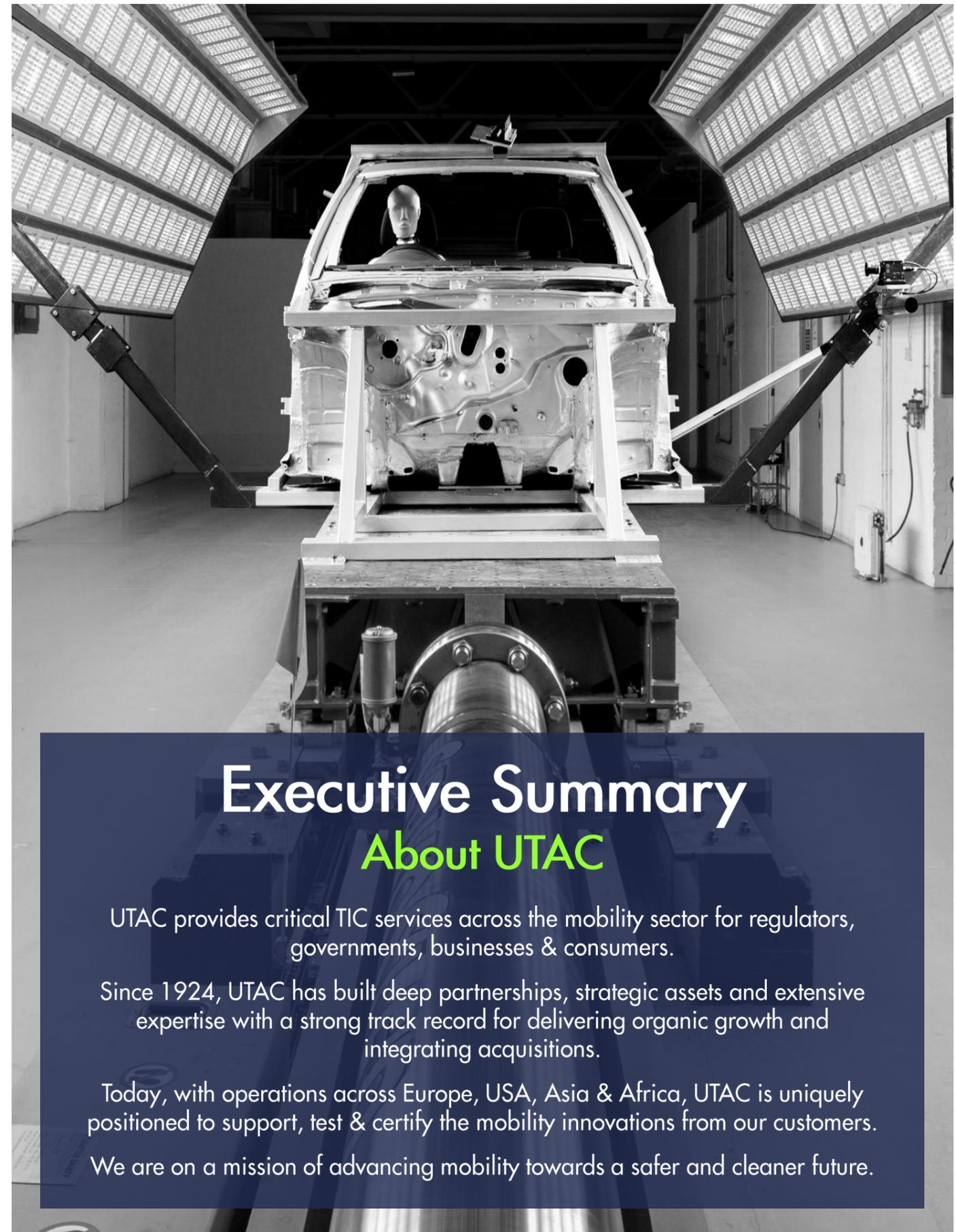


*Expertise | Innovation | Integrity*



# Sustainability Report 2025

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## Executive Summary About UTAC

UTAC provides critical TIC services across the mobility sector for regulators, governments, businesses & consumers.

Since 1924, UTAC has built deep partnerships, strategic assets and extensive expertise with a strong track record for delivering organic growth and integrating acquisitions.

Today, with operations across Europe, USA, Asia & Africa, UTAC is uniquely positioned to support, test & certify the mobility innovations from our customers.

We are on a mission of advancing mobility towards a safer and cleaner future.



50+ laboratories across the globe



1,300 professionals driving excellence for our clients



250 km of test track



## Regulations

- Homologation
- Certification
- Expertise
- Inspection
- Training

## Cleaner

- Green NCAP
- Electrification
- Alternative Propulsions
- Sustainable Certifications

## Safer

- NCAP
- Active & Passive Safety
- Vehicle Engineering
- Vehicle Testing
- Vehicle Validation

# Our Services

## Digital

- Cyber Security
- Simulation
- Connected Mobility
- Autonomous Mobility

## Tracks

- Events
- Rental
- Cold
- Temperate
- Hot

# Our Proving Grounds and Laboratories

More than 200km of tracks and 50+ laboratories worldwide.



## NORTH AMERICA

- California
- Michigan

## EUROPE

- France
- United Kingdom
- Finland
- Italy
- Romania

## AFRICA

- Morocco

## ASIA

- China
- Japan
- Korea

# A message from our CEO



## What Environmental, Social, and Governance means to UTAC

"As trusted experts, Advancing Mobility towards a safer & cleaner future, we remain focused on improving our environmental and societal impact.

Taking stock of our achievements so far, we are proud of the consistent progress that we have been making in our climate journey; annually calculating our UTAC Group Corporate Carbon Footprint for Scopes 1, 2 and 3; monitoring against the near-term science-based absolute reduction targets validated by the SBTi; integrating climate solutions to our service offerings on climate mitigation and climate adaptation; disclosure on Climate and Water to CDP.

As we continue our sustainability journey, some of our actions will be target driven and some will be ambitions. This allows us the flexibility to really understand what our business and stakeholders need, and where we can have the most impact over the coming years as the automotive industry, and world, changes around us."

**Connor McCormack**  
Group CEO

# Our 2025 ESG highlights



## Environmental

- **Achieved a significant reduction in our Carbon Footprint**, reinforcing our commitment to climate action.
- **Installed solar panels at our Millbrook site**, increasing our use of renewable energy.
- **Secured SBTi validation for our decarbonisation targets**, ensuring alignment with science – based climate goals.



## Social

- **Engaged the next generation of engineers** with the UTAC Challenge (5<sup>th</sup> edition).
- **Celebrated our colleagues through the UTAC Way Awards**, recognising outstanding contributions across the organisation.
- **Continued to support local and global community initiatives** with our charity donations.



## Governance

- **Joined the TIC Council**, strengthening global integrity and compliance standards.
- **Continued our focus on compliance** and delivered colleague training e.g. GDPR

**To lead the industry to new frontiers, we will continue to focus on our 4 strategic priorities across the Group:**



Leveraging our  
EXPERTISE



Delivering customer  
EXCELLENCE



Using our ASSETS  
effectively



Reinforcing our  
ESG credentials

**UTAC will continuously seek to minimise our impact on the environment and make a positive contribution to local communities.**



## Environmental

*Being a good environmental citizen and acting with integrity to support our safer and cleaner vision is fundamental to who we are.*

# Achievements

## UTAC's decarbonisation targets validated by SBTi

In June 2024, UTAC set new decarbonisation targets as part of our commitment to sustainability and to a safer and cleaner future.

We are proud to announce that the Science Based Target Initiative (SBTi), a corporate climate action organisation enabling companies and financial institutions worldwide to play their part in combating the climate crisis, has approved our near-term science-based reduction targets.

SBTi has classified UTAC's Scope 1 and 2 target ambition as in line with a 1.5°C trajectory. By reducing our carbon emissions, we are actively contributing to the global transition to a low-carbon economy.

With these actions, we are committed to leading by example and delivering meaningful progress toward a sustainable future.



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

## UTAC achieves EPC A Rating for new energy-efficient workshop and store buildings

What began as a request to expand on-site buildings in Millbrook, evolved into a more ambitious sustainability project. After planning constraints ruled out the original proposal, the facilities team explored alternative solutions that aligned with environmental goals.

Following research and evaluation, the team identified the opportunity to construct energy-efficient buildings using high-quality materials and advanced insulation technologies. This approach supports sustainable procurement practices and reflects a broader commitment to reducing environmental impact.

"By choosing to build with sustainability in mind, we are not only reducing our carbon footprint but also ensuring cost savings over the lifetime of the buildings," said Gareth Thomas – Project manager.

### EPC A Rating

The newly constructed buildings have achieved an Energy Performance Certificate (EPC) A Rating, the highest level of energy efficiency certification. This recognition highlights the organization's dedication to sustainable design and operational efficiency.

This achievement now serves as a blueprint for future construction projects. The organization plans to continue using sustainable materials and prioritizing insulation and energy efficiency, supporting both environmental goals and long-term operational performance.

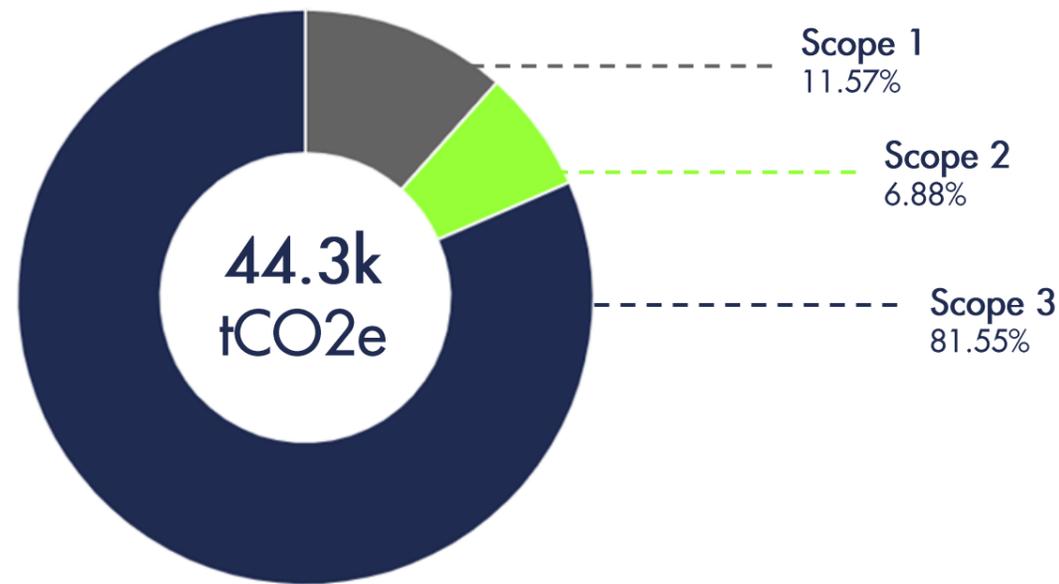
# Our Carbon Footprint

We recognised that to improve our environmental efforts, we first had to identify where our greatest impact was. 2022 was our baseline year when we worked with external environmental consultants to calculate a full Corporate Carbon Footprint that covered all sources of emissions from within our operations, including those from within our supply chain. Our total carbon footprint for 2022 was 54,127 tCO<sub>2</sub>e. Continuing our journey, we measured our carbon footprint for 2024, and we are very proud to demonstrate the improvement we have made in reducing our emissions to 44,262 tCO<sub>2</sub>e.

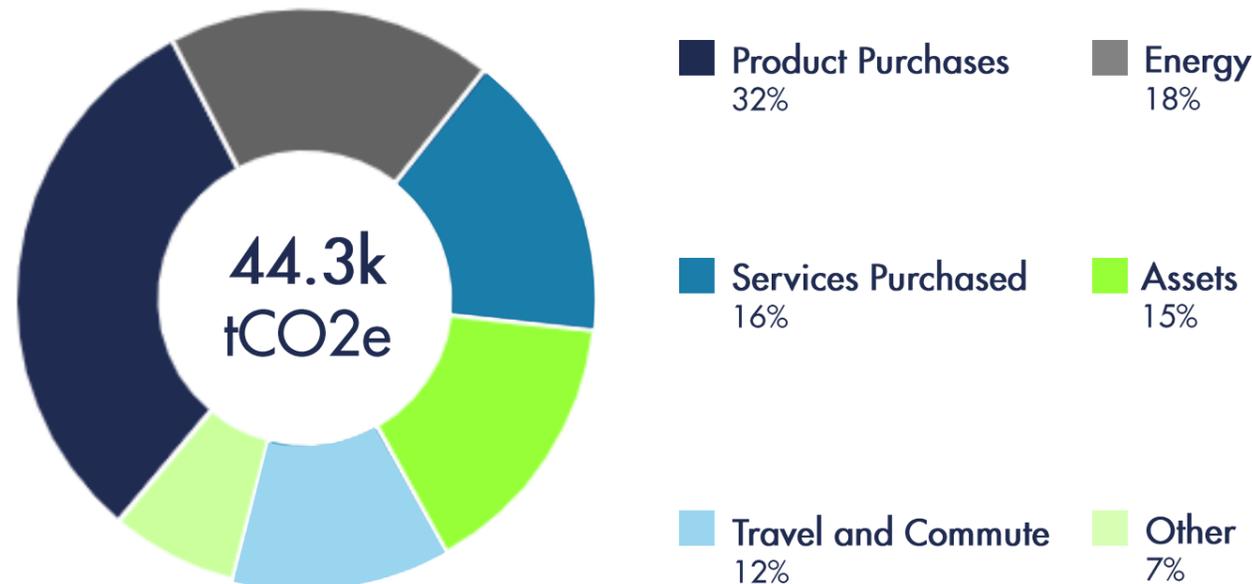
These results have been calculated from our 2022 baseline data and taken from a report produced by our external environmental consultants, Greenly, in May 2025.

## 2024 Overall Emissions = 44,262.1 tCO<sub>2</sub>e

### UTAC Group Scope Emissions Total (%tCO<sub>2</sub>e)



### Total UTAC Group Emissions by Category (tCO<sub>2</sub>e)



## Scope 1 emissions

Scope 1 includes all emissions generated directly by UTAC, for example by company-owned equipment or vehicle fleets.

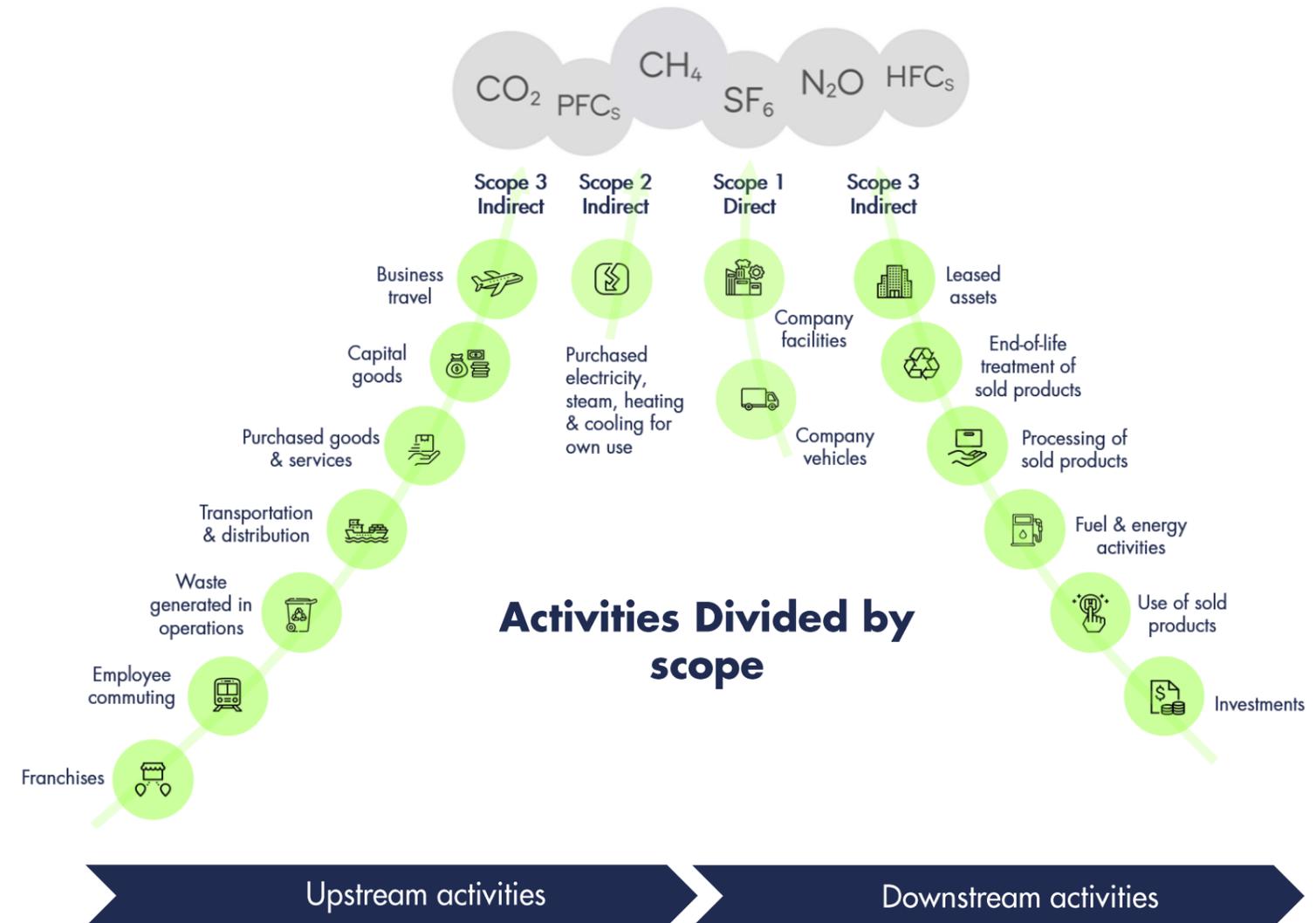
## Scope 2 emissions

Scope 2 lists the emissions that are generated by purchased energy, for example electricity and district heating.

## Scope 3 emissions

Scope 3 includes all other emissions that are not under direct corporate control, such as colleague travel or product disposal. For many businesses this is where their greatest emissions lie and UTAC is consistent with this theme. Almost 81.55% of our total emissions are from categories within scope 3 with 48% comprised of Purchased goods and services.

The Corporate Carbon Footprint identified the largest sources of emissions of the UTAC Group for 2024. This is important in continuing to drive climate action as it highlights the areas within each country that should be prioritised in relation to emission reduction and avoidance. Using this information, we are focusing on reduction plans for 2030 and beyond.



# Science-Based Targets

The group has agreed on near-term science-based absolute reduction targets. Our targets concerning scope 1 and 2 are aligned with a 1.5°C future, whilst our scope 3 targets are in line with the well below 2°C set by the Paris Agreement and based on the Greenhouse Gas (GHG) Protocol methodology.

In our case, 2022 was our base year Corporate Carbon Footprint. Our target year is 2030,

Absolute reduction means that we will be decreasing, by a set percentage, the absolute volume of CO<sub>2</sub> from 2022 to 2030.

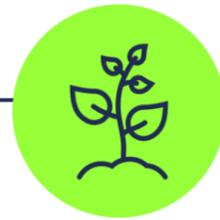
## Our Targets

- UTAC Group commits to reduce absolute scope 1 and 2 GHG emissions by 42.00% by 2030 from a 2022 base year.
- UTAC Group commits to reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution by 25.00% by 2030 from a 2022 base year.

As we are in a transition phase, we have developed a carbon reduction plan with our experts, to achieve these goals. We are engaging with and relying on our colleagues and suppliers to help us in reaching these ambitious targets!



## Climate



### UTAC release 2024 Corporate Carbon Footprint Report

5th June 2025 marked World Environment Day, which is the biggest international day for the environment.

To mark this day, we shared our 2024 consolidated Corporate Carbon Footprint Report, which covers emissions from all UTAC entities.

This annual assessment provides an overview of our greenhouse gas emissions across scopes 1, 2, and 3, and reflects the progress we've made on our decarbonisation journey. For this year, we partnered with a carbon accounting platform that has significantly improved the quality of our emissions data.

We are transitioning from a primarily spend-based approach to a hybrid model that incorporates activity-based data, an important step in aligning our operations with our decarbonisation pathway.

### UTAC launch Carbon Reduction Plan

As part of our commitment to SBTi carbon reduction targets, we were proud to launch our Carbon Reduction Plan—detailing our roadmap for cutting emissions and driving climate action.

The key initiatives include:

- Transitioning to Renewable Energy Sources: We will aim to move towards renewable energy, as far as possible.
- Implementing Energy-Efficient Practices: To enhance energy efficiency, several initiatives are being suggested.
- Supporting Sustainable Procurement: We are engaging with our suppliers to understand their decarbonisation journey and to ensure that sustainability is a key consideration in procurement processes.
- Decarbonisation Awareness Training: This training is mandatory for understanding how each of us can contribute to reducing carbon emissions within our areas of influence.

# Millbrook powers up with new solar panels

We are pleased to announce that solar panels have now been successfully installed at the Millbrook site, marking a significant milestone in our journey toward more sustainable energy practices.

This installation represents a proactive step in our broader commitment to environmental responsibility and energy efficiency.

The project has been made possible through generous grant funding provided by the Southeast Midlands Growth Hub, whose support has enabled us to launch this pilot initiative.

By harnessing renewable energy sources, we aim to reduce our reliance on traditional power systems and significantly lower our carbon emissions.

This pilot installation is part of a larger strategic programme currently under review by the UK team, which is exploring a range of innovative solutions to enhance sustainability across our operations.

Beyond its immediate environmental benefits, this pilot project serves as a valuable test case, offering critical insights into the feasibility and scalability of a more comprehensive renewable energy strategy. If successful, it could pave the way for a transformative shift in how energy is generated and consumed at our UK location, positioning UTAC as a leader in sustainable innovation within our industry.

Ultimately, this initiative not only supports our environmental goals but also opens up new opportunities for cost savings, operational efficiency, and long-term resilience, reinforcing our commitment to building a cleaner, smarter future.



# Our Decarbonisation Journey

Taking stock of our achievements so far, we are proud of the steady progress that we have been making in our climate journey, but we know we can do more.



## UTAC Initiatives already launched



Conducted bio-ethanol testing to support customer sustainable fuel development



Established an Energy Champions program by appointing representatives in each department to monitor and reduce energy consumption.



Invested in refrigerant gas systems at Millbrook to reduce leakage and minimise environmental impact.



Organised Summer Cleanup Days in the US to promote environmental stewardship.



Implemented a circular economy initiative by exchanging scrap metal for operational vehicles in the UK.



Launched a selective waste sorting program at Linas-Monthéry by installing centralised sorting bars and removing individual office bins to improve recycling and reduce unsorted waste.

# Pollution

We continue to maintain effective procedural controls to prevent pollution across air, water, soil, and noise, as well as to manage risks associated with hazardous substances. Additionally, we have invested in refrigerant gas systems, which are now prepared for installation to reduce leakage and support our commitment to environmental protection.

In Finland, we completed an analysis for the installation of additional noise barriers at customer proving grounds to reduce environmental impact and ensure compliance with permit requirements. These barriers are designed to minimise noise emissions from testing activities, helping to reduce acoustic pollution in surrounding areas and protect local communities and wildlife. This initiative reflects our commitment to mitigating environmental disturbances and maintaining regulatory compliance.

# Water

We have conducted a materiality risk assessment using the WWF Water Risk Filter—a strategic tool that enables companies and investors to evaluate and respond to water-related risks. This assessment helps prioritise actions where they matter most, enhancing business resilience and contributing to a sustainable future.

Our findings concluded that water is not currently considered a material issue for UTAC. Nevertheless, we remain committed to minimising water consumption and preventing pollution through responsible water discharge practices.

Additionally, at our Finland site, we conducted water sampling in proving ground areas in accordance with environmental permit conditions. This monitoring ensures compliance with regulatory requirements and helps protect local water resources by identifying potential contaminants early. By maintaining high standards for water quality, we support ecosystem health and reinforce our commitment to responsible environmental stewardship.

# Biodiversity and Ecosystems

We are proud of our sustained efforts and long-term progress in land management and biodiversity. Our commitment continues to drive positive environmental outcomes, supporting ecosystem resilience and responsible stewardship of natural resources.



## Fostering Pollinators and Ecosystems

At our Millbrook site, we support a rich variety of wildflowers across multiple areas, creating vibrant habitats that enhance local biodiversity. These wildflower zones provide essential resources for pollinators such as bees and butterflies, while also contributing to soil health and ecosystem resilience. Their presence demonstrates our commitment to fostering natural ecosystems and promoting a balanced environment.



## A Cleaner and Safer Environment

At Centennial - Michigan, Colleagues actively participated in summer cleanup days sponsored by the Wellness Committee. These efforts focused on clearing overgrown bushes, removing debris, and restoring access to pavements and walkways. By maintaining green spaces and preventing invasive overgrowth, the initiative supports healthier plant life and safer habitats for local wildlife. This hands-on approach reflects our commitment to preserving biodiversity while creating a cleaner, more accessible environment for both nature and our community.



## Enhancing Habitats for Wildlife

As part of our community outreach in the UK, we are creating owl boxes and bat boxes made from durable Woodcrete (a wood-cement composite) to support local biodiversity. While the owl boxes have been completed, the bat boxes are scheduled for production and will be constructed in due course. These installations are not yet in place, but their development reflects our commitment to providing safe habitats for native species.



## Progress Update on Our 2023 Tree Planting Initiative

Two years after planting 15,000 trees at our Millbrook site, the woodland is thriving. The mix of broadleaf species and conifer nurse trees has established well, creating a resilient habitat that is already attracting wildlife. As illustrated in the accompanying image, this growth reflects our climate-adapted strategy and commitment to biodiversity. By expanding adjacent woodland, we are building a connected ecosystem that will mature into a valuable carbon sink, supporting our long-term sustainability goals.



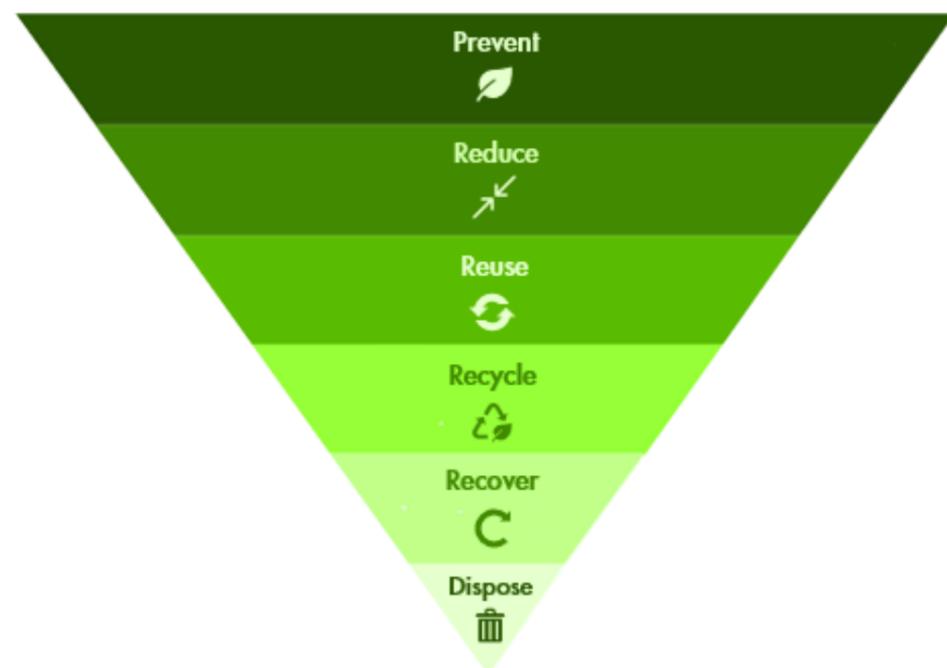
## Environmental Monitoring and Ecosystem Protection

In Finland, we implemented environmental monitoring processes in line with permit requirements to safeguard local ecosystems in a sensitive, snow-covered environment. These measures help ensure that our operations minimise ecological disturbance and comply with strict environmental standards. By proactively monitoring and managing potential impacts, we contribute to preserving biodiversity and maintaining the integrity of the surrounding natural landscape.

## Waste Management

Whenever possible, we are making the most of our resources to decrease the waste produced and support our zero waste to landfill policy.

We are making conscious efforts to rethink our relationship with waste by improving in the waste hierarchy. The five priorities rank in terms of what is best for the environment: waste prevention followed by reduce, reuse, recycling, recovery and finally disposal.



## Implemented Waste Strategies

**Food waste bins across site** - To meet new UK regulations, food waste bins have been installed in all areas of the site. This ensures proper disposal of organic waste, reduces contamination, and supports our sustainability goals by diverting food waste from landfill.

**Circular economy, scrap metal for site vehicles** - Millbrook have adopted a circular economy approach by partnering in a scheme that swaps scrap metal for vehicles used on site. This reduces waste, repurposes valuable materials, and contributes to more sustainable resource use.

**Waste Sorting** - We launched the implementation of a comprehensive waste segregation system across our operations in Morocco. This program is designed to improve recycling rates, reduce landfill waste, and ensure that recyclable materials are properly processed. By separating waste streams at the source, we aim to minimize environmental impact, lower greenhouse gas emissions associated with improper disposal, and contribute to a circular economy. This initiative not only supports our environmental goals but also fosters colleague awareness and engagement in sustainable practices.

**A second life for old office bins** - In February, our site in France, Linas-Monthléry, launched a repurposing program as part of our commitment to environmental responsibility. Rather than discarding old office bins, we donated them to ELISE, our waste management partner. ELISE redistributed these bins to local schools and associations, enabling them to improve their own waste management practices and promote awareness of selective sorting. This initiative demonstrates our dedication to reducing waste, extending product life cycles, and supporting community engagement in sustainable practices.

## New Waste Sorting Initiative at Linas-Monthléry Site

In January 2025, the Linas-Monthléry site launched a new selective waste sorting program as part of its ongoing commitment to environmental responsibility. Implemented in partnership with ELISE, an adapted company employing people with disabilities, the initiative aims to improve waste recovery and promote eco-friendly practices across all buildings.

The program introduces sorting bars—functional stations equipped with multiple bins for categories such as plastics and cans, paper and cardboard, food waste, non-hazardous industrial waste (BIW), and paper cups. Reception areas will include glass waste bins, while break rooms will feature dedicated containers for recycling three types of coffee pods (plastic, metallic, and paper).

To reinforce proper sorting habits, individual office bins will be removed, encouraging colleagues to actively participate in waste separation and reducing unsorted waste volumes. Depending on building size and occupancy, one to two sorting bars will be installed per location. Correct use of these facilities is essential, as improper sorting can lead to significant financial and environmental impacts.

# Culture Statement

Our heritage, business success and the capability of our people are a source of pride and confidence.

We are excited by what we do, and we live by our 3 core values; expertise, innovation and integrity. Always working together safely, as one team, helping each other succeed. Constantly evaluating, improving and taking accountability for our performance, through a passion for the work and a 'can do' attitude.

We don't stand still and we thrive on growth. This means we embrace the changes in our markets and the challenges this represents for our customers, rapidly adapting our business, technologies and ourselves to remain current and relevant. Our curiosity drives us to seek new opportunities and ways of doing things for our customers, which we rigorously assess against our strategic priorities and commercial goals. We pursue the most promising, aligned options with precision and determination.

The international and diverse nature of our business, people and assets provide great opportunities to create value and growth at a personal, professional and organisational level.

We earn our customers trust by providing essential services and systems around the world.



# Our Commitment to Our Colleagues

Opportunity to shape the mobility revolution!

Working with like-minded **experts** to help **shape the mobility revolution** and develop **safer and cleaner mobility**.

You have a voice and can make a difference

**Transparent communication** ensures you are kept informed; **your** feedback is sought because **your opinion counts** enabling you to **make a difference**.

What matters to you, matters to us

A strong sense of **health, safety and environmental and social responsibility**, where **your safety and wellbeing are our priorities**.

Your contribution will be recognised

**Accountability** for **performance** and **delivery on our promises to customers and each other** is **recognised and rewarded**.

A place where you will thrive and grow

The training you will receive and diverse nature of our business provides great opportunities to **create value and growth at a personal, professional and organisational level**.

A values-based culture, care and respect

Our shared values define us, and make UTAC who we are – **demonstrating these values in every interaction with our customers and each other creates more value for us all**.

At UTAC, we care about people as well as the expertise and innovation they bring. We want to create a safe and diverse workplace, and to continue to connect with our communities to ensure we are a responsible neighbour.



## The UTAC Way Awards

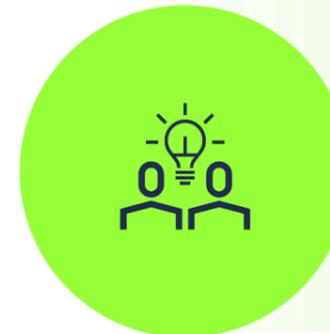
This collaborative program is dedicated to all colleagues and teams who work and act in an exemplary way, demonstrating UTAC's values. Nominations are reviewed quarterly by the Executive Committee and successful candidates are announced on the intranet for all colleagues. Upon success, candidates receive a letter of congratulations and are invited to a lunch attended by members of the Executive Committee.

### Nick Pountney

Nick demonstrated adaptability and initiative by successfully executing a complex environmental test, after the departure of a key expert. He quickly stepped in, learned the necessary technical details, and ensured the project stayed on track. Nick showed **expertise** through his ability to absorb complex information, apply it effectively, and contribute meaningfully to UTAC's success. His commitment to learning and teamwork made a significant impact on UTAC's projects.



### Rachel Jarema



Rachel led the development of a new PO acceptance workflow that significantly improved efficiency and strengthened cross-functional collaboration across teams. She demonstrated **innovation** in automating processes, which enhanced operational consistency. In addition, Rachel maintained exceptional accuracy and accountability through detail-focused financial tracking, ensuring compliance and reliability.

## The UTAC Way Team Awards

This program runs twice a year and serves as a way to celebrate teams who consistently demonstrate UTAC's values in their work. It reinforces a culture of recognition and appreciation, highlighting outstanding contributions that make a difference across the organisation.

### Project Libra Delivery Team

The team successfully completed a highly sensitive and demanding military vehicle test project. Despite initial challenges, they maintained transparency, took responsibility for resolving issues, and communicated openly with the customer throughout the process. Their commitment to honesty and accountability restored trust and ensured the project was delivered to the highest standards. By addressing problems promptly and delivering on their promises, the team demonstrated **integrity** in action, reinforcing confidence in their professionalism and reliability.



# Health, Safety and Wellbeing

## Health and Safety

### UTAC Supports World Day for Safety at work

2025 saw the Group make a significant investment in Health & Safety training for managers. This initiative is a clear demonstration of our long-standing commitment to fostering a safe and healthy working environment for all our colleagues.

Over the past two years, UTAC has been implementing a program to train its managers in Health & Safety. This proactive approach reflects our dedication to risk prevention, leading to the following targets:

- **In 2023:** 20% or more of the Group Management Team trained
- **In 2024:** 75% or more of the Group Management Team trained
- **In 2025:** 100% of the Group Management Team trained by December 31

These goals underline our determination to make safety a top priority every day. By strengthening the skills and awareness of our teams, we are building a safety culture across all levels of the organisation.

#### Our Safety Culture in action...

In France, we took advantage of this April 28th, World Day for Safety and Health at Work, to announce that in June, two days will be dedicated to road safety, with the aim of raising everyone's awareness of road hazards and risky behaviour.

In Finland, effective communication plays a crucial role in reinforcing and improving our Safety Culture. One of the methods we have implemented is the use of an "info screen" displayed in a prominent area where colleagues and visitors can see the message.



### Weather Safe Project: Promoting automotive safety in all weather conditions

UTAC leads a three-year collaborative initiative to improve vehicle safety in adverse weather conditions. Through extensive testing and technical workshops, the project aims to ensure advanced driver assistance systems (ADAS) remain effective in rain, fog, and slippery conditions. These efforts support safer mobility standards and contribute to future Euro NCAP guidelines.



# Human Rights and Working Conditions

Our UTAC Group Policy on Human Rights and Working Conditions is designed to ensure colleagues, suppliers and subcontractors are treated with dignity, fairness and respect.

It covers topics such as banning child labour, modern slavery and banning forced labour, rights to organise and collective bargaining, equal opportunities, remuneration, working time, paid holidays and additional benefits, ethical recruiting, health and safety at work, and whistleblowing.

Our full modern slavery and human trafficking statement is available on our website.

## Wellbeing

Wellbeing has four pillars:

**Social** In France, we published monthly articles to keep colleagues informed and connected. We organised International Women's Day celebrations, including a global Teams call for all women at UTAC, and a half-day "Girls" event each year to promote automotive careers and encourage diversity. In Morocco, an Achoura celebration was held on-site with music and food, strengthening cultural inclusion. New colleagues were welcomed with site visits at Linas-Montlhéry to showcase the variety of roles within our organisation. Additionally, the HR team regularly visited remote sites to answer colleagues' questions and provide support.

**Physical** We promoted physical wellbeing through activities and challenges across regions. In France, we organised walks and games such as pétanque around the ring. In the US, the Wellness Committee launched a walking club and organized a company-wide 5 km event in September. They also sponsored several initiatives in 2025, including Summer Cleanup days at both Michigan facilities, a Lose Weight Summer Challenge, and multiple two-week Fitness Step Challenges. Fresh fruit was provided on occasion, and Wellness Wednesdays were introduced to share health-related information with colleagues.

**Financial** In the UK, we have continued to communicate numerous suggestions, ideas and activities to raise awareness on Financial Wellbeing services available to our colleagues to save money with all of the great savings and benefits such as MediCash and Perkz. In France, we have access to ticketing at discounted price through the social and economic committee (SEC).

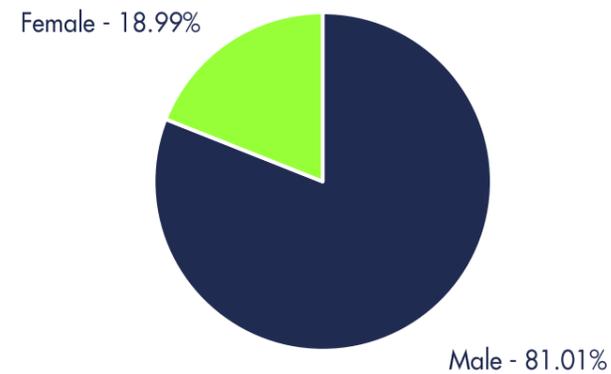
**Mental Health** To support mental health, we strengthened our network of Mental Health First Aiders by organising quarterly meetings for them to share experiences and discuss challenges when supporting colleagues in distress. These sessions help ensure that colleagues have access to informed and empathetic support, fostering a workplace culture that prioritises mental health.

# Equity, Diversity and Inclusion (ED&I)

UTAC is committed to encouraging equity, diversity and inclusion among our teams, recognising the importance of a diverse workforce in driving success. Our ambition is for our teams to be truly representative of all sections of society and our customers, and for each colleague to feel respected and able to give their best.

## Women of UTAC

The automotive industry has long struggled with gender diversity. Despite being a major contributor to the global economy and employing millions, only about 20% of the workforce is female. At UTAC, we are delighted to report progress in this area: the proportion of women in our workforce has grown from 16.52% last year to 18.99% this year, an improvement of almost 15%. While there is still work to do, this positive trend reflects our strong commitment to fostering innovation and building a more inclusive future. We continue to implement initiatives that encourage a balanced and diverse team across all levels of the organisation.



Male / Female across UTAC Group



## International Women's Day

We celebrated International Women's Day by organising events across the Group, creating open platforms for discussion on this year's theme: "Accelerate Action." These gatherings, led by the HR Department, included workshops, testimonials and constructive exchanges among female colleagues to explore challenges and opportunities in the automotive sector. The objective was to raise awareness of the importance of women's inclusion in UTAC's professions and encourage their presence at all levels of the organisation. This initiative reflects UTAC's commitment to diversity and professional equality and aligns with the 2025 International Women's Day campaign theme.



# Meet some women of UTAC...



**Stephanie Azuelos,**  
Group Director  
Legal & Compliance

**What is your academic background and why did you choose it?**  
I have a Master's degree in International Business Law. When I started studying law, I wanted to defend international human rights. After a few years as a delegate at the European Youth Parliament, I realized politics and the inertia of diplomacy didn't fit my temper. I changed plans and moved to China as a foreign student in Chengdu for full immersion to learn my mother's culture and Mandarin. That's when I understood I wanted a fast-paced career where my passion for languages and bridging cultures would be an asset. International Business Law was the right compromise between my education and aspirations.

**Can you tell us about your career and your position today?**  
I've worked as in-house legal counsel for international organizations for about twenty years, consistently applying for new role creations.

I began with 10 years at CAC 40 companies in Beijing and Paris, supporting business development, R&D, and greenfield activities in energy, oil and gas, and construction. I later explored entrepreneurship in self-development and transformation while handling transition management assignments, which gave me a taste for managers' roles in startups and smaller corporations. I enjoyed the polyvalence and transversal competences required and decided to apply for legal manager roles in small to medium international companies. That led me to join UTAC in 2020 at the start of its international transformation as sole legal manager. With the 2021 Millbrook acquisition, I built an international legal and compliance team to support the group worldwide and test my vision of the counsel role in a growing environment. I also manage the group insurance program and risk governance, which aligns with the contract governance and risk culture we promote daily.

**Why did you choose to pursue your career in the automotive industry?**  
I ended up in the automotive industry by chance but was attracted right away by the innovative and highly technical and engineering side of UTAC's activities portfolio. Five years working for the automotive industry, I can confirm I am completely hooked on the possible evolutions of land mobility solutions and their technologies.

**Why are you proud to be UTAC?**  
I am proud to be UTAC for the variety and complexity of our day-to-day activities, and the innovative DNA of our people that drives any of our initiatives, decisions and ambitions. I am proud to be part of UTAC, as a company that promotes teamwork, challenges the boundaries of my curiosity and gives me the opportunity to do my job in the most creative and efficient way.

**Natalia Adamson**  
Senior Test Engineer



Before joining UTAC, I worked in vehicle emissions testing at a competitor, gaining a strong engineering foundation and experience in regulated environments. Seeking new challenges, I moved into track-based work at UTAC, where real-world conditions and complex platforms like HGVs and military vehicles offered opportunities for problem-solving and growth. Since then, I have progressed to Senior Engineer, leading technically demanding programmes and developing expertise in NVH testing, where technical performance meets human factors. My work focuses on ensuring vehicles are safe, reliable, and fit for purpose in demanding environments, and I take pride in delivering structured, high-quality testing that informs design and operational decisions. Alongside my role, I volunteer as Co-Chair of SheCanEngineer and serve on the IMechE Automotive Division board, advocating for diversity and professional development in engineering.

UTAC has provided responsibility, technical challenge, and a supportive culture that encourages learning and ownership. I value the variety of projects, collaboration with customers, and the trust and autonomy to make meaningful decisions. Looking ahead, I am excited to contribute to transformative mobility technologies — from EVs to hydrogen — ensuring future solutions are safe, robust, and sustainable. For me, engineering is about curiosity, collaboration, and impact, and I am proud to play a part in shaping what mobility looks like for the next generation.

# Local and Global Initiatives

Across the Group, colleagues continue to actively contribute to a range of initiatives aimed at strengthening our ESG efforts. We remain committed to empowering each country's independence to support their local communities in meaningful ways, while also working together to celebrate cultural diversity and address shared challenges collaboratively.

## Group Initiatives

- World Day for Safety at Work
- International Day for Women and Girls in Science
- World Sustainable Transport Day

## Local Initiatives

- Food Collection in Leyland, UK – Gathering essential food items to support local families in need.
- Support for FACES, UK – Colleagues raised funds and donated toys and hygiene products to help families in need. We received heartfelt thanks from the charity.
- Adopting a Family, US – Teams spread holiday cheer by adopting a family through the Cesar Chavez Academy Holiday Program, providing toys, clothing, bedding, and gift cards to make their Christmas special.
- Winter Clothing Drive, US – Collecting warm clothing to help communities stay safe and comfortable during winter.
- 14<sup>th</sup> Edition of Malta in Linas-Monthéry, France – The Order of Malta and St John host a charity day at Linas-Monthéry Autodrome dedicated to people with disabilities.

# Collaboration and partnership approach

As a global business, we recognise that UTAC does not operate in isolation. To achieve our goals, we will work with other internal and external experts to follow best practice to understand and improve our current impact on the environment, society and the economy. We receive and answer to multiple requirements from customers to formally report on ESG as part of their supply chain. We are mapping and identifying key areas of similarity, and will engage with our stakeholders to identify differences across the Group and identify gaps and opportunities to do more:

- Environment
- Social Impact
- Sustainable Procurement
- Human Rights
- Business Ethics

# Careers at UTAC

The mobility revolution offers an exceptional opportunity to contribute to cleaner, safer and more sustainable transport solutions. At UTAC, our diverse markets, businesses and global teams create an environment where people can apply their talents to solve challenging problems for their customers and build varied and enduring careers. Our colleagues join us from a wide range of professions, backgrounds and career stages, from early-career entrants to highly specialised experts recognised worldwide.

We believe that diversity is a critical driver of innovation, resilience and strong organisational performance. Equity, Diversity and Inclusion (ED&I) are embedded in our values and reflected across our governance, policies, training programmes and supporting systems. This commitment helps ensure that every colleague can contribute fully and thrive within our organisation.

To ensure fair and transparent access to opportunities and progression within UTAC we are constantly evolving and optimising our systems, processes and practices. Simplified and automated processes standardise our approach and multiple trained professionals assess and make structured and evidence-based selection decisions. New joiners experience a clear, progressive path for rapid integration while our systemic approach to learning and development maintains the momentum.



# Professional Development at UTAC

UTAC attracts highly talented individuals, integrating them into high performing teams and is committed to supporting their career aspirations and personal development.



*"Our colleagues' performance, development and progression within UTAC is very important to us; this is a joint effort and a shared responsibility. We are committed to our colleagues' success and working with them to plan and achieve their goals. Developing individual and organisational capability creates more opportunities and there are many fine examples of professional and individual development, growth and career progression across our businesses."*

**Connor McCormack, UTAC CEO**

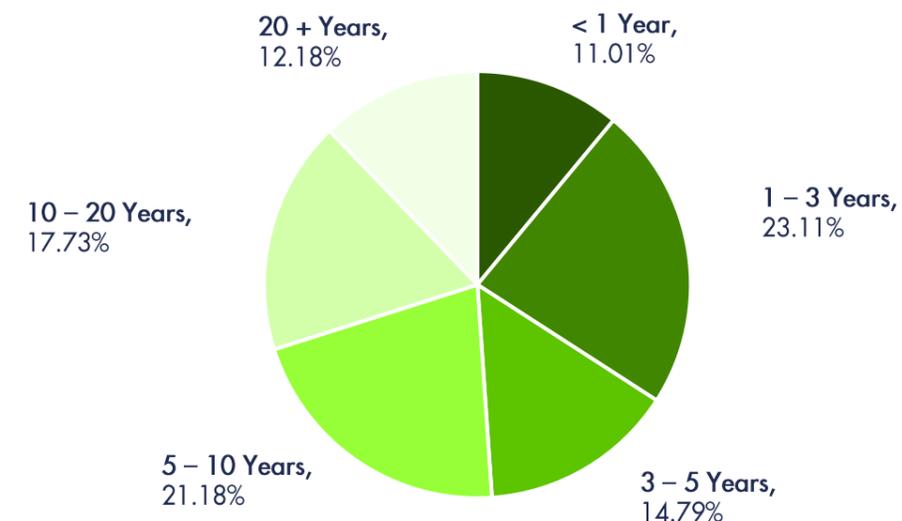
The nature of the work we do at UTAC is often complex, technically demanding and frequently innovative. With our customers requirements constantly evolving our work requires agile minds and a desire to keep learning in order to continue solving new and unique problems. Consequently, a wide and diverse range of roles in UTAC offer exciting levels of challenge and stretch in which our colleagues can rely on and develop their own, and each others expertise. Learning on the job is a constant at UTAC and the individual can expect to grow both personally and professionally.

To support and accelerate this growth UTAC provides:

- Continuous professional development comprising formal external/internal courses, coaching & mentoring, on-the-job guidance and support.
- Group level prioritisation and investment in building capability and expertise for the future.
- Devolved budgets for departmental training to advance technical competency in line with evolving work, best practice, emerging standards and regulatory demands.
- Governance and rigour in the tracking of departmental and individual training & competency throughout the organisation.
- Preferred external training providers subject to quality control, evaluation and measurements of efficacy.
- Leadership & management development by level.
- Sponsorship for colleagues at industry level conferences, seminars and networking events.
- Offers multiple points of entry for those early in their career, for example, in the UK, this includes student work experience, T-levels, apprenticeships, undergraduates, and graduate programmes.
- Bi-annual formal career, training and development reviews and planning.
- Extensive digital training catalogue and learning management system.
- Collaborative inter-departmental and team forums.



## Group Service Profile



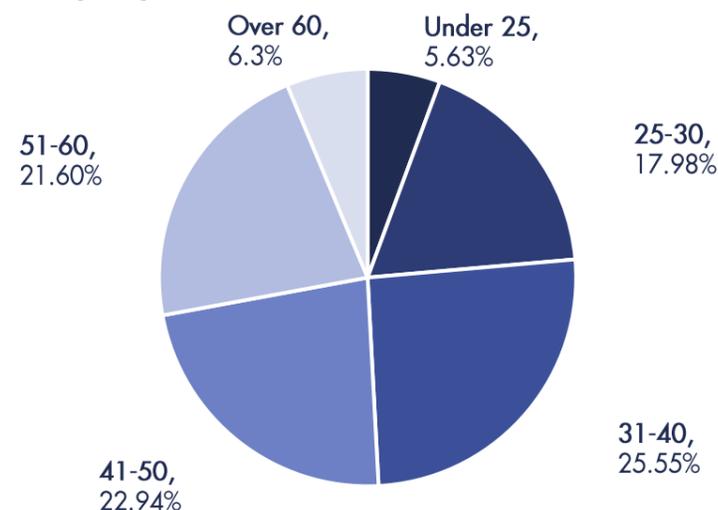
We are proud of the diversity of our colleagues and workforce

Our ambition is for our teams to be truly representative of all sections of society and our customers, and for each colleague to feel respected and able to give their best.

The Age profile of the group, with an average tenure which has increased to more than 8.12 years and frequent celebrations marking milestones of 25 years and well beyond, indicates that UTAC offers varied and diverse opportunities for career progression, nurtures healthy talent pipelines and provides the type of working experience that both attracts and retains those who share our values.

We offer multiple career entry points from the earliest career stages through mid-career transitions to later seniority. We are proud to have 5 different generations represented in our employee base with so much experience and such different perspectives to fuel and drive performance, innovation and development.

## Group Age Profile



# Community

Each of our global sites remains committed to making a positive impact in local communities, championing meaningful initiatives and encouraging colleagues to support causes close to their hearts. We actively engage with schools and universities to inspire future talent and promote careers at UTAC and across the automotive industry. Driving innovation and community engagement supports our mission. In partnership with the Société des Ingénieurs de l'Automobile (SIA) and our sponsors, UTAC hosted the 5th edition of the UTAC Challenge—our largest yet—bringing together 14 teams from European universities and start-ups to design and test mobility solutions. Alongside this, initiatives such as the Community Outreach Committee's food donation drive demonstrate our commitment to creating a positive impact locally and globally. Explore the following examples to see how we're fostering collaboration and opportunities across our Group.



## UTAC Challenge 2025: Driving Innovation Forward

The 5th edition of the UTAC Challenge took place on May 22nd at TEQMO in Linas-Montlhéry, bringing together a record 14 teams from universities and start-ups to showcase pioneering ideas for the vehicles of tomorrow. This annual event fosters collaboration and highlights advances in design, automation, and materials.

This year's challenge was the biggest yet, featuring twice as many prototypes as 2024 and four demanding tests: automated urban route, highway route, parking, and a free challenge. After an intense day of competition, winners included UTC, ENSTA Bretagne, ESIGELEC, and ESTACA, which earned the prestigious Grand Jury Prize. Special awards also celebrated sustainability and professionalism.

The UTAC Challenge reflects our commitment to engaging with the community and inspiring the next generation of engineers. By providing real-world testing opportunities and connecting academia with industry, UTAC continues to drive innovation and strengthen partnerships that shape the future of mobility.

## Community Outreach: Food Donation Drive Success

The Community Outreach Committee in the US organised a Non-Perishable Food Donation Drive to support local families in need. Donation boxes were placed at the Centennial and Schoolcraft sites, and thanks to everyone's generosity, over 60 pounds of food were collected and delivered to the local Salvation Army. This effort highlights our strong community spirit and commitment to helping those in need.



## Vasco's Journey: From First Steps to Guide Dog Training

Earlier this year, UTAC welcomed Vasco, a young black Labrador, as part of its commitment to social responsibility and inclusion. Under the care of Ophélie Gusto, HSE Project Manager, Vasco spent nine months at the Linas-Montlhéry site, adapting to family and professional environments. This stage focused on essential skills such as walking calmly on a leash, coping with noisy surroundings, and interacting confidently with colleagues—preparing him for his future role as a guide dog.

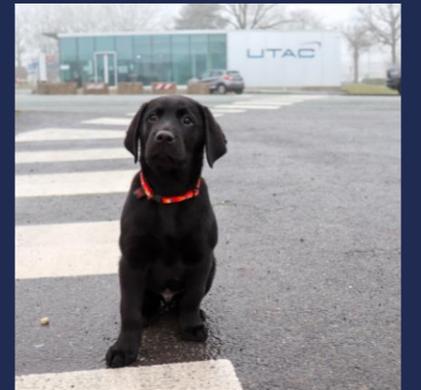
On September 1st, Vasco began the next chapter at the Île-de-France guide dog training center. His program now combines technical exercises with continued support from Ophélie, ensuring a balance between discipline and affection. This dual approach helps Vasco progress steadily toward his ultimate goal: becoming a trusted companion for a visually impaired person.

This initiative highlights UTAC's dedication to community engagement and accessibility, addressing a major social challenge—reducing the long wait times for guide dogs and improving independence for those with visual impairments.

## Update on Ukane

Ukane, UTAC's first guide dog trainee, recently celebrated her second birthday and brilliantly obtained her Certificate of Aptitude for Guiding on October 20th. This milestone marks the success of a collective project, carried out with commitment and passion by all those involved.

Ukane is now beginning a new life: she was entrusted to her new owner, a blind person living in Montélimar, France, on November 3rd.



## Spreading Holiday Cheer

As 2025 draws to a close, teams worldwide came together to make a positive impact during the festive season through charitable initiatives that support local communities. In the US, we continued our partnership with Cesar Chavez Academy in Detroit, where many families face economic hardship. Building on last year's success, we adopted three students from one family, fulfilling Christmas wish lists and providing additional support through gift cards and donations.

The team also organised food drives, collecting over 350 lbs. of food for local food banks across the Detroit metro area. In the UK, Colleagues rallied to collect food and toiletries for All Nations Church, a local charity helping those in need during the holidays. This initiative ensured essential items reached vulnerable members of the community. Through these efforts, UTAC reinforces its commitment to generosity, community spirit, and making a meaningful difference across our global organisation.

# Supply Chain

Our suppliers are an important part of our business continuity and our sustainability ambition. We have analysed our procurement across the Group. We engage with our suppliers on sustainable procurement, including the management of Scope 3 carbon data with the view to reduce our carbon footprint.

## The Four Pillars of Sustainable Procurement



## Supporting Inclusive Employment through Procurement

As part of our ongoing efforts to integrate social responsibility into our operations, the new waste management contract in France was carefully structured to include a supplier that actively creates employment opportunities for individuals with disabilities.

This approach goes beyond meeting requirements, reflecting our ongoing effort to create inclusive workplaces, ensure fair access to employment opportunities, and encourage diversity within our supply chain.

# Policies



## Group Sustainable Procurement Policy



## Supplier Code of Conduct

To aid us in engaging with our suppliers, UTAC has created its own Group Sustainable Procurement Policy and also a Supplier Code of Conduct. We then have created our own internal roadmap to roll out these policies, hoping initially, to engage with 50% of our major suppliers.

With the help of these policies, we will be able to identify our main suppliers with high carbon footprints. This identification will then allow for us to set engagement targets and intensity targets in order to reduce our scope 3 emissions and overall carbon footprint.

## Industry and Global Supply Chain Initiatives

UTAC understands that we are a part of a wider automotive industry as well as a global community. As such, we are using the Drive Sustainability Guiding Principles to inform our policies and supply chain processes.

As we move forward in our sustainable supply chain journey, UTAC will begin to explore more global initiatives that will unite our colleagues across the world to tackle some of the biggest challenges we face.





## Governance

*Having appropriate governance in place allows the business to drive innovation and grow faster.*

UTAC strives for integrity in everything we do. We work with all stakeholders to ensure we are compliant and creative in our sustainability.

We have created a set of global ESG policies and are sharing our expertise and passion with colleagues to build on our standards and performance.

Across the Group we have a huge range of skills, experience and knowledge. We want our colleagues to share their expertise and resources to create a more consistent approach to ESG.

Corporate Sustainability Reporting Directive (CSRD) – preparation is underway to understand the impact on the Group of the coming into effect over the next 2 years.

## Sharing Expertise and Knowledge

**With expertise as a core value at UTAC, we launched the ESG Hub last year to provide colleagues with accessible, valuable resources focused on environmental and social responsibility. Over the past year, the hub has grown significantly, now offering a wide range of tools, activities, and information designed to empower everyone to make a meaningful impact. As we continue to expand its content and reach, the ESG Hub remains central to driving positive change and supporting our journey toward a more sustainable future.**

## Policies and Procedures

We have a suite of ESG related policies to ensure we are providing up to date guidance on; Corporate Social Responsibility, our own Code of Conduct, Environment, Health and Safety, Human Rights and Working Conditions, Equity, Diversity and Inclusion, Whistleblowing, Gifts, Donations and Hospitality Process, Sustainable Procurement and Supplier Code of Conduct.

These are all publicly available upon request and we urge you to contact [esg@utac.com](mailto:esg@utac.com) for more information. For our Colleagues, these policies are available within the ESG Hub.

## Continuous Progress in GDPR Compliance

This year, we improved our GDPR compliance by strengthening measures to protect personal data and ensure transparency. We updated data processing records, introduced clearer privacy notices, conducted risk assessments, and integrated privacy principles into our processes and systems. We also enhanced security practices, provided colleague training, and reinforced procedures to uphold individual rights. These improvements reflect our ongoing commitment to data protection and regulatory compliance.



**Connor McCormack**  
Chief Executive Officer



**Helen Burrows**  
VP – People, ESG and Internal  
Communication



**Laurent Verhelst**  
VP – Finance and Group  
Services



**Anis Tebib**  
VP – Sales & Marketing



**Laurent Midrier**  
VP – Strategy, Expertise and  
Innovation



**Christophe Perge**  
EVP – France and International  
Services



**Kirsty Andrew**  
VP – United Kingdom



**Anthony Beck**  
VP - USA



**Janne Seurujärvi**  
VP - Finland

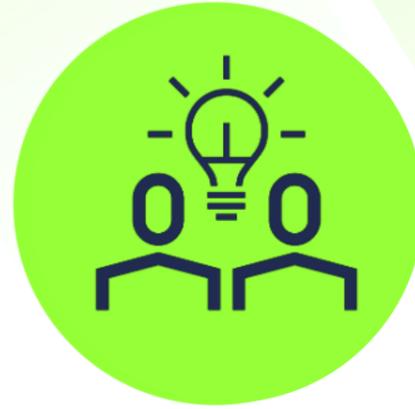
# The Executive Committee

# Our Values



## Expertise

Trusted experts, striving to be the very best at what we deliver.



## Innovation

Progressive mindsets, dedicated to ongoing innovation and collaborating to achieve success together.



## Integrity

One team, always doing the right thing, with care and respect.

To be able to measure our success, we must first ensure we have robust systems in place to capture the appropriate ESG data that we have.

We are currently working to fully understand what impact we are having and where we can improve. We aim to engage with UTAC colleagues and others to build systems and reports that reflect our efforts and the most up to date standards and guidance.

We report on ESG KPIs for various external stakeholders. For example, in 2025, we successfully submitted our annual ESG report for 2024 to EURAZEO, our shareholders, which included questions in the areas of Governance, Human Rights and Working Conditions, Environment, and Supply Chain. We also hold Silver accreditation with EcoVadis for sustainability in France and have improved our rating with CDP and now have a B score for Climate in the UK, improving our score year on year.



These results are a testimony of the integration of the UTAC Way and ESG across the organisation. We are conscious that we are on a transition journey. UTAC will focus on identifying material ESG matters and implementing strategies, policies, processes, procedures, and actions to enhance our impact and meet disclosure requirements.

# Strengthening Our Global Presence

## UTAC, new member of the TIC Council

Since April 1, we have officially joined the TIC Council as an observer member, marking an important step in our strategy for openness and international recognition.

By joining the TIC Council—the leading global organisation for Testing, Inspection, and Certification (TIC) stakeholders—we demonstrate our commitment to international standards and ensure our voice is heard at the European level.

The TIC Council, based in Brussels, represents around 100 companies worldwide and acts as a key contact for the European Commission. Membership offers strategic benefits, including:

- Strengthening credibility by aligning with global standards and practices.
- Influencing industry direction through participation in working groups on key topics.



## UTAC attends the 4<sup>th</sup> global Ministerial Conference on road safety in Marrakech

From 18–20<sup>th</sup> February, we joined the 4<sup>th</sup> Global Ministerial Conference on Road Safety in Marrakech, Morocco. The event reviewed progress on the 2021–2030 Global Plan and promoted safer, sustainable mobility. We reaffirmed our commitment to reducing risk and supporting innovation. Laurent Benoit spoke on a panel about road safety challenges, highlighting the role of emerging technologies, shared mobility, and public awareness in reducing fatalities.

## Joining the European MODALSHIFT Project



We are proud to be part of MODALSHIFT, an ambitious EU-funded project bringing together 16 partners across Europe to rethink traffic management and promote multimodal, sustainable, and low-carbon transport.

Our contribution includes expertise in cybersecurity, digital simulation, and regulatory frameworks, as well as providing TEQMO tracks for preliminary testing. The project aims to reduce congestion, improve accessibility, and encourage inclusive, environmentally friendly mobility solutions tailored to local realities.

Coordinated by the Instituto Tecnológico de Aragón, MODALSHIFT will run for 42 months through pilot studies in Madrid, Trieste, and Varna. This initiative reflects our commitment to innovation and addressing key challenges such as decarbonisation, sustainability, connectivity, and smart mobility.

# Whistleblowing

UTAC has in place a whistleblowing policy which sets the principles and working for reporting any non-compliant behaviours and situations within the UTAC Group.



Corruption  
Bribery  
Blackmail



Failure to  
comply with  
laws and  
regulations



Criminal



Fraud



Health and  
Safety of an  
individual

For the protection of the reporter/whistleblower, the third-party line is anonymous. It is dedicated for all collaborators (including external and casual employees) and collaborators of the external stakeholders.

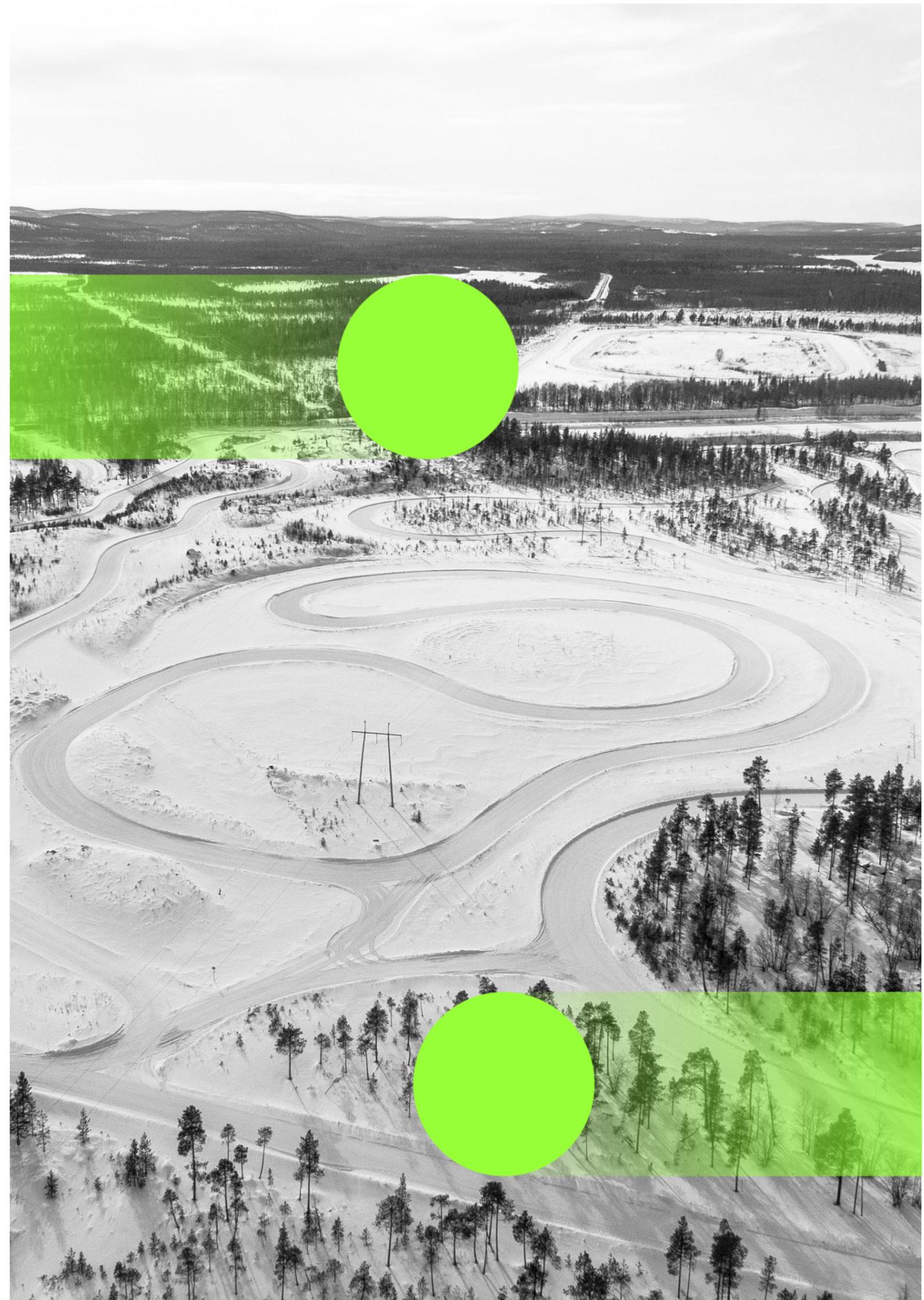
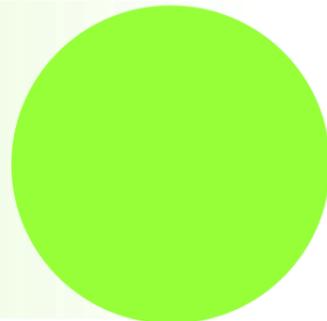
**Safe**call  
*A Law Debenture company*

We have a partnership with Safecall that provide a hotline for reporters and a list of international freephone numbers can be found at [www.safecall.co.uk/freephone](http://www.safecall.co.uk/freephone) or to report online you can go to [www.safecall.co.uk/clients/utac](http://www.safecall.co.uk/clients/utac)  
We have expanded our data protection capabilities in hardware and software. We have obtained ISO 27001 accreditation in France. We have also enhanced the Group's resilience against cyber-attacks with a new Security Operation Centre deployed for the Group.

## Anti-corruption and anti-bribery

UTAC is firmly committed to an Ethics and Compliance approach. We have a zero-tolerance policy for corruption. Through the deployment of our Code of Conduct and gift and hospitality process, we strive to prevent, detect, and address corruption, bribery and other related offences.

For any queries concerning UTAC Group ESG,  
please contact: [esg@utac.com](mailto:esg@utac.com)



PROUD TO BE



UTAC