

2024 – A Year in Review





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Message From Our Chairman





Roger Hagafors, Chairman of the Group Board & Partner

Last year, the financial turbulence and uncertainty in the world continued but MU again demonstrated our strength and sustained development. We successfully completed our transition into the Executive Search and Leadership Advisory segment, and launched improved client offerings, securing that clients will acquire and develop the leadership they need. In 2024 the company delivered a profit of 9.9% (Adjusted EBITDA), better than in 2023. Considering the market conditions, achieving an EBITDA at this level is a strong development and leads to solid dividends for our equity partners..

development of proven MU Services, Methods, and Tools to ensure effective solutions meeting the clients' needs for successful leaders. The work to develop our services, as well as validation and success-rate follow up, is run by the independent **MU Research Institute (MU RI)**. The development and validation work provided by MU RI is together with the deliveries of certified MU Experts the core behind every promise we make to clients.

2024 Highlights

Continued strengthened client offering based on MU Leader Selection Science®

In 2024, our client offerings were further strengthened. The **MU Executive Search™** was successfully launched as an inclusive and highly effective MU Service for leader recruitment and selection. As all MU Services, it is based on the MU way of working, **MU Leader Selection Science®**. The **MU Executive Search™** is based on the latest scientific developments in our field and ensures that clients benefit from the assistance of MU in leadership recruitment and selection. This enhancement underlines our continuous

Continued Strengthened Organisation

During 2024 the development and strengthening of the MU organisation has continued. Besides continued successful hiring of senior colleagues, MU also appointed four new leaders to Global Practice Head, four Group Directors, one Team Director, five Team Leaders and five Delivery Team Leaders.

New Partner Appointments

During last year we had the great pleasure to appoint eight new Partners. Currently, 72 employees from 15 countries are Partners representing all main global markets. Besides being an important award requiring excellent contribution to the company, the Partnership means to take on the important task to substantially contribute to and reassure the strength, sustainability and long-term survival of MU, as well as to maintain and strengthen the MU values.

The Coming Year

In the coming year, with our strategic transformation completed we will focus fully on providing our industry-leading capabilities to clients. Our strength allows us to carefully and selectively welcome exceptional new talent to our team—as employees, associates and affiliated partner firms.

Our relentless focus on client needs, exceptional MU Experts and industry-leading services, method and tools form the base for the continued increasing strength of MU.

Letter From Our CEO





Richard Moore, CEO & Partner

2024 saw MU strengthen its profit performance and complete its transformation into the Executive Search and Leadership Advisory segment.

MU Experts worldwide continued to increase the value and so fee level of our work with clients, and clients responded with excellent client satisfaction feedback.

Underpinning our strategic achievements in 2024:

- ▶ Increased fee levels in our core ES service by 11%; increased revenues in MU Leadership Assessment by 36%.
- ▶ Positive development and overall growth in our largest regions – Central and West.
- ▶ Strong development in prioritised Practices: CEO & Board (increase of 9% versus 2023), Digital Transformation (increase of 9% versus 2023) and double digit growth in Life Sciences, Technology, Media and Materials Processing sectors.
- ▶ An exceptional 16% increase in client work from new MU Expert Consultants in their first 2 years in our team.
- ▶ Became a member of the Association of Executive Search and Leadership Consultants (AESC), demonstrating our commitment to professional standards and excellence in executive search. This membership assures clients of our adherence to the highest ethical and operational standards in the industry.

- ▶ Opened our new operation in Tokyo, Japan.
- ▶ Welcomed our second Trusted Affiliate, Bell Oaks in Atlanta (joining our initial partner, Cranfield School of Management).
- ▶ MU Research Institute continued the improvement and upgrade of our client services, notably implementing enhancements to the industry leading MU Executive Search™ and our new MU Team Analysis™ service.



Sofia Hjort Lönegård

Head of Marketing & Communications

2024 also saw us able to further strengthen our leadership and Partnerships:

- ▶ New Team Director was appointed to Denmark, Gro Reinertsen, and new Team Leader for our large Public Sector team in Denmark – Carsten Gløvermose Nielsen.
- ▶ A new function “Client Services” was established to drive ever improved services to clients, headed by Moa Wennlöf.
- ▶ Four new Global Practice Heads were appointed.
- ▶ Eight colleagues were appointed to Partnership.

MU has a strong reputation, in line with our strategy. “Respected worldwide as the first choice for Reliable Leadership Advice®. Where extraordinary MU experts, clients and candidates come together for increased success at work and organisational out-performance.” Combined with the most important aspect – our proven track record through the great work we deliver – MU continues to be recognised as a trusted advisor in the Executive Search industry.



Top Ranking ES Firm in Switzerland
Handelszeitung



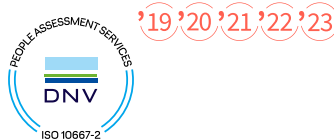
Global Top 40 Recruiter
Hunt Scanlon



Best-Known ES Firm in Finland
FEX Suorahakuryitykset Ry



Nordic Growth Company
UC



ISO 10667-2 Certification – Global
Quality Standard for Assessment Services
DNV



The World's 5th Most Active Consulting
Professionals on Social, Sep.
DSMN8

We have continuously received outstanding recognition for our Reliable Leadership Advice™ and Success at Work.

In 2024, we were very proud to be recognised by Deloitte once again as one of “Sweden’s Best Managed Companies” and delighted to be re-certified by DNV in full compliance with ISO 10667-2 (the global

standard for open, fair, and valid selection and development of leaders). We were also recognised by Hunt Scanlon as one of the “Global Top 40” Executive Search firms. In addition, in recent years our team has received other extraordinary recognitions for high-quality work:



Top ES Firm in France
Les Echos



Largest ES Firm in Finland
Talouselämä



Germany’s Top Recruitment Firms
Innofact



America’s Best Recruiters
Hunt Scanlon Media



Sweden’s Best Managed Companies
Deloitte



Top German Recruitment Firm
Handelsblatt



#1 ‘Top-of-Mind ES Firm’
EssenceMediacom



#2 ‘First-Choice ES Partner’
EssenceMediacom



#10 in ‘Europe’s Top 50 ES Firms’
c-suitecvsecure.com



#1 in Brand Power Index of
14 ES Firms in Denmark
MyImage Executive Search



26th Largest Company of the Nordic Region’s
Top 501 Recruitment & Employment Agencies
Plimsoll

Key Focus Areas for 2025

Acquiring and improving leadership that is diverse and performs effectively is the greatest challenge organisations face – and the only way they can sustainably outperform. To serve our clients even better, the key focus areas for management in 2025 are:

- ▶ Continued enlargement of our presence in key markets, industry practices, and global reach through careful and selective hiring of senior consultants, new associates and affiliated partners.
- ▶ Continued financial vigilance.

With our transformation completed, the MU team looks forward to fully focusing on client sales, client care and client development work. At the same time, as every year, further strengthening our industry leading quality assurance and certification regime for MU Experts: Focus on the scientific basis for predicting leader success, and inclusion and diversity.



Statement From Our CFO





Tomas Hedström,
Group CFO & Partner

Strong Operational and Strategic Progress – Market Driven Mixed Results by Service Line

Despite a sustained challenging trading environment, MU profit result in 2024 was better than in 2023. Considering the market conditions, an Adjusted EBITDA margin of 9.9% is rather strong and a net margin after tax of 5.5% means solid dividends for our equity partners.

2024 proved to be another year of instability in the world. This led to a reduced volume of permanent placements across most industries and geographies. The company's revenues by service line were mixed, with a strong performance in leadership level work, Executive Search and Advisory services, and large drops on lower value and lower fee recruitment work. Overall, again in 2024, average fee levels increased and new hired MU Experts <24m showed impressive results (16% ahead of 2023). Whilst this development of high-value work and the strong performance of our new team members is in line with our strategy, an overall reduction in net sales of 7% was below expectations.

With the transition to the Executive Search and Leadership Advisory segment completed, 2025 allows for a full management focus on client services and sales. We expect continued challenging trading conditions with sales in line with 2024 but an increase in profit performance due to effective cost control and planned efficiency improvements.

Our overall goals remain to have industry-leading growth and cost-base flexibility supported by highly professional and lean support functions. The efficiency enhancement measures coupled with the many operational and strategic achievements presented elsewhere in this report provide a very solid platform for outstanding performance in the years ahead.

A Whole New Leadership Level



Inclusive and Accurate Leader Acquisition: MU Executive Search™ – Search Evolved



Moa Wennlöf

Partner & Head of MU Client Services



Based on repeated research, we know that Executive Search clients expect a successful performer with long tenure, a diverse slate of candidates, and that difficult-to-reach candidates are included in the search process.

However, conventional methods for leader appointments often fail to meet these expectations, with only 60% (or less) of these appointments being successful, indicating a “Performance Problem” akin to a “coin-flip”. Additionally, conventional Executive Search methods lead to a “Diversity Problem” by relying on personal networks, exclusive databases, and professional social media to find leaders from a limited group of candidates, often referred to as “the club”.

To address these issues, we launched our evolved MU Executive Search™ service in 2024. This service flips the conventional paradigm by actively increasing diversity in leadership appointments and ensuring higher success rates in leader selections.

Our MU Leader Selection Science® approach is science-based, precisely tailored,

and quality-assured. MU employs a fair and quality-assured selection method validated by DNV to be effective and free from systematic skewness. According to studies by the MU Research Institute, more than 90% of leader appointments supported by MU Experts are successful. (see e.g., Jonsson, 2023a, 2023b).

All MU Expert Consultants and Delivery have undergone extensive training and are certified in using MU Executive Search™. The designation is earned by demonstrating knowledge and proficient use of the methodologies, tools and skills required to successfully deliver MU’s core services.

By redefining leadership recruitment and selection with a focus on inclusivity and accuracy, the evolved MU Executive Search™ service meets and exceeds client expectations. As a result, our service has seen sustained growth and an increase in client value, demonstrating our commitment to providing high-quality, impactful and diverse leadership placements.

Sustained Growth for MU's Leadership Advisory Services



Nicolas Alaerts

Partner & Global Practice Head MU Leadership Advisory



While there was a slight decrease in total Leadership Advisory service provided last year, we observed a favourable trend in LAD revenue, which increased slightly relative to the overall revenue of our company. Notable increases were observed in key practices such as Automotive, Logistics, and Technology, Media, and Telecommunications. Additionally, we have further developed strongholds in Amsterdam, Brussels, London, and Zurich for Leadership Advisory services.

Our high-level fee assessment work saw growth, both from our MU Leadership Assessment service as from our assessment center expertise and the delivery of bespoke solutions tailored to our clients' needs. We have increasingly been engaging with larger, international corporations and prominent mid-cap companies.

Our work in Leadership Development, encompassing services such as MU Leader-



ship Coaching™, top team coaching, leader development, and succession planning, continues to expand. We saw strong market demand, leveraged by a renewed focus on MU services in helping leadership teams become more effective.

In 2024, we successfully trained and certified our first cohort of over 30 employees in the MU Team Analysis™. This initiative, combined with increased market demand, led to significant growth in this service,

making it the fastest growing offering within Leadership Advisory. In the upcoming year, we plan to train and certify an additional 30 colleagues. We continue to observe heightened market demand and high internal enthusiasm to bring these capabilities to our clients. From helping leadership teams identify their development opportunities, we saw notable increase in our team coaching work, highlighting the service's positive impact on client leadership teams.



Success Story: Delivering Impact Across Borders



Roger Muys

Team Director MU Netherlands



Let me share a remarkable success story that underscores the importance of global teamwork. This story involves our teams in the Netherlands, Belgium, France, and the US, working together to execute various MU Executive Search™ and MU Leadership Assessment™ projects for an international key client, Schoeller Allibert. At the end of 2023, we reactivated our relationship with them and concluded a new global Professional Service Agreement.

Spanning 13 months, we successfully executed 7 Executive Search assignments, 8 Executive Coaching projects, and 3 Leadership Assessment projects. Our ability to offer unique, inclusive, and accurate services on a global scale is a testimonial to our collaborative efforts and unified way of working. This achievement truly highlights the effective teamwork and alignment across our international locations.

Meeting Any Challenge, Anywhere





Borderless and High-Performing Practice Team to Solve Client Needs




Rik Zuidmeer

Partner & Head of Global Practices & International Business



We firmly believe that effective leadership advice must be context specific, delivered by true experts. Organisations face unique challenges based on their industry and specific circumstances. To address this, MU works with a Practice model, a framework designed to leverage colleagues dealing with similar challenges requiring our advice and expertise.

The practice model is also instrumental in fostering collaboration. We have established various Industry and Expert Practices, allowing us to transcend geographical boundaries and work seamlessly with colleagues worldwide. This global collaboration ensures that MU can provide clients with the best advice and support, regardless of their location.



2024 Highlights from the MU Practices

- ▶ Our MU Experts' collaborative international business experienced strong growth during 2024 from 21.6% to 25.6%.
- ▶ All MU Experts are now part of a Practice, ready to support clients across the globe and more than half of MU's Experts' revenue stems from their Practices work. This emphasises the significance of the Practice model in our operations.
- ▶ Four new Practice Heads were appointed, notably a new Practice Head for Life Sciences – Kristof Schoenaerts. Our Life Sciences Practice ended up being the most successful one of 2024.

- ▶ MU's Practice Teams were present at many major global business events, providing key notes, or acting as hosts, boosting the presence and positioning of MU.
- ▶ The MU Consumer Practice, in collaboration with IPSOS, conducted a comprehensive study focused on the market and leadership challenges within the consumer goods and retail sectors. The survey targeted organisations within these sectors, uncovering a mix of optimism and caution as they navigate current economic uncertainties. The study uncovered opportunities and challenges in the ever-evolving landscape of consumer-centric industries.
- ▶ MU also launched the ESG Practice to help our clients navigate the complexities of ESG and achieve long-term value creation.



It Starts With Effective Leadership – Launch of MU ESG Practice



Peter Torjussen

Partner & Global Practice Head MU ESG Practice

The launch of our ESG Practice is a significant step in integrating environmental, social, and governance principles into our core business strategy. We believe that effective leadership is crucial for driving sustainable transitions and achieving impactful results. Our global team of trusted advisors, with nearly 60 years of experience, is dedicated to providing tailor-made solutions and reliable leadership advice. Through a commitment to high ethical

standards, extensive industry expertise, and a focus on innovation, we aim to help our clients navigate the complexities of ESG and achieve long-term value creation. Key insights from our MU and BDO Survey 2024, involving 150 companies, highlight that 97%

“Effective leadership has the biggest impact on results. Leadership is the first barrier to a sustainable transition.”

of respondents believe ESG will influence their activities, and 75% see it as a means for value creation. Our approach encompasses leadership acquisition, advisory, and professional search, ensuring we address the needs of diverse clients across various industries.

Our clients can expect from us a partnership that goes beyond compliance to foster business transformation. We engage actively in knowledge sharing, attend key ESG conferences, and set clear metrics to monitor our progress. Our extensive network and collaborations with external partners enable us to provide comprehensive ESG upskilling and advisory services tailored to your unique needs.

With **75%** of respondents seeing the ESG transition as a means for value creation, and over **97%** believing that sustainability will change their activities, it is clear that companies strongly believe in the importance and impact of sustainability on future business models and practices.



Driving Growth through Collaboration and Expertise in Life Sciences



Kristof Schoenaerts

Practice Lead Life Sciences



In the Life Sciences Practice, our two largest segments – healthcare and medical devices – both recorded strong growth, with Belgium, Germany, and Switzerland driving the majority of the increase.

Three key factors contributed to this success:

1. International Collaboration – By closely working with colleagues from other offices, we secured five new clients generating between €100K and €300K each. These companies, mostly global medical device companies, became significant contributors.

2. Synergy with Leadership Advisory Colleagues – Introducing MU Executive Search™ into their existing client relationships proved to be a highly effective growth strategy, leading to a 10X expansion with key clients.
3. Expertise-Driven Approach – Fully capitalising on the knowledge of industry experts within our practice strengthened credibility and client trust, leading to stronger client relations.

I believe our achievements in 2024 exemplify the effective collaboration and industry expertise within our team.

Embracing Digital Transformation and Diversity: A Board Strengthening Success Story



Christian Schaffenberger

Partner & Global Practice Head
Board and CEO



Mieke Weijenbergh

Partner & Global Practice Head
Board and CEO



Sanna-Mari Muukka

Global Practice Head Construction

The adoption of digital tools and Building Information Modeling (BIM) is transforming the construction industry. These technologies enhance project planning, improve design accuracy, and boost overall efficiency. They also facilitate better collaboration among stakeholders. At the same time, the integration of Internet of Things (IoT) technologies in building systems is becoming increasingly prevalent.

One of our clients aimed to strengthen their Board of Directors to align with these trends and to position their company for further development. Additionally, the Chairman sought to increase diversity within the Board, ensuring a broader range of perspectives in decision-making.

Our solution was to bring in an external hire with deep expertise in digitalisation and strong business acumen to help drive the company's future transformation. The ideal candidate would not only be a strategic leader but also possess a solid understanding of construction market trends and emerging technologies.

A comprehensive search was conducted, mapping the entire national market to identify a wide range of diverse candidates capable of fulfilling this role. Within four weeks, 21 potential candidates were identified and approached. From this group, five candidates were selected and presented for interviews.



Our client was highly impressed with the quality of the candidates and decided to hire two new Board members instead of one. To ensure the best fit, three final candidates underwent assessments to evaluate their personalities and ensure the right diversity within the boardroom. Two candidates were recommended for the roles, and the process concluded with successful offers being made and accepted.

This approach not only met the client's goals but also enhanced the board's capacity to navigate digital transformation and foster innovation in the construction industry.

Annual Financial Report Summary



Income statement (KEUR)	2020	2021	2022	2023	2024
Net income	62.799	75.839	80.822	72.504	66.803
Cost consultants and admin staff	-40.287	-43.289	-47.762	-46.320	-42.125
Other costs	-21.916	-18.296	-20.765	-19.927	-18.075
Earnings before interest, taxes, depreciations & amortisations (EBITDA), adjusted	595	14.254	12.295	6.256	6.603
Restructuring costs and items affecting comparability	-4.024	971	-110	-1.623	-797
Earnings before interest, taxes, depreciations & amortisations (EBITDA)	-3.429	15.225	12.185	4.633	5.805
Depreciations	-1.913	-1.432	-1.454	-698	-549
Earnings before interest & taxes (EBIT)	-5.342	13.793	10.731	3.935	5.256
Financial items	312	-883	360	131	275
Tax	-330	-1.621	-2.622	-909	-1.786
Profit/loss for the year	-5.360	11.290	8.469	3.156	3.745
Full time employees	453	373	374	403	366



Balance sheet (KEUR)	2020	2021	2022	2023	2024
Intangible assets	3.892	3.083	2.275	1.403	1.187
Tangible assets	1.792	1.186	1.084	839	634
Financial assets	3.130	2.583	1.825	4.286	3.803
Accounts receivable	9.005	12.478	12.135	11.721	11.130
Other current receivables	4.210	4.294	5.525	6.532	6.664
Cash and bank	16.471	28.809	23.553	14.828	13.413
TOTAL ASSETS	38.500	52.434	46.397	39.609	36.831
Equity	19.830	31.431	24.278	19.226	19.679
Provisions	2.840	2.023	2.530	1.468	1.361
Financial liabilities, long-term	464	-	-	1.687	1.514
Other long-term liabilities	-	-	-	-	-
Financial liabilities, short-term	-	1.009	-	-	-
Accounts payable	1.501	1.491	2.616	3.231	2.415
Other current liabilities	13.865	16.480	16.973	13.996	11.861
TOTAL EQUITY AND LIABILITIES	38.500	52.434	46.397	39.609	36.831

Cash flow (KEUR)

Earnings before interest, taxes, depreciations & amortisations (EBITDA)	-3.429	15.225	12.185	4.633	5.805
Change in net working capital	7.068	-1.042	-1.033	-2.682	-2.593
Cash flow from operating activities	3.520	11.893	9.771	99	1.608
Cash flow from investment activities	-44	774	358	-274	245
Cash flow from financing activities	468	-526	-670	-29	-131
Exchange rate differences in liquid assets	-65	198	-27	-56	19
Cash flow pre dividend	3.879	12.339	9.432	-261	1.741
Dividend	0	0	-14.689	-8.464	-3.156
Cash flow for the year	3.879	12.339	-5.257	-8.725	-1.415

Key ratios

EBITDA %, adjusted	0,9%	18,8%	15,2%	8,6%	9,9%
EBITDA %	-5,5%	20,1%	15,1%	6,4%	8,7%
EBIT %, adjusted	-2,1%	16,9%	13,4%	7,7%	9,1%
EBIT %	-8,5%	18,2%	13,3%	5,4%	7,9%
Equity ratio	51,5%	59,9%	52,3%	48,5%	53,4%
Net working capital ¹⁾	-2.151	-1.200	-1.929	1.026	3.717
% of revenue	-3,4%	-1,6%	-2,4%	1,4%	5,6%
Cash and bank	16.471	28.809	23.553	14.828	13.413
% of revenue	26,2%	38,0%	29,1%	20,5%	20,1%

¹⁾ Based on closing balance values


Our ESG Reporting

Our Commitment to a Sustainable Future



Letter From Our CEO





It is in our core that we are a company that cares. Our foundation statutes explicitly state we should be a purpose-driven, diverse, sustainable and attractive employer with happy colleagues. Overall, our aim is that we are recognised as an inclusive, diverse and fair business and the way we operate also benefits our clients.

We are proud to share our latest MU's ESG Report highlighting our many ESG initiatives, activities, and accomplishments in 2024. We look forward to sharing our progress in these areas as we advance on our ESG journey.

- ▶ MU is a global Leadership Acquisition and Advisory firm. Our experts provide science-based, precisely tailored, quality assured and ethical Executive Search, Leadership Assessment and Leadership Development services in partnership with private and public sector clients worldwide.
- ▶ Today, it is clear that securing effective leadership is one of the biggest challenges organisations face. We exist to make sure organisations outperform through diverse and sustainably successful leadership. Our expert teams operate worldwide; wherever our clients need us, we are there.
- ▶ Comprehensive and repeated research studies show that conventional Executive Search, recruitment and development ideas and methods are not successful. There is a performance and diversity problem at the heart of the approach:

The Performance Problem



- ▶ Despite the many excellent professionals working in conventional Executive Search, 40–50% of leader appointments fail, and CEOs regularly complain that less than 10% of their leader development expenditure delivers business value. Even more worryingly, as difficulty in selecting and developing leaders increases, success rates are deteriorating. MU Experts deliver >90% success rate, solving the Performance Problem.

The Diversity Problem



- ▶ Despite much attention, diverse plausible candidates are excluded from conventional Executive Searches and selection work is shown to be biased. Leadership development work often fails to recognise the uniqueness of the individual leader and their context. MU Way of working, MU Leader Selection Science® ensure not only high success rates but also open inclusive search and leader development.

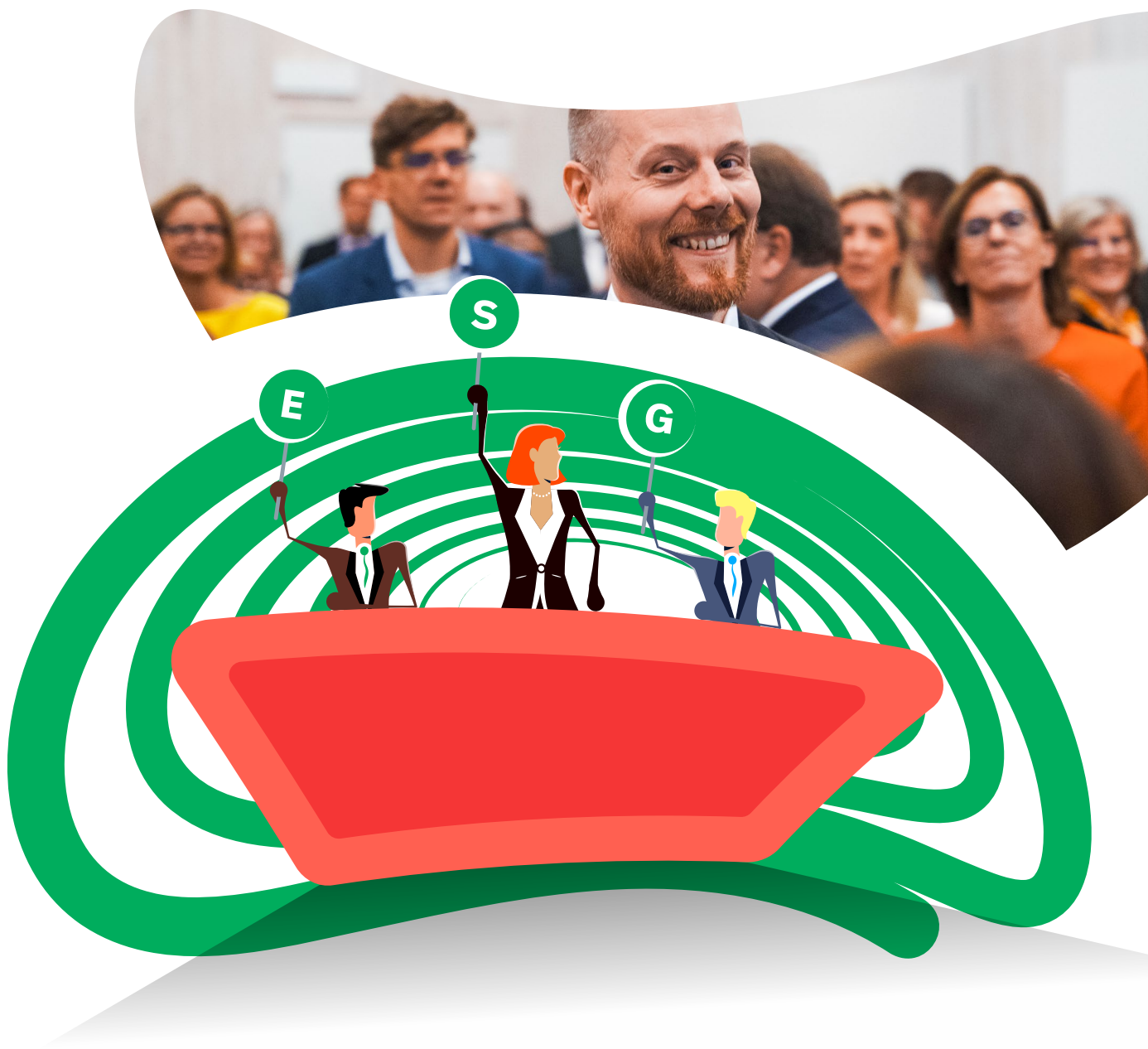
Some highlights from 2024 report include:

- ▶ We have partnered with EQUALIS, Denmark's independent think tank for gender equality and gender diversity.
- ▶ MU's assessment method, and the psychometric tools applied, are evidence-based, and certified according to the industry's most demanding quality certifications – ISO 10667-2.
- ▶ MU is also certified according to the DIN standard for assessments, DIN 33430.
- ▶ Both in 2022, 2023 and 2024, MU received the "Sweden's Best Managed Companies" recognition by Deloitte.





Letter From Our ESG Committee





Lene Juul Pedersen

Global Head of Compliance & Data Protection



Environmental concerns, social responsibilities, and ethical governance are integral to MU's identity, operations, and long-term strategy. This focus is crucial for several important reasons:

- ▶ **We want to be the preferred partner to clients.** When clients partner with Executive Search and Leadership Advisory companies, they increasingly put demands on the partner to prioritise social and environmental responsibility. To remain their preferred partner, MU must prioritise and maintain transparency in all aspects of ESG.
- ▶ **We want to be the Employer of Choice.** Professionals are placing more emphasis on joining companies that are socially and environmentally conscious. For MU to be the Employer of Choice, we must actively adopt ESG principles.
- ▶ **We are a foundation-owned company.** As a foundation-owned company, MU has a strong focus on complying with rules and legislations.

To establish a strong ESG framework, we created the MU Sustainability Committee in 2021 to oversee and guide our initiatives. In 2024, this responsibility was transferred to the MU Compliance Function, fostering a structured approach to ensure regulatory compliance and strategic alignment across our global operations.

During 2024, the MU Compliance Function has continued the extensive work done by the MU Sustainability Committee. Involving management and stakeholders throughout the organisation, we have prioritised ESG issues and actions to find the best balance between business and societal impact, and we have built and executed action plans to establish and promote ESG strategy and reporting.

We now have a solid foundation for future work on our ESG agenda. With a robust framework in place, we are well-positioned to address ESG issues in a structured and strategic manner. This ensures that we can continue to meet the growing expectations of our clients and stakeholders while driving sustainable and ethical growth.

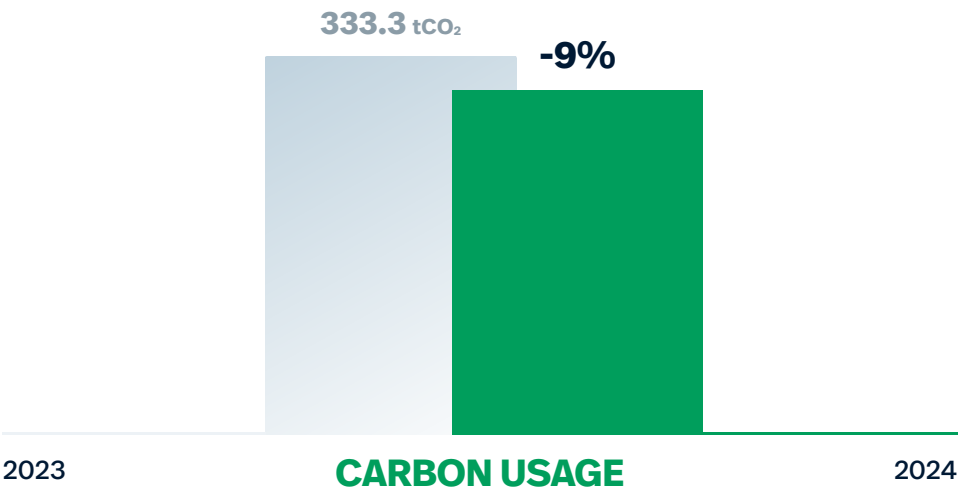
Achievements in 2024

Environmental Impact Reduction:

- Our impact on the environment is of high importance for our stakeholders. MU has prioritised renewable energy usage and implemented strict resource management policies. Our initiatives included reductions in the carbon footprint through enhanced travel policies and sustainable procurement practices.

Social Responsibility and Diversity:

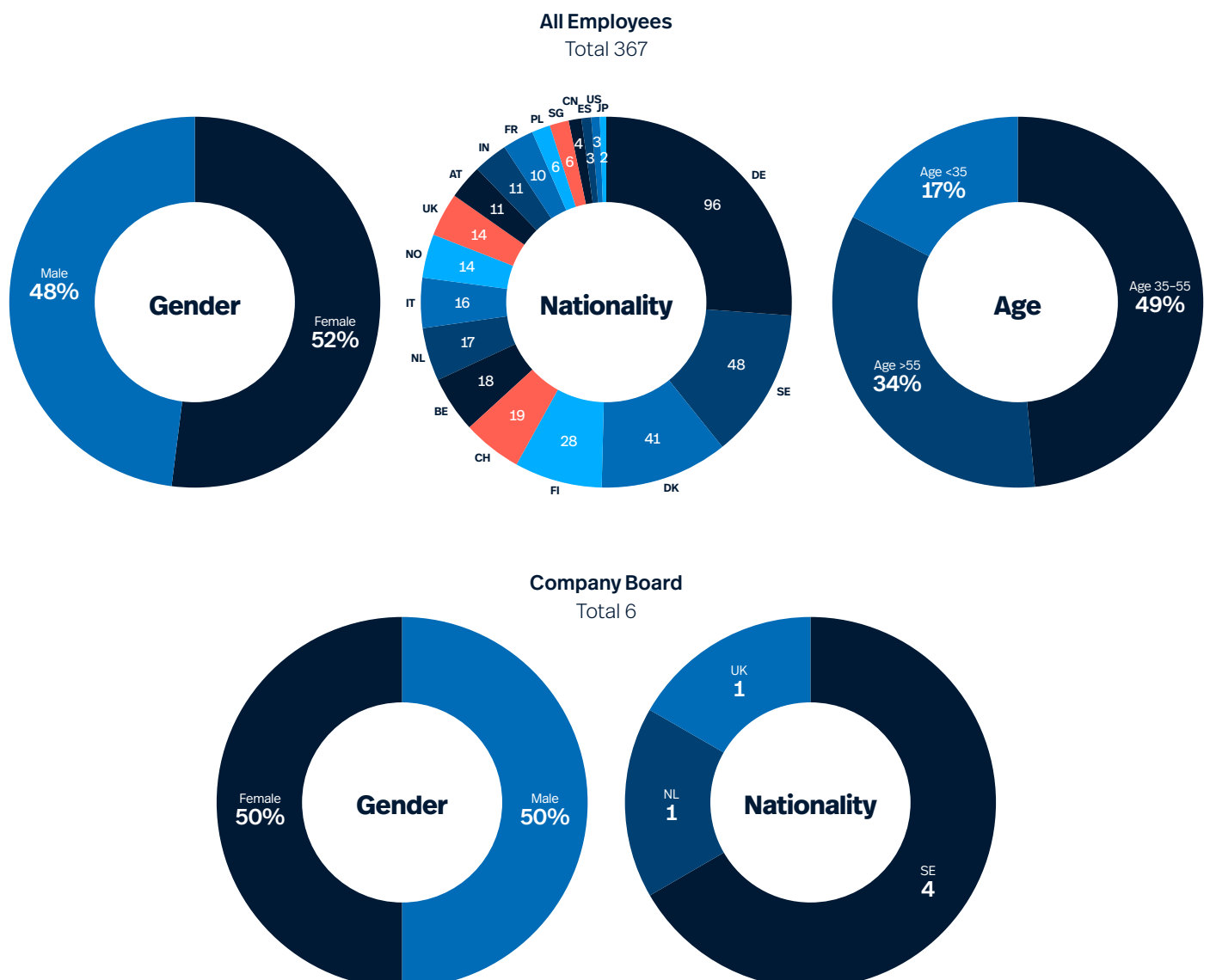
- The MU I&D Programme continued its comprehensive rollout to all employees with the aim of deeply integrating I&D into every aspect of our operations at MU. Through this programme, colleagues gain insights into MU’s stance on I&D, understand its significance within the organisation, and recognise its alignment with our statutes, key values, principles, and overall strategy. Additionally, the programme offers a dedicated platform for accessing resources and addressing any questions related to I&D.



- ▶ Our “Success at Work” commitment continues to reinforce our commitment to being an inclusive and equal opportunity employer. In addition, we actively support diverse representation within our leadership and maintain a focus on fair recruitment practices.
- ▶ We extended our partnership with EQUA-LIS to champion workplace diversity, equity, and inclusion on a global scale.

Governance and Ethical Standards:

- ▶ As a foundation-owned company, our commitment to good governance and ethical business conduct is embedded in our statutes. The Foundation Board diligently oversees MU’s operations to ensure adherence to these principles.



- ▶ In 2024, we established the MU AI and Emerging Technology Advisory Board with the aim of steering our organisation towards a future where artificial intelligence (AI) and emerging technologies play a pivotal role in our work.
- ▶ A new AI & Emerging Technology Policy was implemented establishing rules, guidelines and best practices for a secure, responsible, and ethical use of AI within MU.
- ▶ An internal status report on research and practices within Artificial Intelligence was done by the MU Research Institute with the purpose of providing advice to MU Experts on how to leverage AI in a compliant, ethical and well controlled way.

The MU Research Institute operates independently from MU as a company. The institute was established to pursue research and develop services that guide MU's operations as a science-based Executive Search and Leadership Advisory firm. By providing a solid foundation of scientific research, the MU Research Institute ensures that MU's practices are both innovative and evidence based.

The Use of AI in Leadership Recruitment, Selection and MU Experts Day-To-Day Work



Anders Sjöberg

Deputy Head of MU Research Institute



AI rapidly evolves to become a powerful tool used in innovation, efficiency, and productivity gains across industries. At the same time many ethical risks, safety issues and regulatory challenges emerge. At MU, our commitment lies in delivering value to our candidates and clients – and this includes leveraging Emerging Technologies in an ethical and well controlled way.



The increasing use of artificial intelligence services has, of course, impacted the Leadership Advisory and Acquisition industry just as any others. The MU Research Institute has conducted some research, focusing on the AI Services currently available, and their use cases together with AI chatbots and Presentation Makers. While these tools offer opportunities for innovation and automation, they pose risks, such as privacy concerns and potential disclosure of confidential information. MU holds high standards in terms of data protection, to protect clients, candidates, colleagues and MU from reputational or financial harm.

MU is committed to utilising advanced technology to support operational excellence and consistent delivery of high-quality services. At MU, AI is used to augment, optimise and enhance efficiency and quality in several key areas, e.g., unnecessary manual administration, sales, marketing, content augmentation (for example quality improvement of texts and efficient analysis of information) and save time and money on administrative processes by reducing manual labour. The AI applications used by MU comply with GDPR and the EU AI Act, to ensure that MU maintains data privacy and ethical AI use.

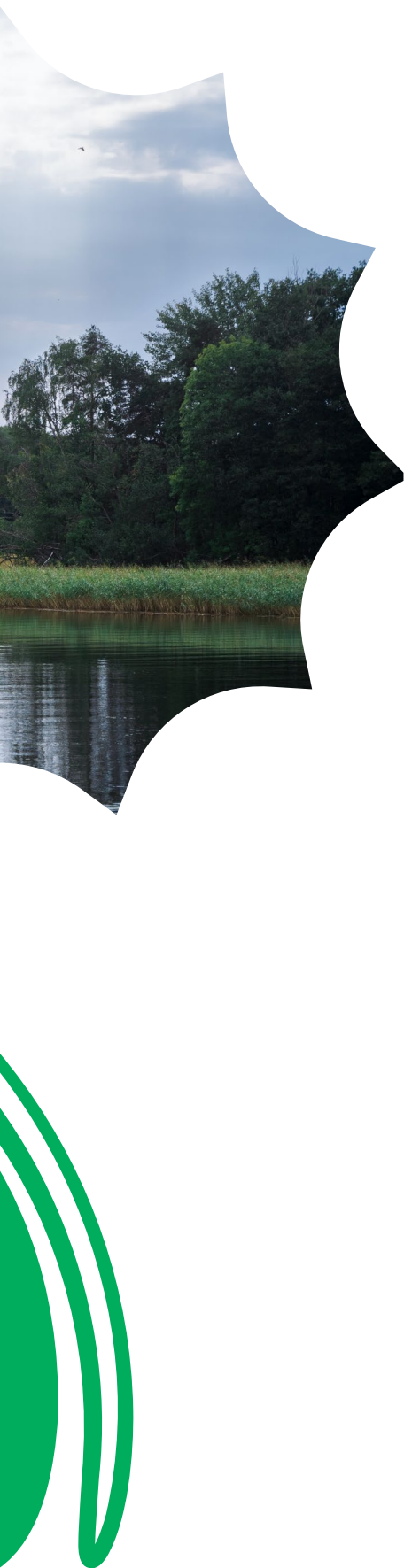


MU Stance for AI Within Personnel Selection

Based on current research, regulations, and industry standards, AI – as defined by the EU AI Act (2021) – is a system that predicts, recommends, or decides to achieve human-defined goals, impacting real or virtual environments. It refers to specific technical solutions and software whose quality, effectiveness, and fairness in personnel selection must be individually assessed and validated. MU Research Institute continuously monitors developments in the AI field through published research and evaluates the legal implications for both clients and service providers involved in leadership assessment. The current evaluation is that AI methods can make candidate sourcing more efficient, but they have not been shown to significantly enhance the validity, fairness, or effectiveness of leadership assessment and personnel selection. MU therefore uses AI in candidate sourcing but not in personnel selection.


Our Environmental and Social Impact





MU seeks to reduce the risk of harm to the environment through our operations. We use technology and take significant steps to reduce our use of resources that damage the environment. For example, our travel policy reflects our commitment to protecting the environment.

- ▶ We promote the use of modern technology such as video conferencing and e-mail instead of travelling.
- ▶ We approach all travel from the least environmental harm and lowest cost perspective. For example, public transportation is prioritised, and we monitor and act to reduce our carbon footprint.
- ▶ We work with our IT partners and suppliers to prioritise re-purposing, recycle end-of-life electronics, and use environmentally friendly data centres.
- ▶ We actively manage our office portfolio to minimise use of office space and property waste.
- ▶ We promote re-use, separation, and recycling schemes in our offices.



MU prioritises success at work for our clients, candidates, and employees, which requires diverse and sustainably effective leaders and teams. We counteract all forms of unjust or unlawful discrimination and pursue inclusive workplaces, equal opportunity, and diverse teams. MU's commitment to inclusion, diversity, and equality extends beyond our internal practices and into external partnerships and initiatives. We actively engage in various partnerships, showcasing our dedication to promoting these values on a global scale.

Embracing Inclusion & Diversity for Success at Work



Hanne de Linde

Head of Inclusion & Diversity

Our commitment to inclusion and diversity is actualised through the MU Inclusion & Diversity Programme. It's designed to ensure that all MU colleagues, regardless of their roles, cultural backgrounds, or job families, feel informed, included, and actively involved.

By participating, we ignite meaningful conversations, foster connections, and drive change in our daily interactions and client work. Our goals include supporting our colleagues in both client and internal work, increasing awareness and understanding of inclusion and diversity, and underpinning the launch of our evolved MU Executive Search™ service – an inclusive approach to leadership recruitment.

The Inclusion & Diversity Programme has already yielded significant positive outcomes. Our colleagues report a deeper understand-

ing of inclusion and diversity and a greater willingness to challenge and change old habits. They also feel more confident in supporting our clients, partners and colleagues in this area. This shift is instrumental in fostering a culture of inclusive leadership, which is vital to solving our clients' most urgent needs.

Inclusion and diversity are not just words at MU; they are the cornerstone of our approach to creating successful workplaces. Our initiative includes micro-conversations that encourage colleagues to immediately engage with these concepts and discuss them with their peers. We believe that embracing inclusion and diversity is crucial for success at work – both for us and our clients.


“I appreciate that the topic is taken seriously and is so high on our agenda. Very informative preparation material and the workshop was a good opportunity to discuss further and share your thoughts with colleagues.”

– MU I&D Programme participant



Our Governance and Ethics Commitment





The Governance dimension deals with corporate governance topics such as sustainability reporting, due diligence, business models, strategies, transformations, regulatory compliance and whistleblower systems. Our vision stretches us to continually improve and develop ourselves and our company for current and future colleagues, clients and candidates.

Company Board

MU emphasises Corporate and Board Governance best practices, including regular board evaluations. The board has a diverse composition in terms of gender, experience, and knowledge, with a 50/50 gender split and competencies relevant to MU's business.

Leadership Team

Comprising 3 Heads of Business Areas and key executives, the Leadership Team focuses on increasing business volume, providing expert advice, and supporting colleagues. The team includes the CEO, Group CFO, Central Talent Manager, Head of Marketing and Communications, and Head of Implementation and Client Services.

Our Promise

With nearly 60 years of experience, MU is dedicated to clients' success globally. MU prioritises clear governance, quality work, industry-leading tools, and a commitment to inclusive workplaces and sustainability.

Our Values

MU's values revolve around creating value for people, fostering talent growth, and achieving excellence in sales. Our organisation emphasises trust, success, strong relationships, deep expertise, and a unified company approach, with a commitment to personal responsibility, excellence, cooperation, client focus, and alignment with company goals.

MU Code of Conduct

Diversity and Inclusion

MU's highest priority is for Success at Work. Success at Work requires diverse and sustainably effective leaders and teams. Inclusive workplaces, equal opportunity, and diverse teams are to be pursued and all forms of unjust or unlawful discrimination are to be counteracted.

Business Practices

MU works according to our documented quality standards, work procedures and governance policies. We deliver high-quality client procedures that achieve agreed goals and standards. Adherence to ethical standards and quality assuring procedures are internally and externally audited. We place the same high-quality expectations on our suppliers and sub-contractors.

Working Practices

MU's employees work according to our values and working practices, described in our Company Employee Policy. We work as one aligned global team.



Work Environment

MU is a transparent and meritocratic workplace with a focus on our clients and candidates. We provide a safe and healthy work environment for our colleagues and our visitors. Our Key Values and Principles define a work environment that is fair, inclusive and high performing.

Employee and Manager Responsibility

MU employees should always carry out their duties in the best interests of the company, its clients and candidates. We immediately report and take necessary action on any issues that place the company, its employees, clients or candidates at risk.

Environmental Practices

MU seeks to reduce any harm to the environment through our operations. We use modern technology and act to reduce our use of resources that harm the environment.

Anti-Corruption

MU is owned by an independent foundation. We do not accept any form of bribery or corruption in our business. Our internal control systems are rigorous and meet the highest standards of corporate governance, overseen by our Company Board and Stiftelsen Mercuri Urval. These requirements also account for our suppliers.

Promoting Welfare

The research by the independent MU Research Institute is presented publicly for the benefit of companies and organisations. The purpose is to improve leadership effectiveness and so build successful – sustainable, high performing, inclusive – work environments.

MU Owners' Governance and Remit

Stiftelsen Mercuri Urval (the foundation owning MU) is regulated in Sweden. The foundation statutes provide clear directives covering areas related to the value base and sustainability of MU.

Highlights





Sofia Hjort Lönegård

Head of Marketing & Communications



Outstanding Recognition for Our Reliable Leadership Advice™ and Success at Work

MU is the home of MU Leader Selection Science®, where we are proud to stand as a blue-chip Executive Search and Leadership Advisory firm. We have continuously received outstanding recognition for our Reliable Leadership Advice™ and Success at Work.

In 2024, we again received new or continued recognition for our important client work:

- ▶ MU ranked as a [top Executive Search firm in France](#).
- ▶ MU named a [Top Recruitment firm in Germany](#), by [Innofact](#) on behalf of the [SZ Institute](#).

- ▶ MU named [One of Americas Best Recruiter 2024](#).
- ▶ MU is the [largest ES firm \(2024\)](#), and [best-known Executive Search company in Finland \(2023\)](#).
- ▶ MU named a 'Global Top 40 Recruiter' by Hunt Scanlon in [2022](#), [2023](#) and [2024](#).



- ▶ MU named Best [HR Consultancy firm in Germany](#) by [Handelsblatt](#) (2024), and a top recruitment firm by [Handelsblatt](#) in [Germany](#) (2023).
- ▶ MU named [#1 'top-of-mind' ES firm, and a leading 'First-choice ES partner'](#).
- ▶ MU once again received top ranking amongst [Executive Search firms in Switzerland](#).
- ▶ Recognised as a 'Sweden's Best Managed Company' in [2022](#), [2023](#) and [2024](#) by Deloitte.
- ▶ MU Awarded as a [Nordic Growth Company](#).



