

# Message from the Chairman



Alfonso Serrano-Suñer, Chairman of Management Solutions

We live in times of great uncertainty. An uncertainty derived from the profound transformations that affect us all and that have been accelerated through digitalization. Digitization brings with it an increase in hyper-connectivity, improved accessibility to information, a growth in technological capabilities (which are also becoming more affordable), a reinforcement of the importance of data as a strategic source of value and a strong development of artificial intelligence. This phenomenon is also giving rise to new concerns such as cybersecurity, ethics in artificial intelligence, the interpretability of models, data traceability and information protection.

Moreover, the uncertainty in which we live has been further aggravated by the health and economic consequences of the pandemic we are still suffering from and by the challenges of climate change; all this added to the effects of a progressive loss of economic leadership in the West.

At the same time, we are also living in times of great opportunities, new business models are emerging and profound changes are taking place in existing businesses (including changes in scale).

The key lies in our attitude towards these new challenges, because our ability to adapt to changing environments and our talent, innovation, diversification, commitment to excellence and dedication to service allow us to transform challenges into value-generating solutions. In short, the key lies in an attitude that combines resilience and leadership.

Whilst our resilience has allowed us to adapt to adverse situations, our leadership has helped us set the course for sustainable growth.

And, in Management Solutions' case, this resilience and leadership entails a strong commitment to our clients, our professionals and our environment.

This commitment has led us to constantly update our value proposition by strengthening our research efforts and developing new competencies in partnership with the academic and university world, deepening and broadening our industry knowledge, and reinforcing our presence in the countries in which we operate, always supporting the communities of which we become a part.

It is also the reason why we have continued to strive to design and implement innovative solutions, built in increasingly collaborative environments, that take advantage of technological disruption to improve the customer experience, streamline processes, better control risks and make the most of the available information.

In the current context, many companies, leaders in their respective markets, look to Management Solutions to adapt to a new reality, transforming their business models to achieve sustainable growth.

For this we rely on the talent, effort and continuous training of an extraordinary professional team. A team with a strong culture that generates trust. A culture of strong principles and values that makes us easily recognizable: dedication to service; humility, generosity and solidarity; integrity and critical thinking; meritocracy and passion for a job well done; an entrepreneurial spirit and perseverance in the pursuit of our goals. A team that puts the client at the center of all its actions and is not only concerned about what it does, but also how it does it. A team, in short, that has always shown resilience and leadership.

Fiscal Year 2021 has been a very positive year for Management Solutions. For yet another year, and despite the extraordinary circumstances we faced, we have once again exceeded all our goals, in all the geographies and industries in which we operate and in all the service lines we provide.

Today we are a leading business-consulting firm serving over 1,200 global and local clients who are leaders in their respective industries. We have grown 32-fold in 19 years. Always growing, regardless of economic cycles.

Today we form an extraordinary team of 2,700 professionals with a strong analytical profile and a deep knowledge of the industries for which we work; a young, well-trained, cohesive and multicultural team (consisting of over 40 nationalities), which operates in more than 40 countries in Europe, the Americas, Asia and Africa, through our 33 offices.

We have also significantly increased investment in training and research, extended links with the University world, expanded cultural and educational sponsorships, and boosted solidarity activities in a particularly significant way.

Social responsibility is a strategic element in the management of our organization, a long-term commitment that we acquire with our clients, professionals and communities in the countries where we operate.



Management Solutions Partners Committee

With the publication of the fifteenth edition of our CSR Report, we aim to provide a transparent and detailed account of the progress made in 2021 in different areas, particularly regarding our social commitment under the Sustainable Development Goals and the United Nations Global Compact, which we joined in April 2019.

A fundamental line of our social responsibility policy has always been our link with the University world. We collaborate with more than 350 universities through agreements to provide scholarships and internships; through teaching master's degrees, classes and specialized seminars; cooperating in research programs; participating in career fairs; sponsoring and supporting university foundations and associations.

Encouraging entrepreneurship and innovation is another course of action in our social responsibility policy. Initiatives in this field have been extended to the field of education

through supporting projects that pursue the development of entrepreneurial and innovative values, attitudes and skills, through early education of children and young people.

Our social commitment also includes our presence in professional associations related to our activity, in associations that support the development and dissemination of science, and in cultural associations through our sponsorship and patronage policies.

We are particularly sensitive about the need to work together towards sustainable development, and we make sure we design policies that contribute to environmental protection. We are therefore committed to achieving carbon neutrality by 2030 by reducing Greenhouse Gas Emissions and offsetting those emissions that cannot be eliminated.

We continue to enthusiastically support and encourage all the solidarity activities undertaken by our professionals through the Management Solutions Social Action Group, of which we are especially proud for their selfless dedication to those most at a disadvantage. A group that has done an extraordinary job this year in response to pressing social needs.

At Management Solutions, we face the future with enormous amounts of enthusiasm and trust. The same trust we aspire to earn from our clients, our professionals and society as a whole.

Alfonso Serrano-Suñer  
Chairman of Management Solutions