enabling Sustainable Growth	93
4.2	A Workforce Built for Growth	95
4.3	Building a Connected Employee Experience	96
4.4	Workforce Performance	97
4.5	Workforce Growth with Lower Voluntary Turnover	98
4.6	Talent Attraction	99
4.7	Employer Branding & Careers	100

Contents

Section	Title	Page
4.8	Developing, Engaging and Empowering Our People	101
4.9	Learning and Leadership Development	102
4.10	Learning & Career Growth	103
4.11	Engagement, Inclusion and Recognition	104
4.12	DEI & Belonging / Bravo! Recognition	105
4.13	Empowering Women at MSX	106
4.14	Well-being and Safety	108
4.15	Looking Ahead	110
5	Planet	111
5.1	Climate Action and Resource Efficiency	112
5.2	Our Environmental Performance	114
5.3	2025 Greenhouse Gas Emissions	115
5.4	Focus Areas and Initiatives	116
5.5	Our Actions for Decarbonization	118
5.6	Turning Commitments into Action	119
5.7	Environmental Awareness	120
5.8	MSX Forest with Treedom	121

Contents

Section	Title	Page
5.9	Looking Ahead	122
6	Prosperity	124
6.1	Our Vision	125
6.2	Sustainable Solutions: Creating Value Through Innovation	127
6.3	Pulse of AI: Human Tech Synergy for Responsible AI	127
6.4	DESM and GreenShift: Supporting Sustainable Mobility	128
6.5	Strengthening Responsible Supply Chains	129
6.6	Advocacy, Education and Community Engagement	130
6.7	Looking Ahead	131
6.8	Voices from Our Markets	132
7	Appendices	135
7.1	Methodological Note / About This Report	136
7.2	GRI Tables	141
7.2.1	GRI 2: General Disclosures	142
7.2.2	GRI 3: Material Topics	146
7.2.3	GRI Topic Standards Mapping – Economic Performance, Ethics, Anti-Corruption and Fair Competition	147
7.3	ESG Data Tables: Economic Indicators	151
7.4	ESG Data Tables: Social Indicators	152

Contents

Section	Title	Page
7.4.1	Work-Related Injuries	158
7.4.2	Training and Diversity Indicators	160
7.5	ESG Data Tables: Environmental Indicators	165
7.5.1	Energy Consumption	166
7.5.2	Scope 1, Scope 2 and Scope 3 GHG Emissions	167
7.5.3	Total GHG Emissions	172
7.5.4	Waste Generation and Management	173
7.5.5	Water Consumption	175
7.6	Main Certifications and Standards	176
7.7	Additional Material KPIs and GRI Topic Disclosures	178
7.8	Governance, Ethics, Cybersecurity and Client KPIs	180
7.9	People, DEIB and Well-being KPIs	182
7.10	Freedom of Association and Collective Bargaining	183
7.11	Responsible Supply Chain KPIs	184
7.12	Enhanced Environmental KPIs	185
7.13	KPI Methodology and Control Register	187
7.14	Acronyms, Definitions and Platforms	188
7.14.1	Acronyms and Definitions	189
7.14.2	Platforms, Programs and Digital Solutions	192



Executive Summary

Creating Sustainable Value Through People, Planet and Prosperity

At MSX International, sustainability is not a standalone initiative. It is an integral part of how we create long-term value for our clients, employees, shareholders and communities.

Throughout 2025, we continued to strengthen the integration of Environmental, Social and Governance (ESG) principles across our business, reinforcing our commitment to responsible growth while supporting the transformation of the automotive and mobility sectors. Sustainability increasingly shapes how we operate, how we innovate and how we support our customers in navigating complex environmental, social and technological changes.

Guided by our sustainability strategy, built around the pillars of People, Planet and Prosperity, we enhanced our governance framework, invested in employee development and well-being, accelerated our environmental initiatives and expanded sustainability and transformation solutions for our customers. Through this integrated approach, we aim to create positive impact while strengthening the long-term resilience and competitiveness of our business.

2025 at a Glance

Revenue

2025	$471.7 million
vs	
2024	+2.3%

Employees

2025	5,055
vs	
2024	+3.7%

Global Customer NPS

2025	60.3
vs	
2024	+2.2 points

Employee Engagement Score (Peakon)

2025	7.9 / 10
vs	
2024	Stable

Employee Net Promoter Score (eNPS)

2025	38
vs	
2024	12 points above the Peakon benchmark

Training Hours per Employee

2025	12.6 hours
vs	
2024	+41.6%

Internal Mobility

2025	23.5%
vs	
2024	+4.5 percentage points

Women in middle management

2025	24%
vs	
2024	Stable representation

MSX Forest Launch

2025	Launch of Treedom's partnership

Year-on-year results show balanced progress across business performance, customer satisfaction and people development. Revenue and workforce increased, Global Customer NPS rose from 58.1 to 60.3, training hours per employee increased by more than 40%, and internal mobility reached 23.5%, up from 19%. Employee engagement and women's representation in leadership remained stable.

At the same time, we are strengthening a culture of continuous improvement, where Lean thinking, AI and innovation become part of how we work every day. By challenging existing ways of working, embracing technology and encouraging new ideas, we aim to translate innovation into greater efficiency, stronger experiences and sustainable value.

People

People remain at the heart of MSX's sustainability strategy.

During 2025, we continued to invest significantly in learning, leadership development, well-being, recognition, inclusion and career growth. Training hours increased to 12.6 hours per employee, while 23.5% of open positions were filled internally, demonstrating our commitment to talent development and internal mobility. Our established People initiatives included growth programs, structured career paths, Performance & Development Dialogues, internal mobility, 57 Lunch & Learn sessions, the Leadership Essentials program, Global Policies Socialization and related training, internal mobility opportunities and Bravo! recognition, helping employees develop their capabilities, celebrate contributions and build meaningful careers within MSX.

Employee engagement remained strong. Through Workday Peakon Employee Voice, employees provided continuous feedback supporting local and global action plans. The overall engagement score reached 7.9, supported by a 75% year-end aggregated participation rate and an eNPS score of 38, reported as 12 points above the Peakon benchmark. Employees identified autonomy, goal setting and peer relationships among the strongest aspects of their experience.

MSX also continued to advance Diversity, Equity, Inclusion and Belonging (DEIB). Women represented 32% of the global workforce and 24% of management positions (middle management, minus 2), while inclusion metrics continued to improve year after year, supported by initiatives like DEI Lunch & Learn sessions, the Global Inclusion Talk and Global Inclusion Award events, and programs such as ReBalance.



Planet

MSX continued to advance its environmental agenda through the implementation of its Climate and Environmental Policy and the evolution of its decarbonization roadmap.

Key priorities included greenhouse gas reduction, fleet transition, waste reduction, energy efficiency and the strengthening of environmental data management processes. During the year, the Company also continued the development of its Environmental Management System (EMS), supporting the roadmap toward ISO 14001 certification and improved environmental governance.

Climate-related risks and opportunities were assessed through the Double Materiality Assessment process, helping integrate sustainability considerations into business planning and risk management activities.

Our commitment extends beyond operational impacts. Through initiatives such as Treedom, MSX continued supporting environmental awareness and positive community impact, enabling employees to contribute directly to sustainability actions and reinforcing the connection between environmental responsibility and employee engagement. In 2025, MSX launched the MSX Forest in partnership with Treedom, planting 20 trees across Thailand and Colombia. The forest covers 819 m² of canopy and is expected to absorb approximately 4.8 tCO_2 over the trees' growth cycle.



Prosperity

In 2025, sustainability increasingly became a driver of innovation, business growth and customer value creation.

Leveraging our expertise in the automotive and mobility sectors, MSX expanded its portfolio of sustainability-related services designed to support customers in addressing evolving environmental, social and regulatory challenges. Sustainability is increasingly becoming part of our market offering and a source of long-term competitive advantage.

Through initiatives such as GreenShift, MSX has begun supporting OEMs, National Sales Companies, dealer networks, and mobility providers in advancing their sustainability journeys.

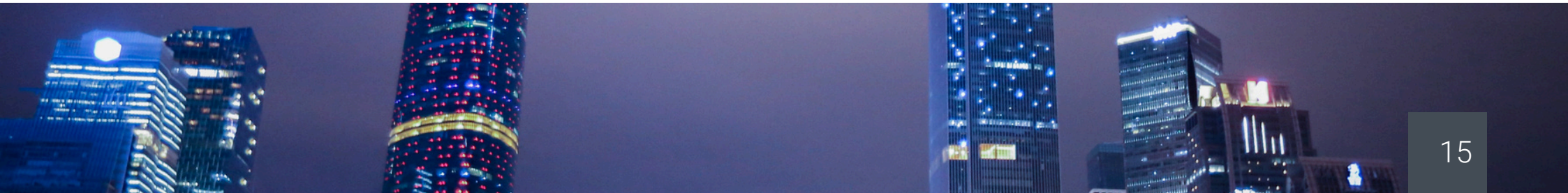
These services help customers navigate regulatory requirements, improve ESG performance, strengthen sustainability capabilities and accelerate the transition toward sustainable mobility ecosystems.

Customer satisfaction remained a key strength of the Company, with the Global Net Promoter Score increasing from 58.1 in 2024 to 60.3 in 2025. This 2.2 point improvement reflects continued focus on service quality, customer value and long-term relationships.

A key milestone during 2025 was the expansion of Pulse of AI, MSX's global initiative focused on developing AI literacy, future-ready skills and the responsible adoption of artificial intelligence across the organization.

Pulse of AI promotes a human-centric approach to technology, where AI is used ethically, responsibly and transparently to empower people, enhance productivity and support innovation. By combining sustainability principles, digital transformation and responsible governance, MSX aims to ensure that technological progress delivers value for employees, customers and society while maintaining human oversight, accountability and trust.

Through sustainability consulting, mobility transformation solutions and responsible AI capability building, MSX continues to strengthen its position as a trusted partner helping customers navigate both sustainability and technological transformation.



Governance

Strong governance remains fundamental to the successful delivery of our sustainability strategy.

During 2025, dedicated governance mechanisms which review performance, targets, KPIs and progress against strategic sustainability objectives were used to oversee sustainability. ESG topics continued to be discussed at Board level and were supported by a dedicated Sustainability Governance framework.

MSX maintains a comprehensive framework of policies covering ethics, anti-corruption, whistleblowing, cybersecurity, human rights, diversity and inclusion, health and safety, environmental responsibility and responsible procurement. These policies help ensure transparency, accountability and responsible decision-making across all areas of the business.



Looking Ahead

As we continue our sustainability journey, MSX remains committed to strengthening ESG performance, supporting our people and creating value through responsible growth and innovation.

In the coming years, priorities will include the implementation of a global Environmental Management System, continued progress toward decarbonization objectives, enhanced sustainability reporting, further development of responsible AI practices and ongoing alignment with evolving regulatory requirements, including Corporate Sustainability Reporting Directive (CSRD) and other emerging sustainability frameworks.

Furthermore, MSX will build on the People programs already implemented during 2025 while strengthening pay transparency and equity readiness. Preparation for the EU Pay Transparency Directive will support a more transparent, inclusive and equitable employee experience, complemented by continued measurement of development, recognition, engagement and internal mobility outcomes.

We believe that long-term business success depends on empowered people, responsible innovation and a culture of trust, accountability and continuous development.

Through our commitment to People, Planet and Prosperity, MSX will continue creating sustainable value for employees, customers, shareholders and communities while contributing to a more sustainable, inclusive and innovative future for the automotive and mobility sectors.

Letter to Stakeholders

Dear Stakeholders,

At MSX, sustainability is both a responsibility and a catalyst: it challenges us to think differently, raise standards, and deliver practical, measurable, and scalable transformation.

In 2025, we focused on making sustainability real through a set of actions and programs that our people can join, clients can benefit from, and the organization can build upon year after year. We invested in initiatives that bring our sustainability strategy to life through learning, engagement, and delivery, internally and with our clients.

Our priorities

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

Our sustainability journey is shaped around three pillars: People, Planet and Prosperity.

In 2025, we strengthened these with the intent to transform ambition into execution, through initiatives that can be delivered consistently across markets.

People at the heart of sustainable growth

At MSX, we know that sustainability is built by people, by their choices, ideas, courage to learn, and ability to grow together. We have continued to invest in initiatives that strengthen our culture, develop our capabilities, and create a workplace where every colleague can feel valued, included and empowered to contribute.

Our approach to growth is holistic. Global and local training initiatives support internal mobility while the Performance & Development Dialogue (PDD) encourages structured career path conversations. These create an environment where development is continuous, accessible and connected to our business priorities. This helps people expand their skills, explore new career opportunities and participate in the evolution of MSX.

At MSX, we believe that personal success has its greatest meaning when it becomes collective success.

This is our value of being Exceptional Teammates: people who support one another, share knowledge, celebrate achievements and contribute to a culture of collective success. Inclusion plays a fundamental role in this journey. Through initiatives such as the Global Inclusion Talk and the Inclusion Award, we give visibility to the behaviors and voices that make our community and culture stronger. This reinforces a powerful belief: everyone should feel appreciated, and able to bring their full contribution to work.

This is how we unlock innovation. When people feel safe, included and trusted, they are willing to explore, challenge assumptions and imagine better ways of working. In this sense, inclusion is closely connected to our value of being Fearless Explorers: the foundation for curiosity, transformation, innovation and continuous improvement. This mindset is made practical through our Lean culture, which encourages everyone to identify inefficiencies, solve problems systematically and continuously improve the way work is designed and delivered.

Our commitment is to keep building MSX as a true people company: a place where growth, well-being, inclusion and performance are connected; where each person can see a future for themselves.

Letter to Stakeholders

Protecting the Planet

At MSX, protecting the planet is not simply about reducing our environmental footprint - it is about creating a culture of making responsible choices.

In 2025, our efforts centered on increasing the adoption of renewable energy sources, encouraging more sustainable ways of working through our hybrid working model, and supporting the ongoing transformation of our vehicle fleet toward lower-emission and electric mobility solutions. These initiatives reflect our belief that meaningful change happens when environmental responsibility is embedded into everyday business.

The MSX Forest, developed in partnership with Treedom, has become a powerful symbol of how sustainability can unite people around a shared purpose. Through dedicated campaigns and participation opportunities, we have continued to grow the forest together with our employees, while increasingly involving clients and external stakeholders in the journey.

What makes the MSX Forest particularly meaningful is the connection it creates between business growth and environmental stewardship. Every tree represents more than a contribution to biodiversity, local community support and carbon absorption; it represents a tangible reminder that prosperity and sustainability can grow side by side. We are strengthening a belief that positive impact should extend beyond organizational boundaries.

Our conviction is simple: the future of business and the future of our planet are inseparable.

Driving Sustainable Prosperity

Sustainability creates prosperity when it helps organizations move from vision to action. In 2025, we reinforced a strategic direction that is becoming increasingly important for MSX: supporting our clients through sustainability-led programs that are practical, people-centered and designed for real-world implementation.

Initiatives such as Pulse of AI, our certified training program built to strengthen understanding, improve confidence, and turn Artificial Intelligence (AI) into repeatable working habits, demonstrates how innovation can enable responsible as well as sustainable transformation.

Our focus is on fostering a human-centered and responsible use of AI, equipping employees and clients with the skills and awareness needed to leverage it ethically, effectively and with purpose, in the mobility market.

Internally, we are embedding the same ambition. Through AI-Kaizen and our AI & Data Center of Excellence, we are combining Lean's discipline in eliminating waste with AI's ability to automate repetitive work and generate insight at scale, rolling out adoption step by step with clear governance and human oversight throughout.

At the same time, solutions such as GreenShift reflect our commitment to supporting clients in their decarbonization journey through practical, business-focused interventions. Designed specifically for retail and customer-facing operations, GreenShift helps organizations identify opportunities to reduce CO_2 emissions, optimize operational processes and build sustainability capabilities across their workforce. By combining training, behavioral change and operational improvement, the program enables measurable environmental benefits while supporting long-term business performance.

Letter to Stakeholders

MSX develops and delivers end-to-end solutions that help clients navigate transition journeys, accelerate capability building and transform ambitious sustainability goals into tangible outcomes. From solution design and content development to training, change management and implementation, we support organizations in embedding sustainability into everyday operations and decision-making.

We believe our distinctive contribution lies at the intersection of people, technology and execution. By combining deep operational expertise with practical enablement, we help clients navigate complexity, embrace innovation responsibly and deliver lasting change.

For us, prosperity is not measured only by business growth, but by our ability to grow responsibly together with our clients, creating long-term value for people, organizations and society.

Looking ahead

We are proud of the progress made in 2025 and focused on what comes next. Sustainability is a long-term journey, and the pace of change will continue to accelerate.

MSX will continue to invest in people, strengthen scalable projects, and expand sustainability-led programs that support our clients and contribute to a more responsible future for mobility. We will keep deepening our Lean culture and accelerating responsible AI adoption, so that continuous improvement and innovation remain at the core of everything we do. We are committed to making measurable and meaningful progress.

Thank you for your continued trust and support.

Ugo de Carolis



Sincerely,

Ugo de Carolis

CEO, and Executive Chairman



Who We Are

We Are MSX

At MSX, we empower the world's leading automotive and mobility brands to transform their operations in smarter, more dynamic ways. 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 thrive.

We are a global organization, operating in 80 countries from offices across the Americas, EMEA, and APAC. Our industry knowledge and experience, pioneering AI-powered innovations, and expert services, ensure automotive and mobility brands worldwide are engaging more meaningfully with today's well-connected and informed consumers.

At MSX, we support clients' environmental, social and governance goals by improving operational efficiency, resource use, and data transparency, while deepening our own commitments to People, Planet and Prosperity. From Lean operations that reduce waste, to data-driven insights that optimize energy use, we help automotive and mobility brands build a stronger future.



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.

Our clients need partners they can trust. Being their first choice means working as a true extension of their business, grounded in the discipline and reliability that define operational excellence. We commit to working with them to develop new ideas, improve how they operate, and build innovation into everyday practices.

Trusted across the Mobility Ecosystem



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.

For decades, we have lived and breathed automotive. With a single-industry focus and a presence in markets all over the world, we understand mobility like few others do, from the showroom to the workshop, and from fleet and aftersales to new digital services.



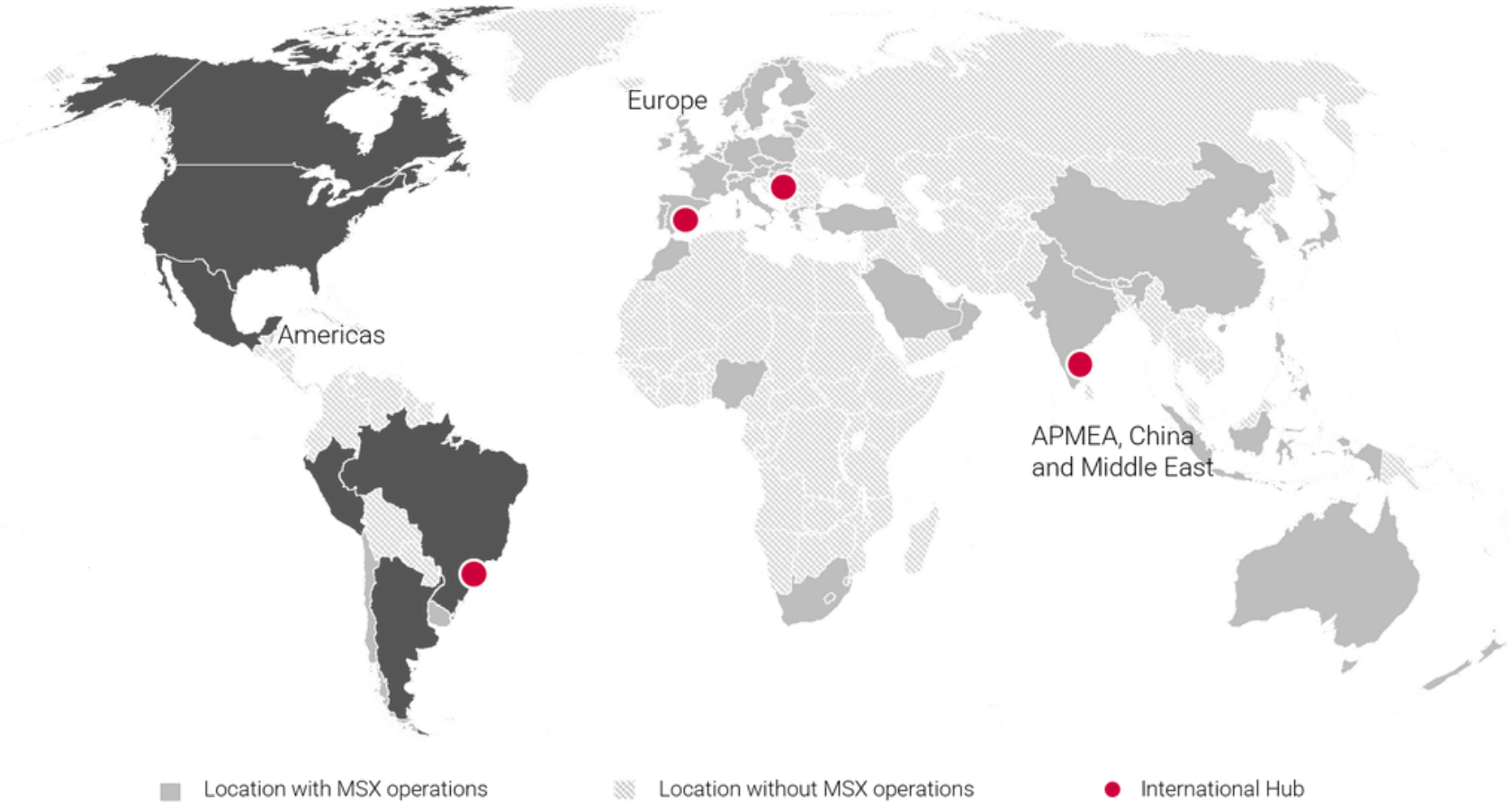


We Are Our Purpose

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

In a world where mobility is becoming more accessible, safer, and more sustainable, we give mobility providers and transport innovators (movers) and vehicle manufacturers (makers) the power to create better experiences for their customers.

Global reach



50% of our business is in the EU and the UK
Deep market expertise, delivered at scale

30% of our business is in the US - and growing
9% YoY, FY21-25

80+
Locations
Global capability with local market presence

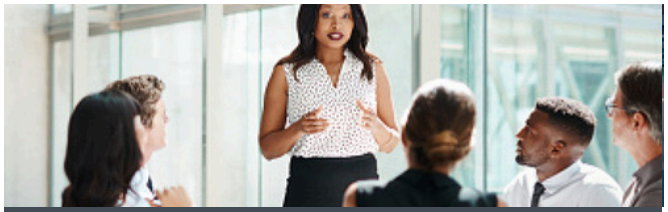
Our Values

As a global team, we accomplish our Purpose, Vision, and Mission through the Values we stand by. Through these positive actions, 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.



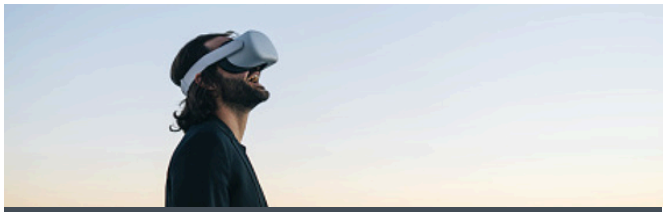
We deliver on our commitments:

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:

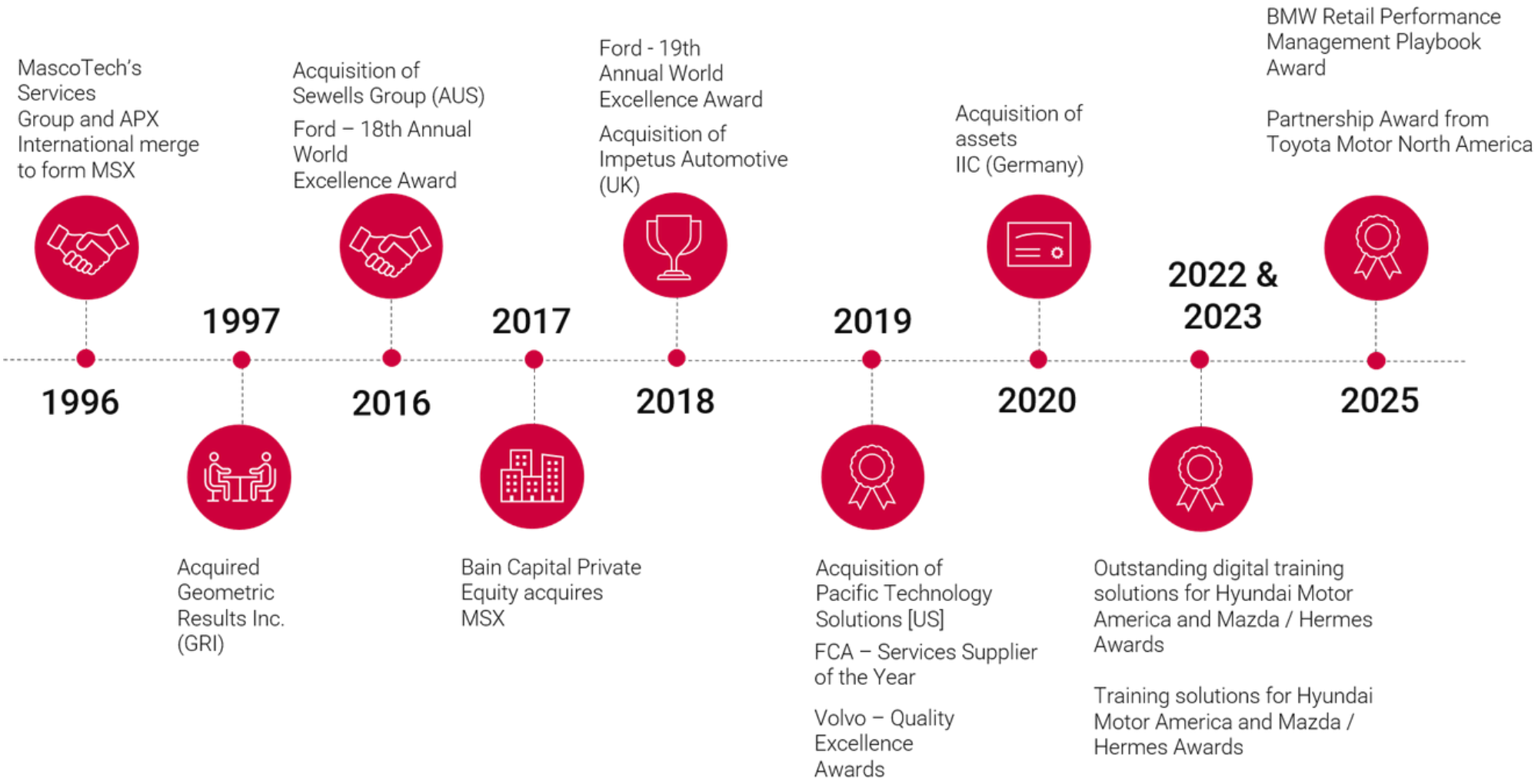
We are unafraid to discover new roads. We harness our creativity to find better ways of navigating the future.



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

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

Strategic Milestones & Market Expansion



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:

Revolutionizing sales and retail strategies for maximum impact.



Repair Optimization and Compliance:

Elevating repair efficiency, satisfaction, and compliance.



Parts, Accessories & Service Performance:

Transforming parts, accessories, and service sales operations.



Consumer Engagement:

Maximizing loyalty and advocacy through connected experiences.

Our comprehensive approach helps our clients to navigate today's challenges and stay ahead in the competitive mobility market, providing exceptional value and support every step of the way.

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:



Field teams:

Delivering onsite expertise to optimize operations and solve complex challenges.



Learning:

Building workforce skills through training, knowledge transfer, and applied learning.



Service hubs:

Centralizing operations to streamline processes and maximize global efficiency.



Insights:

Unlocking growth with data-driven analysis, benchmarking, and AI-powered insights.



Technology platforms:

Driving performance with innovative digital tools and integrated AI solutions.

Our solutions and services empower the world's leading automotive brands and mobility players, transforming their operations and helping them navigate the complexities of the mobility landscape with confidence, efficiency, and impact.

Our Leadership Team



Ugo de Carolis

CEO and
Executive Chairman



Andrea Sorrenti

Deputy CEO



Julian Rothwell

Chief Financial Officer



Kasia Koprowicz-Bisogni

Chief Strategy, Organization
and Transformation Officer



Steve Jones

Chief Technology Officer



Diego Ronconi

Global VP, Sales



Emiliano Nebbioso

Global VP Repair
Optimization & Compliance



Dirk Bott

Global VP, Distribution &
Sales Performance; and
Consumer Engagement



Rod Wright

Global VP, Actionable
Insights; and Parts,
Accessories, & Service
Performance



Deborah Mulholland

Global VP Learning
Solutions



Elvira Llorens

CEO Octago



Marco Autorino

Chief People Officer

Economic Value Generated

ITEMS	2025	2024	2023
Revenue	$471.7m	$460.9m	$439.7m
Operating expenses	$445.7m	$435.5m	$423.6m
Profit from Operations	$26.0m	$25.4m	$16.1m
EBITDA (adjusted)	$68.4m	$65.2m	$63.2m

Note: EBITDA is 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 $7.5m in 2025 ($7.0m in 2024).


msx
international
Empowering
Movers
& Makers



2

Our Sustainability Approach

Sustainability Strategy

Creating Long-Term Value Through People, Planet and Prosperity

At MSX, sustainability is embedded within our business strategy and reflects our commitment to creating long-term value for clients, employees, communities and the environment. Our approach is built around three interconnected strategic pillars: People, Planet and Prosperity, which guide the way we operate, make decisions and measure success.





People
Building a high-performing, inclusive and engaging workplace by fostering diversity, equity, inclusion, and belonging (DEIB), investing in growth, learning and development, promoting well-being and safety, ensuring fair employment practices, and strengthening employee engagement.



Planet
Reducing environmental footprint and supporting the transition to a more sustainable future through climate action, energy efficiency, responsible resource management, waste reduction, sustainable mobility initiatives, and the protection and enhancement of forests through the MSX Forest program.



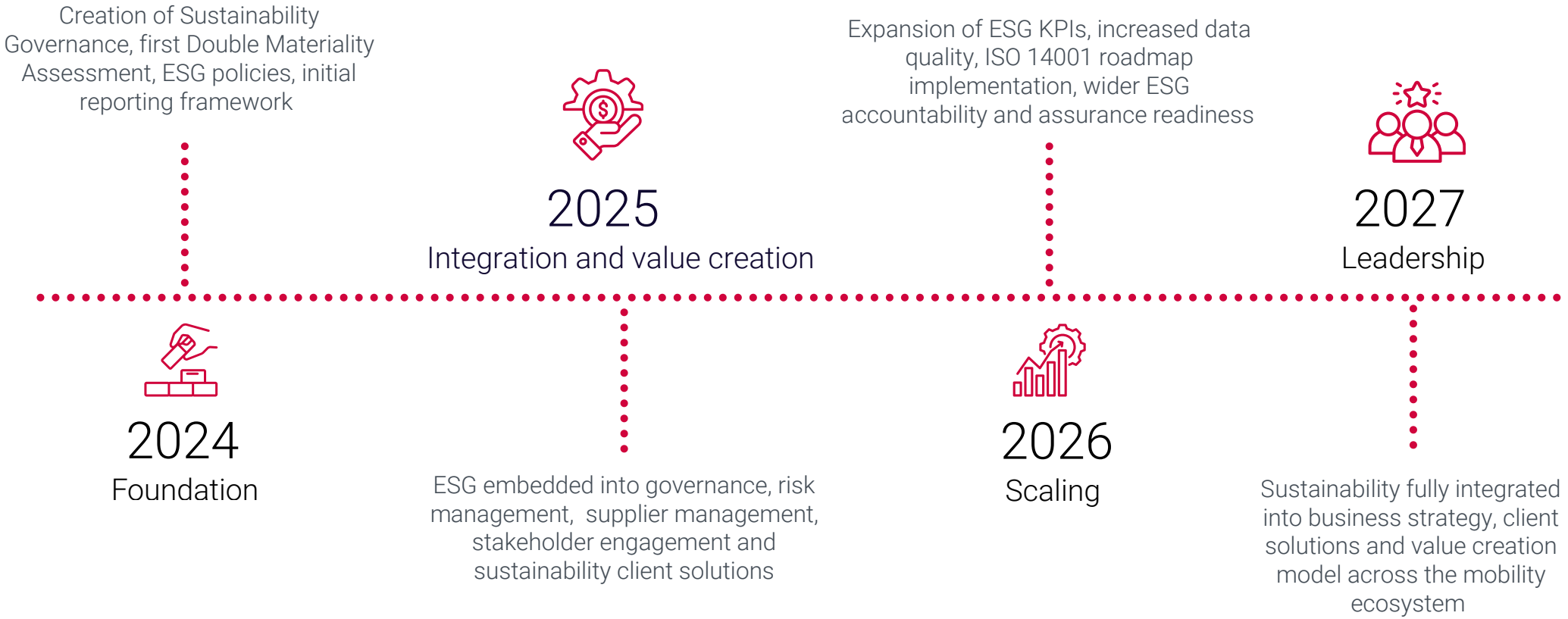
Prosperity
Creating shared value for our stakeholders by driving innovation and digital transformation, adopting Lean principles, developing sustainable solutions for clients, enabling sustainable growth, and pursuing business excellence.

These pillars represent the foundation of our sustainability journey and support our ambition to drive positive environmental and social impact while strengthening business resilience and sustainable growth. They also provide the strategic basis for our governance framework, materiality assessment and ESG reporting approach.

Our Sustainability Maturity Journey

MSX views sustainability as a continuous journey rather than a fixed destination. Since the establishment of the Sustainability function in 2024, the Company has progressively evolved its approach from building foundational governance structures to integrating sustainability into business processes, decision-making and client solutions.

The sustainability roadmap reflects MSX's ambition to strengthen ESG maturity over time, supporting long-term value creation and readiness for evolving stakeholder expectations and regulatory developments.



Governance of Sustainability

Embedding Sustainability into Decision-Making

MSX has established a sustainability governance framework designed to ensure that sustainability considerations are integrated into strategic decision-making, business planning, risk management and operational execution.

Our governance model combines board-level oversight, executive accountability and cross-functional collaboration, providing clear responsibilities and reporting lines across the organization. The framework supports the implementation of our People, Planet and Prosperity strategy while enabling transparency, accountability and continuous improvement.

Sustainability Global Team



Marco Autorino
Chief People Officer



Loredana Tomassetti
Global Sustainability Manager

Sustainability Governance Model

Strategic Oversight	Sustainability priorities, objectives, key risks and performance are reviewed at board-related level through the People Committee, ensuring oversight and alignment with MSX's long-term strategy and value creation ambitions. In addition, Bain Capital, as MSX's shareholder, provides strategic direction, guidance and sustainability-related expectations across its portfolio companies. This governance framework helps ensure that sustainability considerations are integrated into business decision-making and remain aligned with long-term business performance, resilience and sustainable growth.
Executive Accountability	The Chief People Officer and Sustainability Manager are responsible for defining the sustainability strategy, identifying priorities and risks, coordinating implementation and monitoring progress across the organization through sustainability targets, data-driven insights, and ESG KPIs.
Operational Governance	The Sustainability Global SteerCo and Sustainability Global Taskforce translate priorities into action, monitor progress and coordinate ESG activities across functions and geographies.
Local Engagement & Deployment	The Sustainability Global Forum and Sustainability Local Communities Forum support local deployment, employee engagement and knowledge sharing across markets through a bottom-up approach.

Roles and Responsibilities

EXTERNAL BODY	**BOARD OF DIRECTORS (PEOPLE COMMITTEE) MEETING CADENCE: QUARTERLY**	Overall responsibility for corporate governance and long-term value creation, including oversight of strategy and sustainability-related objectives.
	BAIN CAPITAL (SHAREHOLDER) MEETING CADENCE: QUARTERLY	Strategic review, guidance, external perspective and challenge on sustainability priorities, risks and opportunities.
INTERNAL BODY	**CHIEF PEOPLE OFFICER & SUSTAINABILITY MANAGER**	Definition, coordination and implementation of the sustainability strategy, monitoring of progress and oversight of ESG priorities across the Group.
	SUSTAINABILITY GLOBAL STEERCO MEETING CADENCE: QUARTERLY	Review of implementation progress, priorities, KPIs and sustainability roadmap. Members: Sustainability Manager, CEO, CPO, CFO, CSO, Marketing & Communication Managers, and VP VS5
	SUSTAINABILITY GLOBAL TASKFORCE MEETING CADENCE: MONTHLY	Execution of initiatives, data collection, reporting inputs and cross-functional coordination. Members: Sustainability Manager, CPO, Group Financial Controller, Quality & Compliance Manager, CSO, Marketing & Communication Managers, and VP VS5
	SUSTAINABILITY GLOBAL FORUM MEETING CADENCE: QUARTERLY	Knowledge sharing, alignment and engagement across markets and functions. Members: HR Managers (globally), activists and representatives from local communities
	SUSTAINABILITY LOCAL COMMUNITIES FORUM MEETING CADENCE: QUARTERLY	Local deployment of sustainability initiatives, awareness building and employee participation. Members: Sustainability Manager, Local HR Managers, local communities' representatives, and Sustainability Ambassador



The sustainability governance framework enables an effective connection between strategy, oversight and execution. By combining leadership accountability, cross-functional coordination and local engagement, MSX ensures that sustainability priorities are reviewed at strategic level, translated into operational actions and embedded throughout the organization.

This governance structure supports MSX's commitment to People, Planet and Prosperity while strengthening transparency, accountability and long-term sustainable value creation.



Understanding the Environment in Which We Operate

MSX operates in a **rapidly evolving global environment** where economic, technological, social and environmental factors increasingly influence business performance, stakeholder expectations and long-term value creation. As a global consulting and outsourcing partner in the mobility sector, the Company continuously monitors **emerging trends**, **regulatory developments**, **market dynamics** and **sustainability-related risks and opportunities** to ensure its strategy remains aligned with a changing business landscape.

The context analysis identifies the **external and internal factors** that may influence MSX's ability to create **sustainable value** while supporting informed decision-making and effective ESG governance.

Business Model

MSX supports automotive and mobility clients through **consulting**, **outsourcing**, **training**, **technology-enabled services** and **business transformation solutions**. The Company's business model is built upon creating value for clients while generating positive outcomes for employees, communities and society through the strategic pillars of **People, Planet** and **Prosperity**.

Sustainability considerations are increasingly embedded within **client services**, **digital transformation projects**, **operational excellence initiatives** and **innovation programs**.



Market Trends

DIGITAL TRANSFORMATION & ARTIFICIAL INTELLIGENCE	Increasing demand for data governance, cybersecurity, responsible AI practices and digital ethics.
SUSTAINABLE MOBILITY TRANSITION	Growing client focus on decarbonization, energy efficiency and sustainable business models.
TALENT AND SKILLS EVOLUTION	Increasing importance of employee development, reskilling and workforce engagement.
REGULATORY EXPANSION	Growing sustainability, due diligence and reporting expectations.
SUPPLY CHAIN TRANSPARENCY	Increased expectations regarding responsible sourcing, human rights and business ethics.

Regulatory Landscape

MSX monitors the evolving sustainability regulatory landscape and aligns its approach with applicable regulations and internationally recognized reporting frameworks, including CSRD, ESRS and GRI Standards, supported by internal policies, targets, data and KPIs.

CSRD (CORPORATE SUSTAINABILITY REPORTING DIRECTIVE)	CSRD (Corporate Sustainability Reporting Directive)
GRI STANDARDS (GLOBAL REPORTING INITIATIVE)	Widely recognized sustainability reporting framework supporting consistent ESG disclosures, stakeholder transparency and reporting comparability.
ESRS (EUROPEAN SUSTAINABILITY REPORTING STANDARDS)	Guidance for sustainability disclosures, double materiality assessment and sustainability data reporting.
EU AI ACT – REGULATION (EU) 2024/1689	Responsible AI governance, transparency, human oversight and risk management in the deployment of artificial intelligence solutions.
CSDDD / CS3D – DIRECTIVE (EU) 2024/1760	Human rights and environmental due diligence across operations, suppliers and value chains.
EU FORCED LABOR REGULATION – REGULATION (EU) 2024/3015	Supply chain responsibility, human rights protection and prevention of forced labor practices.
EU PAY TRANSPARENCY DIRECTIVE – DIRECTIVE (EU) 2023/970	Promotes equal pay, pay transparency, gender pay gap reporting and readiness for forthcoming workforce disclosure requirements.
GDPR (GENERAL DATA PROTECTION REGULATION)	Personal data protection, privacy management and responsible handling of employee, customer and supplier information.
EU WHISTLEBLOWER PROTECTION DIRECTIVE – DIRECTIVE (EU) 2019/1937	Supports ethical business conduct, speak-up culture, protection against retaliation, and effective grievance and reporting mechanisms.

Opportunities

Expansion of sustainability-focused client services

Growth of responsible AI and digital transformation solutions

Increased employee engagement and capability development

Sustainable mobility and decarbonization initiatives

Enhanced stakeholder trust through strong governance

Risks

Cybersecurity and data protection threats

Regulatory complexity and compliance requirements

Talent attraction and retention challenges

Climate-related impacts and transition risks

Human rights and supply chain due diligence obligations

The context analysis confirms that sustainability-related risks and opportunities are increasingly interconnected with business performance, stakeholder expectations and long-term value creation. These considerations provide the foundation for MSX's stakeholder engagement activities and informed the 2025 Double Materiality Assessment process.

Engaging with What Matters Most

Stakeholder engagement is a fundamental element of MSX's sustainability approach. It enables the Company to better understand expectations, identify emerging sustainability topics and strengthen decision-making processes.

Engagement activities are conducted through formal and informal mechanisms, including employee surveys (using the Peakon platform), leadership discussions, client interactions (for example, using the NPS platform or through request for quotation (RFQ) or request for proposal (RFP) participation), sustainability forums, operational reviews and sustainability governance meetings. These interactions help shape the context analysis and inform the Double Materiality Assessment process.

Key Stakeholder Groups, Areas, Engagement Activities

Shareholders and Leadership



Risk management, long-term value creation and business resilience

Engagement activities: SteerCo, Taskforce, People Committee meetings and Bain Capital sustainability touchpoints

Employees



Well-being, learning, career development, inclusion and safety

Engagement activities: Peakon survey, training programs, sustainability forums and local communities

Clients



Quality, innovation, cybersecurity and sustainability solutions

Engagement activities: Business reviews, project collaboration, account management activities, NPS, RFQ and RFP processes

Suppliers



Ethical conduct, due diligence and responsible procurement

Engagement activities: Procurement processes, contractual requirements and due diligence activities

Communities



Social impact and environmental responsibility

Regulators



Compliance, transparency and governance

Engagement activities: Compliance, transparency and governance

Key Stakeholder Expectations

- Business integrity and ethical conduct
- Inclusive workplace culture
- Employee learning and development
- Responsible innovation and AI governance
- Climate action and environmental performance
- Cybersecurity and data protection
- Sustainable value creation

Stakeholder Feedback and Key Themes

The stakeholder engagement process provides valuable insights into the expectations and priorities of the groups that influence, and are influenced by, MSX's activities. These insights help shape sustainability priorities, governance decisions and materiality assessments.

STAKEHOLDER GROUP	KEY TOPIC RAISED	MSX RESPONSE
SHAREHOLDERS AND LEADERSHIP	Risk management, business resilience, governance	Enhanced governance framework and sustainability oversight
EMPLOYEES	Well-being, career growth, inclusion, hybrid working	Investment in learning, well-being initiatives, Diversity, Equity, Inclusion & Belonging (DEIB) programs and employee listening
CLIENTS	Cybersecurity, innovation, AI, ESG performance	Strengthened digital trust, responsible AI approach and sustainability solutions
SUPPLIERS	Responsible sourcing, ESG expectations, compliance	Supplier Code of Conduct and due diligence processes
COMMUNITIES	Environmental impact and social contribution	Local sustainability initiatives, volunteering and awareness programs
REGULATORS	Transparency, compliance and accountability	Voluntary ESRS Light reporting approach and strengthened governance

The topics emerging from stakeholder engagement were considered within MSX's context analysis and Double Materiality Assessment process. Stakeholder engagement remains an ongoing process and continues to support MSX in identifying emerging sustainability topics, monitoring changing expectations and strengthening decision-making across the People, Planet and Prosperity framework.

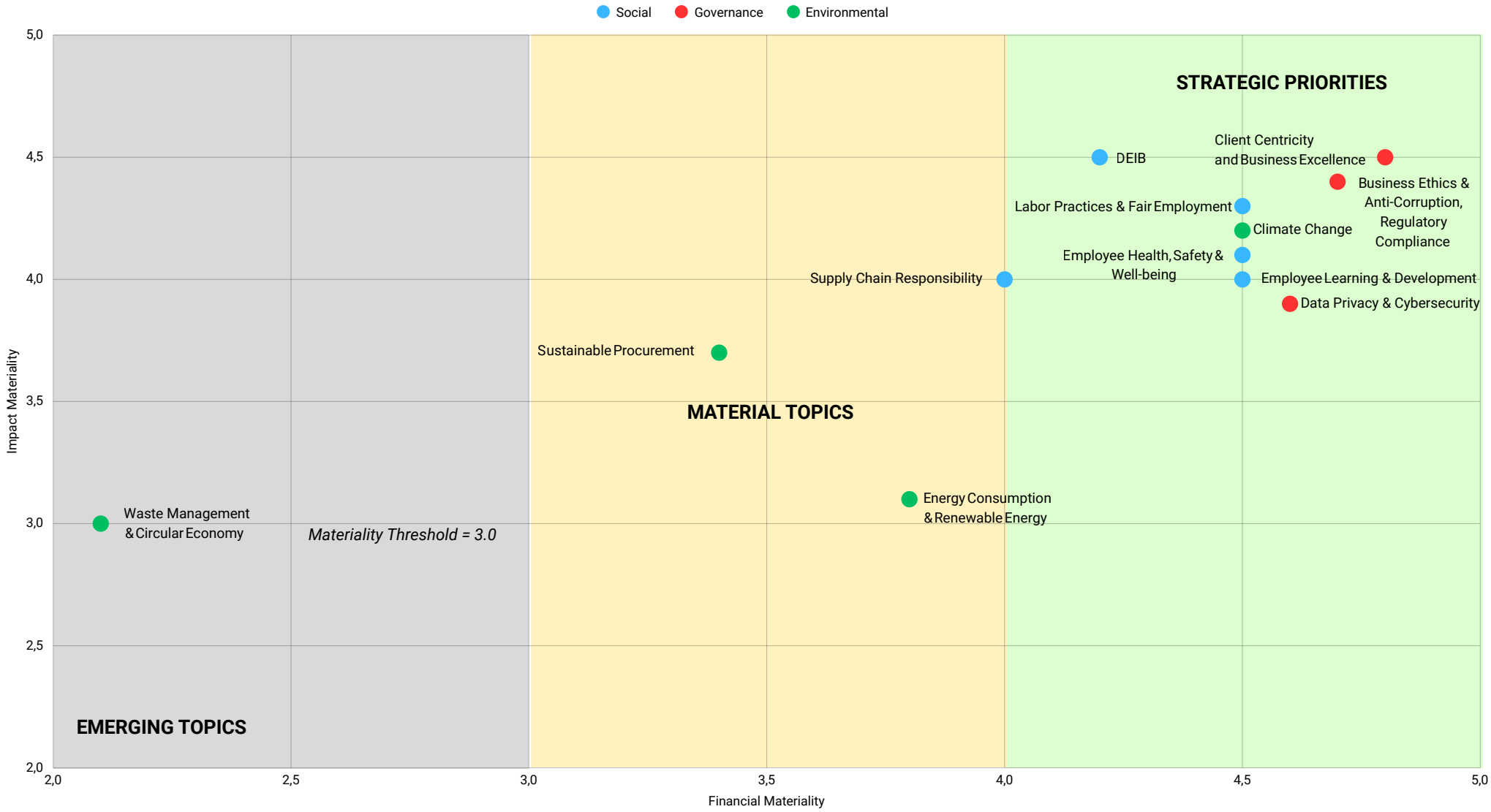
Double Materiality Assessment

Building on the Double Materiality Assessment conducted in 2024, MSX International reviewed and refined the assessment in 2025, taking into consideration the European Sustainability Reporting Standards (ESRS) principles and its voluntary ESRS Light reporting approach. The assessment is designed to identify the environmental, social and governance topics most relevant to MSX's business model, stakeholder expectations, operating context and long-term value creation. The 2025 review considered whether significant changes in MSX's activities, value chain, stakeholder expectations or external context required an update to the material topics identified in 2024.

The analysis considered both Impact Materiality and Financial Materiality. Impact Materiality assesses the actual or potential effects of MSX's activities on people, society and the environment. Financial Materiality assesses how sustainability matters may influence MSX's business resilience, competitiveness, risk profile, financial performance and capacity to create value over time.



The process combined sector-specific ESG analysis, regulatory developments, stakeholder expectations, value chain considerations and business priorities. Topics scoring above the defined materiality threshold were considered material and have been used to guide MSX's sustainability priorities, reporting content and future improvement roadmap.


Social
Governance
Environmental
5,0
4,5
4,0
3,5
3,0
2,5
2,0
Impact Materiality
STRATEGIC PRIORITIES
DEIB
Client Centricity and Business Excellence
Business Ethics & Anti-Corruption, Regulatory Compliance
Labor Practices & Fair Employment
Climate Change
Employee Health, Safety & Well-being
Supply Chain Responsibility
Employee Learning & Development
Data Privacy & Cybersecurity
Sustainable Procurement
MATERIAL TOPICS
Energy Consumption & Renewable Energy
Waste Management & Circular Economy
Materiality Threshold = 3.0
EMERGING TOPICS
2,0
2,5
3,0
3,5
4,0
4,5
5,0
Financial Materiality

Methodology

IMPACT MATERIALITY (INSIDE-OUT)	Evaluates how MSX's activities may positively or negatively affect people, society and the environment.
FINANCIAL MATERIALITY (OUTSIDE-IN)	Evaluates how sustainability matters may influence business performance, competitiveness, resilience, risk exposure and long-term value creation.

The assessment incorporated stakeholder expectations, regulatory developments, market trends, business priorities, industry ESG risks and value chain considerations. Topics scoring above the materiality threshold of 3.0 were classified as material.

Materiality Rating Scale

1.0 - 1.9
Low Relevance

2.0 - 2.9
Emerging Relevance

3.0 - 3.9
Material

4.0 - 4.4
High Material

4.5 - 5.0
Strategic Priority

Material Topics Identified

The 2025 assessment identified **12 material sustainability topics** (through our 3 pillars: People, Planet and Prosperity), grouped across Environmental, Social and Governance dimensions. These topics reflect MSX's role as a **global consulting and outsourcing partner** in the mobility sector, where trust, people capabilities, digital responsibility, cybersecurity, ethical conduct, people focus, and climate transition are increasingly interconnected with business performance and stakeholder confidence.

Governance

- Business Ethics, Regulatory Compliance
- Data Privacy & Cybersecurity
- Client Centricity and Business Excellence

Social

- Diversity, Equity, Inclusion & Belonging (DEIB)
- Employee Learning & Development
- Employee Health, Safety & Well-being
- Labor Practices & Fair Employment
- Business Ethics & Anti-Corruption.

Environmental

- Climate Change
- Energy Consumption & Renewable Energy
- Sustainable Procurement
- Waste Management & Circular Economy

Key Results of the Assessment

1. Governance, Ethics, Digital Trust and Business Excellence

The Double Materiality Assessment confirmed that governance-related topics represent some of the most significant priorities for MSX. In particular, Business Ethics & Anti-Corruption, Regulatory Compliance, Data Privacy & Cybersecurity, and Client Centricity & Business Excellence emerged as **highly relevant topics**, reflecting their importance for **long-term business resilience**, **stakeholder trust** and **sustainable value creation**.

As a global consulting and outsourcing partner operating within a rapidly evolving mobility ecosystem, MSX recognizes that **responsible governance is essential** to maintaining credibility, protecting information assets, ensuring regulatory compliance and delivering consistent value to clients. Strong governance enables the Company to manage risks effectively, support ethical decision-making and strengthen accountability across its operations and value chain.

Business ethics and regulatory compliance remain fundamental pillars of MSX's governance framework. The Company is committed to conducting business with integrity, transparency and fairness, promoting a culture that supports ethical behavior, compliance with applicable laws and responsible business conduct.

The growing importance of **digitalization and AI-enabled solutions** also reinforces the relevance of Data Privacy & Cybersecurity. Protecting confidential information, safeguarding personal data and maintaining secure digital environments are critical to preserving stakeholder confidence and supporting business continuity in an increasingly connected landscape.

In addition, Client Centricity & Business Excellence reflects MSX's commitment to delivering high-quality services, fostering trusted **client relationships and continuously improving operational effectiveness**. By combining customer focus, innovation, quality and responsible governance, MSX seeks to generate sustainable value for clients, employees, shareholders and the wider mobility ecosystem. Together, these priorities form the foundation of MSX's governance approach and support the Company's broader People, Planet and Prosperity strategy.

2. Human Capital and Inclusive Growth

Diversity, Equity, Inclusion & Belonging, Employee Training & Development, Employee Health, Safety & Well-being, and Labor Practices & Fair Employment were identified as key material priorities for MSX. These topics are particularly relevant for a **people-centric organization**, where expertise, engagement, continuous learning and an inclusive culture are fundamental drivers of long-term performance, resilience and sustainable growth.

As a People Company, MSX recognizes that its success depends on the well-being, development and engagement of its employees. For this reason, fostering an environment **where people feel valued, heard and empowered** remains a strategic priority.

Employee listening plays a central role in MSX's people strategy. Through the Peakon employee engagement survey, conducted on a quarterly basis across the organization, MSX gathers regular feedback on employee experience, engagement, well-being and workplace culture. These insights help the Company better understand **employee expectations**, identify areas for improvement and support data-driven decision making aimed at strengthening the overall employee experience.

By investing in people development, well-being, inclusion and fair employment practices, MSX seeks to create a workplace where individuals can grow, contribute and thrive, while supporting the Company's ability to attract, develop and retain talent in a competitive and rapidly evolving business environment.

The results of the Double Materiality Assessment confirm that MSX People is not only a source of positive social impact, but also a critical factor influencing business performance, innovation capacity and long-term value creation.

3. Climate Transition and Sustainable Mobility

Climate Change, Energy Consumption & Renewable Energy, Sustainable Procurement and Circular Economy related topics confirm the relevance of **environmental responsibility** in MSX's own operations and across the mobility value chain.

These areas also reflect increasing client expectations regarding **decarbonization**, **resource efficiency** and **sustainable transformation**.



Strategic Interpretation

The assessment confirms that MSX's sustainability priorities are **closely aligned** with the company's strategic context and business model. As a global organization operating in the mobility sector, MSX's long-term value creation depends on the ability to combine ethical governance, strong data protection, responsible innovation, inclusive talent development and credible environmental action.

The results of the Double Materiality Assessment will support the **progressive enhancement** of MSX's ESG governance, data collection processes, performance monitoring and future reporting practices. As a voluntary reporting exercise, the assessment reflects MSX's current level of sustainability maturity and will be refined over time as data availability, stakeholder engagement and governance processes continue to evolve.

Lean, Innovation and Digitalization

MSX applies Lean principles, digitalization and innovation as practical enablers of its sustainability strategy. Rather than operating as separate initiatives, these capabilities form an integrated approach that supports operational excellence, employee capability building, responsible innovation and long-term value creation for clients and the business.

This approach contributes to sustainability through improved process efficiency, stronger data quality, enhanced decision-making, continuous learning and the development of technology-enabled solutions. By combining **Lean methodologies**, **digital transformation** and **Artificial Intelligence** (AI), MSX seeks to create a more agile, data-driven and continuously improving organization while supporting employees and clients in navigating increasingly complex and rapidly evolving business environments.



Legend:

People

Planet

Prosperity



Lean culture and continuous improvement

Enhances value creation, optimizes flow and removes waste, enabling continuous improvement and operational excellence.



Digital transformation

Strengthens data management, reporting quality, collaboration and scalable delivery of client services.



AI adoption and responsible innovation

Supports new ways of working and client solutions, with attention to transparency, human oversight, data protection and ethical use.



Capability building

Develops employee skills for sustainability, digitalization and business transformation.

Lean Culture as an Enabler of Sustainable Performance

At MSX, Lean is not a standalone program but an enterprise-wide culture that encourages employees to identify inefficiencies, solve problems systematically and continuously improve the way work is designed and delivered. What began as a structured methodology has evolved into a shared organizational mindset centered on value creation, flow optimization, customer focus and respect for people. This culture supports sustainable business performance by helping teams improve quality, reduce waste and strengthen operational resilience.

The organization continues to strengthen Lean capability through a global Lean Ambassador network, regular improvement reviews, close engagement with operational processes and structured continuous improvement events, enabling employees at all levels to actively contribute to business transformation and continuous improvement.

During 2025, MSX conducted 95 Kaizen events across Value Streams and support functions worldwide. The company further expanded its Lean capability-building efforts, reaching more than 300 trained Lean Ambassadors, including over 80 newly trained Ambassadors during the year.

改善

700+

Kaizen events since 2022

95 in 2025 on priority projects

38

Lean Ambassadors ready to go

able to run Kaizens on their own

71

Projects with Quality Index implemented

2026 target: 80% revenue coverage

The program supports both operational excellence and talent development by providing employees with opportunities to lead change initiatives and gain visibility across functions and geographies.

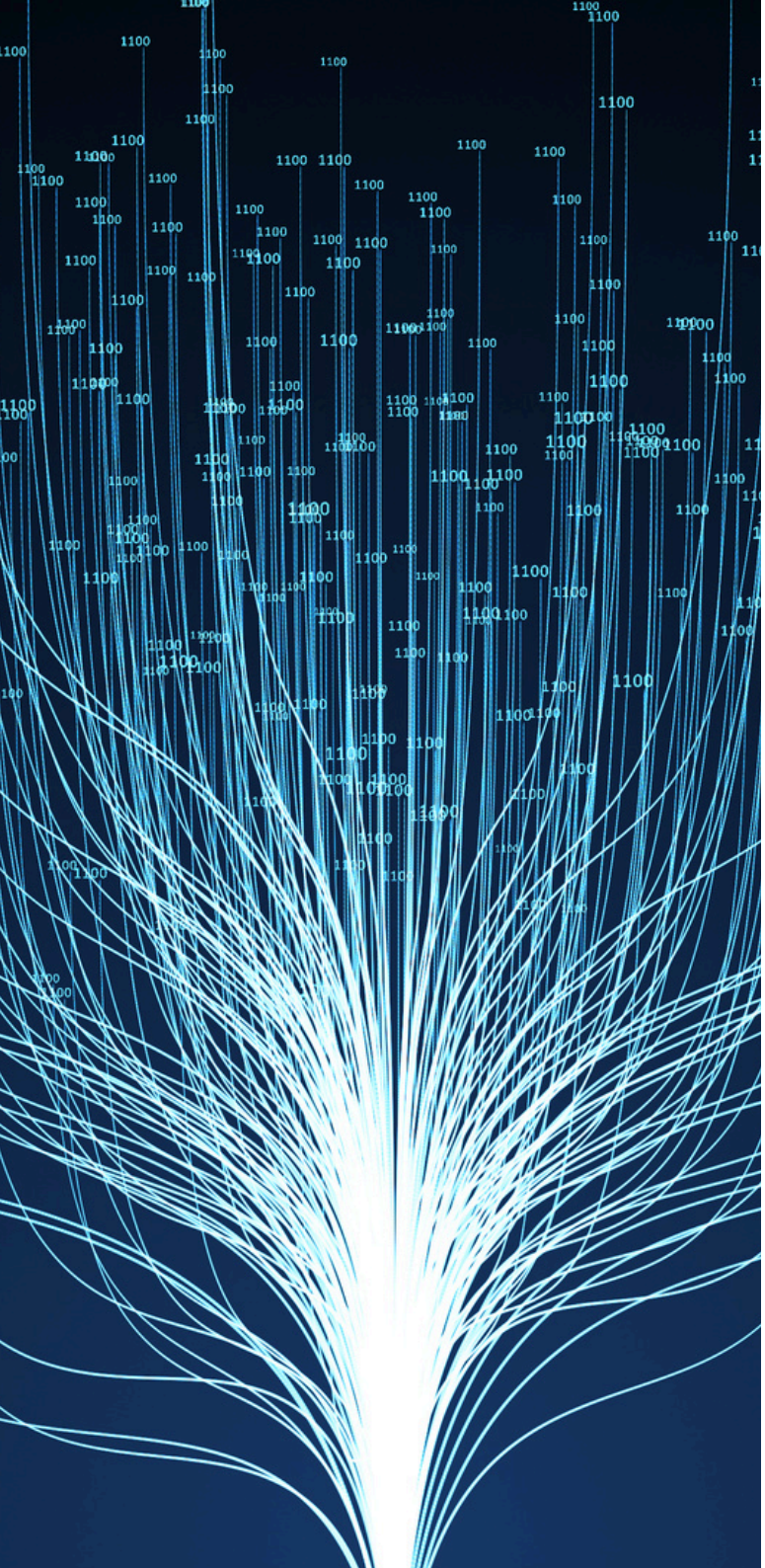
A significant milestone was the expansion of the Quality Index, MSX's structured methodology for assessing service quality and delivered value from the client's perspective. By combining KPI measurement with structured client validation, the Quality Index ensures that delivered value is confirmed rather than assumed, while creating an ongoing dialogue that strengthens customer relationships and identifies improvement opportunities. Adoption grew from 4 projects at the beginning of the year to implementation in 71 projects by year-end, reinforcing a more proactive approach to service quality and customer value.



Evidence-Based Continuous Improvement

In 2025, MSX completed a multi-year analysis covering more than 3,000 project codes, comparing projects that had implemented Kaizen activities with those that had not. The analysis provided quantitative evidence of the impact of continuous improvement practices and strengthened the business case for Lean as a strategic enabler of long-term value creation

The study highlighted significant business benefits associated with Lean implementation, including improved operational efficiency and enhanced business performance. Importantly, projects actively applying Kaizen practices recorded project attrition more than 15 percentage points below the MSX annual average. In this analysis, project attrition refers specifically to the loss of client projects where revenue dropped to zero. It does not refer to employee turnover or employee attrition. The results therefore reinforce the link between continuous improvement, client retention and sustainable business performance.



Digital Transformation and Responsible AI Adoption

Alongside Lean, MSX continued to advance its digital transformation agenda during 2025 through a structured approach to **Artificial Intelligence and data enablement**.

AI adoption is considered an opportunity to improve internal efficiency, enhance client solutions, strengthen employee capabilities and support innovation while maintaining appropriate governance and human oversight.

MSX's AI strategy is organized around four complementary pillars:

- Developing new **AI-enabled solutions**;
- Enhancing existing **client-facing offerings**;
- **Applying AI** to selected internal processes;
- Building a culture that supports **responsible AI adoption**.

The company follows a phased **Walk-Run-Fly model**, allowing teams to test, learn and progressively scale AI-enabled use cases as measurable value is demonstrated. Human expertise, professional judgment and responsible governance remain central to the adoption approach.

During 2025, MSX strengthened collaboration with leading technology providers, including **Microsoft** and **Google**, to develop AI use cases, launch pilots and explore opportunities for scalable implementation across both internal operations and client-facing services.

AI Capability Building and Digital Culture

MSX recognizes that successful digital transformation depends not only on technology but also on people, skills and culture. During 2025, the company continued to invest in AI literacy, knowledge-sharing and employee enablement initiatives aimed at supporting practical and responsible adoption.



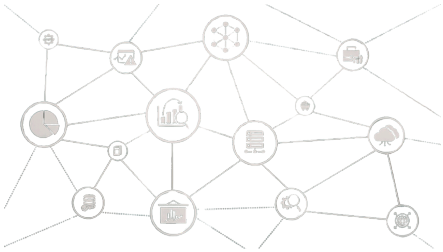
Key initiatives

- Launch of a global AI Community to foster experimentation and collaboration
- AI literacy programs involving 546 employees
- Publication of AI adoption guidelines
- Deployment of AI productivity tools with adoption exceeding 40%
- Creation of a corporate knowledge base containing policies, procedures and organizational knowledge
- Introduction of the first AI Kaizen initiatives, based on the innovative methodology combining Lean with AI enablement that we called AI Mapping. Together, these programs help develop future-ready capabilities while supporting a culture of continuous learning, innovation and responsible technology adoption

Innovation with AI-Kaizens and AI & Data Center of Excellence

A significant development during 2025 was the convergence of Lean and Artificial Intelligence through the introduction of **AI-Kaizen**. This methodology combines Lean's focus on eliminating waste and improving workflow efficiency with AI's ability to process information, automate repetitive activities and generate insights at scale. Rather than simply adding technology to existing processes, AI-Kaizen seeks to **redesign workflows** to ensure that AI is deployed where it can create measurable value while preserving **human judgment** in critical decision-making.

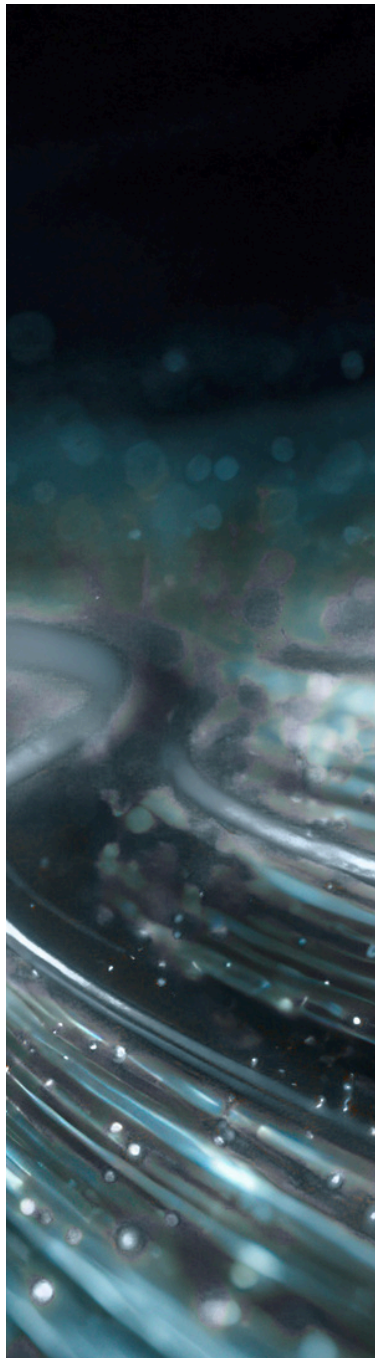
Using **AI Mapping**, teams analyze business processes through Value Stream Mapping techniques, identify bottlenecks and evaluate opportunities for AI and automation to improve efficiency and flow. During 2025, the methodology was piloted across **six core business processes**, creating an initial framework for responsible AI integration within daily operations.





To further support **adoption and alignment across the organization**, MSX established **an AI & Data Center of Excellence (AI & Data CoE)** as a central hub for AI and Data expertise.
The AI & Data CoE helps teams identify opportunities, share knowledge, and **support the develop** of scalable AI-enabled solutions while promoting common standards and best practices across the organization.





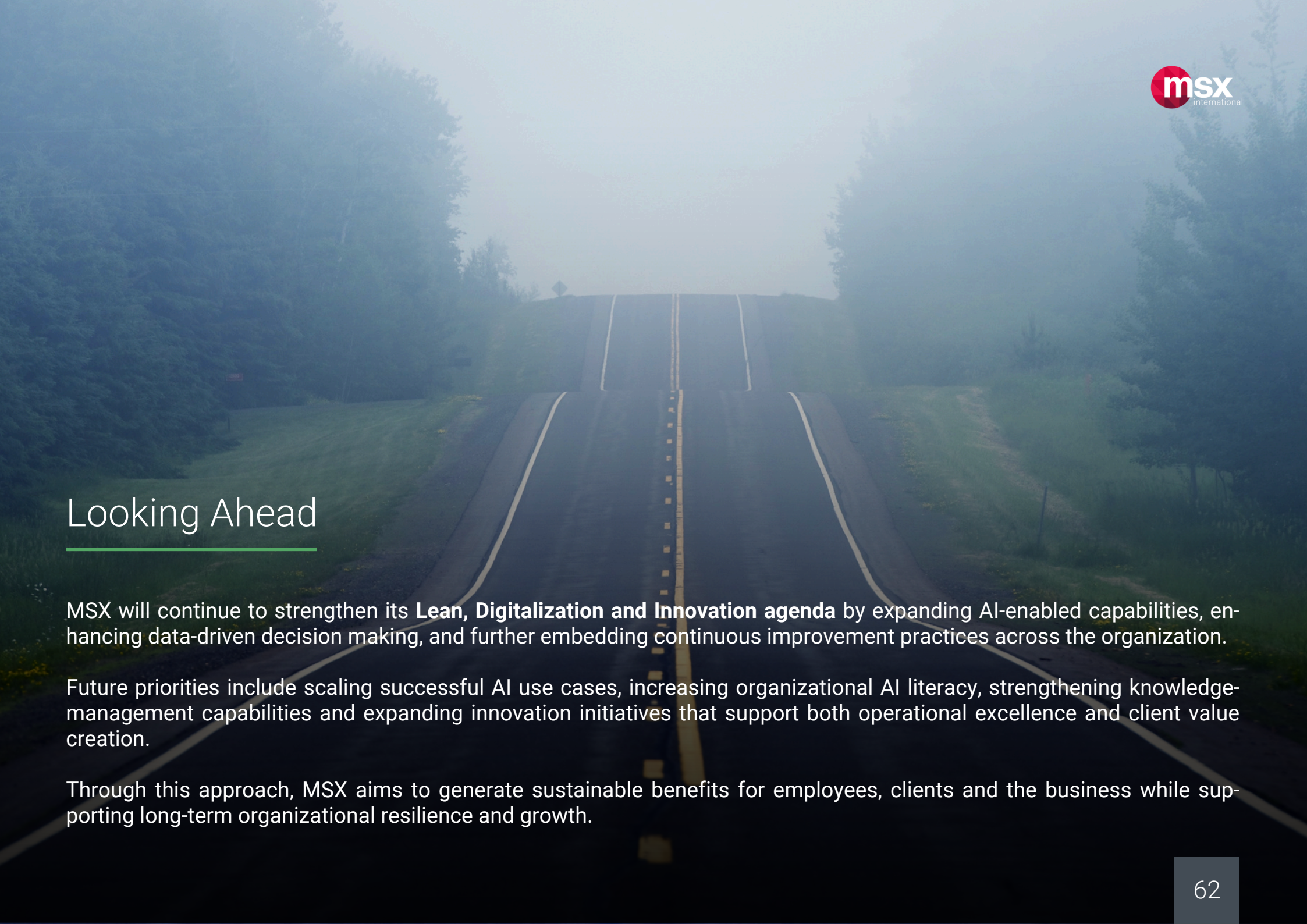
From Internal Innovation to Client Value Creation

Beyond improving internal processes and employee capabilities, MSX increasingly focuses on transforming innovation and AI expertise into **scalable solutions** that create value for clients and support long-term business growth.

A key example is **Helix AI Factory**, a proprietary causal intelligence engine designed to transform operational data into a structured knowledge base of cause-and-effect relationships. By identifying the operational factors that drive business outcomes, Helix enables organizations to move from experience-based decision-making to a more evidence-based and data-driven approach.
The first application developed on this foundation is **AIFA** (AI Field Assistant), which equips field consultants with data-driven recommendations, evidence-based action plans and estimated KPI impacts. By combining operational expertise with AI-enabled causal intelligence, AIFA supports more consistent and informed decision-making in client environments.

Helix has been designed as a scalable platform rather than a standalone solution. Its **API-based architecture** enables the development of future AI-enabled applications across multiple business domains, including Aftersales, Lead Management and Customer Care. This approach supports the reuse of data, knowledge and AI capabilities across different services while accelerating innovation and solution development.

From a sustainability and business perspective, initiatives such as Helix demonstrate how responsible innovation can create value both internally and externally. Capabilities initially developed to strengthen organizational learning, knowledge management and operational performance can progressively evolve into **client-facing solutions** that enhance efficiency, support better decision-making and strengthen MSX's competitive differentiation. In this way, innovation contributes not only to digital transformation and employee capability building, but also to business resilience, growth and long-term value creation.



Looking Ahead

MSX will continue to strengthen its **Lean, Digitalization and Innovation agenda** by expanding AI-enabled capabilities, enhancing data-driven decision making, and further embedding continuous improvement practices across the organization.

Future priorities include scaling successful AI use cases, increasing organizational AI literacy, strengthening knowledge-management capabilities and expanding innovation initiatives that support both operational excellence and client value creation.

Through this approach, MSX aims to generate sustainable benefits for employees, clients and the business while supporting long-term organizational resilience and growth.

Our Sustainability Framework

Connecting Strategy, ESG, Value Creation and SDGs

At MSX, sustainability is embedded in our business strategy and guided by three interconnected pillars: People, Planet and Prosperity. These pillars reflect our ambition to create long-term value for employees, clients, shareholders, suppliers, communities and the environment while supporting a more sustainable and inclusive future.

Governance, Ethics and Digital Trust serves as the enabling foundation that supports responsible decision making, accountability and risk management across all areas of the business. Together, these elements provide the framework through which MSX manages material sustainability topics, monitors performance, addresses risks and opportunities and contributes to the United Nations Sustainable Development Goals (SDGs).

Through this framework, sustainability becomes an integral part of the value creation process. MSX creates value by combining people capabilities, technology, innovation, governance and partnerships to deliver positive outcomes for stakeholders while supporting long-term business resilience and growth.



INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES
Employees and expertise	Consulting and outsourcing services	Innovative client solutions	Sustainable growth
Technology and AI capabilities	Digital transformation and AI enablement	Improved efficiency and productivity	Stronger competitiveness
Sustainability governance	ESG integration and risk management	Responsible decision-making	Stakeholder trust
Partnerships and suppliers	Responsible procurement and supplier engagement	Sustainable supply chain relationships	Positive social and environmental impact
Lean culture and innovation	Continuous improvement and capability building	Operational excellence	Long-term value creation

MSX believes that sustainable business performance is achieved when economic success, environmental responsibility and social progress are pursued together. Through People, Planet and Prosperity, supported by Governance, Ethics and Digital Trust, the Company seeks to generate value for stakeholders while contributing to a more resilient and sustainable mobility ecosystem.

Translating Value Creation into ESG Priorities and SDGs

The sustainability framework enables MSX to connect its strategic pillars with the material topics identified through the Double Materiality Assessment and the United Nations Sustainable Development Goals (SDGs). This alignment helps the Company focus its resources on areas where it can generate the greatest positive impact while supporting long-term business resilience, stakeholder trust and sustainable value creation.

People

Human Capital and Inclusive Growth



Planet

Environmental Stewardship and Climate Action



Prosperity

Sustainable Innovation and Prosperity



Foundation for all pillars

Governance, Ethics and Digital Trust



Framework Logic

People, Planet and Prosperity represent MSX's strategic value creation pillars and define how the Company generates positive impact for stakeholders. Governance, Ethics and Digital Trust provides the enabling foundation that supports responsible decision-making, accountability, risk management and long-term value creation across all three pillars.

Together, these elements form an integrated sustainability framework that connects strategy, governance, material topics, business performance and contribution to the Sustainable Development Goals, reinforcing MSX's commitment to sustainable growth and responsible business conduct.


SALIDA



3

Governance, Ethics and Digital Trust

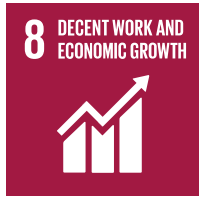
Building Trust Through Responsible Governance

At MSX, governance is more than a system of controls and compliance mechanisms. It is the foundation that enables sustainable growth, ethical decision making, and long-term value creation across operations, relationships and the value chain.

As a global provider of consulting, outsourcing and technology-enabled business solutions to the mobility sector, MSX operates in an increasingly complex environment shaped by rapid technological change, evolving stakeholder expectations and expanding regulatory requirements. In this context, maintaining the trust of employees, clients, suppliers, shareholders and communities requires a strong commitment to integrity, accountability and transparency.

This chapter focuses on how MSX governs the business responsibly through ethics, compliance, human rights, cybersecurity, responsible technology, risk management, Environmental, Health & Safety (EHS) and supply chain due diligence.

Contribution to Sustainable Development Goals



Promoting ethical conduct, fair labor practices, responsible growth and strong governance systems.



Building responsible stakeholder relationships and strengthening collaboration across the value chain.

Material Governance Topics

- **Business Ethics, Regulatory Compliance**
  Protects trust, reputation and responsible growth.
- **Data Privacy & Cybersecurity**
  Safeguards information assets, client confidence and business continuity.
- **Client Centricity and Business Excellence**
  Creating value through strong client partnerships. Fostering efficiency, quality, and continuous improvement.

Link to MSX Strategy



Protection of human rights, ethical workplace practices, labor standards, employee well-being and fair employment.



Business integrity, cybersecurity, regulatory preparedness, responsible innovation and sustainable value creation.



Environmental compliance, EHS governance, risk management and responsible environmental stewardship.

Corporate Governance

	Board Meeting	Operational Committee	People & Sustainability Committee	Audit Committee	Compliance Committee
Organizer	Shareholder	Shareholder	CEO	CFO	Global Audit & Assurance Manager
Participants	Board members, CEO, Deputy CEO, CFO	Board members, CEO, Deputy CEO, CFO	Selected Board members, CEO, CPO	Selected Board members, CFO	Managers from the global CTO, Quality, People & Sustainability, and Finance teams; CFO
Purpose	• Protects shareholders' interests • Establishes policies for management • Oversees the corporation or organization • Makes decisions on important issues a company or organization faces	• Protects shareholders' interests • Establishes policies for management • Oversees the corporation or organization • Makes decisions on important issues a company or organization faces	• Guides and decides on organizational changes • Defines reward policy to motivate executives to achieve the interests of shareholders • Guides on ESG	• Ensures the integrity of the financial reporting and audit process • Oversees the maintenance of internal control and risk management systems	• Reviews compliance status • Discusses legal and procedural changes • Addresses compliance concerns • Discusses compliance risks
Frequency	Quarterly	Monthly	Quarterly	Quarterly	Quarterly

Governance, Ethics and Digital Trust Overview

Responsible Governance as a Foundation for Sustainable Value

At MSX International, ethical conduct, legal compliance and transparent governance are fundamental to the way we do business. As a global technology-enabled business process outsourcing and consulting company operating across multiple jurisdictions, MSX recognizes that responsible governance is essential to maintaining stakeholder trust, protecting business resilience and supporting long-term value creation.

MSX's governance approach is grounded in the principles set out in the Code of Conduct, which provides practical guidance on the behaviors expected from directors, officers, employees, suppliers, customers and other third parties. The Code reinforces the shared responsibility to comply with applicable laws, company policies and ethical standards and to speak up when actual or suspected violations arise.

In 2025, MSX continued to strengthen the connection between business ethics, ESG risk management and responsible business conduct. This reflects the evolution of stakeholder expectations and regulatory frameworks, including growing attention to human rights due diligence, responsible value chains, cybersecurity, data protection, anti-corruption and transparent reporting.

The 2025 Double Materiality Assessment confirmed Business Ethics & Anti-Corruption, Data Privacy & Cybersecurity, Labor Practices & Fair Employment and Supply Chain Social Responsibility as material sustainability topics for MSX. These topics are directly linked to the Company's ability to create value, manage risk and maintain trust across its global ecosystem.

Code of Conduct, Human Rights and Modern Slavery

A Culture of Integrity and Accountability

MSX's Code of Conduct defines the legal and ethical standards that guide how the Company operates across markets and business relationships. It applies to all directors, officers and employees, regardless of role, location or level of seniority, and sets expectations around compliance, ethical decision-making, good judgment and escalation of concerns.

The Code supports a culture in which employees understand their responsibilities, ask questions when guidance is needed and report suspected violations of the Code, company policies or applicable laws. MSX considers open communication and good-faith reporting essential to protecting the integrity of its operations and the trust of stakeholders.

Respecting Human Rights

MSX respects internationally proclaimed human rights, including the International Bill of Human Rights and the International Labour Organization Declaration on Fundamental Principles and Rights at Work, addressing freedom of association, collective bargaining, forced labor, child labor and non-discrimination.

The Company upholds individual human rights as part of its commitment to employees, business partners and the wider global community. MSX does not knowingly engage with suppliers or third parties that violate labor or human rights laws.

Modern Slavery and Human Trafficking

MSX maintains zero tolerance for modern slavery, forced labor, child labor, bonded labor, indentured labor, slave labor and human trafficking. Employment must be freely chosen, employees must have fair wages and employment agreements, working hours must comply with applicable legal limits and employees must have access to fair procedures and remedies.

MSX's Labor, Anti-Slavery and Human Rights Policy states that modern slavery is a crime and a violation of fundamental human rights, including slavery, servitude, forced and compulsory labor and human trafficking. The Policy also states MSX's commitment to implementing and enforcing effective systems and controls to prevent modern slavery in its own business and supply chains.

Regulatory Context

The global regulatory environment on human rights and forced labor continued to evolve in 2025. Directive (EU) 2024/1760 on Corporate Sustainability Due Diligence entered into force on 25 July 2024 and establishes due diligence duties for companies in scope to identify and address adverse human rights and environmental impacts in their operations, subsidiaries and chains of activities.
Regulation (EU) 2024/3015 on forced labor was adopted to prohibit products made with forced labor on the EU market and to prevent such products from being exported from the EU. While MSX's reporting approach remains voluntary and proportionate, these developments reinforce the importance of human rights governance, supplier expectations, grievance mechanisms and due diligence readiness.

Cybersecurity and Data Protection

Protecting Data as a Governance Priority

Data protection and cybersecurity are central elements of responsible governance at MSX. As the Company's business model increasingly relies on digital platforms, technology-enabled services, artificial intelligence and client data, the responsible management of information assets is essential to maintaining trust and business continuity.

MSX's Code of Conduct recognizes the right to privacy for personally identifiable data. Personal data relating to employees, suppliers, customers and other third parties must be handled with appropriate care, confidentiality and in accordance with applicable privacy and data protection laws.



Cybersecurity Governance and Information Security

As digital technologies continue to transform the way MSX serves clients and manages business operations, cyber-security remains a fundamental element of corporate governance, operational resilience and stakeholder trust.

MSX maintains a comprehensive Information Security Management System (ISMS) designed to protect information assets, client data and business-critical systems across global operations. The framework encompasses policies, procedures and technical controls covering IT risk management, audit and compliance, asset management, information classification, access control, network security, vulnerability management, third-party security, incident response, business continuity, backup and recovery, encryption, data retention and customer data privacy.

Cybersecurity Operations and Technical Controls

MSX's information security approach includes dedicated cybersecurity operations and compliance oversight. Available IT documentation states that MSX's Security Operations Center (SOC) operates 24/7, 365 days a year as part of the Company's security monitoring environment.

The Company also uses Security Information and Event Management (SIEM) capabilities supporting asset discovery, vulnerability assessment, intrusion detection, behavioral monitoring, event correlation, threat intelligence, threat detection and compliance support for MSX solution platforms. For cloud-based environments, the prior-year disclosure referenced Microsoft Azure Defender Cloud and Microsoft Defender for Endpoint as part of endpoint and cloud protection practices.

International Standards and Certifications

MSX maintains its cybersecurity and information security practices in alignment with internationally recognized frameworks and industry standards, including ISO 27001, SOC 2 Type II certification for MSX hosting environments, ENX TISAX, and CIS Controls v8.

These frameworks provide a structured, risk-based approach to identifying, assessing and mitigating information security risks while supporting customer trust, regulatory compliance and client assurance expectations.

Security Awareness and Human Risk Management

Technology alone cannot guarantee cybersecurity. Building a strong security culture across the organization remains a strategic priority.

In the past year, MSX has significantly enhanced its security training and awareness framework through a strategic partnership with Terranova. By implementing this new platform, we have modernized our approach to mandatory GDPR and Privacy training, while also introducing more sophisticated and frequent phishing simulation exercises.

The transition to Terranova has provided MSX employees with a significantly improved user experience, featuring more intuitive interfaces and engaging content. This shift has resulted in a marked improvement in participation rates across the organization, ensuring that our workforce is better equipped to recognize and respond to evolving cyber threats. These initiatives underscore MSX's commitment to maintaining a robust compliance posture and fostering a culture where data protection and information security are prioritized at every level.

Responsible AI and Digital Ethics

MSX remains committed to the highest standards of ethical conduct in the digital landscape. To this end, MSX has developed and implemented a comprehensive MSX AI Code of Conduct, which establishes the foundational principles for the transparent and fair use of artificial intelligence throughout our operations. To ensure these principles are put into practice, we have integrated rigorous OneTrust assessments into our workflow to systematically review our AI systems for privacy, safety, and ethical alignment.

Looking ahead, MSX is proactively preparing for the phased implementation of the EU AI Act (Regulation (EU) 2024/1689).
By aligning our current governance framework with these future standards, we ensure that MSX stays at the forefront of compliance while continuing to innovate responsibly and maintain the trust of our clients and stakeholders.

Building Digital Trust

MSX views digital trust as a component of long-term value creation. Protecting personal data, safeguarding information assets and adopting responsible technology practices contribute to stakeholder confidence, client credibility and ethical innovation.

By continuously investing in cyber-security capabilities, strengthening data protection practices, promoting employee awareness and adopting responsible AI principles, MSX aims to create a secure digital environment that supports business continuity, client confidence and responsible innovation.

As digitalization continues to expand across operations and services, cybersecurity resilience will remain a key enabler of MSX's sustainable growth and client value proposition.

Data Protection and Information Security Measures

MSX has implemented a range of technical and organizational measures to safeguard its data and information assets, with particular focus on personal data. These measures are designed to support compliance with applicable data-protection requirements and to protect information against unauthorized or unlawful processing, accidental loss, destruction, damage, alteration, or disclosure.

Key measures include:

Regular reviews of MSX data-protection documentation, conducted annually and on demand where required to address changes in international privacy requirements.

Ongoing alignment with recognized information-security standards and frameworks, including TISAX and CIS Controls v8.

Annual information-security and privacy training for MSX employees and subcontractors, supporting awareness of relevant best practices and responsibilities.

Evaluation of subcontractors and vendors through the MSX Vendor Management Program.

Annual Data Privacy Impact Assessments for all active MSX programs.

Availability of data-protection policies upon request through the customer-request process.

Development of project-specific Data Processing Agreements, based on applicable national and international legal requirements.

Enforcement of MSX data-retention policies across relevant programs.



Data Protection and Cybersecurity KPI Table

Cybersecurity and data protection remain fundamental elements of MSX's governance framework and operational resilience strategy. The following KPIs have been selected to monitor the effectiveness of security controls, employee awareness initiatives, compliance efforts and information security governance across the organization. Together, they provide a measurable view of MSX's commitment to safeguarding information assets, protecting personal data and maintaining stakeholder trust.

KPI	2023	2024	2025	REPORTING NOTE / DEFINITION
Employees completing cybersecurity training (%)	85%	90%	92%	Mandatory or recommended program coverage.
Privacy/GDPR training coverage (%)	100%	100%	100%	Employees covered by privacy/data protection training.
Phishing simulations performed (#)	N/A	2	4	Number of phishing simulation campaigns conducted.
Phishing participation rate (%)	N/A	100%	100%	Share of targeted population included in the simulation.
Multi-Factor Authentication coverage (%)	100%	100%	100%	Coverage across employees/users/systems as defined by IT.
Endpoint protection coverage (%)	100%	100%	100%	Devices/servers covered by endpoint protection tools.
Material data breaches (#)	1	0	0	GDPR-reportable or material breaches.
Third-party security assessments completed (#)	2	2	1	
Countries/sites covered by security policies (%)	100%	100%	100%	Governance coverage across MSX footprint.
TISAX certified environments/sites (#)	4	4	4	
SOC 2 Type II scope / hosting environments (# or description)	1	1	1	
TISAX assessed/scope status	AL-3	AL-3	AL-3	
AI governance / AI security training participants (#)	Planned for 2026			Participants in AI/security/privacy-related training.

Whistleblowing, Grievance Mechanisms & Speak-Up Culture

Encouraging Responsible Reporting

MSX maintains a confidential Speak-Up and Whistleblowing framework designed to enable employees and third parties to raise concerns in good faith regarding potential misconduct, unethical behavior, compliance issues or breaches of company policies. The process is governed by applicable whistleblowing regulations and internal procedures, with a strong focus on confidentiality, non-retaliation and the protection of all individuals involved.

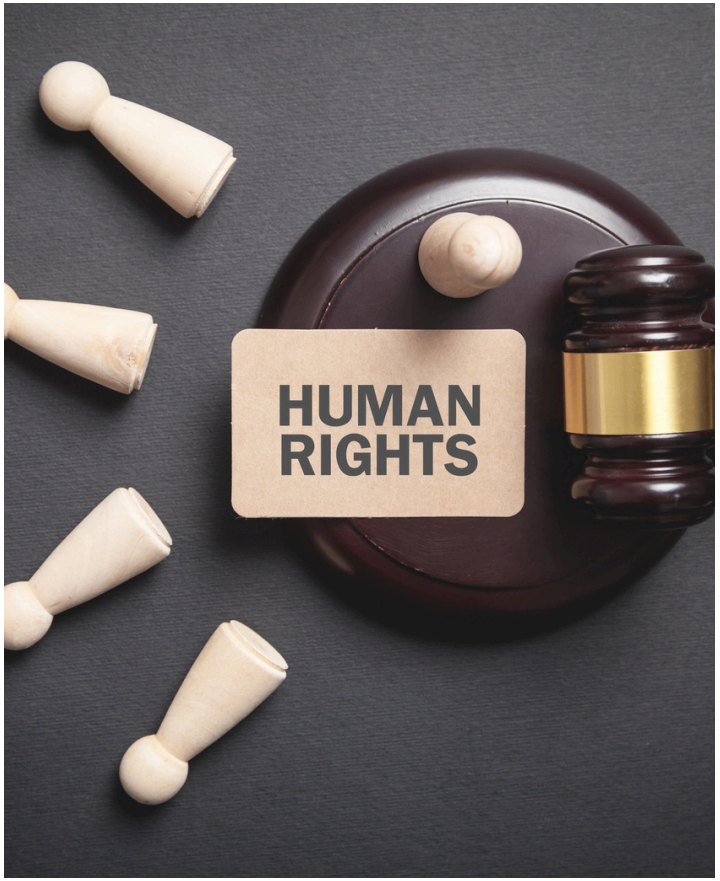
To preserve anonymity and ensure the integrity of investigations, access to whistleblowing reports is restricted on a strict need-to-know basis. Only those individuals whose involvement is necessary to assess or investigate a concern are granted access to case information. Personal data is handled in accordance with applicable privacy requirements and relevant whistleblowing legislation.

During 2025, MSX received eight reports through its Speak-Up channels. Reports were assessed in accordance with established procedures and addressed through appropriate internal or independent review mechanisms, depending on their nature and scope.



Some reports could not be substantiated due to insufficient information, while others were determined to fall outside the scope of the whistleblowing process or did not indicate a breach of law, policy or ethical standards. Where appropriate, matters were referred to the relevant internal function for follow-up and support. No material systemic compliance issue was identified through the cases concluded during the reporting period. Where reviews identified opportunities for improvement, recommendations were used to strengthen processes, controls and organizational clarity.

MSX remains committed to ensuring that concerns can be raised confidentially and in good faith, without fear of retaliation, and that reports are assessed fairly, impartially and in accordance with applicable legal and privacy requirements.



MSX remains committed to fostering a culture where concerns can be raised safely, investigated fairly and addressed objectively. Speak-Up cases are reviewed in accordance with established governance procedures, with outcomes focused on protecting individuals, strengthening internal controls where appropriate and promoting ethical business conduct across the organization.

Reporting Channels and Investigation Process

Violation reports may be submitted through alternative channels, including the relevant local HR Manager, and the whistleblowing IT platform available through the MSX website. The use of the IT platform is encouraged where possible to support traceability and dialogue between the recipient and the reporting person.

Confidentiality and Non-Retaliation

MSX requires confidentiality regarding the existence and content of reports, as well as the identity of whistleblowers and reported persons where disclosed. MSX does not tolerate threats, retaliation or discrimination against anyone who reports unlawful behavior or concerns in good faith.

Human Rights Grievance Mechanisms

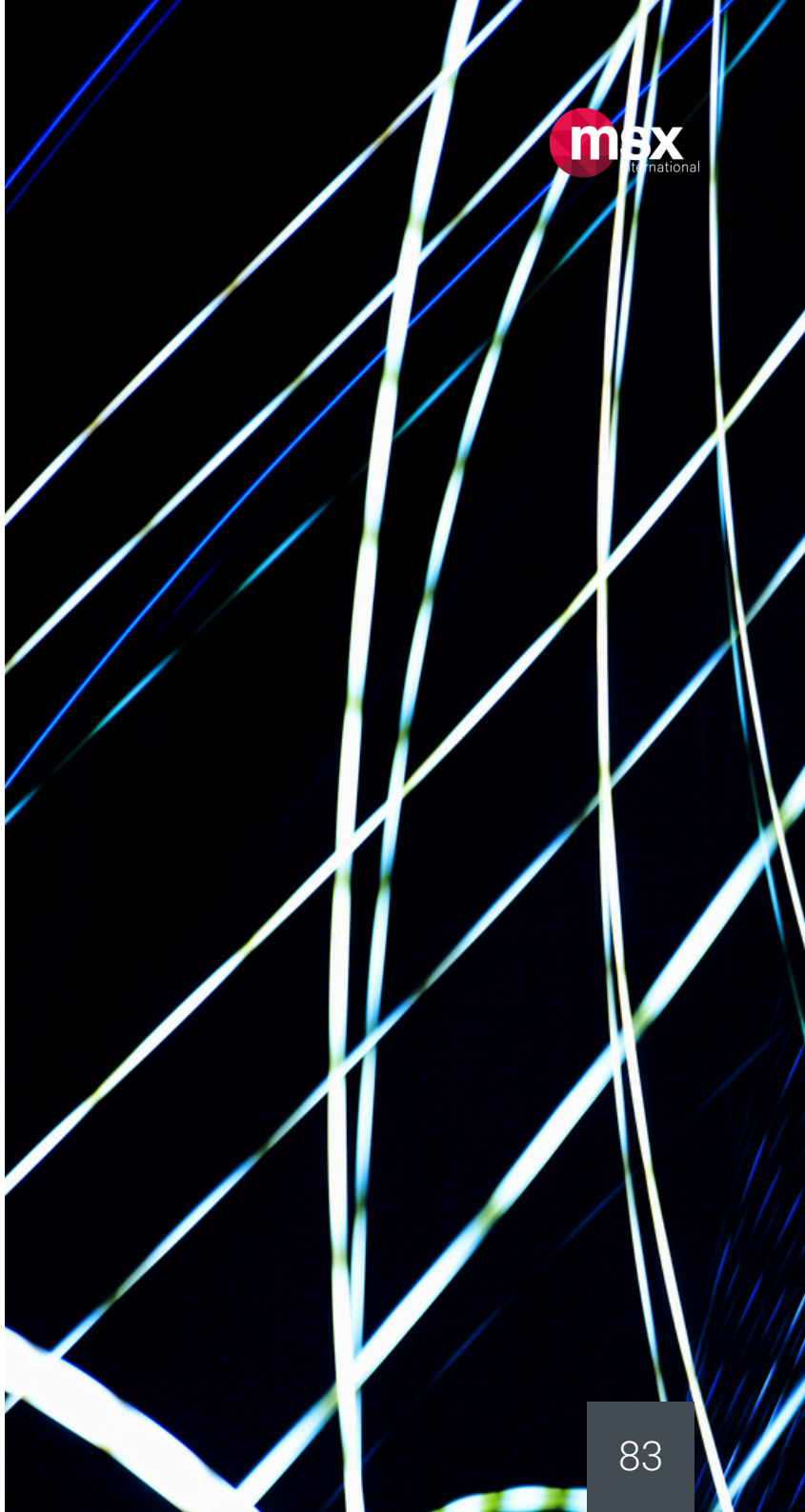
MSX's Labor, Anti-Slavery and Human Rights Policy confirms that internal grievance systems are in place and that the Company is committed to continuously improving grievance and remediation processes through stakeholder engagement and dialogue. These mechanisms support accountability, remedy and continuous improvement in the management of human rights and ethical concerns.

Governance, Risk Management and Regulatory Preparedness

Governance Supporting Long-Term Resilience

MSX's governance approach is designed to support ethical conduct, compliance, risk management and long-term resilience. The Company's Code of Conduct, Human Rights Policy and EHS Policy collectively define expectations for responsible behavior, compliance with applicable laws, protection of people and environmental stewardship.

MSX's Code of Conduct confirms that the Company will comply with all laws and regulations applicable to its worldwide business locations. Employees are responsible for being aware of laws and regulations relevant to their roles, ensuring compliance with all applicable laws.



Risk Management & The Compliance Framework

MSX is committed to ensuring that risk management is a core organizational capability and an integral part of its business activities.

In 2024, MSX introduced a Corporate Risk Register, supported by annual departmental assessments of corporate-level business risks and risks associated with ongoing service delivery by its Value Stream service delivery teams. Further enhanced during 2025, this process enables MSX to identify and understand current and emerging risks across all areas of the business, while documenting existing mitigation measures and identifying additional actions required where concerns are identified.

Risk is also assessed at a market level through PESTLE analysis. This supports the assessment and monitoring of external political, economic, social, technological, legal and environmental factors that may affect business performance, as well as identifying factors that may create positive opportunities for the business.

Also during 2025, MSX introduced the MSX Compliance Framework. This initiative establishes a structured, consistent and globally applicable approach to supporting adherence to legal, regulatory, ethical and internal standards across MSX operations.



The framework defines how the organization maintains integrity, transparency and accountability in its business activities, while promoting a culture of compliance and ethical conduct.

A new Compliance Committee was established in parallel to support and strengthen the framework. The Committee is designed to help MSX identify, manage and mitigate compliance risks; promote clear departmental accountability and awareness of applicable laws and corporate policies; and facilitate continuous improvement and cross-functional collaboration in an evolving regulatory environment.

These initiatives will continue to evolve. Completion of risk analysis activities are monitored and verified by the global Audit & Assurance Function.



Sustainability and Enterprise Risk

MSX's 2025 Context Analysis identifies the legal and compliance landscape as a key component of the Company's sustainability context. It highlights risks and expectations relating to greenwashing, value chain due diligence, human rights, data protection, privacy, professional liability and evolving regulatory frameworks.

Regulatory Preparedness

MSX's voluntary European Sustainability Reporting Standard (ESRS) light approach is intended to support transparency, stakeholder trust and preparedness for future regulatory evolution. This approach enables MSX to strengthen governance, materiality assessment, data quality and reporting maturity while maintaining proportionality and avoiding overstatement of compliance obligations.

Environmental, Health & Safety Governance

Protecting People and the Environment

MSX's Environmental, Health & Safety Policy formalizes the Company's global commitment to providing products, solutions and working environments that protect the environment and the health and safety of employees, contractors, clients and stakeholders. The Policy states that this objective is integrated into the corporate strategy and the People–Planet–Prosperity framework.

The Policy applies to MSX employees, contractors, suppliers and visitors in every country where MSX operates. Each site and office must comply with local, regional and national legislation, in addition to global EHS standards, while adapting implementation to local regulatory frameworks.

EHS Philosophy

MSX's EHS philosophy is based on the belief that workplace injuries are preventable and unacceptable, that MSX has an obligation to design facilities, processes and services that protect employees, contractors, visitors and communities, and that every employee and contractor is responsible and accountable for EHS performance.

Health and Safety Management

MSX is committed to maintaining a safe and healthy working environment through compliance with occupational health and safety legislation, proactive risk assessment, integration of health and safety into business planning and follow-up of reported injuries and near-misses.

Environmental Policy

MSX is committed to compliance with applicable environmental laws and regulations and to the continuous reduction and improvement of its environmental impact. The Policy includes commitments to minimize waste, maximize reuse and recycling, reduce hazardous substances, evaluate environmental impacts across the product and service lifecycle and apply continuous improvement through measurable KPIs and Lean principles.



Quality, Certifications and Compliance

Strengthening Management Systems, Assurance and Customer Confidence

MSX continues to strengthen its management-system approach to support consistent quality, regulatory compliance and customer confidence. Robust management systems help to maintain effective process control, drive continuous improvement and provide assurance to clients across the markets in which we operate.

Our approach connects quality management, information security, environmental management, EHS, risk management and compliance within a common governance framework. This supports responsible business conduct, helps MSX respond to evolving customer and regulatory expectations, and contributes to the resilience of our service delivery.

As of 2025, MSX maintains certification activity across quality management and automotive information security assurance under ISO 9001 and TISAX accreditation respectively. MSX continues to expand its coverage for these systems, with ongoing implementations in multiple locations, as well as plans to expand further from 2026.

Together, these activities demonstrate MSX's commitment to strengthening assurance, maintaining high standards of service delivery and responding proactively to the quality, information-security and environmental expectations of its clients and stakeholders.

Certification status is monitored and developed in line with customer requirements, operational priorities and market needs by the global Audit & Assurance Team.

STANDARD	PURPOSE	CERTIFIED MARKETS (2025 STATUS)	NEXT STEPS
ISO 9001	Provides a framework for quality management, supporting consistent service delivery, process control and continual improvement.	• Australia • Benelux • Brazil • CEE • France • Germany • India • Italy • Nordics • Spain • United Kingdom	ISO9001 implementation for the US market to conclude in 2026. Global QMS standardization planned for 2026.
TISAX	Supports trusted handling of sensitive information and information-security assurance within the automotive sector.	• CEE • Germany • Spain • United Kingdom	TISAX implementations in Brazil, Italy, India and the US to conclude in 2026. Further markets planned for 2027.
ISO 14001	Provides a recognized framework for environmental management, including the identification, management and continual improvement of environmental impacts.	Planned for 2026. ESG Framework established this year.	MSX will work toward its first ISO 14001 certification in Sweden during 2026, with the intention of subsequently rolling out the approach to further markets.

Certification Timeline

2025

- **ISO 9001 - Certified**
  Australia, Benelux, Brazil, CEE, France, Germany, India, Italy, Nordics, Spain, UK
- **TISAX - Certified**
  CEE, Germany, Spain, UK
- **ISO 14001 - ESG Framework established; certification not yet active**

2026

- **ISO 9001 - Expansion**
  US implementation concludes, Global QMS standardization planned
- **TISAX - Expansion**
  Brazil, Italy, India & US implementations conclude
- **ISO 14001 - First Certification**
  Sweden (first market); Lessons to inform phased rollout to further markets

2027

- **ISO 9001 & TISAX - Further Markets (2027+)**
  Additional markets planned beyond 2026 implementations
  ISO9001-South Africa
  TISAX – France, Sweden

Looking Ahead

Looking ahead, MSX will continue to advance its sustainability agenda by strengthening responsible business practices, embedding respect for human rights throughout its operations and value chain, enhancing supplier engagement, and aligning its governance and due diligence processes with evolving stakeholder expectations and regulatory developments.

In 2026, MSX will further reinforce its environmental commitment through the introduction of ISO 14001 certification in Sweden. This milestone will support a more structured and proactive approach to environmental management, helping to drive continual improvement, strengthen environmental accountability, and integrate sustainability considerations into operational decision-making.

Insights gained from the Sweden certification journey will help identify implementation opportunities in other markets, supporting the long-term evolution of MSX's environmental management capabilities.






3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

People



Empowering People, Enabling Sustainable Growth

People are at the heart of MSX's ability to deliver value for clients, support innovation and achieve sustainable growth. As a people-powered organization operating across multiple countries and cultures, we recognize that attracting, developing, engaging and retaining talent is essential to our long-term success.

Through our Double Materiality Assessment, the most material people-related topics were identified as employee engagement and well-being, learning and development, diversity, equity, inclusion and belonging, talent attraction and retention, and health and safety. These priorities guide our people strategy and help us focus our efforts on the areas that matter most to our employees, clients and stakeholders. They also support our ambition to create an environment where individuals can grow professionally, contribute meaningfully and build long-term careers.

Our approach spans the entire employee lifecycle and combines workforce analytics, employee listening, leadership development, internal mobility, recognition programs, well-being initiatives and inclusive workplace practices. Together, these activities help strengthen engagement, support professional growth and reinforce a culture based on collaboration, inclusion and continuous improvement.

Contribution to Sustainable Development Goals



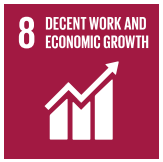
Committed to maintaining the highest standards of health, safety, and well-being across the workforce.



Fostering continuous learning and professional development to support employee growth and organizational success.



Championing inclusion, diversity, and equal opportunities.



Promoting decent work and responsible employment practices across the value chain.



Fostering inclusive workplaces and responsible labor practices throughout the value chain.

Material Governance Topics

- **Diversity, Equity, Inclusion & Belonging (DEIB)**
  Inclusive culture embedded across the employee lifecycle.
- **Employee Learning & Development**
  Learning, growth, career paths, PDD, leadership development and capability building.
- **Employee Health, Safety & Well-being**
  EHS governance, risk assessment, training, incident monitoring and well-being listening.
- **Labor Practices & Fair Employment**
  Responsible employment practices supported by policies and local legal compliance.

A Workforce Built for Growth

2025 performance summary across the most decision-useful People indicators.



Employees

5,055

+3.7% vs 2024



New Hires

1,726

2025



Training Hours

12.6

per employee



Internal Mobility

23.5%

roles filled internally



Employee Engagement

7.9/10

Peakon



eNPS

38

12 pts above benchmark



Women in Leadership
(minus 2)

24%

Stable vs 2024



Women in Workforce

32%

Stable vs 2024



Employee DEIB sentiment

8.5 (+0.1 previous year)

Peakon



Policy Training

100%

Global policies



Work-Related Injuries

11

-15% vs 2024



Employee Well-being Sentiment

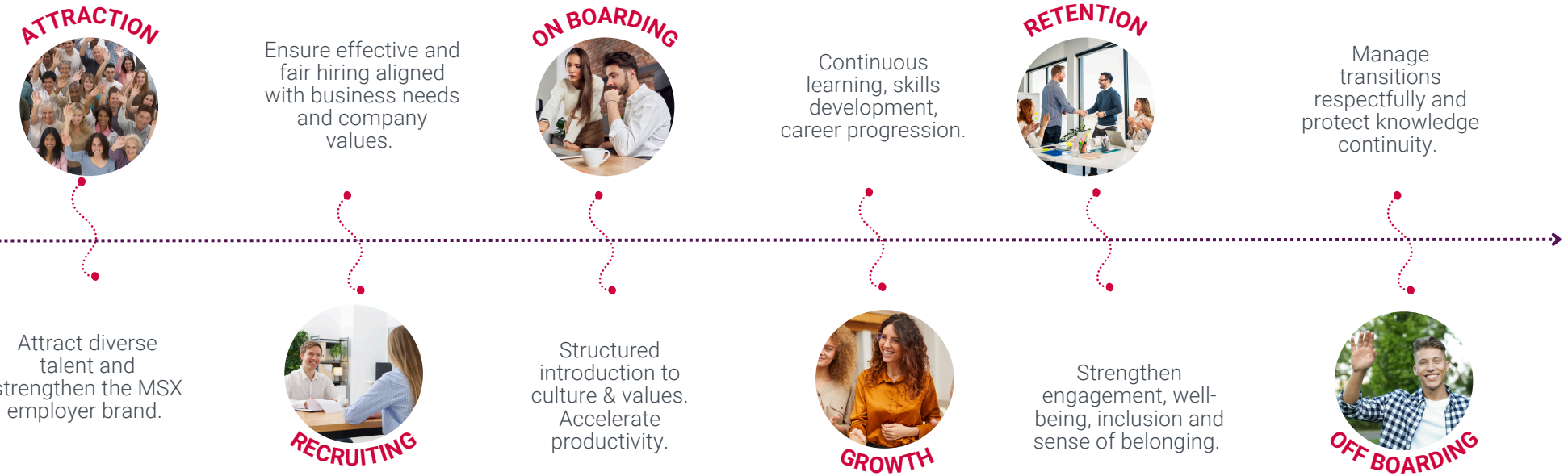
7.9 (+0.1 previous year)

Peakon

Building a Connected Employee Experience

At MSX, people initiatives are designed as part of an integrated employee experience rather than as standalone programs. From the first interaction with potential candidates through onboarding, development, engagement and career progression, employees are supported by a range of tools, programs and opportunities that encourage growth, collaboration and inclusion.

This employee's lifecycle approach helps create consistency across countries and functions while ensuring that employees have access to development opportunities, recognition programs and support mechanisms aligned with their changing needs. It also enables the organization to connect talent attraction, performance, engagement and retention into a single people framework that can evolve with business priorities.



Workforce Performance

During 2025, MSX continued to strengthen the connection between business performance and employee development. Workforce growth, learning opportunities, employee engagement and internal career mobility remained key areas of focus.

The year was characterized by continued investment in professional development, leadership capability building and employee experience initiatives. Employee engagement remained stable, while training participation and internal mobility increased compared with the previous year, demonstrating progress in supporting career development and retention. Workforce and people indicators provide an important foundation for understanding how employees experience the organization and where future improvements should be prioritized.

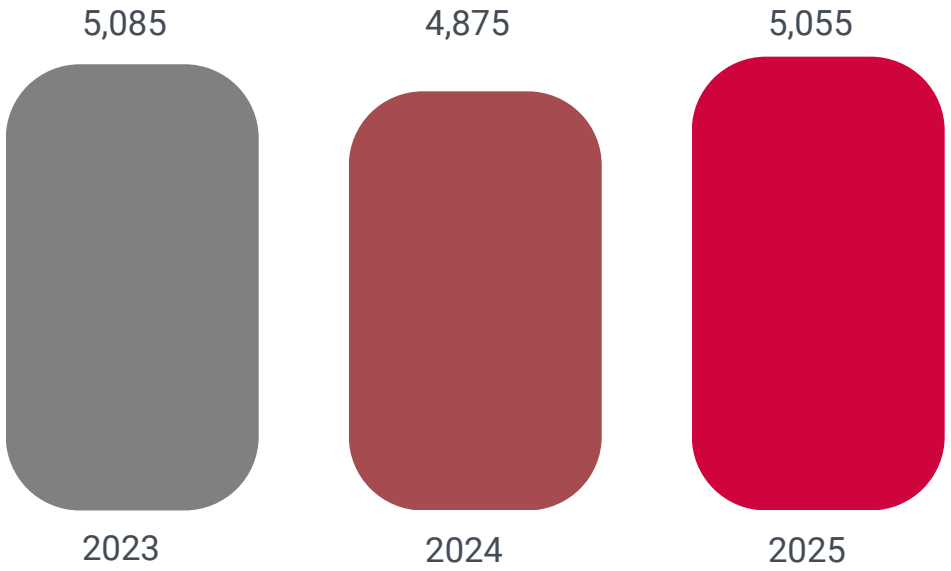
Workforce growth with lower voluntary turnover

Three-year workforce indicators show continued hiring activity and a decline in voluntary turnover from 2024.

Voluntary Turnover



Headcount



Talent Attraction

Support for employees begins before they join the organization and continues throughout their careers. During 2025, MSX continued to strengthen its employer brand through the People Promise, candidate personas, participation in job fairs and recruitment events, and the launch of the new global Careers Website, helping create a more consistent candidate experience and strengthen talent attraction efforts.

In addition, toward the end of 2025, MSX refreshed its Instagram presence with a stronger people-first approach, placing greater emphasis on employee stories, culture, and life at MSX to enhance engagement and employer branding.





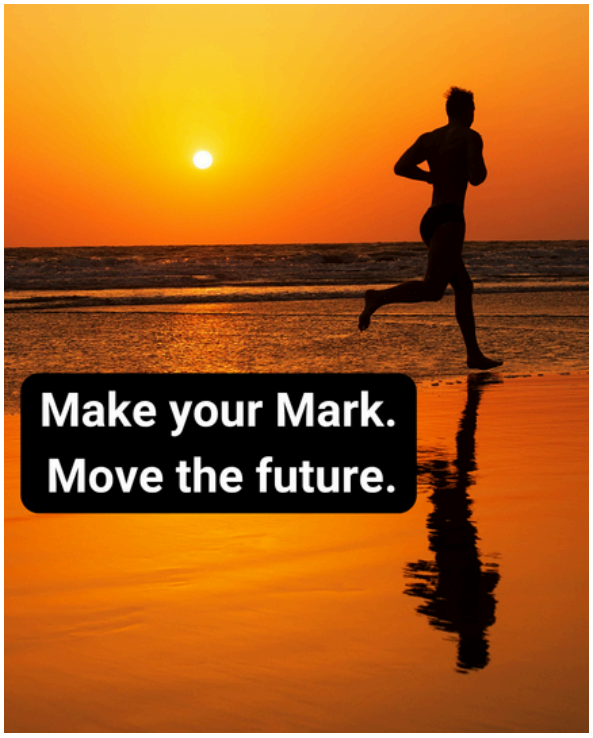
Employer Branding & Careers

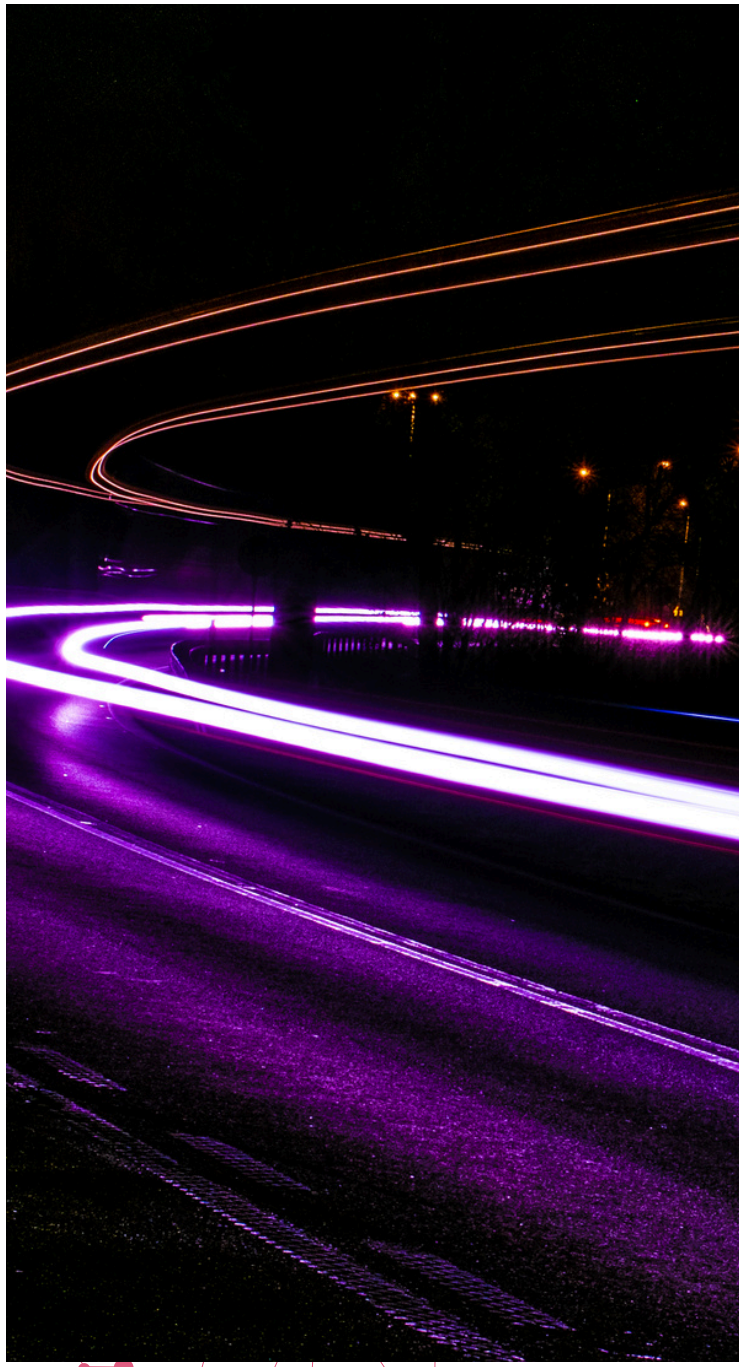
The People Promise, candidate personas and the global careers website support a clearer and more consistent candidate experience.

EVP Statement









Developing, Engaging and Empowering Our People

While workforce metrics provide an indication of progress, the employee experience is ultimately shaped by the programs, initiatives and opportunities available throughout the employee journey.

Throughout 2025, MSX continued to invest in initiatives designed to strengthen professional development, employee engagement, leadership capability, recognition, well-being and inclusion. These programs support employees at different career stages and contribute to a more connected employee experience across our global organization.

Particular attention was placed on strengthening career development opportunities, improving employee listening practices, promoting recognition and fostering a culture of belonging. New employer branding initiatives and enhancements to the careers experience also supported talent attraction and retention objectives. Together, these programs help translate our people strategy into practical actions that support both individual growth and organizational performance.

Learning and Leadership Development

Continuous learning remains one of the main enablers of employee growth and long-term employability. During the year, MSX continued to promote learning opportunities through Career Paths, the Performance & Development Dialogue (PDD), Leadership Essentials, LinkedIn Learning and Lunch & Learn initiatives.

These programs support both technical and leadership capability building while helping employees gain visibility into career opportunities and future development pathways. They also contribute to preparing the organization for changing client expectations, emerging technologies and future skills requirements.

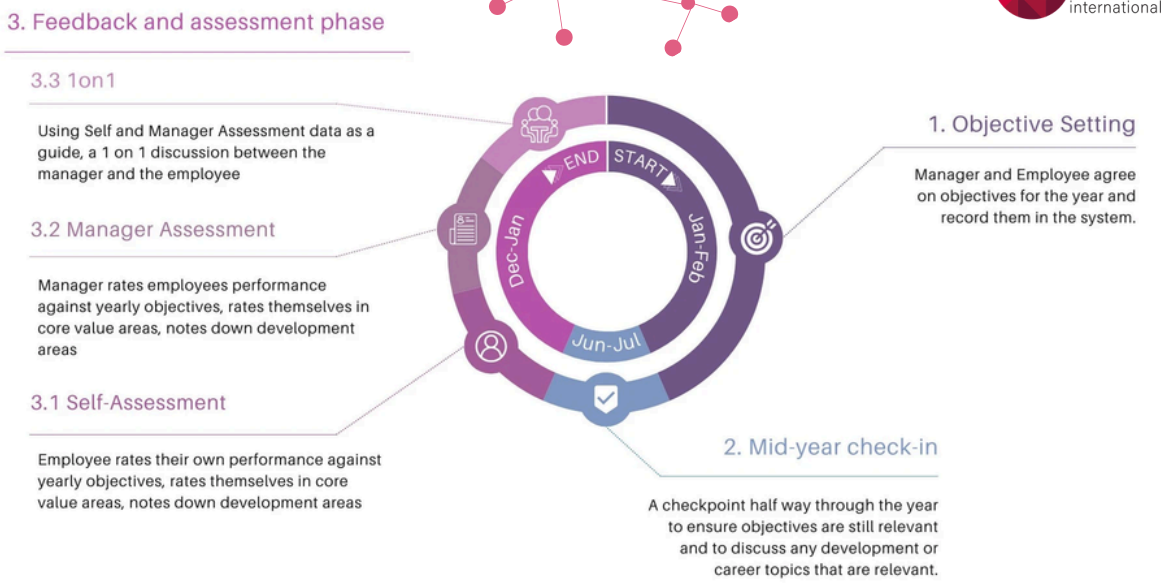
Learning	PDD	Internal Mobility
12.6 hours	**30%**	**23.5%**
+41.6 % vs 2024	employee coverage	+4.5 points vs 2024

Lunch & Learn	Leadership Essentials	Policy Learning
57	**154**	**100%**
sessions	people managers	employee coverage



Learning & Career Growth

Career Paths, Performance & Development Dialogue (PDD), Leadership Essentials Training Path, LinkedIn Learning, and Lunch & Learn training sessions strengthen skills, leadership capabil-ity and career visibility.



Employee Listening

Workday Peakon Employee Voice enables the collection of confidential employee feedback and supports local and global action planning through a quarterly engagement and listening cycle.

.

Engagement, Inclusion and Recognition

Employee engagement is supported through continuous listening, inclusion and recognition.

Insights gathered through Workday Peakon Employee Voice help shape targeted action plans and People priorities. In response to employee feedback, MSX has continued to invest in career development, learning opportunities, internal mobility and workplace experience through initiatives such as Career Paths and the Performance & Development Dialogue (PDD).

These actions contributed to a positive improvement in Growth, which increased by 0.1 points compared to 2024.

DEIB initiatives further foster a culture of belonging and respect, while the Bravo! Recognition Program reinforces appreciation and collaboration across the organization.

7.9

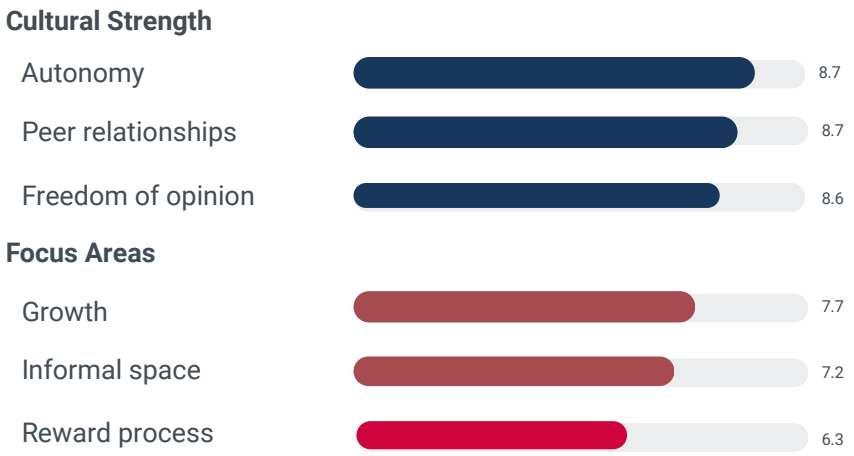
Engagement

75%

Overall employee participation rate

eNPS 38

12 points above industry benchmark





DEI & Belonging

The Global DEIB Policy and its global socialization and training, awareness campaigns, the Global Inclusion Talk, and the annual Inclusion Award foster inclusion across the employee lifecycle. The Inclusion Award recognizes employees who have demonstrated an outstanding commitment to diversity, inclusion, and MSX values.



Kellie Andrews
HR Manager



Vincenzo Capelli
Project Manager

2025 MSX Inclusion Award Winners



Bravo! Recognition

Bravo! is a rewarding initiative, enabling managers to recognize exceptional contributions, celebrate employees for exceptional performance, and reinforce MSX values across teams.

Empowering Women at MSX

WOMEN IN WORKFORCE

32%



2024: 32%

Women represent almost one third of the global workforce.

DEI SCORE

8.5

2024: 8.4

WOMEN IN MIDDLE MANAGEMENT

24%



2024: 24%

Women represented at the minus 2 management level.

WOMEN IN LEADERSHIP

25%



2024: 25%

Women represented in the executive leadership population.

Empowering Women at MSX

In 2025, MSX conducted an internal survey aimed at women across the organization to better understand their experiences, perceptions, and expectations regarding professional growth, inclusion, and workplace culture. The survey provided valuable insights and highlighted several key areas of strength and opportunities for improvement.

The main findings are summarized in the charts below:

MSX Women report strong satisfaction with the guidance and encouragement received from their managers in supporting their career development.





Reasons:

- Motherhood;
- Lack of experience and skills;
- Feeling undervalued or belittled by male colleagues.

Building on the results of this survey and reinforcing our commitment to fostering an inclusive and supportive work environment, several initiatives are planned for the future. These include the creation of a **Women Community**, designed to encourage networking, knowledge sharing, and collaboration among female employees across the organization.

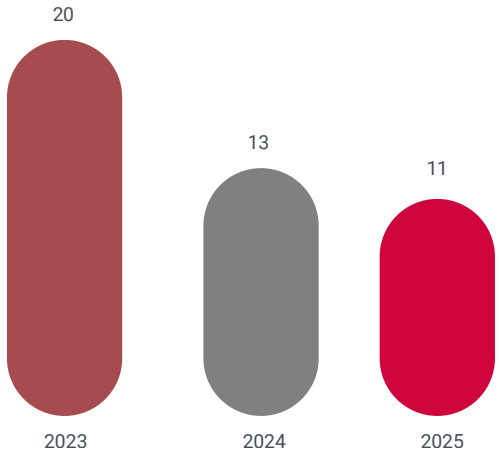
In addition, MSX will launch the **MSX Women's Mentoring Program**, an Employee Resource Group (ERG) initiative designed to support the professional development, visibility, and growth of our female talent across the organization.

Through mentorship, meaningful connections, and mutual support, the initiative aims to strengthen leadership capabilities, increase visibility of female talent, and contribute to a more diverse and inclusive workplace.

Well-being and Safety

Employee well-being and workplace safety also remained priorities. Flexible ways of working, well-being programs and employee support initiatives contribute to a positive work environment, while health and safety training, preventive measures and risk management activities help maintain safe working conditions across the organization. Health & Safety training coverage remained at 100% during the year.

Work-related injuries



Fatalities

0

2025

EHS Training Coverage

100%

employees covered

Well-being Score

7.9

Peakon



Well-being & Safety

Hybrid working, MSX ReBalance, well-being initiatives and Health & Safety training support a positive and responsible workplace.

Looking Ahead

MSX will continue to strengthen its people strategy through enhanced employee listening, leadership development, inclusion programs and data-driven talent management practices.

Future priorities include expanding learning opportunities, improving workforce insights, supporting internal mobility, strengthening diversity and inclusion initiatives and continuing to enhance employee well-being and workplace safety. Particular attention will also be dedicated to embedding the People Promise across the employee lifecycle and further developing the employer brand to attract and retain talent in increasingly competitive markets.

By continuing to invest in our people, we aim to create an environment where employees can develop professionally, feel valued and recognized, and contribute meaningfully to the long-term success of the organization.



5

Planet



Climate Action and Resource Efficiency

Why it Matters?

The mobility sector is undergoing a profound transformation driven by climate change, evolving stakeholder expectations and increasing regulatory requirements. Through our Double Materiality Assessment, we identified Climate Change, Energy Consumption, Circular Economy and Sustainable Procurement as the environmental topics most relevant to our business and stakeholders.

As a professional services organization, the majority of our environmental footprint is associated with our global operations, including energy consumption, business travel, employee mobility and corporate fleet management. We therefore focus our efforts on reducing operational emissions, improving energy efficiency, promoting sustainable behaviors and embedding environmental awareness across our organization.

Our approach combines data-driven management of greenhouse gas emissions with practical initiatives that help employees and business functions contribute to our environmental objectives. These activities support our commitment to responsible growth while enabling us to create long-term value for clients, employees and communities.

Contribution to Sustainable Development Goals



Promoting energy efficiency and supporting the transition to more sustainable energy solutions.



Promoting responsible consumption and sustainable resource management.



Supporting climate action through emissions reduction initiatives.



Promoting ecosystem preservation and responsible environmental management.

Material Governance Topics

- **Climate Change**
  Reducing our operational environmental footprint through emissions management, energy efficiency and lower-emission mobility.

- **Energy Consumption & Renewable Energy**
  Strengthening environmental data quality and governance to support measurable climate action and informed decision-making.

- **Sustainable Procurement**
  Promoting responsible resource use, circularity and sustainable behaviors across our operations and value chain.

- **Waste Management & Circular Economy**

OUR ENVIRONMENTAL PERFORMANCE

During the reporting period, MSX continued to strengthen its approach to environmental data collection and performance management. Greenhouse gas emissions were monitored across Scope 1, Scope 2 and Scope 3 categories in accordance with the GHG Protocol methodology.

The analysis highlights encouraging progress in areas where the business can directly influence environmental performance. Scope 1 emissions remained significantly below the 2023, reflecting continued optimization of our corporate fleet and mobility policies. Scope 2 emissions were lower than in previous reporting years. However, this change should be interpreted with caution, as it reflects differences in reporting coverage, geographical consumption patterns, emission-factor methodology and operational energy-efficiency efforts.

Reporting maturity and data quality also improved through the progressive expansion of reporting coverage and methodologies across our international operations.

Reporting note:
Reported year-on-year changes should be interpreted with caution. Between 2023 and 2025, MSX progressively expanded its reporting boundary, improved activity-data collection and refined calculation methodologies. Variations therefore reflect both environmental performance and increased reporting maturity.



2025 greenhouse gas emissions

2025 is presented as the current-year inventory. Earlier inventories are not shown as a like-for-like trend because the reporting boundary, data availability and calculation methodologies evolved.



Reporting Context

2023[1]	12 sites
2024[1]	23 sites
2025	31 sites

Total 2025
30,269 t CO_2 e

Scope 3 share
85.3% of total

Reporting boundary
31 sites | 18 countries

[1] Historical figures may be retained in the accompanying narrative or data table for transparency, but should not be presented as directly comparable performance indicators. Figures are rounded; Scope 2 is location-based. Detailed data for 2023 and 2024 can be found in the tables included in the Appendix.

Focus Areas and Initiatives

Company Car Parc

Company Car optimization and lower-impact vehicle mix



Energy improvement

Efficiency and renewable electricity sourcing



Smarter travel platform

Travel planning and monitoring through Egencia.

EGENCIA

MSX Forest launch

Tree planting and employee engagement initiative, by Treedom partnership



MSX Zero Bin Campaign

To reduce environmental impact through recycling across our offices, responsible resource use, and community activation.

MSX GreenShift brochure

Developed by the Sustainability Changemaker Community, the MSX Green Shift guide promotes practical actions that help employees make more sustainable choices both at work and in their daily lives. (Click the image to view the guide)



Our Actions for Decarbonization

Supporting the transition

Reducing environmental impact requires a combination of operational improvements and employee engagement. During the year, MSX continued to invest in initiatives designed to reduce emissions, improve resource efficiency and promote more sustainable choices across the organization.

A key priority has been the transition of our corporate fleet toward lower-emission vehicles. In 2025, hybrid and electric vehicles accounted for 77.4% of the total reported fleet distance traveled. Fleet optimization and mobility policies remain key initiatives intended to reduce mobility-related emissions over time.

At the same time, the reported share of electricity identified by sites as renewable increased from 10% in 2024 to 32% in 2025. This operational indicator is reported separately from Scope 2 emissions, which remain calculated using the location-based method.

To support more sustainable travel planning, business travel continues to be managed through dedicated booking and monitoring platforms such as Egencia, enabling greater visibility and control over travel-related impacts.

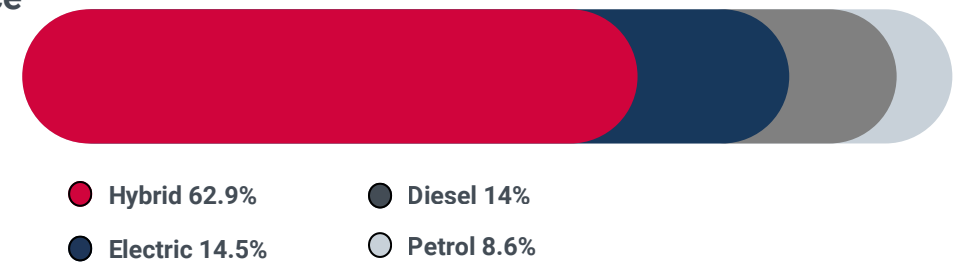


Turning Commitments into Action

2025 Reported Fleet Distance by Fuel Type

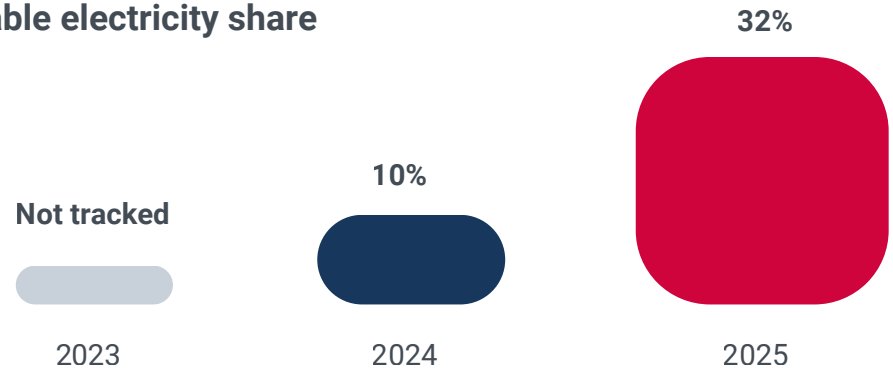
77.4%

hybrid + electric



Fleet optimization and a lower-impact vehicle mix support efforts to reduce direct operational emissions, in line with the Global Company Car Policy

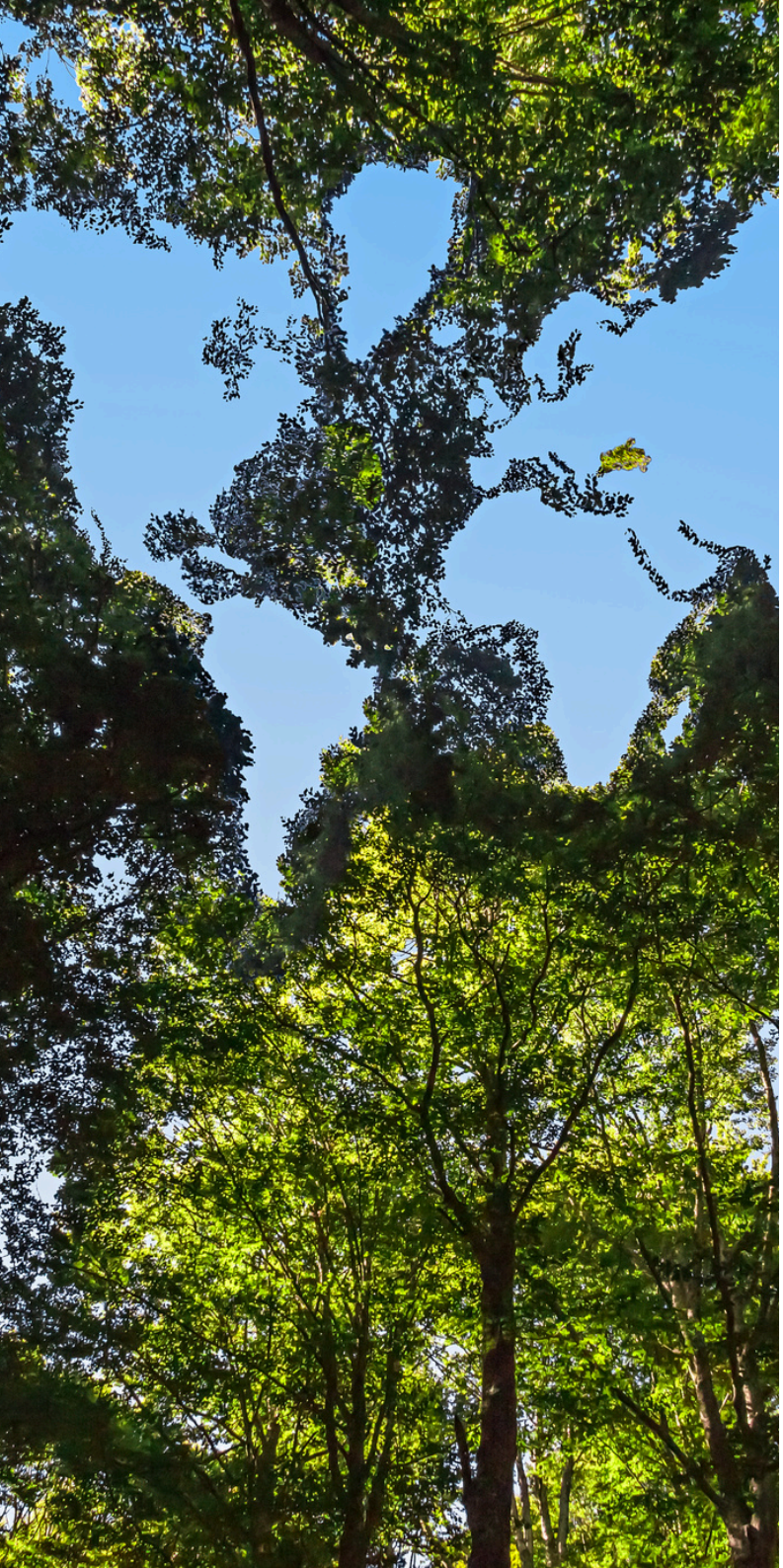
Renewable electricity share



+22 pp

vs 2024

Note: At the same time, the reported share of electricity identified by sites as renewable increased from 10% in 2024 to 32% in 2025. This comparison should be interpreted in the context of evolving reporting coverage. This operational indicator is reported separately from Scope 2 emissions, which remain calculated using the location-based method.



Environmental awareness

Alongside operational improvements, we continued to promote environmental awareness through initiatives including **GreenShift**, an employee sustainability guide designed to encourage responsible everyday behaviors; **Treedom**, which supports employee engagement through tree-planting activities; and circularity programs such as **Zero Bin** which encourage recycling across our offices.

These initiatives complement our broader objective of integrating sustainability into the way we work and make decisions.

Employees' Environmental Sentiment

7.9

+0.2 previous year
Peakon score

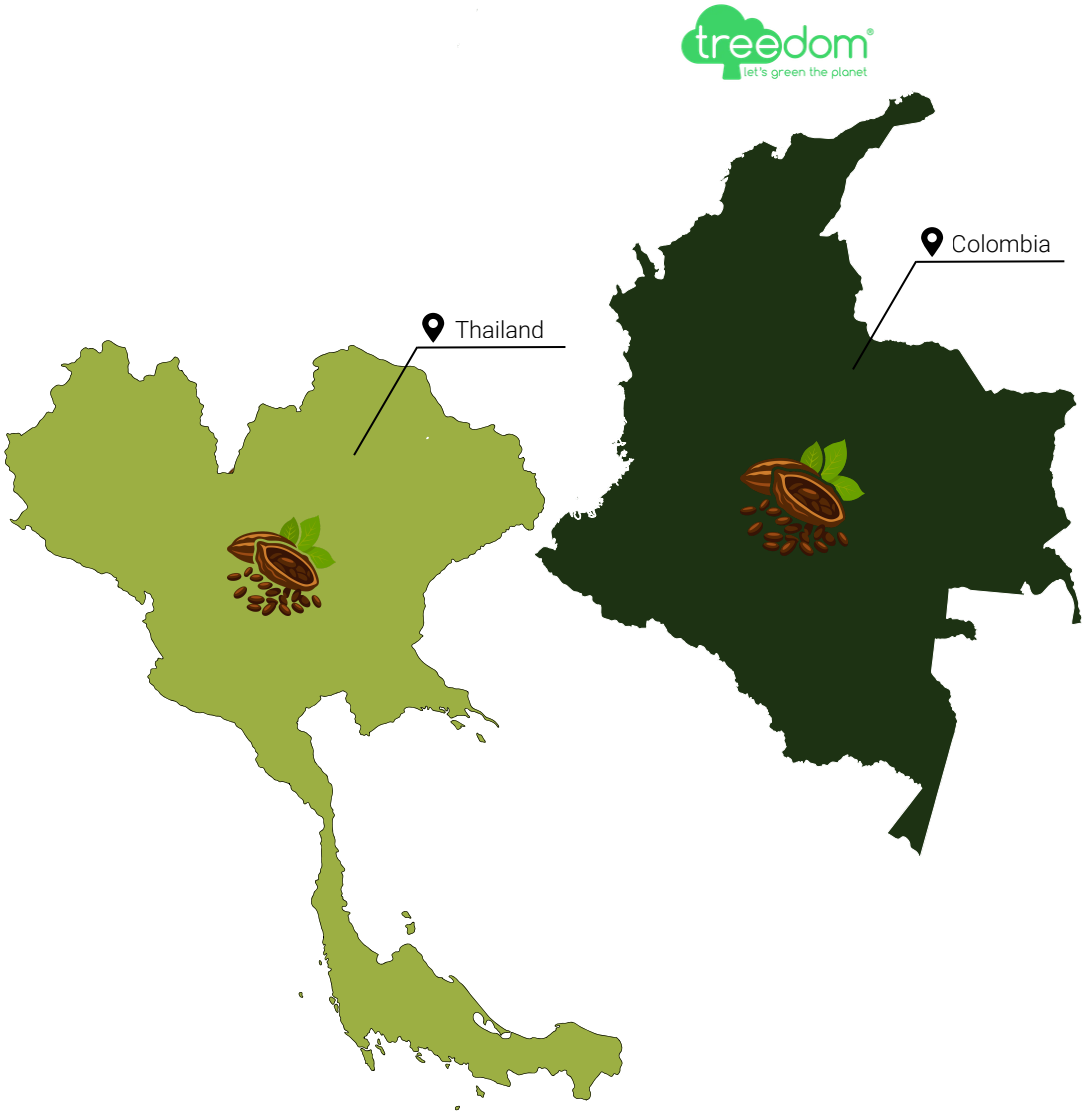
Spotlight on..

MSX Forest with Treedom

In 2025, MSX launched the MSX Forest with Treedom to support tree planting, biodiversity and local communities while enabling long-term tracking of the forest's growth.

The initiative promotes sustainable agriculture in Thailand and ecosystem restoration in Colombia, generating both environmental and social benefits.

Through the MSX Forest, MSX engages employees and stakeholders in nature-based action that supports biodiversity, local communities and environmental awareness.



Looking Ahead

MSX will continue to strengthen its environmental management approach by improving the quality and coverage of environmental data, increasing renewable electricity sourcing and further supporting the transition toward lower-emission mobility solutions.

Future efforts will focus on enhancing emissions monitoring, expanding sustainable travel and mobility practices, increasing employee engagement in environmental initiatives and identifying additional opportunities to reduce operational impacts across the organization.

By combining robust performance measurement with practical action, we aim to continue progressing toward a lower-carbon and more resource-efficient business model while supporting our clients and stakeholders in their own sustainability journeys.

Future priorities also include improving environmental data completeness and strengthening reporting consistency across all locations.

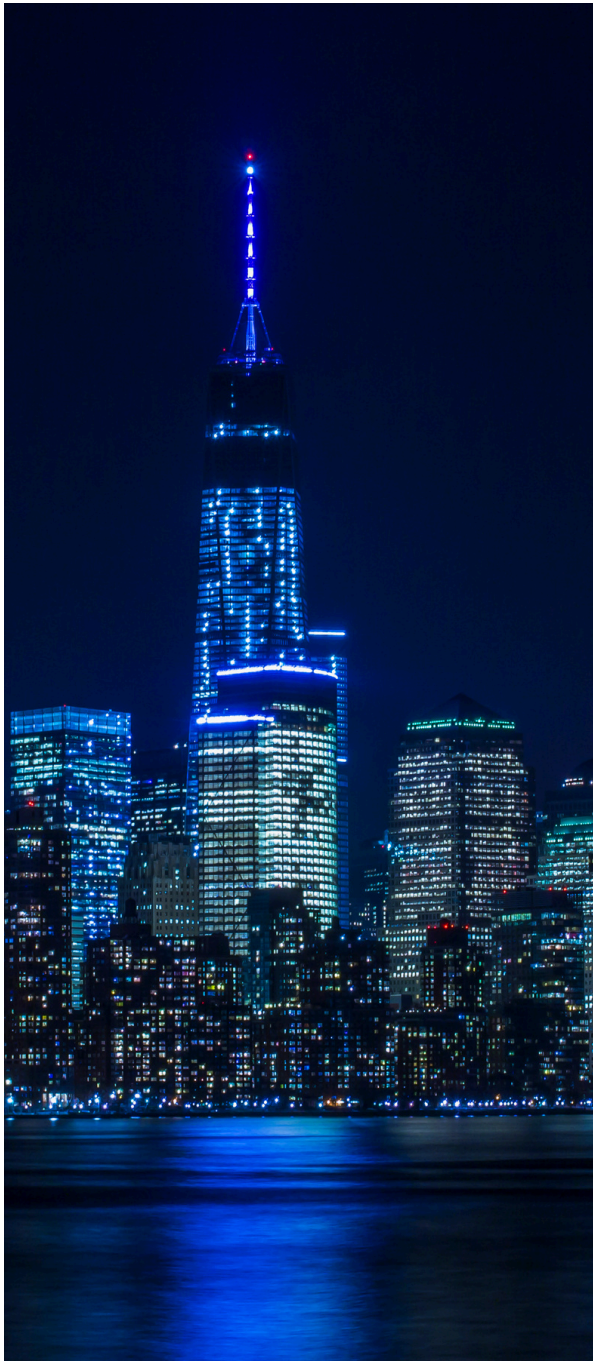






6

Prosperity



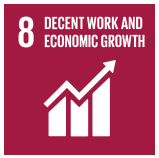
Our Vision

At MSX, Prosperity means creating long-term value for clients, suppliers, employees, local communities and the wider mobility ecosystem. We believe that sustainable growth is achieved when innovation, people and responsible business practices work together to generate positive outcomes for all stakeholders.

As the mobility sector faces unprecedented transformation driven by decarbonization, digitalization and artificial intelligence, MSX sees sustainability not only as a compliance requirement but as a strategic opportunity to enable innovation, strengthen competitiveness and support business resilience.

Our approach is centered on helping organizations translate complex environmental, social and technological challenges into practical actions, measurable results and sustainable business growth. By combining sustainability expertise, operational excellence, change management and human-centered innovation, we support our clients in turning transition into opportunity.

Contribution to Sustainable Development Goals



Promoting decent work and responsible employment practices across the value chain.



Promoting sustainable industrial practices and responsible value chain integration.



Promoting responsible operations that support environmental stewardship and community development.



Promoting collaboration and partnerships to drive sustainable and inclusive growth.

Material Governance Topics

- **Client Centricity and Business Excellence**
- **Supply Chain Responsibility**

Sustainable Solutions: Creating Value Through Innovation

During 2025, MSX continued transforming sustainability from a support function into a value-generating business capability. Building on the work initiated through DESM (Driving Excellence in Sustainable Mobility), the Company continued to develop practical solutions designed to help clients navigate the dual transition of sustainability and emerging technologies.

This evolution reflects a broader ambition: positioning MSX as a trusted partner capable of helping organizations address environmental challenges while simultaneously building future capabilities, improving operational performance and creating lasting value.

Pulse of AI: Human Tech Synergy for Responsible AI

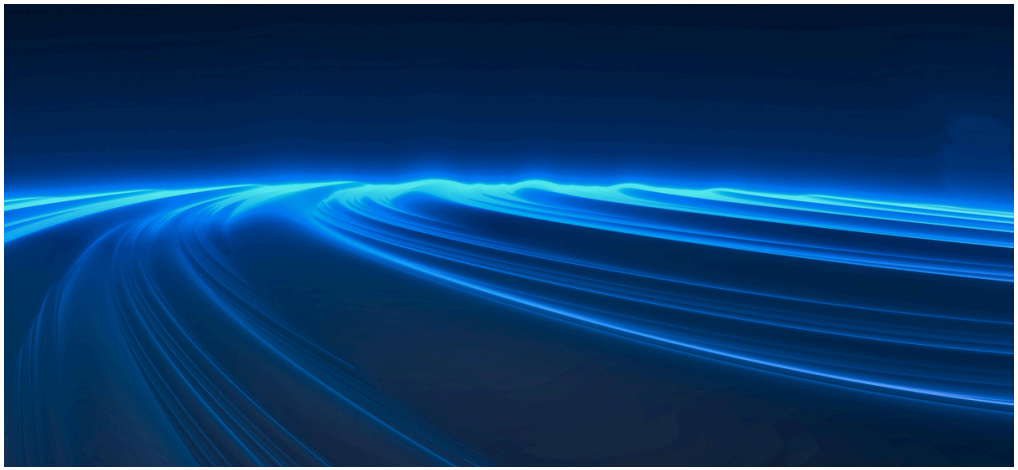
One of the most significant developments of 2025 was the expansion of Pulse of AI, MSX's certified training solution focused on the responsible and human-centered adoption of artificial intelligence.



Delivered internally and to clients including Ford and Honda, the program helps participants understand how AI can be applied effectively, ethically and sustainably within their daily work.

Rather than focusing exclusively on technology, Pulse of AI is built around the Human Tech Synergy approach, recognizing that the greatest value is created when human capabilities and technological tools work together.

Through behavioral profiling, self-awareness assessments, AI literacy training, practical use cases and interactive workshops, the program enables participants to develop confidence, critical thinking and practical AI skills while maintaining a strong focus on responsible and conscious use of technology.



This approach supports productivity, innovation and well-being while helping organizations prepare their work-force for the future of work. It also reinforces MSX's belief that artificial intelligence should augment human potential rather than replace it.

DESM and GreenShift: Supporting Sustainable Mobility

The foundations for this approach were established through DESM – Driving Excellence in Sustainable Mobility, launched to support OEMs, mobility providers and dealer networks in navigating the sustainability and AI megatrends.

DESM positioned sustainability as a business opportunity rather than simply a compliance topic, helping clients understand how environmental and social challenges can become drivers of growth, customer engagement and competitive advantage.

Building on this experience, MSX developed GreenShift, a practical program designed to help retail and customer-facing organizations reduce their environmental footprint while improving operational performance. GreenShift combines sustainability awareness, behavioral change, energy-efficiency practices and operational improvement to help organizations identify opportunities to reduce CO_2 emissions and strengthen long-term resilience.

By translating sustainability objectives into practical actions, GreenShift supports clients in embedding sustainability into everyday decision making while demonstrating that environmental improvements and business performance can go hand in hand.

Strengthening Responsible Supply Chains

MSX recognizes that long-term prosperity also depends on the resilience and integrity of its value chain. For this reason, sustainability considerations are increasingly integrated into supplier engagement and procurement activities.

Key initiatives include communication of the Supplier Code of Conduct, the collection of sustainability-related information from suppliers and the continued development of responsible procurement practices. These activities contribute to greater transparency, support due diligence processes and help strengthen ESG performance across the supply chain.

This approach reflects the growing expectations of customers, regulators and other stakeholders regarding responsible sourcing, ethical business conduct and sustainable value creation throughout the value chain.



Advocacy, Education and Community Engagement

MSX believes that creating prosperity also means contributing to the development of future generations and supporting the communities in which it operates.

Each year, the Company participates in initiatives such as LaborDì, helping young people better understand the evolving world of work and the capabilities that will be required in the future. Through workshops, classroom activities, career orientation sessions and sustainability discussions, MSX contributes to raising awareness of sustainability, innovation and employability among students.

These initiatives complement broader sustainability engagement activities led through the Sustainability Community and local sustainability representatives, helping foster environmental awareness, responsible citizenship and community engagement across regions.

By sharing knowledge, encouraging dialogue and supporting education, MSX seeks to create positive impact beyond its direct business activities and contribute to a more sustainable and inclusive future.







Looking Ahead

Looking ahead, MSX will continue expanding solutions that combine sustainability, responsible artificial intelligence, operational excellence and capability building. The Company will further develop programs such as Pulse of AI and GreenShift, while continuing to strengthen responsible supply chain practices and community engagement initiatives.

By integrating sustainability into client solutions, workforce development and stakeholder relationships, MSX aims to create long-term shared value while supporting the transition toward a more sustainable, intelligent and resilient mobility ecosystem.

Voices from our Markets

Across our markets, sustainability came to life through local initiatives that made a difference to people, communities and the environment.

People: Our People strategy was at the heart of the **Nordics**' "Save Lives During Working Hours" initiative, where colleagues were encouraged to become blood donors and were able to give blood during paid working hours. As HR Manager Bodil Carlsen shared, "*Giving blood takes less than an hour, but it directly saves lives*." A dedicated session with a Swedish blood donation healthcare professional also helped colleagues understand the process and the need for donors.



In the **UK**, inclusion was advanced through a podcast on "*Understanding Neurodiversity in the Workplace*", led by MSX UK Inclusion Champion and 2025 MSX Inclusion Award recipient Kellie Andrews. The conversation reached more than 1,200 impressions and generated 61 engagements through LinkedIn, helping to spark further dialogue and manager-focused Lunch & Learn activity.

Listen to the podcast

MUSIC

Spotify

FUNDACIÓN sonrisas SIN CÁNCER



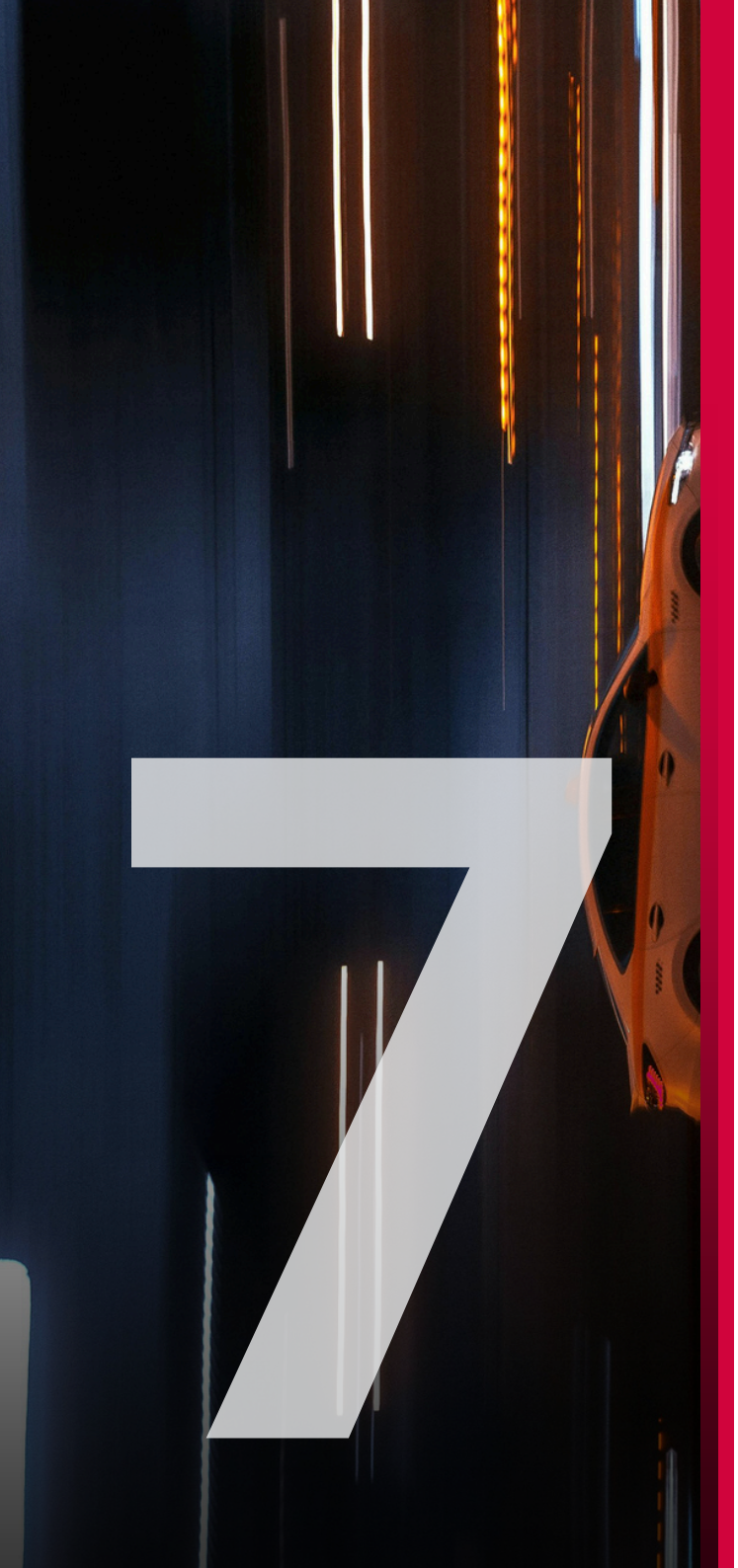
In **Spain**, the new *Protocol Against Harassment Based on Sexual Orientation, Gender Identity and/or Gender Expression* reinforced a safe, respectful workplace through confidential reporting channels, clear procedures and a zero-tolerance approach to discrimination and retaliation. Spanish colleagues also volunteered with Sonrisas Sin Cáncer in Madrid, supporting a charity event that contributed to childhood cancer research, family assistance and awareness.

Planet: Our commitment to Planet was further supported by the launch of the Tusker Electric Vehicle Salary Sacrifice Scheme in the **UK** in May 2025. The program enables employees to transition from conventional internal combustion engine vehicles to electric vehicles, supporting lower-carbon commuting and contributing to the reduction of transport-related emissions

Tusker.

MSCT BEE SERVICES
Making Significant Changes Together

Prosperity took center stage in **South Africa**, where sustained investment in skills development, supplier and enterprise development, employment equity, youth employment and community upliftment helped improve the business's B-BBEE rating from a Level 8 contributor to a Level 3 contributor over four verification cycles. Together, this local initiative shows how practical action — from supporting inclusion and expanding economic growth and business opportunity — turns our sustainability commitments into a meaningful, everyday impact.



7

Appendices

Methodological Note

This document is the MSX International Sustainability Report 2025, prepared on a voluntary basis with the aim of communicating to stakeholders the Company's vision and its economic, environmental and social performance achieved during the reporting period. The Report is intended to provide stakeholders with a thorough understanding of MSX's business activities, performance, results achieved and the impact that the Company's operations generate on communities and the environment. The organizational structure and reporting boundary are described in detail in the chapter "Who we are" (Section 1 of this Report).

Throughout 2025, MSX continued to strengthen its international presence in the consulting and outsourcing sector dedicated to mobility, consolidating its operational entities and teams across its main global markets. The evolution of the corporate structure during the reporting period is described in Section 1.4 of this Report. MSX operates as a global consulting and outsourcing partner for automotive and mobility clients, delivering transformation, training, technology and operational excellence services.

The reporting boundary of this document and, consequently, the information it contains encompasses the operational entities of MSX International that fall within the Group's sustainability reporting boundary for the reference period. MSX is strategically supported by Bain Capital, which provides strategic direction, external perspective and sustainability-related expectations across its portfolio companies. Any specific limitations or extensions to the boundary are indicated explicitly in the GRI Content Index (Section 7.2) and adjacent to the relevant reported information.

The Sustainability Report covers the period from 1 January 2025 to 31 December 2025 and, where data is available, provides a comparative analysis with the 2024-2023 financial years. In order to ensure an accurate representation of performance, emphasis has been placed on quantifiable indicators; estimates have been used to a limited extent and are explicitly flagged where present.

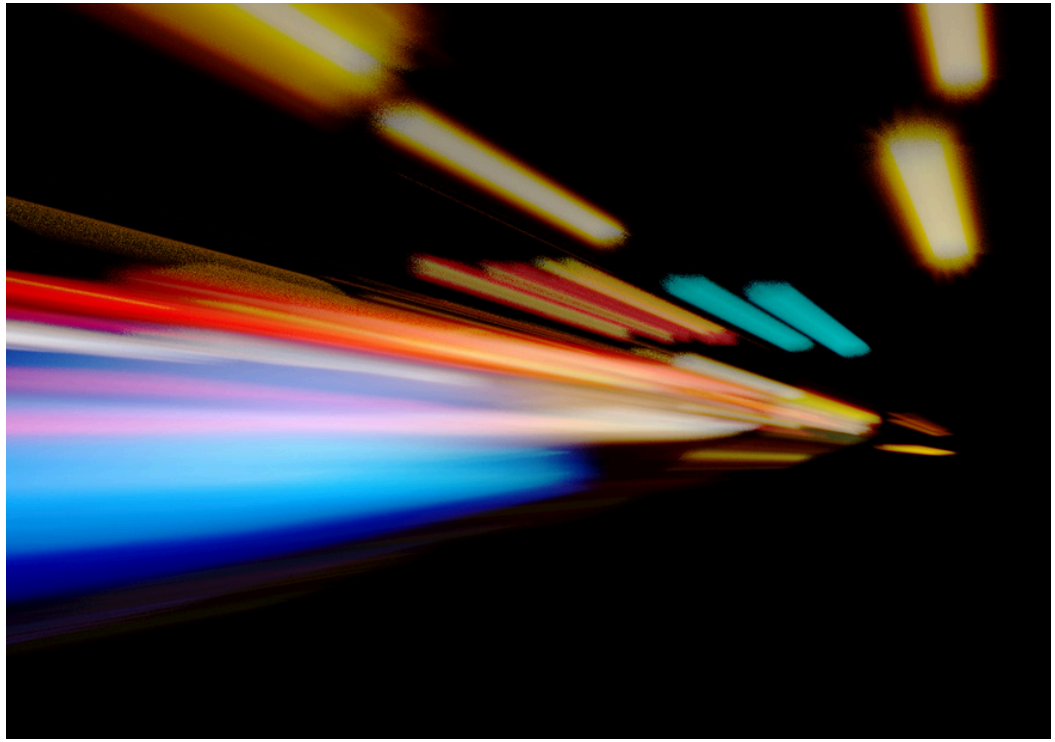
The Sustainability Report has been prepared with reference to the GRI Standards issued by the Global Sustainability Standards Board (GSSB). The Report applies the GRI reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability.

MSX International conducted its Double Materiality Assessment in 2024 with reference to the GRI Standards, ESRS principles and relevant EFRAG guidance. In 2025, the assessment was reviewed and refined to determine whether significant changes in the organization's activities, value chain, stakeholder expectations or external context required an update to the materiality assessment.

The review confirmed that the twelve material topics identified in 2024 remained relevant for the FY2025 reporting period. The resulting material topics are presented in Section 2.12, Double Materiality Assessment, of this Report

This Report was approved by the SteerCo of MSX International on July 2026. This Sustainability Report has not been subject to external assurance. Any significant restatements of previously published information, including the nature, reason and effect of the restatement, are disclosed in the GRI Content Index or adjacent to the relevant information.

Any omission of a required GRI disclosure is indicated in the GRI Content Index (Section 7.2) with the applicable reason for omission: information unavailable, information not applicable, legal prohibitions, or confidentiality constraints. Where data collection methodologies have changed between reporting periods or where a figure covers a partial boundary, a note is provided alongside the relevant indicator to ensure transparency and comparability.



Data collection, validation and accountability

Sustainability data is collected through a coordinated reporting process involving the relevant corporate functions and local market representatives. Each indicator is assigned to a data owner responsible for completeness, accuracy and supporting evidence. The Sustainability Team performs completeness checks, year-on-year variance analysis, consistency reviews, follow-up on material deviations and, where practicable, reconciliation with HR, Finance, Procurement, Health and Safety, Travel, Facilities and environmental records. Data is consolidated only after validation by the relevant functional owner.

Indicator-specific reporting boundary and coverage

The reporting boundary may vary by indicator depending on operational relevance and data availability. Each KPI table includes a coverage column specifying the entities, countries, sites, employee population, revenue or activities included and, where available, the percentage of the intended reporting perimeter covered. Exclusions, partial coverage and changes in scope are disclosed alongside the relevant indicator. Acquisitions, disposals and reorganizations are reflected from the date on which operational control enters or leaves the reporting boundary, unless otherwise stated.

Reporting cut-off and subsequent events

The reporting cut-off date for FY2025 quantitative information is 31 December 2025. Information received after the cut-off is included only where material is appropriately validated.

Significant events occurring after 31 December 2025 are disclosed separately and are not included in FY2025 performance data unless otherwise stated.

Estimates, proxies and data limitations

Where primary data is unavailable, estimates or proxy data is used only when considered reasonable and sufficiently reliable. The nature of the estimate, calculation methodology, assumptions, source and, where relevant, the proportion of estimated data are disclosed alongside the corresponding indicator. Data gaps are not presented as zero. “Not available”, “not applicable” or an applicable reason for omission is used instead.

Consolidation rules, units and denominators

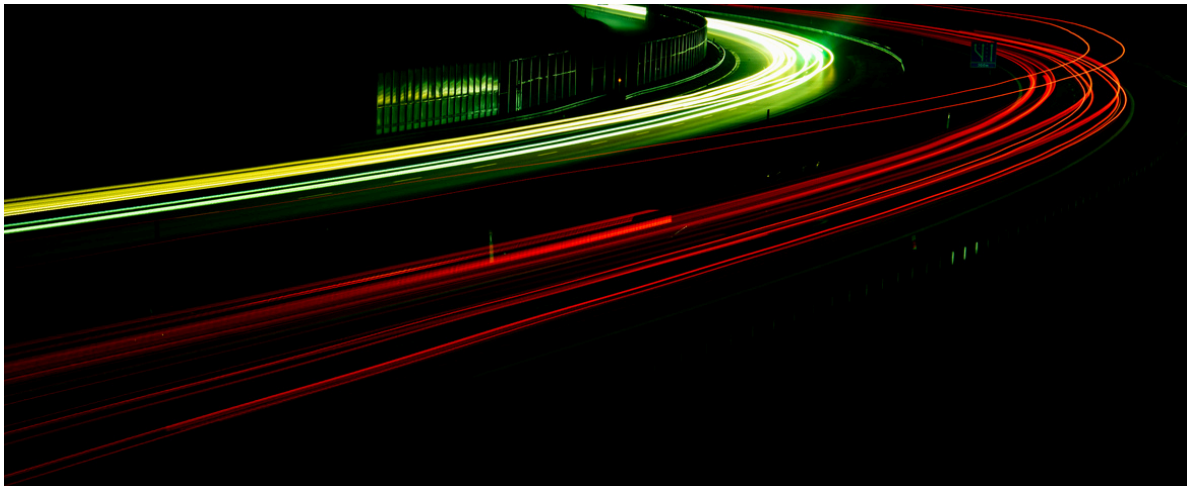
Unless otherwise stated, workforce data is reported as the headcount at 31 December of the reporting year; average workforce-based intensity indicators use average annual FTE. Financial performance indicators (Economic Value Generated and Distributed) are reported in US dollars (USD). All other monetary indicators, where applicable, are reported in euros. Energy is reported in GJ and, where useful, MWh; GHG emissions are reported in metric ton of CO2 equivalent. Values are rounded consistently, and totals may differ slightly due to rounding. Each rate and intensity indicator states its formula, denominator and coverage.

Greenhouse gas accounting methodology

GHG emissions are calculated in accordance with the GHG Protocol Corporate Standard and relevant Scope 2 and Scope 3 guidance. The Report discloses the consolidation approach, base year 2025, organizational and operational boundaries, emission factor sources, global warming potentials, treatment of renewable electricity instruments, categories included or excluded, use of estimates and any recalculations. Gross emissions are reported separately from any carbon credits, removals or offsets.

Restatements and changes in methodology

Prior-period information is restated when a material change in methodology, boundary, source data or error would otherwise impair comparability. Each restatement identifies the information affected, the reason for the change and, where quantifiable, its effect. Methodological improvements that do not result in a restatement are also described alongside the relevant indicator.



For further information about this report, the data it contains or the methodologies used to collect and calculate the reported indicators, please contact the MSX International Sustainability Team at the details provided below:

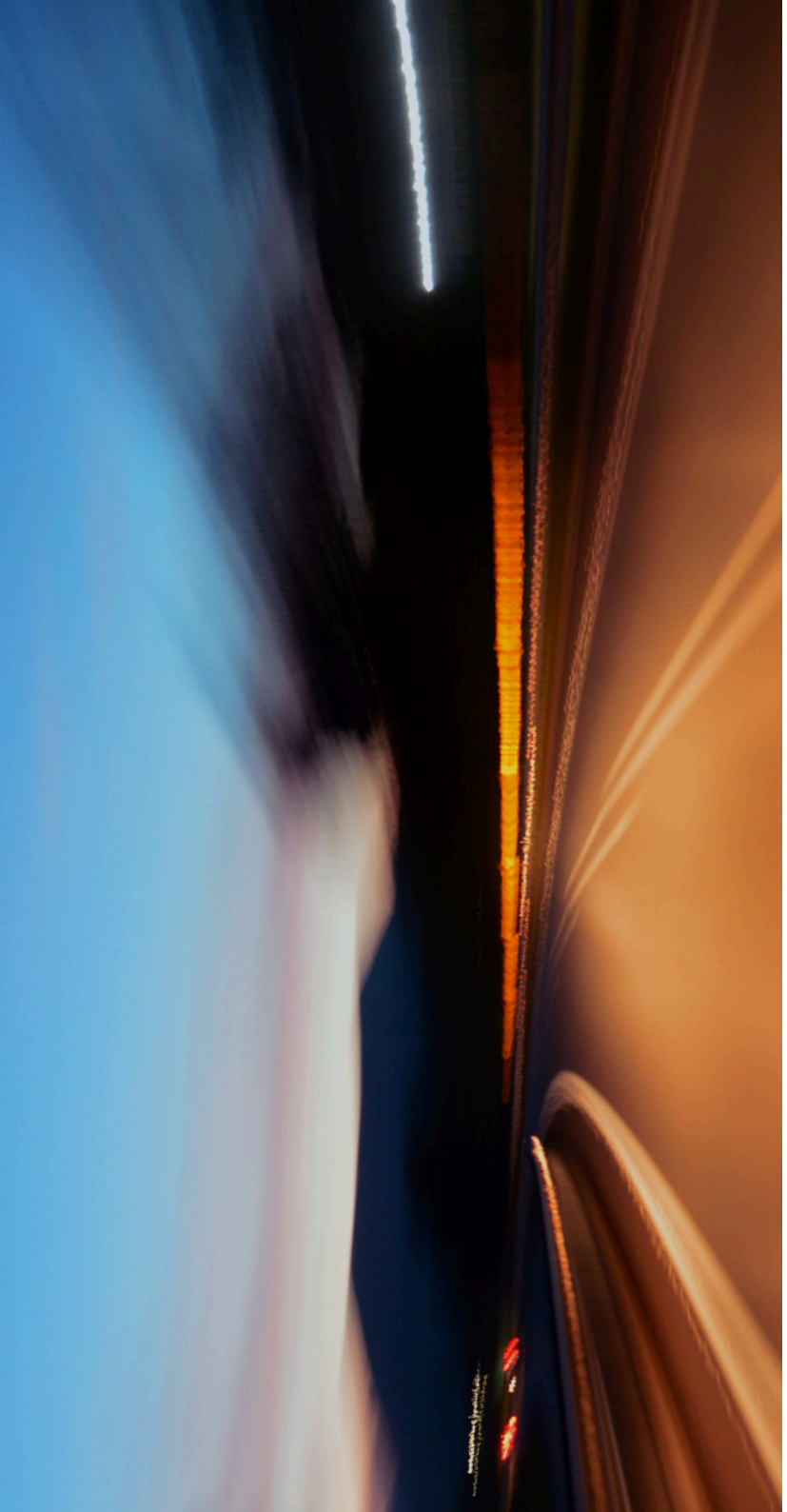
Report Contact Point

MSX International – Sustainability Team

Email: sustainability@msxi.com

Website: www.msxi.com

Report period: 1 January 2025 – 31 December 2025



GRI Tables

GRI 2: General Disclosures - The organization and its reporting practices

GRI Standard	Description	Chapter / Reference	Notes/Omissions
2-1	Organizational details	§1 Who We Are (p. 21)	
2-2	Entities included in sustainability reporting	§7.1 Methodological Note / About This Report (p. 136)	
2-3	Reporting period, frequency, contact point	§7.1 Methodological Note / About This Report (p. 136)	sustainability@msxi.com
2-4	Restatements of information	§7.1 Methodological Note / About This Report (p. 136)	
2-5	External assurance	§7.1 Methodological Note / About This Report (p. 136)	No external assurance performed for FY2025.

GRI 2: General Disclosures - Activities and workers

GRI Standard	Description	Chapter / Reference	Notes/Omissions
2-6	Activities, value chain, business relationships	§1.7 What We Do (p. 28); §1.8 How We Do It (p. 29); §6.5 Strengthening Responsible Supply Chains (p. 129)	
2-7	Employees	§4.2 A Workforce Built for Growth (p. 95); §4.4 Workforce Performance (p. 97); §7.4 ESG Data Tables: Social Indicators (p. 152)	Headcount data
2-8	Workers who are not employees	§7.4 ESG Data Tables: Social Indicators (p. 152)	Not reported for FY2025. To be included in future reporting cycles.
2-9	Governance structure and composition	§1.9 Our Leadership Team (p. 30); §2.3 Governance of Sustainability (p. 37); §2.4 Sustainability Governance Model (p. 38)	
2-10	Nomination and selection of governance body	§1.9 Our Leadership Team (p. 30)	
2-11	Chair of highest governance body	§1.9 Our Leadership Team (p. 30)	

GRI 2: General Disclosures - Governance

GRI Standard	Description	Chapter / Reference	Notes/Omissions
2-12	Role of governance body in overseeing impacts	§2.3 Governance of Sustainability (p. 37)	People Committee oversight
2-13	Delegation of responsibility for impacts	§2.4 Sustainability Governance Model (p. 38); §2.5 Roles and Responsibilities (p.39)	Chief People Officer & Sustainability Manager
2-14	Role in sustainability reporting	§2.3 Governance of Sustainability (p. 37); §2.4 Sustainability Governance Model (p. 38)	Sustainability Steerco
2-15	Conflicts of interest	§3.2 Corporate Governance (p. 70);§3.11 Governance, Risk Management and Regulatory Preparedness (p. 83)	
2-16	Communication of critical concerns	§3.10 Whistleblowing, Grievance Mechanisms & Speak-Up Culture (p. 81)	
2-17	Collective knowledge of governance body	N/A - not formally reported in current reporting cycle	
2-18	Performance evaluation of governance body	N/A - not formally reported in current reporting cycle	
2-19	Remuneration policies	N/A - not formally reported in current reporting cycle	
2-20	Process to determine remuneration	N/A - not formally reported in current reporting cycle	
2-21	Annual total compensation ratio	N/A - not formally reported in current reporting cycle	

GRI 2: General Disclosures - Strategy, policies, practices

GRI Standard	Description	Chapter / Reference	Notes/Omissions
2-22	Statement on sustainable development strategy	§0 Letter to Stakeholders (p. 18); §2.1 Sustainability Strategy (p. 34)	
2-23	Policy commitments	§1.3 We Are Our Mission / We Are Our Purpose (p. 24); §1.5 Our Values (p. 26); §3.4 Code of Conduct, Human Rights and Modern Slavery (p. 72)	
2-24	Embedding policy commitments	§2.3 Governance of Sustainability (p. 37); §3.11 Governance, Risk Management and Regulatory Preparedness (p. 83)	
2-25	Processes to remediate negative impacts	§3.10 Whistleblowing, Grievance Mechanisms & Speak-Up Culture (p. 81); §3.12 Risk Management & the Compliance Framework (p. 84)	
2-26	Mechanisms for seeking advice, raising concerns	§3.10 Whistleblowing, Grievance Mechanisms & Speak-Up Culture (p. 81)	
2-27	Compliance with laws and regulations	§3.4 Code of Conduct, Human Rights and Modern Slavery (p. 72); §3.11 Governance, Risk Management and Regulatory Preparedness (p. 83)	
2-28	Membership associations	N/A - not formally reported in current reporting cycle	

GRI 2: General Disclosures - Stakeholder engagement

GRI Standard	Description	Chapter / Reference	Notes/Omissions
2-29	Approach to stakeholder engagement	§2.10 Stakeholder Groups, Areas, Engagement Activities (p. 46); §2.11 Stakeholder Feedback and Key Themes (p. 47)	
2-30	Collective bargaining agreements	§7.10 Freedom of Association and Collective Bargaining §4.2 A Workforce Built for Growth	Local labor regulations compliance

GRI 3: Material Topics

GRI Standard	Description	Chapter / Reference	Notes/Omissions
GRI 3-1	Process to determine material topics	§2.12 Double Materiality Assessment §7.1 Methodological Note / About This Report	ESRS-aligned assessment
GRI 3-2	List of material topics	§2.12 Double Materiality Assessment	12 material topics across Governance, Social, Environmental
GRI 3-3	Management of material topics	§3 Governance, Ethics and Digital Trust (p. 67); §4 People (p. 92); §5 Planet (p. 111); §6 Prosperity (p. 124); §7 Appendices (p. 135)	Policies, actions, responsibilities, targets, KPIs and monitoring of effectiveness are disclosed in the corresponding chapters.

GRI 201: Economic Performance

GRI Standard	Description	Chapter / Reference	Notes/Omissions
201-1	Direct economic value generated and distributed	§1.10 Economic Value Generated (p. 31)	Financial values are reported in USD; scope and adjustments are described adjacent to the table.

GRI 205 / 206: Ethics, Anti-Corruption and Fair Competition

GRI Standard	Description	Chapter / Reference	Notes/Omissions
205-1	Operations assessed for risks related to corruption	§3.11 Governance, Risk Management and Regulatory Preparedness (p. 83); §3.4 Code of Conduct, Human Rights and Modern Slavery (p. 72); §7.8 Governance, Ethics, Cybersecurity and Client KPIs (p. 180)	
205-2	Communication and training about anti-corruption policies and procedures	§3.4 Code of Conduct, Human Rights and Modern Slavery (p. 72); §3.11 Governance, Risk Management and Regulatory Preparedness (p. 83); §7.8 Governance, Ethics, Cybersecurity and Client KPIs (p. 180)	
205-3	Confirmed incidents of corruption and actions taken	§3.10 Whistleblowing, Grievance Mechanisms & Speak-Up Culture (p. 81); §7.8 Governance, Ethics, Cybersecurity and Client KPIs (p. 180)	
206-1	Legal actions for anti-competitive behavior, antitrust and monopoly practices	§3.11 Governance, Risk Management and Regulatory Preparedness (p. 83); §7.8 Governance, Ethics, Cybersecurity and Client KPIs	

GRI 302 / 305 / 306: Energy, Emissions and Waste

GRI Standard	Description	Chapter / Reference	Notes/Omissions
302-1	Energy consumption within the organization	§5.2 Our Environmental Performance (p. 114); §7.5.1 Energy Consumption (p. 166)	Electricity reported for sites in the environmental reporting boundary.
302-3	Energy intensity	§7.5.1 Energy Consumption (p. 166)	
305-1	Direct (Scope 1) GHG emissions	§5.3 2025 Greenhouse Gas Emissions §7.5.2 Scope 1, Scope 2 and Scope 3 GHG Emissions	Reported in tCO2e; refer to the GHG methodology and coverage notes.
305-2	Energy indirect (Scope 2) GHG emissions	§5.3 2025 Greenhouse Gas Emissions §7.5.2 Scope 1, Scope 2 and Scope 3 GHG Emissions	Location-based method reported. Market-based emissions not calculated for the full boundary.
305-3	Other indirect (Scope 3) GHG emissions	§5.3 2025 Greenhouse Gas Emissions §7.5.2 Scope 1, Scope 2 and Scope 3 GHG Emissions	Reported categories and exclusions are stated in the KPI table and GHG methodology.
305-4	GHG emissions intensity	§7.5.3 Total GHG Emissions	Intensity per employee reported; cross-year comparability is limited by boundary and methodology changes.
305-5	Reduction of GHG emissions	§5.5 Our Actions for Decarbonization (p. 118); §5.6 Turning Commitments into Action (p. 119)	No formal base year reduction metric reported because the reporting boundary and methodology evolved.
306-3 / 306-4 / 306-5	Waste generated, diverted from and directed to disposal	§5.4 Focus Areas and Initiatives (p. 116); §7.5.4 Waste Generation and Management (p. 173)	Quantitative waste data not available for FY2023-FY2025; initiatives are described qualitatively.

GRI 401 / 403 / 404 / 405 / 406: People and Employment

GRI Standard	Description	Chapter / Reference	Notes/Omissions
401-1	New employee hires and employee turnover	§4.5 Workforce Growth with Lower Voluntary Turnover §7.4 ESG Data Tables: Social Indicators	Global headcount data; rates and age/gender breakdowns reported where available.
401-2	Benefits provided to full-time employees	§4.14 Well-being and Safety	Benefits vary by market; a consolidated temporary/part-time comparison is not reported.
401-3	Parental leave	§4.14 Well-being and Safety	Quantitative return-to-work and retention rates not available for FY2025.
403-1 to 403-8	Occupational health and safety management approach	§3.14 Environmental, Health & Safety Governance (p. 86); §4.14 Well-being and Safety (p. 108)	Local legal requirements and global EHS principles apply;
403-9	Work-related injuries	§3.14 Environmental, Health & Safety Governance (p. 86); §4.14 Well-being and Safety (p. 108)	Recordable injury counts and rates reported.
403-10	Work-related ill health	§7.4.1 Work-Related Injuries	Cases reported where available; detailed occupational disease classification is not disclosed.
404-1	Average hours of training per year per employee	§4.9 Learning and Leadership Development (p. 102); §4.10 Learning & Career Growth (p. 103); §7.4.2 Training and Diversity Indicators (p. 160)	Overall average reported; category and gender breakdown not available.
404-2	Programs for upgrading employee skills and transition assistance	§4.9 Learning and Leadership Development (p. 102); §4.10 Learning & Career Growth (p. 103)	
404-3	Employees receiving regular performance and career development reviews	§4.10 Learning & Career Growth (p. 103); §7.4.2 Training and Diversity Indicators (p. 160)	Global coverage percentage reported; category and gender breakdown not available.
405-1	Diversity of governance bodies and employees	§4.12 DEI & Belonging / Bravo! Recognition §4.13 Empowering Women at MSX §7.4.2 Training and Diversity	Workforce and leadership representation reported; governance-body composition detail is not publicly reported.
405-2	Ratio of basic salary and remuneration of women to men	§4.13 Empowering Women at MSX §4.15 Looking Ahead (EU Pay Transparency Directive)	
406-1	Incidents of discrimination and corrective actions taken	§3.10 Whistleblowing, Grievance Mechanisms & Speak-Up Culture §4.12 DEI & Belonging / Bravo! Recognition	

GRI 308 / 414 / 418: Supply Chain and Customer Privacy

GRI Standard	Description	Chapter / Reference	Notes/Omissions
308-1 / 308-2	New suppliers screened and negative environmental impacts in the supply chain	§6.5 Strengthening Responsible Supply Chains §7.11 Responsible Supply Chain KPIs	Screening coverage and confirmed impacts/corrective actions are not quantitatively reported for FY2025.
414-1 / 414-2	New suppliers screened and negative social impacts in the supply chain	§6.5 Strengthening Responsible Supply Chains §7.11 Responsible Supply Chain KPIs	Supplier Code and due-diligence approach described; quantitative coverage and impact data not available.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	§3.6 Cybersecurity and Data Protection §3.9 Data Protection and Cybersecurity KPI Table; §7.8 Governance, Ethics, Cybersecurity and Client KPIs	Material data breaches reported in the KPI table; substantiated customer-privacy complaints are not separately disclosed.

4. ESG Data Tables – Economic Indicators

The following table reports the financial indicators available in the latest MSX Sustainability Report 2025. Values are presented in USD, consistent with the source report. A full GRI 201-1 distribution by stakeholder category is not disclosed and is therefore not inferred.

GRI 201-1: Economic Value Generated and Distributed

Indicator	UoM	2023	2024	2025	Coverage / reporting note
Revenue (net sales)	USD million	$439.7m	$460.9m	$471.7m	MSX Sustainability Report 2025, §1.6 Economic Value Generated; reported revenue.
Operating expenses	USD million	$423.6m	$435.5m	$445.7m	MSX Sustainability Report 2025, §1.6; reported operating expenses.
Profit from Operations	USD million	$16.1m	$25.4m	$26m	Profit from Operations on an unadjusted basis, consistent with the statutory accounts.
EBITDA (adjusted)	USD million	$63.2m	$65.2m	$68.4m	Adjusted EBITDA, as stated in the report.

Note: EBITDA is 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 $7.5m in 2025 ($7.0m in 2024). This table presents a simplified view of economic value generated and distributed in accordance with GRI 201-1

5. ESG Data Tables – Social Indicators

The following tables present MSX International's social performance indicators across employment, diversity, training, health & safety and turnover.

GRI 2-7: Employees by Gender and Contract Type

Indicator	UoM	2023	2024	2025	Coverage
Total employees	#	5,085	4,875	5,055	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023).
- Women	#	1,630	1,527	1,634	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
- Men	#	3,339	3,236	3,328	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
Gender undeclared		116	112	93	
Permanent contract	#	4,151	4,041	4,121	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
- Women	#	1,300	1,240	1,311	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
- Men	#	2,765	2,715	2,735	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
Gender undeclared		86	86	75	
Temporary contract	#	360	319	298	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)

Indicator	UoM	2023	2024	2025	Coverage
Total employees	#	5,085	4,875	5,055	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
- Women	#	118	103	93	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
- Men	#	236	211	201	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
Gender undeclared	#	6	5	4	
Contract Unknown	#	561	515	636	
Full-time employees	#	3,976	4,253	4,490	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
- Women	#	1,235	1,314	1,433	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
- Men	#	2,659	2,850	2,984	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
Gender undeclared		82	89	73	
Part-time employees	#	1,109	624	565	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)

Indicator	UoM	2023	2024	2025	Coverage
- Women	#	395	213	201	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
- Men	#	680	385	344	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)
Gender undeclared		34	26	20	Global reporting boundary; 5,055 employees (2025), 4,875 (2024), 5,085 (2023)

GRI 2-8: Workers Who Are Not Employees

Indicator	UoM	2023	2024	2025	Coverage
Total non-employee workers	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Not reported for FY2025. To be included in future reporting cycles.
- Women	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Not reported for FY2025. To be included in future reporting cycles.
- Men	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Not reported for FY2025. To be included in future reporting cycles.
Employment agencies	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Not reported for FY2025. To be included in future reporting cycles.
Trainees/Interns	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Not reported for FY2025. To be included in future reporting cycles.
Contractors/subcontractors	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Not reported for FY2025. To be included in future reporting cycles.
Freelancers	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Not reported for FY2025. To be included in future reporting cycles.

GRI 401-1: New Employee Hires by Age and Gender

Age/Gender	<30 Women	<30 Men	30-50 Women	30-50 Men	>50 Women	>50 Men	Total	Coverage
2023	228	345	291	524	64	183	1,662	Totals include all reported hires and terminations. A small number of employee records could not be classified by age and gender due to unavailable or undisclosed demographic information and are therefore excluded from the demographic breakdowns. As a result, category subtotals may not reconcile to reported totals.
2024	195	308	247	546	44	187	1,555	
2025	250	400	272	515	64	209	1,726	

GRI 401-1: Employee Terminations by Age and Gender

Age/Gender	<30 Women	<30 Men	30-50 Women	30-50 Men	>50 Women	>50 Men	Total	Coverage
2023	83	162	203	371	27	119	982	Totals include all reported hires and terminations. A small number of employee records could not be classified by age and gender due to unavailable or undisclosed demographic information and are therefore excluded from the demographic breakdowns. As a result, category subtotals may not reconcile to reported totals.
2024	116	156	201	403	43	154	1,086	
2025	115	165	162	401	30	104	990	

Turnover Rate

Indicator	UoM	2023	2024	2025	Coverage
Total employees (year-end)	#	5,085	4,875	5,055	Global; voluntary turnover rate only.
Total terminations	#	982	1,086	990	Global; voluntary turnover rate only.
Turnover rate	%	19%	22%	20%	Global; voluntary turnover rate only.
Female employee turnover rate	%	19%	24%	19%	Global; voluntary turnover rate only.
Male employee turnover rate	%	19%	22%	20%	Global; voluntary turnover rate only.

GRI 403-9: Work-Related Injuries

Indicator	UoM	2023	2024	2025	Coverage
Total number of employees	#	5,085	4,875	5,055	Global; 100% of employees covered by local H&S regulations.
Total hours worked	hours	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Deaths from work-related injuries	#	0	0	0	
Rate of deaths	rate per 200,000 hours	0	0	0	
Serious injuries (excluding fatalities)	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Rate of serious injuries	rate per 200,000 hours	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Recordable work-related injuries	#	20	13	11	
Recordable injury rate	rate per 200,000 hours	0.50	0.32	0.27	Recordable Injury Rate has been estimated using year-end headcount data and standard working-hour assumptions (8 hours/day for full-time employees and 4 hours/day for part-time employees).
High-consequence work-related injuries (excluding fatalities)	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	

Indicator	UoM	2023	2024	2025	Coverage
Main types of work-related injuries	qualitative	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Cases of work-related ill health	#	Not reported	4	3	
Calculation formula	methodology	Cases ÷ hours worked × 200,000	Cases ÷ hours worked × 200,000	Cases ÷ hours worked × 200,000	Global methodology; exceptions to be disclosed

GRI 404-1: Average Hours of Training per Employee

Category/Gender	2023 Total Hours	2024 Total Hours	2025 Total Hours	Coverage
Executives - Women	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global; training hours reported per headcount (average). Category/gender breakdown not available.
Executives - Men	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global; training hours reported per headcount (average). Category/gender breakdown not available.
Middle Managers - Women	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global; training hours reported per headcount (average). Category/gender breakdown not available.
Middle Managers - Men	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global; training hours reported per headcount (average). Category/gender breakdown not available.
White-Collars - Women	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global; training hours reported per headcount (average). Category/gender breakdown not available.
White-Collars - Men	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global; training hours reported per headcount (average). Category/gender breakdown not available.
Total - Women	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global; training hours reported per headcount (average). Category/gender breakdown not available.

Category/Gender	2023	2024	2025	Coverage
Total - Men	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global; training hours reported per headcount (average). Category/gender breakdown not available.
Overall average	8.1	8.9	12.6	Global; training hours reported per headcount (average). Category/gender breakdown not available.
Employees receiving training (#)	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global; training hours reported per headcount (average). Category/gender breakdown not available.
Training coverage (%)	Data not available	Data not available	100% (Global policies training coverage)	Global; training hours reported per headcount (average). Category/gender breakdown not available.
Mandatory training completion (%)	Data not available for this reporting period.	Data not available for this reporting period.	100%	Global; training hours reported per headcount (average). Category/gender breakdown not available.
Employees receiving regular performance and career development reviews (%)	N/A	18%	30%	Performance & Development Dialogue (PDD) coverage

GRI 405-1: Diversity of Governance Bodies

Governance Body	UoM	2023	2024	2025	Coverage
Leadership Team (Executives) - Total	#	14	13	12	Leadership Team level
- Women	#	3	3	3	Leadership Team level
- Men	#	11	10	9	Leadership Team level
- % Women	%	21%	23%	25%	Leadership Team level

GRI 405-1: Employees by Professional Category and Gender

Category	2023 Women	2023 Men	2024 Women	2024 Men	2025 Women	2025 Men	Coverage
Executives	21% (Percentage of women in category; headcount breakdown not available.)	79%	23% (Percentage of women in category; headcount breakdown not available.)	77%	25% (Percentage of women in category; headcount breakdown not available.)	75%	Global; gender breakdown available as percentages only.
Middle Managers	17% (Percentage of women in category; headcount breakdown not available.)	83%	24% (Percentage of women in category; headcount breakdown not available.)	76%	24% (Percentage of women in category; headcount breakdown not available.)	76%	Global; gender breakdown available as percentages only.
White-Collars	32% (Percentage of women in category; headcount breakdown not available.)	68%	31% (Percentage of women in category; headcount breakdown not available.)	69%	32% (Percentage of women in category; headcount breakdown not available.)	68%	Global; gender breakdown available as percentages only.
Total	32% Women	68% Men	31% Women	69% Men	32% Women	68% Men	Global; gender breakdown available as percentages only.

GRI 405-1: Employees by Age Group and Gender

Age Group	2023 Women	2023 Men	2024 Women	2024 Men	2025 Women	2025 Men	Coverage
<30 years	383	542	345	512	390	585	Some employees are not classified by age/gender, therefore category subtotals may not reconcile
30-50 years	937	1,793	898	1,759	921	1,730	Some employees are not classified by age/gender, therefore category subtotals may not reconcile
>50 years	303	998	284	965	323	1,013	Some employees are not classified by age/gender, therefore category subtotals may not reconcile
Total	1,630	3,339	1,527	3,236	1,634	3,328	Some employees are not classified by age/gender, therefore category subtotals may not reconcile

7.5 ESG Data Tables – Environmental Indicators

The following tables present MSX International's environmental performance indicators across energy, emissions, waste and water.

GRI 302-1: Energy Consumption Within the Organization

Energy Type	UoM	2023	2024	2025	Coverage
Non-renewable fuel consumption (fleet)	GJ	Data not available in GJ for this reporting period. Fleet distance reported in GHG inventory.	Data not available in GJ for this reporting period. Fleet distance reported in GHG inventory.	Data not available in GJ for this reporting period. Fleet distance reported in GHG inventory.	
Non-renewable fuel consumption (facilities)	GJ	Not included	Not included	Included in Scope 1; fuel quantity in GJ not separately reported.	

GRI 302-1: Energy Consumption Within the Organization

Energy Type	UoM	2023	2024	2025	Coverage
Electricity consumption	GJ	15,173	5,526	3,279	Electricity data: 12 sites (2023), 23 sites (2024), The reporting boundary includes 31 sites in 2025. Electricity consumption data were available for 21 of these sites. Sites where electricity is bundled in lease excluded. Data not directly comparable across years due to reporting boundary evolution. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
- of which renewable electricity	GJ	Not reported	553	1,049	Electricity data: 12 sites (2023), 23 sites (2024),The reporting boundary includes 31 sites in 2025. Electricity consumption data were available for 21 of these sites. Sites where electricity is bundled in lease excluded. Data not directly comparable across years due to reporting boundary evolution. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Total energy consumption	GJ	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Energy intensity (GJ per employee)	GJ/FTE	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	

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

Emission Source	UoM	2023	2024	2025	Coverage
Fleet emissions (company vehicles)	tCO2e	9704.13	2366.2	4015.88	Fleet covers 10 countries (2025). Heating included for first time in 2025 using estimated floor-area benchmarks. Fugitive emissions: 2025 only. GWP source: IPCC 2021, AR6. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Heating (natural gas, oil)	tCO2e	Not included	Not included	140.10	Fleet covers 10 countries (2025). Heating included for first time in 2025 using estimated floor-area benchmarks. Fugitive emissions: 2025 only. GWP source: IPCC 2021, AR6. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Fugitive emissions (refrigerants)	tCO2e	0	0	12.82 (R-454B, Budapest and Brazil sites)	Fleet covers 10 countries (2025). Heating included for first time in 2025 using estimated floor-area benchmarks. Fugitive emissions: 2025 only. GWP source: IPCC 2021, AR6. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Total Scope 1 emissions	tCO2e	9704.13	2366.42	4168.80	Fleet covers 10 countries (2025). Heating included for first time in 2025 using estimated floor-area benchmarks. Fugitive emissions: 2025 only. GWP source: IPCC 2021, AR6. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Scope 1 intensity (tCO2e per employee)	tCO2e/FTE	1.91	0.49	0.82	Fleet covers 10 countries (2025). Heating included for first time in 2025 using estimated floor-area benchmarks. Fugitive emissions: 2025 only. GWP source: IPCC 2021, AR6. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.

GRI 305-2: Energy Indirect (Scope 2) GHG Emissions

Calculation Method	UoM	2023	2024	2025	Coverage
Scope 2 emissions (location-based)	tCO2e	3378.13	2483.32	276.62	Location-based method applied. Electricity emission factors: ecoinvent 3.11 (2025), ecoinvent 3.10 (2023-2024). Sites where electricity is bundled in lease excluded. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Scope 2 emissions (market-based)	tCO2e	Not calculated	Not calculated	Not calculated - supplier-specific contractual instruments not available for full boundary	
Scope 2 intensity (location-based)	tCO2e/FTE	0.66	0.51	0.05	Location-based method applied. Electricity emission factors: ecoinvent 3.11 (2025), ecoinvent 3.10 (2023-2024). Sites where electricity is bundled in lease excluded. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.

GRI 305-3: Other Indirect (Scope 3) GHG Emissions

Scope 3 Category	UoM	2023	2024	2025	Coverage
Cat. 1 - Purchased goods and services	tCO2e	5344.84	4742.98	5769.16	Scope 3 boundary expanded significantly across years. Not directly comparable. Cat. 2, 4, 5, 8 not reported - assessed as not material or data unavailable. Employee commuting extrapolated from survey samples (362 respondents 2023; 369 respondents 2024; 204 respondents 2025). Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Cat. 2 - Capital goods	tCO2e	Capital goods | Not reported separately |	Not reported separately	Not reported separately	Scope 3 boundary expanded significantly across years. Not directly comparable. Cat. 2, 4, 5, 8 not reported - assessed as not material or data unavailable. Employee commuting extrapolated from survey samples (362 respondents 2023; 369 respondents 2024; 204 respondents 2025). Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Cat. 3 - Fuel- and energy-related	tCO2e	Fuel & energy-related | 10,111.38 (fleet upstream Cat.2: 6752.97 + fleet upstream Cat.3: 3255.11 + electricity: 103.30) |	2960.15 (fleet upstream 2717.22 + electricity 242.93)	1169.80 (fleet upstream + electricity upstream combined)	Scope 3 boundary expanded significantly across years. Not directly comparable. Cat. 2, 4, 5, 8 not reported - assessed as not material or data unavailable. Employee commuting extrapolated from survey samples (362 respondents 2023; 369 respondents 2024; 204 respondents 2025). Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.

GRI 305-3: Other Indirect (Scope 3) GHG Emissions (contd.)

Scope 3 Category	UoM	2023	2024	2025	Coverage
Cat. 4 - Upstream transportation	tCO2e	Not reported	Not reported	Not reported	
Cat. 5 - Waste generated in operations	tCO2e	Not reported	Not reported	Not reported	
Cat. 6 - Business travel	tCO2e	Not included in 2023 scope	635.72	1338.02	Scope 3 boundary expanded significantly across years. Not directly comparable. Cat. 2, 4, 5, 8 not reported - assessed as not material or data unavailable. Employee commuting extrapolated from survey samples (362 respondents 2023; 369 respondents 2024; 204 respondents 2025). Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Cat. 7 - Employee commuting	tCO2e	839.39	85469.35	17545.88	Scope 3 boundary expanded significantly across years. Not directly comparable. Cat. 2, 4, 5, 8 not reported - assessed as not material or data unavailable. Employee commuting extrapolated from survey samples (362 respondents 2023; 369 respondents 2024; 204 respondents 2025). Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.

GRI 305-3: Other Indirect (Scope 3) GHG Emissions (contd.)

Scope 3 Category	UoM	2023	2024	2025	Coverage
Cat. 8 - Upstream leased assets	tCO2e	Not reported	Not reported	Not reported	
Total Scope 3 emissions	tCO2e	16295.61	93808.20	25822.86	Scope 3 boundary expanded significantly across years. Not directly comparable. Cat. 2, 4, 5, 8 not reported - assessed as not material or data unavailable. Employee commuting extrapolated from survey samples (362 respondents 2023; 369 respondents 2024; 204 respondents 2025). Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Scope 3 intensity	tCO2e/FTE	3.20	19.24	5.11	Scope 3 boundary expanded significantly across years. Not directly comparable. Cat. 2, 4, 5, 8 not reported - assessed as not material or data unavailable. Employee commuting extrapolated from survey samples (362 respondents 2023; 369 respondents 2024; 204 respondents 2025). Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.

Total GHG Emissions (Scope 1+2+3)

Emission Scope	UoM	2023	2024	2025	Coverage
Total Scope 1	tCO2e	9704.13	2366.42	4168.80	Reporting boundary: 12 sites (2023), 23 sites (2024), 31 sites (2025). Absolute cross-year totals are not directly comparable. GWP source: IPCC 2021, AR6 (2025); IPCC 2013, AR5 (2023-2024). Data not directly comparable across years due to expansion of reporting boundary and evolving methodology. Refer to GHG Report for full methodology.
Total Scope 2 (location-based)	tCO2e	3378.13	2483.32	276.62	Reporting boundary: 12 sites (2023), 23 sites (2024), 31 sites (2025). Absolute cross-year totals are not directly comparable. GWP source: IPCC 2021, AR6 (2025); IPCC 2013, AR5 (2023-2024). Data not directly comparable across years due to expansion of reporting boundary and evolving methodology. Refer to GHG Report for full methodology.
Total Scope 3	tCO2e	16295.61	93808.20	25822.86	Reporting boundary: 12 sites (2023), 23 sites (2024), 31 sites (2025). Absolute cross-year totals are not directly comparable. GWP source: IPCC 2021, AR6 (2025); IPCC 2013, AR5 (2023-2024). Data not directly comparable across years due to expansion of reporting boundary and evolving methodology. Refer to GHG Report for full methodology.
Total GHG emissions (Scope 1+2+3)	tCO2e	29377.87	98657.94	30268	Reporting boundary: 12 sites (2023), 23 sites (2024), 31 sites (2025). Absolute cross-year totals are not directly comparable. GWP source: IPCC 2021, AR6 (2025); IPCC 2013, AR5 (2023-2024). Data not directly comparable across years due to expansion of reporting boundary and evolving methodology. Refer to GHG Report for full methodology.
GHG intensity (tCO2e per employee)	tCO2e/FTE	5.78	20.4	5.99	Reporting boundary: 12 sites (2023), 23 sites (2024), 31 sites (2025). Absolute cross-year totals are not directly comparable. GWP source: IPCC 2021, AR6 (2025); IPCC 2013, AR5 (2023-2024). Data not directly comparable across years due to expansion of reporting boundary and evolving methodology. Refer to GHG Report for full methodology.
GHG intensity (tCO2e per revenue)	tCO2e/M€	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	

GRI 306: Waste Generation and Management

Waste Category	UoM	2023	2024	2025	Coverage
Total waste generated	tons	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Waste data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Hazardous waste	tons	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Waste data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Non-hazardous waste	tons	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Waste data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Waste diverted from disposal	tons	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Waste data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Recycling	tons	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Waste data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.

GRI 306: Waste Generation and Management

Waste Category	UoM	2023	2024	2025	Coverage
Reuse	tons	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Waste data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Waste directed to disposal	tons	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Waste data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Incineration	tons	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Waste data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Landfill	tons	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Waste data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Waste intensity (kg per employee)	kg/FTE	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Waste data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.

GRI 303: Water Consumption

Indicator	UoM	2023	2024	2025	Coverage
Total water withdrawal	m³	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Water data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
- Municipal water supplies	m³	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Water data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Total water discharge	m³	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Water data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Total water consumption	m³	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Water data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.
Water intensity (m³ per employee)	m³/FTE	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Water data not collected for FY2023-FY2025. To be included in future reporting cycles. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology. Refer to GHG Report for full methodology.

7. Main Certifications and Standards

Certification status reflects only information expressly reported in the latest MSX Sustainability Report 2025. “Certified” indicates reported 2025 market coverage; “Implementation planned/in progress” indicates the report’s forward-looking status and is not presented as certification achieved.

Standard / assurance	2025 market or scope disclosed	2025 status	Next step / limitation
ISO 9001 – Quality Management	Australia, BeNeLux, Brazil, CEE, France, Germany, India, Italy, Nordics, Spain, United Kingdom	Certified / certification activity reported for 2025	US implementation to conclude in 2026; global QMS standardization planned for 2026.
TISAX – Automotive Information Security	CEE, Germany, Spain, United Kingdom	Certified / assessed environments reported for 2025	Brazil, Italy, India and US implementations expected to conclude in 2026; further markets planned from 2027.
ISO 14001 – Environmental Management	No market certified in the 2025 reporting status	Framework established; certification not yet active	First certification planned for Sweden in 2026, with lessons intended to inform phased rollout to further markets.
SOC 2 Type II – Hosting environments	Scope not specified in the report	Referenced in cybersecurity narrative; current scope not quantified	Scope to be confirmed by IT before entity-level disclosure.
ISO 27001 / CIS Controls v8	Global information-security framework / scope not specified	Alignment referenced; entity-level certification perimeter not stated	Do not present as a complete global certification list without additional IT evidence.

Certification timeline

Year	Reported status / roadmap
2025	ISO 9001 certified markets reported; TISAX certified markets reported; ISO 14001 ESG framework established but certification not active.
2026	ISO 9001 US implementation and global QMS standardization planned; TISAX expansion in Brazil, Italy, India and US planned; first ISO 14001 certification planned for Sweden.
2027+	Further ISO 9001 and TISAX markets planned beyond the 2026 implementations.

7. Additional Material KPIs and GRI Topic Disclosures

The following indicators strengthen the relevance of the Report and link material topics to measurable performance.

GRI Topic Standards Mapping

GRI Standard	Disclosure	Material topic / proposed reference	Status / notes
GRI 205-2	Communication and training about anti-corruption policies and procedures	Business Ethics & Anti-Corruption	Training coverage reported (100% coverage); no regional breakdown available.
GRI 205-3	Confirmed incidents of corruption and actions taken	Business Ethics & Anti-Corruption	No confirmed incidents reported for FY2025.
GRI 302-1 / 302-3	Energy consumption and energy intensity	Energy Consumption & Renewable Energy	Energy consumption reported; intensity not fully available.
GRI 303-3 / 303-4 / 303-5	Water withdrawal, discharge and consumption	Water management	Water data not reported for FY2025.
GRI 305-1 / 305-2 / 305-3 / 305-4 / 305-5	GHG emissions, intensity and reductions	Climate Change	Emissions and intensity metrics reported; methodology disclosed.
GRI 306-3 / 306-4 / 306-5	Waste generated, diverted and directed to disposal	Waste & Circular Economy	Waste initiatives disclosed; quantitative waste data unavailable.

GRI Topic Standards Mapping

GRI Standard	Disclosure	Material topic / proposed reference	Status / notes
GRI 308-1 / 308-2	Supplier environmental assessment	Sustainable Procurement	Environmental supplier due diligence described; screening metrics unavailable.
GRI 401-1	New employee hires and employee turnover	Labor practices and fair employment	Hires, turnover and rates reported.
GRI 403-9 / 403-10	Work-related injuries and ill health	Health, Safety & Well-being	Injury and ill-health data reported.
GRI 404-1 / 404-3	Training and performance/career reviews	Training & Development	Training and performance review metrics reported.
GRI 405-1 / 405-2	Diversity and remuneration ratio	DEIB	Diversity data reported; remuneration ratio not disclosed.
GRI 406-1	Incidents of discrimination and corrective actions	DEIB	No quantitative discrimination data disclosed.
GRI 414-1 / 414-2	Supplier social assessment	Supply Chain Responsibility	Social supplier due diligence described
GRI 418-1	Substantiated complaints concerning customer privacy and data losses	Data Privacy & Cybersecurity	No substantiated privacy complaints; no material breaches reported.

Governance, Ethics, Cybersecurity and Client KPIs

Indicator	UoM	2023	2024	2025	Coverage
Employees receiving Code of Conduct / ethics training	%	N/A	N/A	100%	Global policy training coverage reported in the MSX Sustainability Report 2025.
Employees receiving anti-corruption training	%	Data not available for this reporting period.	Data not available for this reporting period.	100%	
Confirmed incidents of corruption	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Confirmed incidents of discrimination and corrective actions	#	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Reports received through Speak-Up channels	#	0	2	8	Global Speak-Up reports received in 2025.
Employees completing cybersecurity/data privacy training	%	85%	90%	92%	Cybersecurity training coverage; Privacy/GDPR training coverage is reported separately as 100% in 2025.
Substantiated privacy complaints	#	0	0	0	No substantiated privacy complaints; no material breaches reported.
Significant data breaches / reportable security incidents	#	1	0	0	Material data breaches, as reported in the MSX Sustainability Report 2025 KPI table.
Net Promoter Score (NPS)	score	55.2	58.1	60.3	Global Customer NPS. Client Satisfaction

Governance, Ethics, Cybersecurity and Client KPIs

Indicator	UoM	2023	2024	2025	Coverage
Privacy/GDPR training coverage	%	100%	100%	100%	Employees covered by privacy/data protection training.
Phishing simulation campaigns performed	#	NA	2	4	Number of phishing simulation campaigns reported for 2025.
Phishing participation rate	%	NA	100%	100%	Share of targeted population included in the simulation.
Multi-Factor Authentication coverage	%	100%	100%	100%	Coverage across employees, users or systems as defined by IT.
Endpoint protection coverage	%	100%	100%	100%	Devices and servers covered by endpoint protection tools.
Third-party security assessments completed	#	2	2	1	Vendor/project assessments under security governance.
Material data breaches (#)	#	1	0	0	GDPR-reportable or material breaches
Countries/sites covered by security policies	%	Data not available for this reporting period.	Data not available for this reporting period.	100%	Governance coverage across the MSX footprint.
TISAX certified environments/sites	#	4	4	4	Scope as presented in the MSX Sustainability Report 2025 KPI table.
Employees involved in AI literacy programs	#	Data not available for this reporting period.	Data not available for this reporting period.	546	Employees involved in AI literacy programs

People, DEIB and Well-being KPIs

Indicator	UoM	2023	2024	2025	Coverage
Women in management (minus 2)	%	17%	24%	24%	Global.
Women in executive roles	%	21%	23%	25%	Global.
Gender pay gap (unadjusted and/or adjusted, methodology disclosed)	%	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global.
Employee engagement score	score	76	79	79	Global.
Well-being program participation	%	Data not available for this reporting period.	Data not available for this reporting period.	100%	Global Policy Socialization and Training (EHS)
Absenteeism rate	%	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Employees covered by freedom of association and collective bargaining commitments or equivalent local labor protections	%	100%	100%	100%	Global policy and rights coverage under the MSX Code of Conduct and applicable local labor laws. This is not a union-membership or collective-agreement participation rate.
Voluntary / involuntary turnover	%	Voluntary: 19%; Involuntary: 8%	Voluntary: 22%; Involuntary: 13%	Voluntary: 20%; Involuntary: 8%	Global.
Parental leave return-to-work and retention rate	%	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Global.

GRI 407-1: Freedom of Association and Collective Bargaining

Methodological note: The 100% figure refers to coverage by MSX policy commitments and applicable local labor protections. It does not represent the percentage of employees who are trade-union members or formally covered by collective bargaining agreements.

Indicator	UoM	2023	2024	2025	Coverage / reporting note
Employees covered by freedom of association and collective bargaining commitments or equivalent local labor protections	%	100%	100%	100%	Global policy and rights coverage under the MSX Code of Conduct and applicable local labor laws.
Operations identified at significant risk for freedom of association	#	0	0	0	No significant risk identified in the reporting.
Operations identified at significant risk for collective bargaining rights	#	0	0	0	No significant risk identified in the reporting.

Responsible Supply Chain KPIs

Indicator	UoM	2023	2024	2025	Coverage
New suppliers screened using environmental criteria	%	Data not available for this reporting period.	Data not available for this reporting period.	100%	Pilot with TISAX Markets
New suppliers screened using social criteria	%	Data not available for this reporting period.	Data not available for this reporting period.	100%	Pilot with TISAX Markets
Active suppliers accepting the Supplier Code of Conduct	%	Data not available for this reporting period.	Data not available for this reporting period.	100%.	
Strategic/high-risk suppliers assessed for ESG risk	%	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Supply chain ESG screening program under development. To be reported in future cycles.
Suppliers with corrective action plans	# / %	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Supply chain ESG screening program under development. To be reported in future cycles.
Procurement spend covered by ESG due diligence	%	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	Supply chain ESG screening program under development. To be reported in future cycles.

Enhanced Environmental KPIs

Indicator	UoM	2023	2024	2025	Coverage
Renewable electricity share	%	Not reported	10%	32%	Electricity: sites within GHG boundary. Renewable share: confirmed by the company for all three years. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology.
Total electricity consumption	MWh	4215 MWh	1535 MWh	911 MWh	Electricity: sites within GHG boundary. Renewable share: confirmed by the company for all three years. Data not directly comparable across years due to expansion of reporting boundary (12 sites 2023, 23 sites 2024, 31 sites 2025) and evolving methodology.
GHG emissions reduction versus base year	%	Data not available for this reporting period. Base year not yet formally established.	Data not available for this reporting period. Base year not yet formally established.	Data not available for this reporting period. Base year not yet formally established.	
Scope 2 intensity, market-based	tCO2e/FTE	Not calculated - market-based method not applied.	Not calculated - market-based method not applied.	Not calculated - market-based method not applied.	
Estimated data as a share of total GHG emissions	%	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	

Enhanced Environmental KPIs

Indicator	UoM	2023	2024	2025	Coverage
Waste diverted from disposal	%	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Recycling rate	%	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Electronic waste	tons	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	
Water withdrawal in water-stressed areas	m^3	Data not available for this reporting period.	Data not available for this reporting period.	Data not available for this reporting period.	

KPI Methodology and Control Register

KPI / disclosure	Definition and formula	Data owner	Source system/evidence	Frequency	Coverage / limitations
Total GHG Emissions (Scope 1+2+3)	Sum of direct and indirect GHG emissions (Scope 1, 2 location-based, Scope 3 categories 1, 3, 6, 7) expressed in tCO2e, calculated per GHG Protocol Corporate Standard	Sustainability Team	GHG Inventory Report (annual), ecoinvent 3.11 emission factors, SimaPro v.10	Annual	31 sites, 18 countries (2025); boundary expanded each year
Total Recordable Work-Related Injuries	Count of all work-related injuries recorded during the reporting year, per local H&S monitoring systems	HR / EHS function	Local H&S incident registers, consolidated by HR	Annual	Global; 100% of employees covered by local EHS regulations



Acronyms, Definitions and Platforms

Entries are limited to acronyms, named programs, platforms and standards expressly referenced in the report.

Acronyms and Definitions

Acronym / Term	Full Name	Explanation in the Report Context
AI	Artificial Intelligence	Technologies referenced in MSX digital transformation, responsible innovation and capability-building activities.
AIFA	AI Field Assistant	AI-enabled field solution built on Helix to provide recommendations, action plans and estimated KPI impacts.
AI & Data CoE	Artificial Intelligence & Data Center of Excellence	MSX hub for AI and data expertise, scalable solutions, common standards and knowledge sharing.
API	Application Programming Interface	Architecture enabling Helix capabilities to support future AI-enabled applications across business domains.
B-BBEE	Broad-Based Black Economic Empowerment	South African framework referenced in relation to skills, supplier development, employment equity and community upliftment.
CEE	Central and Eastern Europe	Geographical market grouping used in certification coverage.
CEO/ CFO/ CPO	Chief Executive / Financial/ People Officer	Executive leadership roles used in the governance and leadership sections.
CIS Controls v8	Center for Internet Security Controls, version 8	Information-security control framework referenced in the cybersecurity section.
CSRD	Corporate Sustainability Reporting Directive	EU sustainability reporting directive referenced in the regulatory landscape and future readiness.
CSDDD / CS3D	Corporate Sustainability Due Diligence Directive	EU directive on human-rights and environmental due diligence across operations and chains of activities.
DEIB	Diversity, Equity, Inclusion, and Belonging	MSX framework for inclusion, equal opportunity and belonging across the employee lifecycle.

Acronyms and Definitions

DESM	Driving Excellence in Sustainable Mobility	MSX solution supporting OEMs, mobility providers and dealer networks in sustainability transformation.
DPIA	Data Protection Impact Assessment	Assessment referenced in the report as part of data-protection measures for active MSX programs.
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization	Financial performance measure presented on an adjusted basis in the report.
EHS	Environmental, Health and Safety	Governance, policies and practices protecting people and the environment.
EMS	Environmental Management System	Management framework supporting environmental governance and the ISO 14001 roadmap.
eNPS	Employee Net Promoter Score	Employee advocacy indicator reported alongside engagement results.
ERG	Employee Resource Group	Employee-led group model referenced for the planned MSX Women's Mentoring Program.
ESG	Environmental, Social and Governance	Framework connecting environmental, social and governance priorities and performance.
ESRS	European Sustainability Reporting Standards	Standards used as a reference for double materiality and the voluntary ESRS Light approach.
FTE	Full-Time Equivalent	Workforce denominator used for selected intensity measures in the appendices.
GDPR	General Data Protection Regulation	EU data-protection framework referenced in privacy governance and employee training.
GHG	Greenhouse Gas	Emissions reported across Scope 1, Scope 2 and Scope 3 in tons of CO2 equivalent.
GRI	Global Reporting Initiative	Sustainability reporting standards used as a reference for disclosures and the content index.
GWP	Global Warming Potential	Conversion factors used to express greenhouse gases as CO2 equivalent.
IPCC	Intergovernmental Panel on Climate Change	Source referenced for global warming potentials used in the emissions methodology.
ISMS	Information Security Management System	Framework covering information-security policies, procedures and technical controls.

Acronyms and Definitions

ISO	International Organization for Standardization	Organization issuing management-system standards referenced in the report.
ISO 9001	Quality Management Systems	Standard supporting consistent service delivery, process control and continual improvement.
ISO 14001	Environmental Management Systems	Standard supporting the identification, management and continual improvement of environmental impacts.
ISO 27001	Information Security Management Systems	Information-security standard referenced in prior-year documentation and alignment.
KPI	Key Performance Indicator	Measure used to monitor sustainability and business performance.
MFA	Multi-Factor Authentication	Security control requiring more than one verification factor for access.
NPS	Net Promoter Score	Customer relationship and loyalty indicator reported for MSX clients.
OEM	Original Equipment Manufacturer	Vehicle manufacturer referenced as a client group for MSX solutions.
PDD	Performance & Development Dialogue	Structured employee development and career conversation process.
PESTLE	Political, Economic, Social, Technological, Legal and Environmental	External-context analysis used in enterprise risk assessment.
QMS	Quality Management System	Framework supporting quality assurance, standardization and continual improvement.
RFP	Request for Proposal	Formal client procurement and engagement process.
RFQ	Request for Quotation	Formal client procurement process requesting commercial quotations.
SDGs	Sustainable Development Goals	United Nations goals linked to MSX material topics and strategic pillars.
SIEM	Security Information and Event Management	Capabilities supporting security event monitoring, correlation, detection and compliance.
SOC	Security Operations Center	Cybersecurity monitoring function referenced as operating continuously.
SOC 2 Type II	System and Organization Controls 2 Type II	Assurance report referenced for MSX hosting environments.
SteerCo	Steering Committee	Governance body reviewing sustainability implementation, priorities, KPIs and roadmap.
TISAX	Trusted Information Security Assessment Exchange	Automotive-sector information-security assessment and assurance framework.

Platforms, Programs and Digital Solutions

Platform / Program	Type	Use in the Report Context
Workday Peakon Employee Voice	Employee listening platform	Collects on quarterly base confidential employee feedback and supports local and global action planning.
Workday	Human-capital management platform	Referenced through Workday Peakon Employee Voice in the employee engagement process.
LinkedIn Learning	Digital learning platform	Supports professional development, learning and reskilling.
Bravo! Recognition	Employee recognition program	Enables managers to recognize exceptional contributions and reinforce MSX values.
Egencia	Business travel platform	Supports travel booking, planning and monitoring, providing visibility and control over travel-related impacts.
Treedom	Tree-planting platform and partner	Supports the MSX Forest, tree planting, biodiversity, local communities and employee engagement.
Terranova	Cybersecurity awareness platform	Supports mandatory GDPR and privacy training and phishing simulation exercises.
OneTrust	Privacy and AI governance platform	Used for assessments of AI systems in relation to privacy, safety and ethical alignment.
Helix	MSX causal intelligence engine	Transforms operational data into cause-and-effect knowledge supporting evidence-based execution.
AIFA	AI Field Assistant	Uses Helix capabilities to provide field consultants with data-driven recommendations and action plans.

Platforms, Programs and Digital Solutions

Pulse of AI	Responsible AI capability program	Builds AI literacy and practical skills through a human-centered and responsible approach.
GreenShift	Sustainability solution and employee guide	The report uses the name for a client program supporting operational sustainability and for an employee guide promoting sustainable behaviors.
MSX ReUse IT	Circularity program	Supports reuse of IT equipment and reduction of environmental impact.
MSX Forest	Environmental engagement initiative	MSX initiative with Treedom supporting tree planting, biodiversity and local communities.
Zero Bin Campaign	Office circularity initiative	Encourages recycling, responsible resource use and employee/community participation.

msx international

