



2021 Corporate Social Responsibility Report

Fit for the Future



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A man with a bald head, smiling, wearing a dark suit, light blue shirt, and a patterned tie. He is standing in an office environment with large windows in the background showing greenery. His right hand is resting on a white surface.

"I express my gratitude to our entire MSA team, who stays focused on our mission, our people, customers, and communities. I'm enthusiastic about the investments we're making this year to be an organization that is truly **fit for the future.**"

A Message from Nish Vartanian, Chairman, President and CEO

Making MSA Fit for the Future

Corporate Social Responsibility (CSR) is at the heart of what we do at MSA – our mission is to keep the world's workers safe every day so they may return home to their families and communities. As I reflect on 2021, I'm enthusiastic about both our vision for the future of worker safety and the next steps in our CSR journey.

That's because I truly believe that we each have a tremendous opportunity to harness these times to build the future world in which we want to live. I cannot think of any other recent point in time when a person or a group could more readily drive positive societal impact. Businesses have shown that we can be a force for good in these challenging times. And when we keep our people and our mission top of mind, at MSA, I know that we can make an impact that ripples throughout our communities and beyond.

Those of you who know MSA know how committed we are to our mission – you know that we live “purpose at work” each and every day. What's more, today's modern company can provide not only a *purpose* but also a *platform* – a platform where the ideas of just a few can be brought to life to address the needs of many. That's why we want our associates to know that they're not just one person. If they have a ground-breaking idea for the future of worker safety, they have a powerful platform to marshal the resources of a worldwide company to make it happen.

That's why we continue to make investments in products, solutions, and services that reimagine the next generation of worker safety. We also continue to develop our programs around environmental sustainability and talent, as well as various risk reduction programs, such as building supply chain resiliency. To underscore the emphasis, we incorporated an ESG-linked pricing structure in the refinancing of our credit facility. The companies that consistently improve in these areas are the ones I believe will have the greatest level of success going forward, because each of these programs help us to build a better, more resilient business model.

In 2021, we made progress against our goals and continued to make strategic investments in each of these areas as well as set the course to achieve ambitious future aspirations. To guide the way, we completed our first-ever assessment to understand the priorities of internal and external stakeholders, which will be a key input to our strategy moving forward.

We heard from you that our top CSR attribute is the very work we do – continuing to deliver innovation in next-generation worker safety. That's just one of the reasons that we were enthusiastic about our 2021 acquisition of Bacharach and its suite of refrigerant detection products, helping to protect the environment by quickly detecting refrigerant leaks. We're also enthusiastic about our launch of the V-Gard® C1 hard hat, an industrial helmet to help keep workers cool while working in sunny environments, given that heat stress is an increasingly important safety issue for workers in warmer climates. In addition, we have been busy building out our connected worker and connected firefighter ecosystems. These cloud-connected platforms combine hardware and software to enable increased situational awareness and data driven insight that allow our customers to make more informed decisions rapidly.

We're attuned to the fact that safety problems increasingly intersect with matters like worker health and wellness, sustainability, and situational safety awareness. So, to further amplify our new product development processes, we're working to incorporate sustainability and social principles into our new product development approach to ensure that our market-leading safety technologies meet the needs of a diverse global workforce and a world that is increasingly focused on addressing the impacts of climate risk. For the world's workers, that includes thinking deeply about the many populations



that we serve to ensure that we're inclusive with our sizes, fits, and designs – just like MSA Globe invented the industry's first turnout gear specifically fit for women.

On sustainability, we recognize that in the coming decades every company's business model will be affected by global efforts to address climate risk, and we have a part to play as well. In addition to our new product development efforts, our teams are making progress on identifying meaningful longer-term carbon reduction goals, as well as adopting a climate risk strategy.

In the same vein, we are working to incorporate sustainability and social principles into our day-to-day operations through the efforts of global sustainability steering teams. This includes reimagining our product packaging, implementing waste reduction programs, and engaging with our supply chain teams to identify low-impact transportation options.

Of course, we also recognize that innovation is linked to our ability to inclusively attract and develop talent. We can't make great products without great people. So, while we're focused on a single mission, we cannot be single-minded. MSA welcomes a wide variety of people, thoughts, ideas, and experiences. This diverse and inclusive mindset fosters creativity, strong performance, and a culture where people have a sense of belonging to a mission that is greater than themselves. A diverse and inclusive workplace is the foundation to our continued success, as well as that of our customers and communities.

More than ever, I know all of us are keenly aware that one of the top business challenges for any organization today is cultivating a high-caliber, engaged workforce. We also continue to offer generous tuition reimbursement and numerous upskilling programs for our current workforce globally. To enhance the talent skills programs we've long offered to our teams at one of our facilities focused on turnout gear, this year we also developed a tuition reimbursement program for young adults just leaving high school. Recent graduates who work at MSA while attending school can earn up to 100% tuition reimbursement. In another new program, we are providing transportation, training, and translators for refugees to work as manufacturing associates at that location while learning new skills. These are just a few examples of how we've been thinking differently about attracting and investing in talent.

Finally, I would be remiss if I didn't mention our effort to address critical sourcing scarcities. As the global supply chain continues to face never-before-seen challenges, we recognize the need to ensure supply chain resiliency so that we can continue to deliver safety products where and when our customers need them. Among other things, we've invested in artificial intelligence software that will increase transparency and communication with our supply chain. This software gives lines of sight to our MissionOps team on potential material shortages and helps to prioritize the focus for our purchasing organization and suppliers. It also increases visibility by helping to compile metrics for delivery, quality, and cost metrics which aid in our supplier review process. Finally, this software enables a greater level of transparency for our suppliers by enabling real-time forecasting for more efficient communication and alignment around business goals.

We do all of this because at MSA, we know what's at stake. We take those words to heart. And it's that passion that inspires our people to design, develop, and manufacture the world's best safety solutions that protect the people who put their trust in the MSA brand.



Nish Vartanian

Chairman, President and Chief Executive Officer

A keen reminder of our mission occurred in September 2021, when MSA had the honor of ringing the opening bell on the New York Stock Exchange in commemoration of the 20th anniversary of 9/11, a reminder of the world events that have illustrated our purpose at work and our mission in action.



At a Glance

Established in 1914, MSA Safety Incorporated is the global leader in the development, manufacture, and supply of safety products and technology that protect people and facility infrastructure. Our comprehensive product line, which is governed by rigorous safety standards across highly regulated industries, is used by workers around the world in a broad range of markets, including fire service, construction, industrial manufacturing applications, oil, gas, energy, utilities, and mining.

2021 Company Highlights



1.4B

Revenue



\$300M

R&D spend (2018-2022)

35% sales vitality



~4,800

Employees

Acquisitions



>\$400M deployed in 2021

2021 Corporate Social Responsibility Highlights



0.6 Total
Recordable
Injury Rate



30% of MSA
executive
leaders
are diverse



1,166 metric tons
of materials recycled globally in 2021



\$1.1M
in charitable donations

Core Products Categories



Breathing
Apparatus



Fixed Gas and
Flame Detection



Industrial Head
Protection



Firefighter Helmets and
Protective Apparel



Portable Gas
Detection



Fall
Protection

CSR Program Pillars

Our Integrity

Our People

Our Environment

Our Communities

2021 Recognitions



Forbes 2022 The Best Employers for Diversity

USA Employers

Cultural Excellence Award



Our Socially Responsible Mission

Our Mission

That men and women may work in safety and that they, their families, and their communities may live in health throughout the world.

Our Values

MSA's values are the foundation of our company culture. Our seven core values define who we are and what make us truly stand apart. Most of all, they are encompassed by a "culture of safety" that helps to ensure we never lose sight of our mission and how it applies to our own people around the world.



For more than a century, MSA has led the charge for workplace safety. We've never forgotten where we came from, or why we're here. We're called The Safety Company for a reason – a very important reason: Our goal, every single day, is to provide our customers with dependable, high-quality products, platforms, and service to help ensure a safe return home at the end of each work day. In essence, corporate social responsibility is our mission.

Dumitru Polscin, a Moldovan firefighter, is a living example of this mission. Dumitru was exposed to intense flames and heat while clearing an evacuation route during a nine-story apartment fire. Fortunately, Dumitru survived the ordeal and, in the process, helped rescue several children and other building tenants. He credits his MSA Gallet F1 XF Helmet, along with his other protective gear, for helping him survive the incident.

At MSA, we are singularly focused on safety. Our products and technologies have made sure millions of people just like Dumitru have made it back home each night to their families and communities.



Connected Worker Innovation Helps Keep Workers Safe in the Toughest Situations

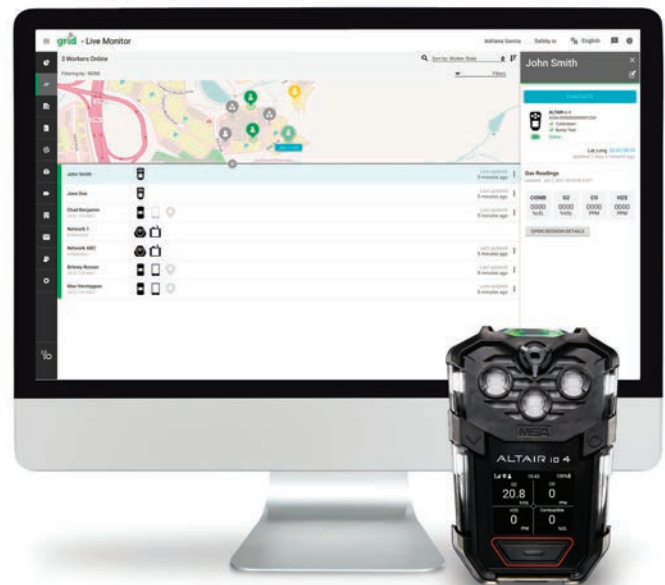
Keeping Firefighters Connected on the Ground and in the Cloud

New to world in search and rescue technology, LUNAR™ Connected Device is a handheld, wireless device to help keep a crew connected when it matters most, in the most unpredictable situations. LUNAR can be used by every firefighter on-scene, on- or off-air, and is equipped with Firefighting Assisting Search Technology (F.A.S.T.) edge detection enhanced thermal imaging and connectivity to provide an “all in one” safety solution. F.A.S.T. gives distance and direction to a downed firefighter or a device in alarm, helping you get to the location of that firefighter.



The ALTAIR io™ 4 Gas Detection Wearable

The ALTAIR io 4 offers our customers seamless safety compliance and real-time safety awareness, keeping workers in compliance more effectively. Many of these devices will be returned to MSA during their lifecycle to be refurbished for reuse or recycling.



Safety Isn't One-Size-Fits-All – MSA Products Designed to Meet the Specific Needs of Global Workers

Globe Turnout Gear

Globe Safety introduced the first turnout gear on the market specifically designed to meet the unique needs of female firefighters. This first-of-its-kind design enables a better fit for enhanced safety and protection while on the job.

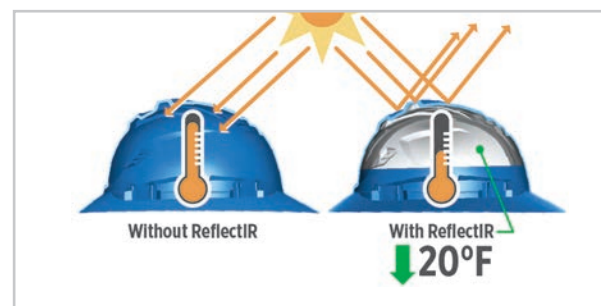


Today, some 11,000 women in the U.S. work as career firefighters and officers, with 40,000 in the volunteer, paid-on-call, part-time and seasonal sectors. These women have hundreds of counterparts in all aspects of the fire service in many countries around the world. Women serve as chiefs of career and combination fire departments in every region of the U.S., along with many dozens more who are chiefs of volunteer departments.**We continue to innovate in this market in partnership with Women In Fire, an interactive non-profit providing education, support and advocacy.

V-Gard C1 Hard Hat

The Coolest Hard Hat on the Market

Heat stress is the leading cause of death among all weather-related phenomena, and it has become even more dangerous in the last two decades, as 18 of the last 19 years were the hottest on record.* The V-Gard C1 Hard Hat helps alleviate heat stress for workers in sunny conditions with ReflectIR™ Thermal Barrier technology that keeps the hard hat interior up to 20°F (11°C) cooler.



* <https://www.osha.gov/heat-exposure/rulemaking>

** <https://www.womeninfire.org/about-us/>

Bacharach

The Newest Member of the MSA Family

Bacharach products are leading the way in gas detection technologies that make heating, ventilation, air conditioning, and refrigeration safer, cleaner, and more energy-efficient.

With remote connectivity, these products can provide data-driven insight for leak detection and resolution, which reduces refrigerant emissions and reportable emissions events and offering an important benefit to the environment.



Bristol Uniforms

Expanding MSA's World-Class Head-to-Toe Protection of Firefighters

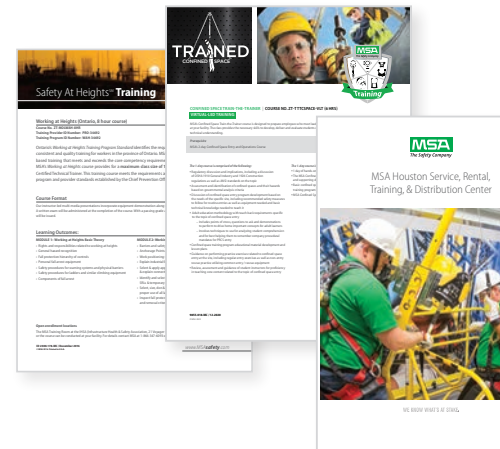
The addition of Bristol Uniforms to the MSA portfolio enhances our position as a market leader in firefighter safety and further supports our mission to get the world's first responders home safely each and every day.



MSA has trained over 44,000 people around the world.

Training and Safety Education

In 2021, we continued to support future safety leaders through our partnership with Slippery Rock University. Our knowledgeable training staff conducted multiple classes in the MSA Construction Safety Lab, where safety management students work with products in real-life situations. MSA donated funding for the creation of the lab and continues to donate personal protective equipment for use by the students.



MSA MissionOPS: Renewing Our Commitment

In 2021, as workers returned to work amid the changing pandemic landscape and the world grappled with supply chain challenges, MSA's Operations Team stepped up to the challenge. Our global associates worked tirelessly to ensure that our manufacturing sites were set for success to deliver critical protective equipment to the world's workers.

MISSIONOPS

These mission critical efforts highlighted the need to create a new brand for our Operations Team that conveys the critical role operations plays in MSA's success now and in the future.

2021 Highlights Fit for the Future

CSR Program Evolution

In 2021, we completed an ESG stakeholder assessment to help us prioritize as we advance our corporate social responsibility efforts. We conducted more than 150 interviews and surveys to understand priority issues to our key stakeholders including employees, customers, investors, channel partners, and more. These issues covered a wide array of topics, from environmental sustainability to diversity, equity, and inclusion and beyond. The outcome of this endeavor, paired with benchmarking, will be used to guide our corporate social responsibility program moving forward. As we work to refresh our program strategy and identify long-term goals, MSA will focus primarily on the following priorities:

Product Innovation and Stewardship



MSA is continuously innovating to develop best-in-class products and technologies that keep workers safe. And as we look ahead, we will also be implementing thoughtful sustainability-based requirements that will enable us to continue to keep workers safe while also protecting our planet. Many of our products offer customers environmental and social benefits.

Environmental Sustainability and Climate Risk



MSA is committed to being a responsible steward of natural resources in all aspects of our footprint. In 2021, we reduced our Scope 1 and 2 emissions by 2%. Looking ahead, we will be working to establish appropriate long-term goals that will focus on greenhouse gas emissions and other natural resource reduction goals. Additionally, we will be using the outcomes from our climate risk assessment to develop a climate risk management plan.

Workplace Safety and Well-Being



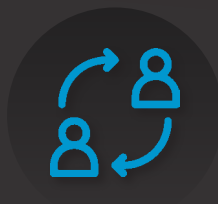
As the Safety Company, MSA knows firsthand that leadership, personal accountability, and employee engagement in safety and health initiatives are vital to the success of our business. We will continue to leverage our EHS Management system to reduce hazards and risks and protect our associates in the workplace.

Diversity, Equity and Inclusion



We are united by our mission of safety. Diversity in thought, perspective, and experiences is more important than ever to fully meet that mission. Part of our journey is to be inclusive of differences so that all associates thrive as we create inclusive safety solutions fit for the diverse needs of workers around the world.

Employee Engagement



MSA is committed to continuous improvement, and employee engagement is no exception. We completed a 2021 engagement survey with participation from our global workforce, and we are pleased with the high ratings our employees gave us as an organization. 90% of our associates know how to incorporate our mission into the work they are doing and we will continue to use those results to ensure MSA remains an employer of choice.

Risk Management Program and Data Privacy



We're continuing to enhance a variety of risk oversight and business continuity programs to address both traditional and non-traditional risks. This includes enhancements to crisis and enterprise risk management programs, cyber and data governance strategies, business ethics and code of conduct trainings. We also recognize the need for robust supply chain management, so for our top suppliers, we're deepening our review of risk and resiliency indicators.



Stephanie Sciullo
*Senior Vice President and Chief
 Legal Officer, Corporate Social
 Responsibility and Public Affairs*

Corporate Social Responsibility Program Governance

CSR is not new to MSA. As a company dedicated to helping protect the world's workers, it has been at the center of our mission since 1914. Our CSR framework focuses on Our Integrity, Our People, Our Environment, and Our Communities. Our CSR programs are incorporated into enterprise-wide programs, driven by the work of each functional team. MSA views CSR efforts on a continuous improvement basis, and each year MSA takes steps to further expand and enhance our programs.

Board of Directors

- ESG Program Oversight
- Workplace Health and Safety
- Crisis Management

- Customer Experience/Satisfaction
- Human Capital Management

- Associate Engagement of Culture
- Diversity and Inclusion

Nominating and Corporate Governance Committee

- Corporate Governance
- ESG Program Program Oversight
- Climate Change/Sustainability
- Proxy/Peer ESG Performance

Audit Committee

- Enterprise Risk Management
- Ethics and Compliance
- Cybersecurity
- Data Governance for Non-financial ESG Metrics

Compensation Committee

- ESG-related Compensation Elements
- Pay Equity

Executive Leadership Team

Lead Executive: Senior Vice President and Chief Legal Officer, Corporate Social Responsibility and Public Affairs

Corporate Social Responsibility Program Manager

Global Cross-Functional Teams

SECTION 1

Our Integrity



Rick Roda
*Deputy General Counsel,
Secretary and Chief Compliance
Officer*

Ethics

Integrity is the foundational value of MSA, and we maintain a robust ethics and compliance program. Our commitment to integrity is clear to our customers, employees and business partners.

Our program is built upon our longstanding Global Code of

Business Conduct (the “Code”), which applies to all MSA associates. The Code, available in 12 languages, helps our associates be the best stewards of MSA by defining our core requirements for ethics and compliance and offering experiential learning opportunities in our day-to-day work and how they should respond to complicated situations. MSA salaried associates receive targeted education on compliance topics throughout the year.

MSA also maintains robust policies and procedures on compliance topics such as antitrust, anti-bribery and anti-corruption, import and export laws, trade sanctions, and insider trading, among others.

Ethics Guideline

The MSA Ethics Guideline has both a telephone and internet resource available for associates to ask questions or report concerns 24 hours a day, seven days a week, in their local language. Those who contact the MSA Ethics Guideline have the option to provide their name or remain anonymous. All reports to the MSA Ethics Guideline are reviewed promptly, with sensitivity and discretion. The Company maintains processes and procedures to prevent retaliation and will not, under any circumstances, tolerate retaliation against anyone for raising a good-faith concern.

Supply Chain Resilience

We continue to invest in supply chain resilience as a key priority in 2022. We’ve invested in resources to help us address a variety of challenges, including investments in artificial intelligence software that helps our supply chain teams anticipate issues around key inventory items. We’re building visibility deeper into our supply chain, adding resources to our sourcing team, and working through engineering and approvals to increase sourcing flexibility. We’re also working on initiatives to increase flexibility within our production lines, so that we’re able to better accelerate throughput when needed.



Rob Bilger
*Executive Director, Global Strategic
Sourcing and Supply Chain*

Supplier Responsibility

At MSA, we believe high ethical standards are the foundation of a successful business. Vendor loyalty and respect from the communities in which we do business stem from our reputation as a fair and honest company. MSA is

committed to providing the highest quality safety products, continuing to earn our customers’ trust in the toughest work conditions. This commitment is supported by developing and maintaining a diverse and global network of vendors.



Human Rights

One of MSA's fundamental responsibilities is to respect and uphold human rights. Our publicly available [Global Human Rights Policy](#) is informed by various human rights principles, including the United Nations Universal Declaration of Human Rights.

Our Human Rights Policy is complemented by:

- Modern Slavery and Human Trafficking Statement
- Global Code of Business Conduct
- Supplier Code of Conduct

We expect our associates, suppliers, and other business partners to conduct business in a way that respects and upholds human rights.



Nate Andrulonis
*Director, Global Risk and
 Product Safety*



Elyse Brody
*Director, Global FP&A and
 Strategy*

Risk Management

Proper risk management is critical to the success of all businesses – and MSA is no exception. We maintain a variety of risk oversight programs to identify, reduce, eliminate or mitigate risks to help drive enterprise resiliency.

MSA's Key Risk Management Programs



Brian Cyphert
*Chief Information Security
 Officer / Executive Director,
 Global IT Infrastructure*

Information Security

The MSA Information Security organization works to protect the Company's networks, systems, data, intellectual property, and personal information. Our Information Security Governance framework includes a variety of policies and standards governing computing environments.

We deploy many techniques and technologies to manage and search for cyber threats to our computing environments and products. Our internal training and awareness programs include training modules and simulations for all associates. We regularly evaluate new technologies to enhance our security posture while maintaining a strong focus on risk reduction. We also work to evaluate and reduce risk for data handled within our supplier network.

SECTION 2

Our People





Morocco, 2021 recipient of the John T. Ryan Safety Award, reached

2M hours

without a lost time incident

Cranberry manufacturing site surpassed

10M hours

without a lost time incident

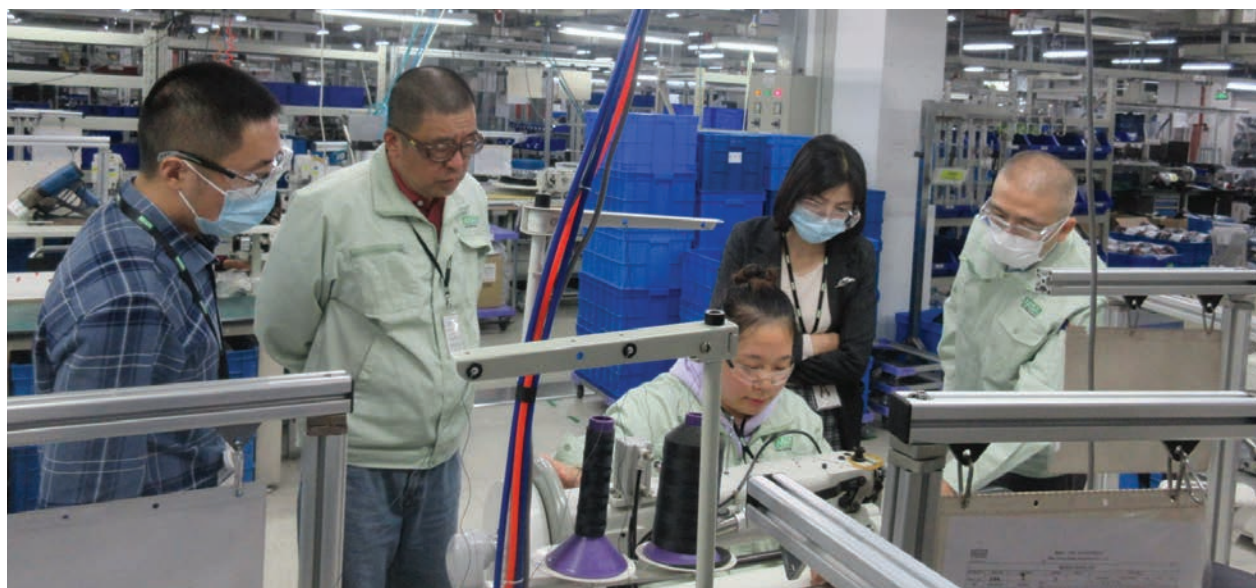
Workplace Safety and Health

MSA is committed to the safety and health of our employees, contractors, and visitors to our sites. MSA's values are encircled by a "Culture of Safety," reminding us that safety is our all-encompassing focus, both in the

workplace and our everyday lives. As the Safety Company, we strive to set the benchmark for workplace safety and set a strong and meaningful example.

	Fatalities	Total Recordable Incident Rate (TRIR)	Lost Time Injury Rate (LTI)	Days Away, Restricted, or Transferred (DART)	Near Hits Submitted
FY20	0	0.5	0.2	0.4	8,609
FY21	0	0.6	0.3	0.5	8,000

MSA defines a Near Hit a situation or unplanned event that has the potential to cause, but does not actually result in human injury, environmental or equipment damage, or an interruption to normal operation.



MSA Key Enabling Pillars to Reduce and Eliminate Injuries

Our Key Enabling Pillars

Culture

We take care of our people and promote engagement in health and safety from all levels and all functions.

Management System

We achieve excellence in workplace health and safety through MSA's operating system.

Communication and Information

We compile data to improve speed of resolutions and decision making.

Risk Management

We educate on risk potential and take deliberate actions to reduce health and safety risk.

Diversity, Equity and Inclusion

Diversity in thought, perspective, experiences, and ideas is more important than ever to be the global leaders in safety technology and innovation MSA welcomes a wide variety of people, thoughts, ideas, and experiences. We embrace and encourage the presence of each associate's authentic self. This diverse and inclusive mindset fosters creativity, strong performance, and a culture where people have a sense of belonging to a mission that is greater than themselves. A diverse and inclusive workplace is the

foundation to our continued success as well as that of our customers and communities.

MSA Regional Diversity Councils

MSA values diverse perspectives and works hard to create an inclusive environment that supports the Company's Core Values and Mission. To advance our diversity and inclusion program, we have created regional Diversity Councils made up of cross-functional associates to provide guidance across the globe and foster ongoing conversations.

Diversity and Inclusion Key Metrics

	Diverse Hires	Diverse U.S. Workforce	Female U.S. Workforce	Diverse Executives
	U.S. Only/Salaried Only Female/ Diverse Males Hired Within Fiscal Year	U.S. Only/Hourly and Salary Female/ Diverse Males	U.S. Only/ Hourly and Salary Female	U.S. Only Female/ Diverse Males
FY20	48%	51%	43%	34%
FY21	41%	54%	42%	37%

Data includes the U.S. workforce only. We determine diversity based on our associates' self-identification or other information compiled to meet the requirements of the U.S. Government, compiled as of December 31, 2021. We count a diverse female as one individual.

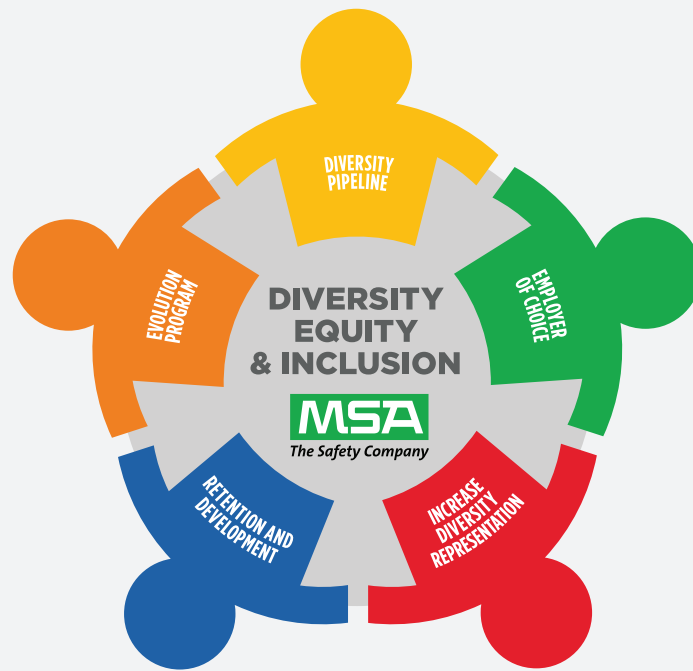


Nina Faber
Chief Diversity, Equity and Inclusion Officer

MSA Announces Chief Diversity, Equity and Inclusion Officer

In 2022, MSA announced the appointment of **Nina Faber** as our Chief Diversity, Equity and Inclusion Officer.

In this role, Nina works with our Chief Human Resource Officer and CEO to further define MSA's overarching DEI vision and strategy. She will lead efforts to champion this strategy, with the goal to empower MSA to be a diverse, equitable and inclusive global organization.



Diversity Pipeline

Support a suite of programs at all levels of the external diversity pipeline with the long-term objective of growing the pipeline to enhance MSA's and the region's diversity talent pool (i.e., high school through post-graduate opportunities).

Employer of Choice

Become a diversity employer of choice through strategic community outreach, support, engagement, and advancement.

Increase Diversity Representation

Acquire diverse talent through targeted talent acquisition actions and business accountability for the creation of diverse teams.

Retention and Development

Retain and develop diverse talent through a culture of inclusion where all individuals feel psychologically safe and motivated to bring their authentic selves to work.

Evolution Program

Drive ownership, awareness, and enthusiasm of diversity, equity and inclusion at all levels of the organization through transparent communication and leadership modeling of a diversity, equity and inclusion mindset.

Employee Resource Business Groups

MSA's support of an inclusive culture and opportunities to grow and thrive are not limited to formal development programs. MSA maintains four Employee Resource Business Groups (ERBG) designed to foster a culture that is both engaged and inclusive. These ERBGs are voluntary, associate-driven communities that capitalize on the wide array of people and perspectives at MSA, reinforcing its core value of diversity and inclusion.



WMSA (Women of MSA)

Welcoming an assortment of people, perspectives, and ideas, WMSA's mission is to empower, support, and promote the personal and professional growth of women within MSA and the community.



#MSAYP (MSA Young Professionals)

#MSAYP strives to make MSA an even better place to work for all generations. Its primary areas of focus are professional development, work environment, community outreach, and networking.



NHX (New Hire Experience)

This group's mission is to create an innovative and collaborative new hire experience to quickly provide new hires with necessary information, increase their exposure to MSA associates, enable peer-to-peer learning, build a more inclusive environment, and aid in new hire engagement and retention.



#IDEAS (Inclusion, Diversity, Equality, Awareness, and Service)

#IDEAS embodies the MSA value of Diversity and Inclusion to help drive innovation.

Employee Engagement Survey

As we navigate the future of work, it was imperative for us to collect feedback from our global associates through an employee engagement survey. This feedback is being used to further foster the workplace culture we've worked so hard to build. It also allows us to take specific, identified actions to further strengthen our position as an employer of choice in the communities in which we live and work.

90% of MSA employees know how to incorporate our mission into the work we are doing.*

* 2021 MSA Employee Engagement Survey

Leadership and Development

MSA continues to leverage our MOVE Performance Management philosophy as a core element of our

MOVE

BUILDING TRUST • INSPIRING PERFORMANCE

success. Meaningful, Ongoing, Vital Exchanges (MOVE) between associates and supervisors provide a flexible feedback cycle to increase engagement

of all associates. These conversations generate more collaboration and efficiency in the workplace.

In 2021, with associate wellbeing top of mind, we leveraged the MOVE philosophy to ensure strong connections with each member of our team. Tools were created to facilitate important conversations that demonstrated support, conveyed appreciation and identified meaningful actions.

Our engagement survey also showed that associates who have regular monthly MOVE check-ins with their manager are more engaged and positive than those who do not.



Compensation, Rewards and Benefits

Our high-performing culture and workplace environment are core to making MSA Fit for the Future. The work our associates do each day plays a key role in our success, and we seek to reward those associates in a way that is commensurate with their success and contributions. We strive to:

- Align target compensation to the market median.
- Provide above-market compensation opportunity for performance exceeding target.
- Attract and retain top talent by fostering a culture of high performance and employee ownership.

This holistic approach to Total Rewards helps us to attract, retain and motivate high-performing individuals who foster an innovative culture and produce exceptional results.

Another part of total rewards in the US is our 401(k) retirement savings program. We know that saving for retirement is important for everyone – we have a high participation rate of over 90%. To support our associates with retirement readiness goals, we provide a company matching contribution to 100% of the first 5% that associates contribute.

We also understand that the ability to balance work and family life, connect with coworkers and feel secure with pay and benefits are important parts of job satisfaction. That is why, in addition to the rewards our associates receive through our compensation programs, we provide benefits programs focused on security, family, health and wellbeing.

And, of course, we know that life is better with choices. That's why we offer options for health care insurance that allow associates to choose benefit elections that are best for them and their families. We provide a competitive and inclusive medical package with enhanced benefits such as coverage for infertility, mental health, wigs, and a diabetes management program. All medical plans also include employer contributions to a Health Savings Account.

In addition to medical plans, we offer a variety of benefit options such as dental, vision, and life insurance, as well as several voluntary benefits and discount programs.

Parental Leave

MSA recognizes the importance of flexibility for new parents and as such has established a parental leave program for associates that offers paid time off for employees with new babies, including adoption. This program enables new parents peace of mind to be able to take time away from the office during this significant life event without worry of lost wages.

Tuition Reimbursement

MSA is proud to offer tuition reimbursement programs to associates looking to enhance their careers. We recognize that personal and professional development are key to a high-performing workforce and so our programs offer up to 100% tuition reimbursement in the U.S. We have also developed a tuition reimbursement program for young adults just leaving high school. Recent graduates who work at MSA turnout gear facilities while attending school can earn up to 100% tuition reimbursement.

Employee Wellbeing

Over the past few years, world events have been a driving force of changing priorities. We have witnessed a renewed focus on work-life balance, flexibility, and mental health. To ensure that we are providing the appropriate resources to our associates, MSA has developed the following tools for associates:

- Mental Health Awareness
- Expanded Lifeworks Employee Assistance Program (EAP)
- Fostering Trust and Commitment training for people leaders

Flexible Work Arrangements

MSA supports the use of flexible work arrangements to increase productivity and support the diverse needs of our associates. We offer nontraditional schedules and hybrid work options that enable associates to adjust schedules as needed in order to attain work-life balance and meet business needs.



SECTION 3

Our Environment



Dave Vogt
Global Environmental
Program Manager

MSA is committed to being a good steward of our environment and natural resources. In 2021, we completed a stakeholder assessment that we will use as a foundation for evaluating long-term reduction opportunities and to support the development of a climate risk management plan.

Included in these efforts will be the implementation of the ISO 14001 site-specific applications that were developed in 2021.

MSA participated in the carbon disclosure project (CDP) for the 4th year in a row.

Global Environmental Sustainability Steering Team

The MSA Global Environmental Steering Team saw significant development and growth in 2021. Along with our manufacturing Environmental Sustainability Teams, our global focus teams further established themselves in the areas of transportation, packaging, new product development, sourcing, and awareness and engagement. Following are some of the highlights.

Awareness and Engagement – Inaugural MSA Sustainability Summit

In October 2021, MSA held its inaugural Sustainability Summit. This virtual two-day global event was a part of the environmental sustainability awareness and engagement strategy to develop the foundational understanding of sustainability and what it means to MSA. The focus of the 2021 event was learning from

and benchmarking with those who do sustainability the best. Allowing our associates the opportunity to hear from and interact with sustainability leaders resulted in valuable motivation, understanding, and ongoing development. Over 100 global MSA associates attended the summit, which featured guest speakers from the business, academic and non-profit communities. Each guest speaker discussed a different aspect of building the foundations of a successful sustainability program, covering topics ranging from business integration; customers and associate engagement; and product design and life cycle.

Energy Hunt Program

As a component of the 2021 MSA Sustainability Summit, the Global EHS Team launched the MSA Energy Hunt Program. Modeled after the U.S. EPA and Department of Energy's Energy Star Program, the MSA Energy Hunt Program strives to provide our manufacturing Environmental Sustainability teams with additional tools and knowledge to identify energy reduction opportunities in key areas such as building envelope, heating and cooling, compressed air, lighting and operations.

Sustainability Spotlights

In 2021 the Global Environmental Sustainability Team (EST) network studied energy and waste reduction opportunities across 13 of MSA's major manufacturing locations, developed action plans, and executed those plans in an effort to reduce MSA's overall global environmental impact. In total, 16 projects were completed, resulting in estimated annual reduction of 339 metric tons of CO₂e Scope 2 greenhouse gas emissions and 97 metric tons of waste diverted from landfill. Following are some of our project highlights from 2021.



Devizes, United Kingdom – Inner-facility Parts Transport

Devizes identified a low cost / high impact opportunity when analyzing the storage and inner-facility movement of parts from warehousing to production. Disposable cardboard totes attached to wooden pallets that previously went to landfill following use were replaced with reusable totes. The reusable totes were reclaimed from a neighboring manufacturer that was in the process of closing, resulting in the repurposing and diversion from landfill of 100 plastic totes measuring approximately 5 metric tons. In addition, the replacement of the disposable cardboard / wooden totes will result in an estimated annual diversion from landfill of 85 metric tons along with an annual savings of \$115,323. The elimination of this waste stream will also realize additional cost savings and greenhouse gas reduction by reducing weekly waste collection from three times per week to one time per week, eliminating over 100 transport trips by the waste hauler each year.



Environmental Metrics

Category	Unit of Measure	2020 Performance	2021 Performance
WATER			
Global Water Consumption	m3	92,344	72,894
WASTE			
Global Waste to Landfill ¹	mt	1,255	1,368
Total Non-hazardous Waste	mt	1,103	1,225
Total Hazardous Waste	mt	152	143
Total Recycled / Reclaimed	mt	1,126	1,166
ENERGY			
Total Global Energy	MWh	60,170	60,020
Global Electric Consumption	MWh	35,594	36,877
Global Fuel Consumption	MWh	24,576	23,143
GHG EMISSIONS			
Global CO ₂ e Emissions	mt	18,284	18,114
Global Scope 1 Emissions	mt	4,222	4,369
Global Scope 2 Emissions ²	mt	14,062	13,745

¹ We decreased our global waste to landfill by 3.2%, which did not fulfill our goal of a 3% reduction. The results of this goal were calculated based on locations reporting in 2020. New locations were excluded.

² We reduced our Scope 2 emissions by 2% in 2021, meeting our goal of a 1% reduction.



Berlin, Germany- Compressed Air Management

The MSA Berlin facility in 2020 began studying energy saving opportunities in relation to the use of compressed air. The project kicked off in 2020 with a full facility compressed air leak

study. Utilizing leak detection equipment, the location identified and repaired leaks throughout the compressed air network. The repair activity resulted in an estimated annual saving of 45,000 kWh, or 15 metric tons of CO₂ equivalent Scope 2 greenhouse gas emissions.

Based on the investigation, the Berlin facility also replaced two large air compressors with two smaller capacity variable speed drive compressors. The compressor size reduction will result in an estimated annual savings of 70,600 kWh and 22 metric tons of CO₂ equivalent Scope 2 greenhouse gas emissions, along with additional savings realized through system tuning and routine preventative maintenance programs.



Sao Paulo, Brazil; Querétaro, Mexico; Murrysville, Pennsylvania - Lighting Upgrades

MSA's Sao Paulo, Querétaro, and Murrysville facilities completed lighting upgrades from fluorescent to energy-saving LED fixtures. In total, over 4,000 fixtures were

replaced, resulting in an estimated annual savings of 451,401 kWh and 114 metric tons of CO₂ equivalent Scope 2 greenhouse gas emissions between the three locations.



Packaging

In an effort to align MSA's product packaging with our global industrial design strategy, a new Visual Brand Language was developed with customer experience and sustainability in mind. The new design strategy focuses on a substantial reduction in ink usage, removal of bleached board, and the minimization of packaging size and weight.

With packaging size and weight in mind, the Packaging Team also began the development of Quick Start and digital guides that, where allowable, will replace the heavy space-consuming and resource-depleting printed manuals.



Transportation

MSA understands that the transportation of our products across the world has an environmental impact on the global environment. The Transportation Sustainability Team began its efforts in 2021 by partnering with the U.S. Environmental Protection Agency (EPA)



Smartway Program. The U.S. EPA Smartway Program's objective is to advance sustainable transportation supply chains through data collection and sharing, along with helping companies identify and select more efficient freight carriers, transport modes, equipment, and operational strategies. MSA hopes to leverage its partnership with U.S. EPA Smartway to help identify opportunities within the U.S. -based transportation network, thus reducing the impact of transportation within the region.

On a global scale, the Transportation Sustainability Team is focused on reducing carbon emissions through mode selection. The team began analysis of high-volume freight channels and the opportunity to shift mode of transport from air to ocean. The team plans to refine this opportunity further in 2022.

Renewable Energy

Maximizing the use of renewable resources is a key focus of the MSA sustainability program, whether through the development of internal sources or through the increase in purchased renewable energy plans. MSA is committed to increasing global renewable electricity usage across all major manufacturing locations by 2023. The Sourcing Sustainability Team focused its 2021 efforts on identifying opportunities across our manufacturing locations to increase renewable energy usage through the selection of renewable electricity plans available through regional energy providers. Our Devizes, United Kingdom; Galway, Ireland; Berlin, Germany; Chatillon, France; and Ada, Oklahoma, locations will all transition to 100% renewable electricity plans in 2022.

Devizes Solar Energy

MSA's current in-house renewable solar resource in Devizes, United Kingdom, generated 57,057 kWh of electricity between September 2020 and February 2022. During this time, 51,946 kWh was utilized by the Devizes facility, while 5,111 kWh was exported to the grid. The generation of this renewable energy avoided the output of 11 metric tons of CO₂ equivalents.





MSA's software center in Berlin, Germany, offers company issued bikes to reduce environmental impact of commuting to the office.



Our Communities





Deb Morrow
MSA Brand Engagement
Coordinator - #MSAGives and
#GetInvolved

Charitable Giving



\$1.1M

donated to
various charities
in 2021

MSA'S CHARITABLE GIVING PILLARS



COMMUNITY
ORGANIZATIONS



DIVERSITY
& INCLUSION



MISSION-
ALIGNED CAUSES



HEALTH
& WELLNESS



STEM
& EDUCATION

Fire Aid – MSA's Signature Project



In pursuing that goal, MSA has partnered with FIRE AID to enable deployment of refurbished PPE to developing countries.

Founded in 2014, FIRE AID is an association of charities and services with a mutual interest in providing ethical and sustainable donations of fire and rescue equipment, as well as training services, in more than 50 countries around the world. The non-profit organization has long-standing experience in coordinating humanitarian aid projects, facilitating product donations, and supporting the volunteer efforts of firefighters around the world to help train more than 5,000 firefighters residing in countries in need.

PARTNERSHIP GOALS

In partnership with FIRE AID, MSA has strengthened its ability to help protect firefighters around the world. Through the program, MSA has been able to donate new and refurbished firefighting equipment and PPE to underserved countries with limited access to protective equipment. Ultimately, the program furthers the MSA mission in an environmentally friendly way.



MSA Donates \$500,000 in Safety Equipment to Ukraine Firefighters

In March 2022, MSA donated more than \$500,000 of safety equipment to Ukrainian firefighters amid the ongoing conflict. Through partnership with FIRE AID, a convoy of 60 volunteers moved 22 fire engines with 5,000 pieces of PPE donated by MSA and other fire

services from the United Kingdom to Poland. The products were distributed outside of Kyiv, Ukraine. The donation, the largest ever in the UK Fire Service, included a wide range of fire safety equipment, including self-contained breathing apparatus, fire helmets, firefighter protective apparel, fire boots, fire gloves, and safety goggles. More than 30 MSA associates orchestrated this effort.



Giving Around the Globe

BRAZIL

Donations of 20,000 protective masks

MSA was one of the companies that received a medal from the Solidarity Entrepreneurial Committee and São Paulo Governor João Doria for its solidarity actions during the pandemic. The actions recognized included the donation in 2021 of 20,000 PFF1 and PFF2 protective masks, supporting the São Paulo State Health Department. A select group of only 120 companies was recognized with a medal for their actions since the beginning of the pandemic to help the State in the fight against COVID-19 and the resulting economic crisis.

EMEA – GERMANY

GERMAN flooding donation

We donated F2XR helmets to two badly impacted Fire Brigades (Euskirchen and Stollberg) after German flooding in July 2021. We offered F2XR technical rescue helmets to two fire brigades of devastated cities impacted particularly hard by the worst flooding in decades. Our goal is always to protect people at work, and it is our hope that these resources assist the community as they rebuild.

#MSAitForward



We are committed to serving the communities in which we live and work through volunteerism.



MSA contributed more than \$200,000 to the United Way in 2021.

Best of the Batch Foundation

Best of the Batch Foundation was founded in 1999 by former Pittsburgh Steelers quarterback Charlie Batch to give back to his hometown of Homestead, Pennsylvania. The foundation offers 12 programs to school-age children, annually serving over 3,800 children and their families. MSA collected toys for the foundation's holiday toy drive and supported gift-wrapping efforts.

Allegheny Health Network Vaccine Clinics

MSA supported Allegheny Health Network COVID-19 vaccination efforts in western Pennsylvania. More than 130 associates volunteered to be greeters, flow coordinators, and parking and traffic coordinators to ensure a smooth process for those in attendance.



Inspired Hearts and Hands

Inspired Hearts and Hands serves families in western Pennsylvania who are designated as financially and circumstantially disadvantaged. Through this program,

MSA has adopted a local school to provide holiday meals and grant "Angel Tree" wishes throughout the holiday season.

Family House

Family House offers patients and families who travel to western Pennsylvania for medical treatment safe and affordable accommodations in an unfamiliar city.

MSA associates prepare and serve meals to guests every six weeks to lessen their burden during challenging times.



Let Safety into the Campus - China

MSA helps school children build safety awareness and understand basic safety protection skills. MSA associates went to a primary school in Suzhou Industrial Park in Suzhou, Jiangsu, China, and presented students with a lecture on the subject of "Safety Education for Primary School Students."



Sustainability Accounting Standards Board Index

SASB DISCLOSURE TOPIC	SASB METRIC	SASB CODE REFERENCE	MSA DATA
Energy Management	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	RT-IG-130a.1	Our Environment MSA is evaluating its percentage grid electricity data and percentage renewable for possible future disclosure.
Employee Health and Safety	(1) Total recordable incident rate (TRIR) (2) Fatality rate (3) Near miss frequency rate (NMFR)	RT-IG-320a.1	Our People – Workplace Health and Safety MSA's Near Miss Frequency Rate (NMFR) for 2021 was 181.
Fuel Economy and Emissions in Use-Phase	<ul style="list-style-type: none"> • Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles. • Sales-weighted fuel efficiency for non-road equipment. • Sales-weighted fuel efficiency for stationary generators. • Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines. 	RT-IG-410a.1 RT-IG-410a.2 RT-IG-410a.3 RT-IG-410a.4	N/A. This SASB metric relates to products sold. MSA does not sell products with these characteristics.
Materials Sourcing	Description of the management of risks associated with the use of critical materials	RT-IG-440a.1	Our Communities – Conflict Minerals MSA is committed to the responsible sourcing of tin, tantalum, tungsten, and gold (3TG), known as 'conflict minerals.' Our Conflict Minerals Policy and Supplier Code set clear expectations for our suppliers to responsibly source these materials. Every year, MSA conducts a 'reasonable country of inquiry' (RCOI) to determine whether any 3TGs used in our products originated in covered countries. We also conduct a supply chain survey with our direct suppliers using the Responsible Business Alliance® (RBA) and the Global e-Sustainability Initiative ("GeSI") Conflict Minerals Reporting Template ("CMRT").
Remanufacturing Design and Services	Revenue from remanufactured products and remanufacturing services	RT-IG-440b.1	MSA is evaluating and reviewing this topic as part of its ongoing CSR efforts.

Task Force on Climate-Related Financial Disclosures

PILLAR	DISCLOSURE
Governance	Our Governance
Strategy	MSA endeavors to create climate-resilient, sustainable operations, minimizing overall environmental risk and impact while maximizing operational excellence. The MSA climate risk strategy will, among other things, undertake to identify and address possible disruptions to systems and assets caused by climate change as well as identify sustainability improvements in our products and operations.
Risk Management	MSA will evaluate climate risk at an operations level through regional and facility specific assessments conducted on a routine basis. In addition, MSA has incorporated current and emerging regulation, technology, legal, market, reputation, acute and chronic physical risk types into the climate risk management system assessment program extending to the Organizational level. Future strategy will be developed through routine assessment, and the identification and evaluation of risk and opportunity identified as a part of the assessment program.
Metrics and Targets	MSA currently discloses annual global Scope 1 and 2 GHG emissions, electricity, natural gas and water usage, and hazardous, non-hazardous, and recycled waste disposal. In the future MSA will develop a Scope 3 inventory and disclose the data associated with the identified Scope 3 categories.



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