

motive

2024

Annual Impact Report



A message from our CEO

To our communities and stakeholders,

I'm excited to share our 2024 Annual Impact Report. Motive's mission is to empower people who run physical operations with tools to make their work safer, more productive, more profitable, and more sustainable. To accomplish this, we are investing in our technology, in our people, and in programs to enhance dialogue with our customers, employees, and communities to ensure we're growing sustainably while realizing our mission.

Since our last Impact Report, we've focused even deeper on addressing the daily challenges of the people who operate in the industries we serve. We treat them all as our partners, enhancing our technology to ensure we're solving their most meaningful problems. Customers choose Motive and grow with us because we genuinely care about their needs, empathize with them, and respond swiftly, while providing measurable value through our advanced AI-based solutions. It's our dedication to understanding their problems and building exceptional technology to solve them that sets us apart from the competition and drives our long-term success.

In 2023 and 2024, our team traveled across North America to meet onsite with our customers and to interview thousands of operations managers in an effort to better understand their challenges. In April, we hosted our first-ever user conference - Vision '24 - to provide a space to learn and grow together. We learned that our customers want to improve their safety and efficiency through integrated visibility across all areas of their operations, while leveraging AI to pinpoint high-impact areas of improvement.

And we're responding swiftly. We've rapidly built new AI models that detect more unsafe behaviors to prevent more accidents. New products like our AI Omnicam provide businesses with precise 360-degree visibility, while a new suite of security features specifically address the needs of our customers in Mexico. We enhanced the Motive Card and Spend Management Platform to optimize savings and pinpoint areas to boost fuel economy. To support environmental initiatives, we upgraded our fuel and emissions reporting and tools for integrating low-carbon technologies.

While our greatest impact is empowering people with sophisticated tools and technology, we place equal emphasis on caring for our communities so that we continue to grow sustainably. Our People Team is dedicated to building a safe and inclusive environment, developing leading-edge programs for employee engagement, growth, and development. Further, we're fully committed to operating responsibly while measuring and managing our organization's impact on society and the planet as a whole.

This Annual Impact Report showcases our steadfast efforts, our results, and how we're continuing to build our programs to grow quickly, sustainably, and responsibly. We invite our stakeholders to review this report and engage in dialogue with us. As we look forward, we remain committed to driving positive change and delivering sustainable value. Together, with your support, we are strongly positioned to deliver on our vision to create a safer, more productive, and more sustainable future.



Sincerely,

Shoaib Makani
CEO and Founder, Motive

Product impact:

Based on a [2023 survey](#)¹, Motive customers reported:

Safety	Productivity	Profitability
91% reduced at-fault accidents	50% less time spent on manual paperwork and processes	20% saved on average annually across insurance, fuel, and maintenance
57% fewer crashes within the first 4 months of deploying AI Dashcams ²	31% less time (12.4 hours weekly per individual) viewing dash cam videos and coaching	70% increase in asset utilization
Major decreases in safety violations and safety events	48% less time spent tracking vehicles and assets	62% less equipment downtime
Improved CSA and safety scores	21% less time spent planning and scheduling dispatches	72% decrease in asset theft and misuse

Company Overview:

100,000+ Customers	1M+ connected devices in the field	1.6B+ miles driven per month ³	17M+ Safety Events Analyzed and Surfaced Monthly
3.7% increase in Representation of Women in Senior Leadership Roles year-over-year	3200+ employees ⁴	11 international offices	Investing in Climate Action: Carbon Neutral for 2023 Scope 1 & 2 Emissions through High-Quality Carbon Credits and RECs 20%+ year-over-year decrease in carbon intensity (per dollar of revenue)

¹ We interviewed 164 participants with an average fleet size of 572 vehicles, spanning several industries and roles, 57 responded to accident avoidance of which 91% avoided an accident; we took the top 25 percentile of respondents to determine average time and cost savings. Please see [the Report](#) for more information on statistics and methodology.

² Based on an internal study of FMCSA crash rate reductions occurring four months after installation for companies who installed AI Dashcams and coached 20% or more of events flagged by Motive's technology for coaching.

³ Monthly network average from 5/1/2023 to 5/1/2024

⁴ As of 5/31/2024

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About this report

At Motive, our mission is to empower the people who run physical operations with tools to make their work safer, more productive, and more profitable. We strive to accomplish this by creating an ecosystem and community where Motive customers, employees, suppliers, investors, and other stakeholders can connect and empower one another's success. This report represents our years' long effort to build trust and transparency with our stakeholders to accomplish our mission and achieve long-term growth and success, together.

This report represents work done through the first half of 2024 and an update to our 2023 Report, released in December of last year. Much of the information in this report reflects FY2023, particularly with respect to our people and carbon emission metrics. We aim to be as transparent as possible and provide a clear picture of where we stand in our corporate sustainability efforts, including dates and timelines where necessary. This report outlines our methodology for determining the material issues for our report, as well as our overall corporate sustainability governance, in the section titled Our Approach to Corporate Sustainability.

A cross-functional team has contributed to this report, providing data and information and internally validating it. This report has not been verified by a third-party, though we are considering external validation for future reports.

We view these reports as a framework for our corporate sustainability initiatives and reporting progress year over year, and we leverage internationally recognized reporting frameworks to improve our reporting and transparency. As always, we look forward to engaging in and increasing our dialogue with stakeholders more often as we continue to progress.

What drives us

Our Mission

Empower the people who run physical operations with tools to make their work safer, more productive, and more profitable

Values-driven growth and innovation:

At Motive, we operate based on four core values that help drive our company forward ethically and sustainably. We encourage our employees and our entire ecosystem to embrace these values, both internally and externally. Trust, transparency, and accountability are key to unlocking our potential to build a better future together. Through these values, we build community and networks with all of our stakeholders to expedite sustainable growth and progress.



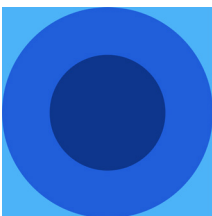
Unlock Potential

We are energized by growth and positive change. We believe in the potential of our people and our customers and their people. Our organization is designed and managed to allow our team to be innovative and impactful, and to help build and provide the products and services that allow our customers to improve safety, efficiency, profitability, and sustainability.



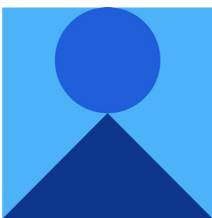
Less, But Better

We work to block out distractions and reduce complexity. We do more with less and provide our customers with the tools and insights to do the same. With the right operational insights to drive efficiency, we can all do better while using less.



Own It

We take responsibility and accountability for our actions and our impact on society. We encourage and empower our entire ecosystem to do the same. We run fast toward problems and work together to find solutions. We provide tools and insights for our customers to own their operations and do the same.



Build Trust

We build bridges, not walls. We tear down silos and build communities and teams to build trust together. Trust is paramount to creating an atmosphere where we can all perform at our best. We build trust with our customers and communities, and give our customers the tools to build trust within their communities.



Unlocking the potential of the people who run the physical economy

Empowering the people who run physical operations with tools to make their work safer, more productive, and more profitable.

Our customers are always striving to improve the safety, productivity, profitability, and sustainability of their operations. Not just because it's the right thing to do, but because it's good business. It improves their bottom lines, the lives of their people, and their relationships with their customers. Every day, we engage with the organizations we serve, their operations managers, and their field operators to better understand their problems and focus on where they need support so we can build and evolve our solutions rapidly to solve their problems collaboratively.

It's our mission to help them become the safest, most productive, most profitable, and most sustainable operators possible. We think of our customers and their people as our partners, advancing our solutions in lockstep with them to ensure we're building the tools they want and need. By having an ongoing dialogue with them, we can ensure customer success and satisfaction while tailoring solutions uniquely designed to solve their problems. We know that when they win, we win, and together, we can have a major impact on our society.

“We move fast, and Motive was able to move with us.”

Neil Lawrence
Fleet Manager, Biagi Bros

In our [2023 Report](#), we highlighted our commitment to customer success and satisfaction, how we think of our customers as our partners, and how our technology is designed to improve safety, optimize operations, and support the transition to more efficient and lower-emission technologies. We focused on how our products are designed to specifically make operations managers and field operators' jobs more efficient, freeing up time and blocking out noise to make their companies safer and more productive. This philosophy remains truer now more than ever.

This year's report focuses on our effort to engage more with customers and work harder to understand challenges and on our holistic philosophy around improving our customers' operations. We strive to achieve our mission by:

- Providing greater visibility into their operations, tearing down data silos by providing fully integrated solutions for whole operations teams
- Surgically pinpointing areas for improvement with advanced data analytics and artificial intelligence (AI)
- Serving them as their partners throughout their journeys to scale their operations and track meaningful progress and improvement

In this section of this report, we'll focus on our commitment to customer success and satisfaction and how we tailor our technology specifically to give people the tools they need to continuously improve and show improvement and return on investment.

Our commitment to customer success and satisfaction

Increasing dialogue with our customers and their industries

“I’ve spent a lot of time with the team at Motive, and I would rank them in the top three to four partners that I’ve worked with in my career ... When we’ve needed Motive, they’ve been there for us. And when we’ve had issues, they’ve solved those issues. They’ve been a great partner.”

Tim Haden
Chief Information Officer,
Bennett

“Motive’s team has done a tremendous job of listening to what we want and need and making sure that comes to life. The ease of installing the units, the team behind Motive, the sales team, the tech team, everyone’s been tremendous to ensure our success within their platform.”

Patrick Murphy
General Manager, 1-800-GOT-
JUNK, Boston West Franchise

“Motive is willing to listen to what our needs are. We give them feedback on the system, and they’re working with us to improve it.”

Paul Fly
Director of Risk and Safety,
Ernst Concrete

At the risk of being repetitive, we simply cannot reiterate enough how much we care about our customers and their operations. We think of them as our partners. We build for them and we are inspired by them. We listen to their needs, and we run fast toward solutions, collaboratively, knowing that if we build the products they need to improve their operations, we collectively show the value of our solutions while creating real, tangible return on investment that’s not just good for bottom lines, but good for society and our communities. We focus on understanding the problems of the people working in the physical economy, deeply and intimately, so that we can build better solutions that deliver the most value.

We hear over and over that the reason customers partner with Motive, stay with Motive, and recommend Motive is because of our unparalleled commitment to customer success and satisfaction. We are empowered by them and they empower us to solve complex problems in the most user-friendly and effective way possible. We stay with our customers along their entire journeys with Motive, continuously innovating with them and for them, helping them build world-class programs so that they can succeed.

We consistently collaborate with them, throughout their entire journey together, to support and nurture our relationships. We focus on developing long-term, mutually beneficial relationships, knowing that’s what it takes to be their technology partner. When we all work together to be safer and more efficient, it’s a win-win for our businesses and for society.



Motive’s Customer Satisfaction (CSAT) Score is consistently above **93%**, with communication, empathy and understanding driving these high results

We consistently seek feedback that we’re building the products that our customers need to save time and money, improve safety, reduce waste, and lower emissions, while ensuring that they’re seeing results. In 2023 and 2024, we increased our customer interaction and dialogue to ensure we’re listening to their needs and focusing our investments in the right places. We organized our first-annual user conference, [Vision 24-Motive Innovation Summit](#) in April of 2024, and in 2023 we interviewed and surveyed operations managers, field operators, and executives to determine where they see potential for investment and growth and where they see the most value from our solutions. In this report, we’d like to highlight Vision 24, our 2023 Annual ROI Report, and our 2024 Physical Economy Outlook as key examples of our dialogue and interaction with the people who run physical operations and how their experience guides us in achieving our mission.

Physical Economy Outlook 2024

We built our [2024 Physical Economy Outlook](#),⁵ a survey of 1,000 leaders across trucking and logistics, construction, energy, and more, with the goal of identifying respondents' challenges and opportunities in the year ahead.

Survey results:

More than

1 in 3

don't have the visibility needed to effectively do their jobs.

81%

agree that data improves decision-making.

74%

say AI is crucial to reducing costs and increasing efficiency.

73%

agree roads are safer with AI-enabled cameras/dash cams.

64%

say AI is crucial for preventing accidents and coaching drivers.

58%

of leaders spend most of their time dealing with reactive issues versus proactively managing workers, vehicles, spending, and assets/equipment.

42%

lack a single view into their workers, vehicles, assets/equipment, and spend/payments.

Further, leaders overwhelmingly agree (**80%**) that implementing a unified, end-to-end solution for managing physical operations would make their jobs better.

When asked about the biggest threats to their businesses:

59%

cite rising costs, insurance, fuel, and accident-related expenses.

36%

say they lack visibility and operational efficiency.

32%

say regulatory issues are their biggest challenge.

27%

say theft or fraud pose the biggest threat.

These insights help us focus on building solutions that reduce data silos, create greater visibility, provide AI that creates real value, free up time and money, and increase communication across organizations.

⁵ Based on an online survey prepared by Method Research and distributed by Cint among 1,000 managers and in the United States at companies that operate commercial fleets of at least 100+ vehicles. These business leaders have oversight into fleet management, safety/compliance/risk management, spend management (including fleet costs, fleet or field service. Data was collected from August 18 to August 31, 2023.



2023 Annual ROI Report

“Motive’s a partner first because of their responsiveness and engagement. Number two is just innovation to us. That’s a partner.”

Gary Cruegar
Chief Operating Officer
Cascade Drilling

In our [2023 Annual ROI Report](#), we surveyed 164 members of our customers’ operations teams from various industries, fleet sizes, and roles to ensure they’re getting return on investment by operating safer, more productively, and more profitably. In that survey, 91% of respondents using Motive’s dash cams and fleet management solutions said they had reduced at-fault accidents. Further, top-performing respondents spent an average of 50% less time on manual paperwork and processes, and saved an average 30% annually on accident-related expenses and 20% annually across insurance, fuel, and maintenance.⁶

The responses to these customer engagement efforts are invaluable as they help prove that our philosophy is working while also showing us where we can make improvements to help our customers even more. We discuss how we’re specifically designing and tailoring our products and services to meet these needs in [Our solutions at a glance](#) below.

⁶Of the 164 participants interviewed, 57 responded to questions on whether or not Motive’s technology had helped them avoid an accident, and 91% confirmed it had. We took responses from the top 25 percentile of respondents to determine average time and cost savings. Please see [the Report](#) for more information on statistics and methodology.



Vision 24: Motive's first innovation summit

With [Vision 24](#), we aimed to foster a sense of community among our customers, team, partners, and the industries we all serve to learn and grow together. We developed an all-star program with presentations, panels, and sessions ranging from a [Safety Boot Camp](#) to [Finding More Hours in the Day](#). We prepared for the transition to zero-emission vehicles (ZEVs) in [the Future of Sustainability](#) and discussed how to leverage integrated spend management in [Embedded Finance - A New Era of Profitability](#).

The event brought Motive's team, operations managers from various industries, and experts in their fields together to present on a wide range of topics, giving our community a chance to discuss these topics and network with each other to help solve problems. Further, at Vision 24, we [unveiled new products](#) and features that we've developed specifically from the feedback and dialogue that we've been having with our customers over the past year. We're looking forward to future events that empower our communities to improve their operations and spur discussions to evolve their industries.

Our solutions at a glance



We build for the people who run physical operations: equipment operators, safety managers, field ops managers, dispatchers, finance managers, and more. We know they work hard to power our economy, and we focus on making their jobs easier and more impactful. Our solutions focus on giving them time back, reducing wasted bandwidth, and providing intelligent insights to improve their operations. By building and designing our products to break down data silos and put everything in a single dashboard with actionable insights, every member of the organization - from safety, operations, and finance teams to drivers and workers in the field - can contribute to measurable operational enhancements. When these silos are broken down and operations teams have access to the same information across different functions, communication increases, areas of improvement are highlighted in different ways through different actions, and high-impact improvements occur more rapidly.

In our 2023 Impact Report we explained how our connected hardware and software, leveraging AI, allows operations managers and those in the field to pinpoint areas of improvement and make high-impact changes. For instance, when a safety manager coaches a driver, the driver drives more safely, reducing crash rates and insurance costs and improving fuel economy. The visibility that our platform provides enables operations managers and field operators to create a positive impact for the entire organization. They can make adjustments so their organizations collectively improve their impact on society and their bottom lines. In that report, we discussed how we think of sustainability with respect to our customers' operations. We defined it as: 1) Improving Safety, 2) Optimizing Operations, 3) Transitioning to Low-Carbon Technologies.

This year, we'd like to take a more overarching view of how our products empower people to improve their organization's operations. Operational enhancements, no matter which department makes them, can have a dramatic impact on their safety and sustainability. Breaking down barriers and silos while providing 360-degree visibility across entire operations teams in a unified platform empowers individuals to optimize their entire organizations to make them safer, more productive, more profitable, and more sustainable.

For specific examples and case studies of our solutions' impact on customer operations, you can visit our [customer stories](#), where you'll find results like [67% reductions in crashes](#), [89% reductions in safety incidents](#), [millions of dollars saved](#), and reduced fuel costs by [20%+](#), just to name a few.

In this year's report, we focus on how we provide solutions to help people achieve high-impact operational improvements through:

- Ever-increasing visibility,
- Pinpointing high-impact areas of improvement,
- Scaling change and tracking progress.

Net impact of our solutions

Our customers and their operations managers want to run their businesses more efficiently and promote a culture of safety and sustainability. They want to be safer, reduce accidents and crashes, manage their environmental impact, improve the lives of their people, and optimize efficiency. Operating better saves time, reduces risk, reduces waste, and fosters relationships. Further, operational enhancements have a major impact on bottom lines. They help businesses reduce costly equipment replacements and downtime, litigation costs, fuel and energy costs, and much more. With over 100,000 customers and over a million connected devices on our network, incremental improvements across the various physical operations on our network have a major impact on society collectively.

Safety impact

“The results have been amazing - with 2,300 drivers on the road, we saw an 80% reduction in incidents in just a few weeks.”

Leonard Carter,
President and COO, Aptive Environmental

In our case studies, surveys, and research projects, companies who employ our safety solutions often see 50%+ reductions in accidents and crashes over time and 60%+ reductions in safety events, such as hard braking, hard accelerations, speeding, cell phone usage, etc.

Every accident or crash avoided has intangible benefits to society and field operators, avoiding injuries and loss of life, repairs, and wasted time and resources with respect to both our customers and society at large.

In 2023, there were an estimated 183,077⁷ crashes, involving large trucks and buses (not to mention other commercial motor vehicles). Reducing that number by even 10% is a win for our customers and society.

Environmental impact

“What we do can cause not only a serious safety hazard, but an environmental hazard, so we want to be conscientious. You can use the Motive portal to monitor fuel consumption, and your carbon emissions.”

Marc Vanco,
Safety Manager, Duncan Oil

Many of our customers have emissions reduction goals and targets, and even those who don't are working to reduce the waste in their operations and optimize their fuel economy.

Simply reducing safety events, maintaining equipment properly, and efficiently routing and utilizing assets can reduce fuel consumption dramatically. In fact, simply correcting speeding, hard braking, and hard accelerations, can easily improve MPGs by 15%+.⁸ Further, with our Spend Management Platform, customers can pinpoint areas where vehicle operators are consuming more fuel than others.

Because all operations are different, it's difficult to make broad, sweeping statements about our net impact on carbon emissions.

⁷ Source, <https://ai.fmcsa.dot.gov/CrashStatistics>

⁸ The US DOE states harsh or aggressive driving can lower fuel economy by up to 30-40% alone, while speeding can reduce it by 7%-14%, source <https://www.energy.gov/energysaver/driving-more-efficiently>, and vehicle maintenance can improve fuel economy by another ~4%, source <https://www.fueleconomy.gov/feg/maintain.jsp>

However, with over 600,000 heavy-duty vehicles registered on our network, if 100,000 class 8 vehicles make even a 10% improvement in fuel economy, it reduces CO2 emissions by an estimated **955,000 metric tons of CO2 equivalent, or over 2 billion pounds.**⁹

This is a conservative estimate, for fewer than 1/6 of the heavy-duty vehicles registered on our network, without even considering the medium- and light-duty vehicles.

Further, we are working with some of the largest fleets of alternative fuel and battery electric vehicles in North America and fleets just getting started on their decarbonization journey to seamlessly implement low-emission and zero emission technologies into their operations.

Quality of life and job performance impact

“Motive has changed the way we work. Now we can see all our drivers, vehicles, and equipment in one place—saving us time from checking files or multiple calls.”

Chad Goodrich,
Service Administrator,
Equipment Corporation of
America

Operations managers and field operators have some of the most demanding jobs in some of the most important industries in our economy. Freeing up bandwidth and time on manual tasks so they can focus on the work that matters both improves their lives and allows them to make an impact that benefits themselves, their organizations, and society as a whole.

The people who manage physical operations often report saving:

- 50%+ time spent on manual paperwork and processes
- 30%+ time spent viewing videos and coaching
- 12+ hours saved weekly per individual on dash cam video review and coaching
- 40%+ time spent tracking vehicles and assets
- 20%+ time spent planning and scheduling dispatches

⁹ An average Class 8 vehicle uses 10,745 gallons per year, source <https://afdc.energy.gov/data/widgets/10308>, a Class 8 vehicle averages 7.24 miles per gallon, source <https://www.ttnews.com/articles/nacfe-study-shows-flat-fuel-economy-class-8-vehicles-surveyed>; EPA's [CO2 calculator](#) puts 10,745 gallons a year at 95.5 metric tons CO2 per year per vehicle; a 10% reduction is equal to 9.55 metric tons per vehicle

Ever-increasing visibility

“I cannot imagine trying to manage the amount of data and the safety events the technology is pulling in. The efficiencies that the [Motive] platform has added, where it’s doing a lot of that work for us, that’s a huge deal.”

Jared Whitson
Director of Safety, Bennett Family Companies

To successfully navigate challenges to run a safe, productive, and profitable business, operations managers need visibility into every corner of their operations. Fragmented data and disparate tools hinder their ability to understand and operate their on-the-road, on-site, and back-office operations. Without 360-degree visibility into operations, companies are blind to the areas where they can make improvements and save time and resources.

With siloed data, different teams function with different data. They can’t see the full effects of their work or collaborate across departments. What gets measured gets managed, and when you’re trying to improve safety, productivity, profitability, and sustainability, you need the tools to collect and visualize information in the most streamlined way possible. We build our products to pull in and analyze data from as many sources as possible, while providing real-time alerts and reducing data silos to provide the visibility that our customers want and need to work smarter and better.

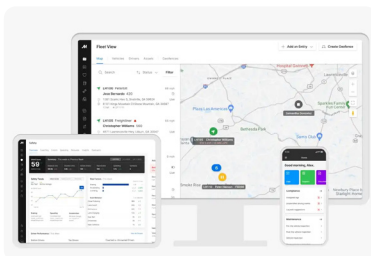
Telematics and asset tracking

“Thanks to real-time location monitoring, we’ve not only improved driver accountability but also cut down on excessive idle time. If a customer asks, we can promptly check a driver’s location and inform them that, based on traffic, the driver will be there in just 15 minutes.”

Diane Woodruff
DOT Compliance and Safety Manager, Sabel Steel

Through Motive’s Vehicle Gateway and Asset Gateways, we provide high fidelity GPS and telematics across all vehicle types, with updates every 1-2 seconds to provide real-time visibility for full fleets. This allows us to provide tools in our dashboard, such as:

- **Fleet View**
Real-time updates to locations, asset utilization, vehicle and equipment health, and more.
- **Equipment Monitoring**
Speeding, idling, fuel levels, vehicle and asset fault codes, barometric pressure, weather, battery voltage, coolant temperatures, engine intake temperatures, reefer temperatures, engine loads, and more.
- **Reefer Monitoring**
Our environmental sensors and asset gateways communicate in real time to monitor refrigerator unit temperatures, monitor compliance, and allow remote controls for refrigeration units.
- **Geofencing**
Geographical boundaries to know when and where assets are and whether they’re being utilized or dormant at all times.
- **Drive Time**
Tracking and monitoring field operators and their associated vehicles, including automated alerts, to monitor hours of service, support payroll, ensure compliance, and more.
- **Dynamic ETAs**
Delivery estimates with ETAs that continuously update based on current trajectory, traffic, and weather conditions.



“In the past year, we’ve made remarkable strides in supporting our customers’ environmental initiatives. We’ve upgraded our fuel and emissions reporting and our coaching platforms, while deepening integrations with battery electric vehicles. We’re also helping pinpoint areas for Zero Emission Vehicle (ZEV) implementation, while integrating ZEV data in a unified, streamlined dashboard.”

Jai Ranganathan
Chief Product Officer, Motive

Sustainability spotlight: ZEV and alternative fuel visibility

In the past year, we focused deeply on increasing our integrations with OEMs and other service providers to pull in the data necessary for our customers to have a fully integrated view of their traditional internal combustion engine vehicles alongside their battery electric vehicles, fuel cell vehicles, and other alternative fuel vehicles. This focus allows us to tailor alerts and information to ensure new technologies are implemented seamlessly, reducing uncertainties around routing, charging, and fueling to ensure their field operators are supported and can efficiently get their jobs done without worry while improving their environmental impact.



AI cameras and video data

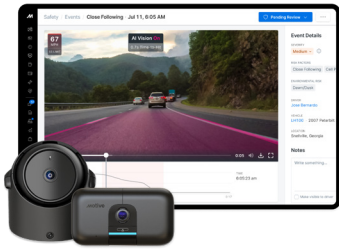
“With AI, our ability to respond to vehicle incidents is greatly enhanced. With Motive AI Dashcams alone, we cut our incident rate in half in the first six months. Having real-time visibility is critical. As much as you think you know where your safety performance stands, without telematics and AI Dashcams, you really don’t know where safety performance stands or where it’s going.”

Doug Barnette,
Vice President, HSE at KLX

Through Motive’s AI Dashcams and our AI Omnicam, our cameras can detect various events and pull in relevant data. We pride ourselves on building the best cameras possible and constantly improving our computer vision and AI to accurately pull in more and more events to give operations managers the visibility they need to improve their organizations. Our solutions also provide real-time alerts to both operations managers and field operators to reduce performance events and accidents in the moment.

Even since our last report, we have added more than five new event types, and continue to add more and more based on what our customers want to see. Some of the safety events we pull in include:

- close following (tailgating)
- cell phone usage
- unsafe lane change
- stop sign violation
- drowsiness
- distracted driving
- forward collision warning
- red light violation
- seat belt violation
- collisions and near misses
- hard braking
- hard acceleration
- hard cornering
- speeding



Further, we work with third-party organizations to validate our equipment and our algorithms to ensure our solutions are accurate and stay ahead of the competition.

See [Field operator coaching and scoring](#) below for more on how we and our customers use this data to greatly improve safety and fuel economy performance.



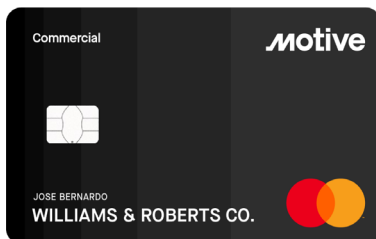
New Product Highlight: AI Omnicam

Our AI Omnicam can be placed anywhere to provide 360-degree visibility to analyze side and rear collisions, monitor cargo, monitor job sites and workplace safety, and address myriad other use cases. With the addition of this product, our platform can vastly increase visibility and incident data to provide more video data and alerts while pinpointing areas of improvement for our customers and their job sites.

API integrations:

Our [App Marketplace](#) offers 200+ (and counting) integrations to pull in and push out data between our platform and other software platforms that our customers' operations managers leverage, adding to the richness of their data and enhancing 360-degree visibility. Some of these integrations include software platforms for transportation management, payroll and timecards, insurance, reefer unit controls, vehicle maintenance solutions, routing and planning, fuel and taxes, compliance, and equipment monitoring (including OEM integrations with all vehicle types). Our Professional Services team works every day with our customers and partners to add more integrations and ensure they have the visibility they need to manage their operations.

Spend management: The Motive Card



Our Spend Management solution, the Motive Card, gives leaders complete visibility into exactly where and when their money is spent. By consolidating data in one platform, Motive unlocks valuable insights that help businesses save time and resources, and make bottom-line savings. This singular view of data eliminates silos and removes manual workflows through features like automated spend and IFTA reporting. Further, customers receive discounts at over 25,000 partner locations. They can use customizable controls to prevent out-of-policy spend, and they receive automated reports identifying missed savings opportunities across their fleets.

Through our spend management platform, customers can see spending and savings trends, while quickly pinpointing areas for adjustments and coaching. Automated, fast and accurate AI-powered suspicious spend detection helps businesses uncover and reduce hidden fraud, and put the savings back on their bottom line. Further, our platform allows operations managers to leverage spend as another data point to pinpoint drivers and vehicles that are underperforming to find ways to improve their efficiency.

Pinpointing high-impact areas for improvement

Through the enriched data made available to operations managers through our connected hardware and integrated operations platform, our technology leverages AI, machine learning, and insights from a vast network of physical operations to pinpoint areas of improvement for all of our customers while blocking out noise. By partnering with our customers to understand where they want to improve and the insights needed to make those improvements, we build and iterate on our products rapidly to surface easily-accessible, high-impact action items. By breaking down data silos and providing visibility to all areas of operations, when any part of our customers' operations improve, other areas improve as well.

Field operator coaching and scoring

“What’s great is that we can see [the] insights from the camera and from the risk profiling readily available in our Safety Hub. We’d normally have to spend hours and hours sifting through footage and playing guesswork. Now, it’s all right there at my fingertips. Motive automatically pinpoints who we should coach, and what to coach them on — making my team insanely more effective.”

Alex Amort
VP of Compliance, Cascade Environmental

Through data made available from Motive’s telematics, AI Dashcams, and other devices, our technology automatically pinpoints areas of improvement for field operator behaviors that operations managers can take advantage of quickly and easily. We iterate on and streamline our coaching platforms so that operations managers and field operators can communicate as effectively and efficiently as possible to improve safety, reduce wasted time and resources, and operate more sustainably. We block out noise by only elevating the driver performance events and drivers that need attention through customizable scoring and rapid review that flags critical performance events for coaching and improvement. Our coaching platform pinpoints areas based on safety events, fuel and vehicle performance, spend, and more, all under one roof, giving multiple touchpoints to multiple operations managers to make improvements.

The results speak for themselves. Safety events and accidents drop drastically, often by more than 50%, for companies that employ AI Dashcams and leverage our coaching platform.

By improving their performance, drivers greatly reduce their likelihood of accidents, increase fuel efficiency, extend the life of assets, and improve their working lives and relationships.

Preventive maintenance

Proper equipment maintenance increases fuel economy, reduces asset downtime, and lengthens asset life spans. Through maintenance alerts, usage data, and other asset data, our technology automatically notifies when maintenance is upcoming or overdue and helps create proactive maintenance plans. Operations managers can customize reminders based on time, distance, or usage hours and run reports to pinpoint areas where maintenance is needed to improve their efficiency and reduce waste.

Fuel, energy, and emissions analytics

Our AI and data analytics track fuel and energy consumption and pinpoint drivers and vehicles that are underperforming. Combined with our coaching and maintenance offerings, operations managers can pinpoint the problem areas and see the reasons for underperformance and make corrections to increase fuel/energy efficiency, driver performance, and extend asset life. We also help our customers with their emissions reporting to help them report to their customers and the public and pinpoint areas for emissions reductions over time.

Identifying vehicles and equipment for replacement or upgrading

By using vehicle performance data, such as make and model, performance, mileage, wear and tear, and routing and geographical information, we work with customers and partners to pinpoint areas for implementing new, more efficient and more sustainable technologies, such as alternative fuel or zero-emission vehicles (ZEVs). Our customers are looking for areas to implement new technologies, and they can leverage our data and analytics along with our partners to find the right places to make investments to improve their operations and reduce their environmental impact. By offering intelligent visibility for these assets, assimilated with our standard fleet management products in a streamlined fashion, customers can feel confident in incorporating these technologies and meet their goals and targets as efficiently as possible.

Scaling and tracking progress

“Being able to track our progress in real time with Motive lets us go back to our drivers and show them how they’re improving. It motivates our team and gives them something to strive for every day.”

Mike Meeker
Fleet Manager and
Environmental Health and
Safety Specialist, Architectural
Surfaces

We analyze data, build reports, and run studies on the efficacy of our technology on our customers’ operations to ensure they’re getting real ROI. We also work with them to help track their progress over time and scale and build programs to continue growing them for greater and longer-lasting impact. The more that operations managers and field operators can prove the ROI and benefits of their programs and scale the results, the more we can show how our products and services impact their operations, which is a win-win for us and them. We pride ourselves on our customer engagement and supporting them in their success.

Our team works on bespoke projects and custom reporting with operations managers to show trends over time and their impacts. We partner with them to help show their organizations, their customers, and their stakeholders that they’re making a major difference and contribution not only to their bottom lines, but also to society and their communities.

We help them build their programs and provide them with materials like our [Guide to Building a World Class Safety Program](#), our [Safety Bootcamp](#), [Safety Educational Programs](#), and other programs.

Further, we’re working hand-in-hand with customers implementing ZEV technologies to ensure the rollout, utilization, and performance are being monitored and tracked to show efficacy and ROI, from customers implementing full fleets of ZEVs to those just beginning their testing and

pilot phases. We have some of the largest heavy-duty ZEV fleets and largest customers in North America working with us on their programs, and we're proud to be supporting them in their efforts. We strive to help all teams across the organizations that we support show their programs are valuable, efficient, and giving back to their organizations and communities. Ensuring the success of their programs helps ensure their progress and sustainability.

The bottom line: saving time and money

While this report is about Motive's impact on our customers and society, at the end of the day, all of these improvements support our customers' sustainability by making sure they can continue to operate efficiently, reduce wasteful behavior, and build a better company for the future. Our products and services save our customers time and money, which they can then invest in being the best company they can be, upgrading their operations, performing better with fewer distractions, and ultimately improving their operations for themselves, for their customers, and for society and the communities they serve.



With Motive, we've achieved cost savings of approximately \$1.3M annually in direct losses. Including indirect costs, such as downtime, injured employees, and legal expenses, our total savings reach about \$6.5M. That's a 2,000% return on investment.

Paul Fly
Director of Risk and Safety, Ernst Concrete

Collaborating with organizations for research and social benefit

As illustrated in our 2023 Report, we continue to take an active role in collaborating with the regulators, enforcement communities, and associations that shape the operational landscape of the ever changing physical economy. Our collaborators include the American Trucking Associations (ATA), the Commercial Vehicle Safety Alliance (CVSA), the Truckload Carriers Association (TCA), the Federal Motor Carrier Safety Administration (FMCSA), the Canadian Council of Motor Transport Administrators (CCMTA), and state and provincial trucking associations across North America.

We are continuing to engage with the industries we support and various governmental and nonprofit organizations and look forward to highlighting further partnerships in upcoming years.



Our approach to corporate sustainability

A data-driven approach to assessing materiality

“The data clearly show that mission-driven companies that hold themselves to the highest standards of transparency and governance have better long-term financial performance. At Motive, we are driven by our mission to make our own workplace and those of our customers safer, more productive, and more profitable. The stories in this report reflect the depth of our connection to our stakeholders and our steadfast belief that our commitment to our mission and each other benefits us financially and spiritually.”

Shu White
Chief Legal Officer and Head
of People

In our 2023 Report, we described how we dug deep into our operations and engaged with our stakeholders to determine the strategy for our sustainability program. We ran an extensive Materiality Assessment with a representative cross-section of our stakeholders, referenced SASB and GRI frameworks, and benchmarked against other companies in the software, IT, and hardware industries. We also engaged with third-party advisors and our investors to determine our strategic areas of focus. We continue to follow these principles and reference frameworks and best practices while practicing consistent dialogue and engagement with our stakeholders, our investors, our team, and our Board to build upon our ESG and Sustainability Reporting. We continue to focus on our material areas from our 2023 assessment, for which we’ve created strategic action plans to address each issue. Our 2024 report addresses each material area and where we’ve seen improvement. We’ve invested strategically in each major area, and continue to do so, to make progress year over year. We continue to view and address our major material issues in the following categories:

- Product Innovation to Improve Our Customers’ Safety and Sustainability —(highlighted in [Unlocking the potential of the people who run the physical economy](#))

- Talent Attraction and Retention (highlighted in [Unlocking our potential: People at Motive](#))
- Ethical, responsible governance (highlighted in [Building trust and owning it: Ethical, responsible, and sustainable operations](#))

We monitor our progress on these material issues and their subissues, regularly report to management on these issues, and report on significant improvements in these areas year over year in our annual impact reports. We intend to run a new, more sophisticated Materiality Assessment in 2025 to ensure we're up to date with our stakeholders' perception of our material issues.

Corporate sustainability governance

At the corporate level, we recognize that understanding our business's impacts on stakeholders and society is a necessary predicate for achieving long-term success, and we design our corporate governance processes to take these impacts into account. Since 2020, we have tracked, and continue to track and report on, ESG metrics as a shared responsibility between our legal, finance, and people teams. Our Corporate Sustainability initiatives continue to be overseen by our Associate General Counsel, ESG, who works cross-functionally with each department of our organization and elevates issues for management and review.

Our systematic approach to risk management

We've built and designed an enterprise risk management program, led by a cross-functional, interdepartmental Risk Committee, which meets regularly to systematically address risks in our business and maintain our Business Continuity Plans in order to ensure that we are achieving our goals in a long-term, sustainable way. The Risk Committee reports to our Board on issues regarding business continuity, competitive issues, data security, supply chain management, and other areas of risk assessment. We are incorporating environmental, social, and governance issues into these assessments as well, to ensure we're considering all risks proactively for our long-term growth.

Board oversight

We continue to enhance our ESG reporting to the Board to give them oversight so they can provide guidance to management on risks and issues related to our corporate sustainability matters, ensuring that issues of ethics, risk management, oversight, our people, the communities we serve, and the environment are front and center in how we strategize and operate. The Board has delegated authority over financial reporting and financial audit related matters, including our major financial risk exposures, legal and regulatory compliance, ethics and compliance, and cybersecurity to the Audit Committee, and authority over executive and equity compensation programs to the Compensation Committee.

Board composition

Our Board makeup in 2024 includes the addition of Nina Achadijan and Somesh Dash, increasing the diversity makeup and representation of women on our board. Over 70% of our Board identifies as a woman and/or person of color. We have seven Board members, including our co-founders Shoaib Makani and Obaid Khan, joined by Dana Evan, Aaron Schildkrout, Nina Achadijan, Alex Niehenke, and Somesh Dash. Nina Achadijan, Somesh Dash, and Alex Niehenke are partners at Index, IVP, and Scale, respectively. These firms are significant investors in Motive. Biographies for our Board members are publicly available on our website. Our Board has Audit and Compensation Committees, and several of our Board members are from underrepresented groups, as shown in the table below.

Board Member	Founder	Independent	Investor	Diverse	Audit Committee Member	Compensation Committee Member
Dana Evan		x		x	x	x
Nina Achadijan			x	x		
Obaid Khan				x		
Shoaib Makani				x		
Somesh Dash			x	x		
Alexander Niehenke			x		x	x
Aaron Schildkraut		x				x

We distribute annual questionnaires to the members of our Board of Directors to update the information we have about their qualifications, affiliations, and other relationships. This ensures we have the necessary information to assess compliance with conflicts of interest, related-person rules, banking requirements, securities laws, sanctions and trade restrictions, anti-corruption, and audit requirements. When inquiring about diversity, we do not ask questions about religion, but we do cover other categories like gender, race, sexual orientation, independence, and tenure. We also meet annually with members of the Audit Committee and Compensation Committee to review their charters, and ensure they appropriately reflect the Committee's evolving roles and responsibilities.



Unlocking our potential

People at Motive

96%

feel they have supportive working relationships.

92%

feel their managers care about them as a person.

88%

have support to solve problems in new ways and feel empowered to make decisions that affect their work.

82%

feel autonomy to flex their work schedule around their non-work life.

Our people are the foundation of everything we do at Motive. We know that fostering a culture that provides a sense of belonging, inclusion, and safety to our teammates is paramount to our success. We are hyper focused on improving our teammates' engagement, listening to them and upleveling our dialogue processes, and providing employees with the ability to learn, grow, and follow passions. We know that when we support our employees with the resources they want and need they can innovate faster and better. When our people are able to work with drive and purpose, we unlock our full potential, and in turn make our mission a reality.

Our People Team is on a mission to build trust and break down barriers, knowing that by setting a high bar in helping every Motive team member with the support they need we achieve excellence, together. In this section, we'll touch on our efforts in diversity, equity & inclusion, our compensation and support systems, and how we're building cutting edge employee engagement and growth and development programs, because we know that when we provide our teams with the tools they need to learn and grow with us and to feel empowered and passionate about their work, we all build a better, more innovative organization to achieve our mission.

Diversity, equity, and inclusion

Our Goal

Reflect the communities in which we work to foster inclusivity, safety, and innovation



At Motive, we know that an organization founded on diversity, equity, and inclusion (DEI) will transform our people, our customers, and our business. Diverse experiences and unique perspectives lead to more innovation and creativity, better problem-solving, adaptability, and informed decision-making. Building a safe, inclusive atmosphere creates a culture for these perspectives to thrive and fosters a sense of belonging and empowerment to allow our team to do their best work.

We diligently track data to see where we have room for improvement, build programs to support our goals and address issues, embed our values in every step of the employee experience and implement trainings and initiatives to engrain them in our organization's philosophy, and provide tools and resources to our team members to take ownership of their initiatives and move forward with purpose.

Last year, we discussed our data-driven approach to our DEI programs, and we're continuing that discussion year-over-year with how we're addressing our goals and highlighting our progress, particularly with respect to increasing representation of women, with a focus on increasing representation in leadership roles.

Increasing women in leadership at Motive continues to be a major area of focus for us. We are thrilled that representation has increased by almost 4% in one year, and continues to go up in 2024. This achievement is largely attributed to new programs implemented in 2023.

Highlighting key achievements and addressing areas of improvement

	2022 EOY	2023 EOY	Goals for EOY 2024
Women (Global)	26.6%	28.2%	30%
Ethnic Minority (US only)	50.7%	49.1%	50%
Black/African-American (US only)	4.2%	4.0%	7%
Latine/ Hispanic (US Only)	5.5%	5.4%	8%

Spotlight on women in leadership

	2022 EOY	2023 EOY	Goals for EOY 2024
Women in Senior Leadership Positions (Global)	20.7%	24.2%	28%



New Program Spotlight: Women in Power

In 2023, we launched Women in Power, a program created to invest in Motive's top women directors. We partnered with the Center for Creative Leadership to administer their Benchmarks® 360 leadership assessments to help assess critical leadership competencies and provided these outstanding leaders with executive coaches to assist in their continued career success.

Amplifying the voices of women at Motive

In addition to our yearly engagement survey for all employees, we specifically surveyed women at Motive to understand their experiences and ensure we were creating a workplace that was equitable and inclusive for them. Our women shared that they are experiencing inclusive teams, have a strong sense of belonging, feel they can be themselves, and feel like a valued member of the team. The survey also highlighted that we could improve on providing clearer career paths and opportunities for advancement at Motive. This feedback was pivotal in the creation of our objectives and key results in 2024 with a large focus on employee growth and learning and development, which we will touch on later in this section.

Improving our recruiting efforts and talent pipeline

Last year, we discussed our inclusive approach to recruiting and hiring, including our interview and hiring training programs and our participation in Sistas in Sales, Techqueria, Afrotech, Pakistani Women in Computing, Women Who Code, Lesbians Who Tech, Women Impact Tech, Women in Sales, Latinas in Tech, LGBTQ Chamber of Commerce, Nashville Pride Parade, and the Society of Hispanic Professional Engineers.

For this year's report, we're focusing on some improvements we've made since late 2023. While we have always required diverse slates of candidates for manager and above roles, last year we fitted our applicant tracking software with multiple checks to ensure diverse candidate pools. Providing automatic checks in the system helps us keep diversity top of mind as we build teams. It's important to note that we do not set any quotas, but constantly implement efforts to improve our pipeline to ensure our team has diverse slates and opportunities to hire the best candidates for the job.



“Women in Sales has enjoyed partnering with Motive the last two years! We have a specific emphasis on sharing stories from women on the Motive team and centering their voices in events throughout the year. Motive does a great job of internally recognizing diverse employees, and we're grateful to partner externally to carry this work forward.”

Alexine Mudawar
CEO, Women in Sales



“Our partnership with Motive over the past three years has been instrumental in empowering and uplifting our community of women of color in sales. Their unwavering support and commitment to diversity, equity, and inclusion have made a significant impact on our mission to create opportunities and drive success for our members.”

Chantel George
CEO and Founder, Sistas in Sales

Upskilling our workforce: increasing inclusivity and belonging training for all employees

In our 2023 Report, we discussed our leadership training and other required training with respect to our performance management, feedback, hiring, and promotion processes, all of which remain in place. We've been at work since then to drive our initiatives forward even more. We created four new required courses for all employees, including "Diversity Basics," "How to Mitigate Bias," "How to Be an Ally," and "Working Across Cultures." We've also introduced these training sessions for all new hires at onboarding. These trainings allow our teammates the space for self reflection and give them new skills to make inclusive decisions every day and foster inclusivity across our entire organization.



Building on our foundation and addressing areas for improvement

In 2024, we are continuing our transformative journey towards further fostering DEI in the workplace. Through a comprehensive array of initiatives, we are demonstrating our commitment to building a diverse workforce and cultivating an inclusive environment where every individual feels valued and empowered.

Our new DEI efforts since our last report are multifaceted, including:

- Inclusive teams training sessions to equip employees with the skills to collaborate effectively across diverse backgrounds.
- Establishing a formal mentorship program to support the growth and advancement of underrepresented employees.
- Hosting Women in Tech roundtables where we address the unique challenges that women face in tech, providing a supportive community where we can discuss strategies for success together.
- Launching a Leader Academy with McKinsey tailored for people of color, fostering diverse leadership representation.
- Demographic reviews of our promotion processes to ensure fairness and transparency, and
- A formal Allyship community to promote advocacy and support.

Employee resource groups

“Since joining Motive, it has been a dream of mine to be part of a Latiné ERG, and in 2023 we launched Adelante at Motive. As part of this process, I had the privilege of learning from seasoned ERG leaders. This alone has provided me with valuable insight into DEI at Motive and how we can positively impact underrepresented groups. It’s so exciting because Adelante is already positively impacting its members and this is just the beginning!”

Valerie Aguilar
Software Engineer and Co-chair, Adelante at Motive

“Being an ERG leader at Motive has been one the most rewarding experiences at work. I have met diverse and equity-driven employees who have grown into friends. I feel like I am a part of, as well as a builder of, larger Motive communities.”

Geneva Yourse
Senior Counsel and Co-Chair of Melanin at Motive

Our Employee Resource Groups (ERGs) empower our employees to build our culture and our community. Each employee-led ERG has an executive sponsor and budget to develop programming and events to focus on celebration, education, and community building. They host regular networking events, fireside chats with leadership to share stories and advice, mentorship meetups to provide access to leadership, inclusive roundtables to discuss identity and intersectionality, and participate in recruiting events to increase our employer brand awareness.



Employee engagement, growth, and development

Employee engagement surveys

“Motive has been an incredible place to grow and evolve as a leader in product management. I started as a group manager leading one area, and Motive and the incredible people I work with have given me the skills and opportunities to become the VP of Product, leading our core fleet products and a talented team of over 30 PMs, who drive significant safety, profitability, and sustainability outcomes for our customers. Our inspirational mission to make society safer and more sustainable makes Motive a truly inspiring place to work.”

Abhishek Gupta
VP of Product, Motive

We cannot stress enough that our people are critical to achieving our mission and shaping our culture and company. Ensuring we are listening to them to further enhance their experience at Motive is one step in continuing to both evolve our culture and identify predictors of engagement and productivity. One of the ways we listen to employee feedback to understand sentiment about our culture, training, and initiatives is our annual “Your Voice Matters” (YVM) survey. It provides confidential feedback that informs our investments in people programs, policy creation, and approach to rewards and recognition.



Motive’s annual Your Voice Matters survey

In 2023, 88% of our employees participated in our YVM survey. Our employees indicated an extremely strong favorability score on our employee engagement, in the top 25% of technology companies (globally) according to [CultureAmp Benchmarks](#). We’re focusing deeply on the results and data where there was less satisfaction and created intentional action items to elevate engagement and satisfaction in 2024 and onward. We’re deeply focused on dedicating significant time and resources to improving our listening and dialogue process while creating pointed and specific action plans to improve employee experience and satisfaction across the board, particularly in areas where our results were weaker than others.

Great Place to Work survey

Motive partners with Great Place To Work to understand how effectively our leaders create the conditions for a positive employee experience. Great Place To Work offers best-in-class data about the employee experience, sourced from surveys taken by millions of employees globally. This data provides us invaluable insight into how our team members interact with the workplace and establish benchmarks for working conditions.

“I love working at Motive because I believe in our mission and thrive in the dynamic, supportive environment. The opportunities for professional growth and collaboration with a talented, driven team are incredible. It’s an inclusive organization that has given me the chance to really grow and evolve, with abundant opportunities for women to succeed.”

Nishay Batool
Director, SMB Sales, Motive

The Great Place To Work Trust Index Survey measures individual employee experiences of five dimensions of a high-trust company culture through 60 statements and two open-ended questions. Three of the dimensions are connected to the actions of leaders and building trust: credibility, respect, and fairness. The other two dimensions measure the workplace experience of employees in relation to their colleagues and the wider organization: pride and a sense of belonging.

Motive has been a certified Great Place to Work for three consecutive years. In 2023, 82% of employees at Motive say it is a great place to work compared to 57% of employees at a typical U.S.-based company.



Elevating our employee engagement to an employee dialogue process

In 2023 and 2024, Employee Engagement and ensuring that we’re acting on feedback to elevate our employee experience and foster our team members’ abilities to grow and develop with the company have been a top priority. In fact, at Motive, we’re aiming to set a new standard in employee listening and dialogue. Moving beyond traditional engagement surveys, we’re focusing our efforts on pioneering an **Employee Dialogue** strategy that’s action-oriented, inspired by industry best practices, and developed by our **in-house PhD work psychologist**. While this investment takes time, effort, and a willingness to practice a new way of employee listening, we know it’s worth it. Engaging in deeper dialogue helps us collectively raise the bar on engagement, performance, and our profitability as a company. We’re deeply invested in ways to improve our employees’ experience and potential at Motive so they continue to grow with us.

Our Employee Dialogue Program is three-pronged and includes: 1) learning from what we hear and taking in feedback to learn what’s actionable; 2) taking action and sharing with each other what we’re doing; and 3) holding ourselves and each other accountable by measuring outcomes of actions taken while having conversations to make necessary adjustments.

“When I joined Motive, I was looking for an opportunity at a startup whose mission I believed in. I started in Customer Success where I developed skills and understanding about our company as a whole. Eventually, I wanted to grow in a new direction. My managers and our team found me a role putting my talents to work supporting our People Team, where I’ve grown into a Manager of People Business Partners. I stay at Motive because I get to learn and grow alongside a team of amazing people who are genuinely a pleasure to work with and tackle projects.”

Tonya Simpson-Hines
Manager, People Business Partners

In late 2023 and Q1 of 2024, we took immediate action based on our 2023 results. Here are some examples:

- Presenting results candidly and transparently to our whole organization and making those results readily available to all managers to take action.
- Conducting an open Your Voice Matters Town Hall and Q&A to discuss our engagement results, resulting in an immediate increase in employee trust and confidence.
- Going on employee listening tours across offices and departments.
- Implementing specific focus group surveys to better understand the experience of different groups of employees.
- Forming and formally meeting with our new Employee Advocacy Group (EAG).

We are focused on continuing to grow our engagement program and are excited to report back next year on all the amazing progress our team is making.



Performance and career growth

We’re dedicated to fostering employee growth and development as fundamental elements of our organizational culture, driving both individual success and organizational impact. We know that when we give our team opportunities to grow and develop, we can cultivate their passions and talents to help them grow with us and innovate our business and, in turn, help us all achieve our mission.

In late 2023, we launched a newly revised and enhanced Employee Growth Cycle—our comprehensive performance and promotion process—to strengthen a culture of feedback, elevate personal growth conversations, and recognize outstanding contributions. Further, we’ve upleveled our annual review process to a biannual program. This biannual review program evaluates accomplishments, gauges competencies, and enables individuals’ drive toward mastery. By facilitating dialogue and feedback exchanges among peers, we’re empowering each other to identify strengths, areas for improvement, and actionable strategies to unlock everyone’s potential.

“It was a big leap when I decided to completely switch careers and join Motive. I began as a sales rep, where I grew to understand our customers and their problems. My team recognized my talents and that they’d be valuable managing customer relationships and gave me the opportunity to thrive in a new role where I now manage a team of CS Managers. At Motive, the work is challenging, fun, and fast and allows me to learn and grow rapidly. I’ve felt invested from the start and love the collaborative environment with colleagues who are now friends. Joining Motive was one of the best decisions I have ever made.”

Ben George

Senior Manager, Mid-Market Customer Success, Motive

Our competency framework and job taxonomy is central to this work, clearly defining the skills and attributes needed for growth within the company. One reflection of our commitment to growing talent is reflected in our internal career mobility opportunities - 20% of all open roles are filled with internal applicants each year.

We leverage feedback from our homegrown talent management tools and processes to identify development goals and paths for each individual. Further, we offer a wide spectrum of training, educational, and developmental resources to aid employees in pursuing their goals, whether they aspire to broaden their skill sets or ascend in their chosen field.

Together, these initiatives underpin Motive’s continuing commitment to empowering employees to own their career. By fostering professional advancement, creating a dynamic environment where every individual can thrive and contribute meaningfully, we are creating a foundation for exceptionally talented individuals to achieve their full potential.

Aside from our Leader Academy, trainings, roundtables, and ERG events mentioned above, we provide other learning and development offerings, including, but not limited to:

- **Extensive New Hire Training & Onboarding:** We offer a robust new hire onboarding and training, explaining our values, how we help and support our customers, and where employees can find all of the necessary resources and support to help them learn, grow, and succeed.
- **Leader Essentials:** A leadership course that leverages a blend of live sessions and self-paced learning with a focus on upskilling leaders in core skills (setting expectations, coaching, difficult conversations, managing remote teams, etc.)
- **Sales Enablement:** A training team dedicated to the onboarding, development and upskilling of our sales team on Motive’s products, services, and sales methodology.
- **Engineering Academy:** A course which develops and hires first-line engineers from within Motive’s internal annotation team, where participants learn about and work on real engineering projects in either Front End or QA Engineering.
- **Learning Courses for All:** 25 courses on a variety of relevant business skill topics intended for all Motive employees via OpenSesame’s learning library, along with 40 additional Professional Development courses curated internally.
- We are continuing to build out our Learning & Development programs year over year to offer more opportunities for professional growth and development and look forward to reporting them in the following years.

We are continuing to build out our Learning & Development programs year over year to offer more opportunities for professional growth and development and look forward to reporting them in the following years.

Total rewards and pay equity

Our commitment to fair, equitable, and transparent compensation

In our 2023 report, we discussed our commitment to pay equity, fair compensation, and our pay for performance philosophy. This all remains true in 2024, and we continue to improve upon our Total Rewards and our processes to uphold these values. We recognize that when our people feel fairly rewarded and valued, they give back their best to collectively achieve our mission.

At Motive, our Total Rewards philosophy is deeply integrated into our overarching commitment to excellence and innovation. We meticulously design compensation and benefits packages that attract, retain, and empower top talent while fostering an environment where every employee feels a profound sense of belonging and purpose. Our approach combines competitive compensation, comprehensive benefits, and opportunities for professional growth, aligning with our broader mission to drive transformative outcomes across the industries we serve.

In 2024, our refined compensation framework remains committed to **fairness, transparency, and performance-driven rewards.**

We conduct bi-annual compensation reviews, supported by robust analytics, to ensure our practices reflect market standards and uphold our steadfast **commitment to pay equity.** This rigorous process is essential for sustaining our principle of pay for performance, allowing employees to participate in Motive's growth through **equity grants** which align their successes with the company's long-term goals.

Furthermore, our compensation strategy is characterized by its systematic and analytical nature, ensuring each decision is grounded in data and aligned with our values. Through detailed performance evaluations and departmental calibration, we maintain consistency and fairness across the board. Our commitment extends to crafting tailored incentive plans for senior management that hinge on achieving critical financial targets, underscoring the alignment of personal performance with corporate success.



Through these practices, Motive not only upholds internal standards of excellence but also champions industry-leading approaches to equitable and sustainable compensation. This commitment is integral to our vision of building an inclusive workplace culture, where every team member's contributions are valued and rewarded, propelling both personal and organizational advancement.

Benefits

At Motive, our goal is to provide market competitive, relevant programs to attract and retain the best people for our organization. We recognize the importance of supporting employees both personally and professionally and do so by providing programs that support not only their physical well-being, but also mental and financial well-being. Benefit programs that support the holistic person allow us to create an environment where people can perform their best to solve problems, innovate, and promote our mission and values - all while being able to take care of themselves and their families.

All of our programs, globally, are reviewed annually to determine where our plans land in market trends, and if they are meeting the needs of our employee populations. We continually monitor employee feedback on benefits programs and experiences with our vendors to ensure the best experience possible. Further, our programs and offerings are tailored to the specific needs and competitive norms in the markets where we have talent including Canada, India, Taiwan, Pakistan and Mexico.

Motive employees receive a variety of benefits, including:

- Medical, dental and vision coverages
- Life and disability insurances
- Retirement plans with a matching program
- Work-from-home stipends
- Generous paid time off policies, including vacation and sick time
- Fully paid maternity/parental leaves, as well as medical leaves of absence and accommodation support
- Up to 12 free mental health counseling or coaching sessions annually for employees and their families

Flexible work policy

We continue to provide flexible work where our team can choose to work from one of our global office locations, fully remote, or a mix of the two, and recognize the changing landscape of work in modern times as well as the benefits, both mentally and physically, of allowing our employees to have options. This policy also helps reduce our waste by reducing the energy and space needed for our offices, as well as reducing employee commuting.

Workplace practices and policies

To ensure a safe, inclusive, and equitable work environment, we are intent on creating a culture of treating everyone with dignity and respect. Our policies and procedures are designed to ensure a healthy work environment for our employees, which are included in our Employee Handbook and other resources. We comply with all laws and go above and beyond to create this atmosphere.

Our 2023 Report contains more detail on these policies, including details on our policies around:

- Equal Employment Opportunity
- Anti-Discrimination and Anti-Harassment
- Accommodations and Leaves
- Workplace Health and Safety

Awards, initiatives, and community engagement

Recognition and awards for our culture

Our workplace is consistently recognized for our focus on building an inclusive culture where our team can thrive. On this page you'll find just some of the awards and recognition we've received in 2023 and through April of 2024.

2023	2024
<ul style="list-style-type: none">• Certified Great Place to Work• Comparably Best HR Teams• Comparably Best Product & Design Teams• Comparably Best Company Outlook• ZoomInfo Most Influential Sales Leaders• Parity.org Best Companies for Women to Advance• Parity.org Best Companies for People of Color to Advance• Women Impact Tech Top 100 Honoree• BuiltIn Best Remote Places to Work	<ul style="list-style-type: none">• Certified Great Place to Work• Fortune's Best Workplaces in Bay Area• BuiltIn Best Remote Places to Work• Parity.org Best Companies for Women to Advance• Parity.org Best Companies for People of Color to Advance

Motive was, once again, recognized by ParityLIST in 2024, which highlights organizations creating the culture and conditions where underrepresented groups can rise. Companies are rated across a comprehensive rubric covering recruiting, promotion, compensation practices, specific employee benefits and policies, and quantitative representation at the leadership level.

Motivated for Good: Community engagement and corporate social responsibility

In 2023 and 2024, we focused on revitalizing our corporate social responsibility and volunteering program, Motivated for Good, by creating new volunteer initiatives to give our employees opportunities to give back to their communities and build relationships with each other. To be 100% transparent, since office closures during COVID and moving to a more flexible and remote work environment, bringing people together for community involvement saw a drop off between 2020 and 2022. However, we fully recognize the value of giving back to our communities and that it fosters a sense of community and engagement with our stakeholders, both internally and externally. All of us and our organization live and thrive because of the communities around us, and we want to give back.

In late 2023 and early 2024, we organized a month of giving in December-January, Earth Day events throughout our global offices, and many other initiatives and volunteer opportunities. Further, in 2024 we partnered with the Navy SEALs Foundation, and our ERGs donated from their budgets to various charitable organizations aligned with their missions.

We are continuing to build our programs to give back to our communities and look forward to reporting further in the coming years.

Below is just a sampling of highlights from our community building and initiatives from December 2023 through April 2024:



Members of our Legal and P&P teams volunteering at Project Open Hand in San Francisco to help prepare and package meals for sick and elderly members of the community. Our team packaged over **2,115 portions of food for those in need.**



Motive's Taiwan team celebrating and paddling together in the annual Dragon Boat Festival in Taipei.

Month of Giving

In December of 2023, our offices teamed up to donate over **2,000 items** to charities globally and **560 hours** across six volunteer events, including donating volunteer hours and items to orphanages, homeless welfare foundations, and other local organizations important to our employees and their communities.



Motive's Pakistan Team volunteering at EDHI Homes Orphanage in Islamabad during Motive's Month of Giving.

Earth Day 2024

For Earth Day in 2024, each of our international offices participated in volunteer work, we purchased carbon credits and RECs to offset our Scope 1 & 2 emissions (as discussed further in [Less, but Better: Respect for Our Planet](#)), we hosted internal events on our products' effects on our customers' footprints and our own corporate sustainability initiatives, and we hosted a virtual environmentally focused event for remote employees who could not participate in local office events.



Our teams in Lahore and Islamabad partnered with the World Wildlife Foundation for a plantation drive day where they planted nearly **1,000 plants** to help restore and beautify their communities.



Our San Francisco team worked with Golden Gate National Parks Conservancy to restore grasslands for the Mission Blue Butterflies.

Navy SEAL Foundation



Motive partnered with the Navy SEAL Foundation (NSF) due to its impeccable reputation as a highly efficient and impactful organization dedicated to supporting the unique needs of Naval Special Warfare (NSW) personnel, veterans, and their families. Motive is honored to have a large number of members in our community who have given their time and served for our country to protect us all and our communities.

This partnership reflects our recognition of the vital importance of supporting those who serve in the Naval Special Warfare (NSW) community and their families. The NSF's reputation for excellence and efficiency, as evidenced by its consistent 4-star rating from Charity Navigator and its allocation of ninety-four cents of every dollar directly to programs or future mission use, aligns seamlessly with our values of transparency and impact-driven philanthropy. By investing in NSF's comprehensive programs spanning five Pillars of Support — Strength, Resilience, Health, Education, and Community — we are not only providing crucial support to SEALs, SWCCs, veterans, and their families but also contributing to the overall well-being and resilience of the NSW community. This partnership underscores our dedication to making a meaningful difference in the lives of those who sacrifice so much to safeguard our nation's security.

Other Initiatives

We continue to support the workplace equality initiatives discussed in our 2023 Report, including our contributions to nonprofits and support of equality legislation, signing onto the **ParityPLEDGE** and our involvement in the **Base10 Advancement Initiative**.

Further, we are investing in sustainability initiatives and reducing our carbon footprint, including investments in various projects and renewable energy, as further set forth in [Less, But Better: Respect for Our Planet](#), below.

Employee resource group budget donations:

Adelante	The Society of Hispanic Professional Engineers
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Veterans	Hiring Our Heroes
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MoPride	The Trevor Project
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AAPI	Stop AAPI Hate
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DNA	CHAAD
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Melanin	Black Girls CODE
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Building trust and owning it

Ethical, responsible, and sustainable operations

Ethical and responsible operations

Last year, we reported on our commitment to conducting our operations ethically, honestly, and in compliance with applicable laws and regulations, and going above and beyond. We continue to strive to be the best company we can to serve our customers and our communities and to build trust with our most important stakeholders. In this year's report we'd like to dig deeper and give an update on our progress.

Corporate code of conduct and ethics

Last year, we launched a new Corporate Code of Conduct (our [Guide to Owning It and Unlocking Your Potential](#)) focusing on making it easy to read and understand for our whole team. We also rolled out mandatory training for our entire Code of Conduct and require all new hires to complete training during onboarding. In addition, we have various team-specific codes and training to ensure we are upholding our ethical obligations and governing with integrity. Further, we launched our new whistleblower hotline, [Motive Matters](#), a confidential channel for reporting ethics and policy violations.

Our Code of Conduct and trainings include policies with respect to:

- Anti-Bribery and Corruption
- Antitrust and Anti-Competitive Behavior
- Data Privacy
- Conflicts of Interest
- Anti-Harassment and Anti-Discrimination, and
- Comprehensive Anti-Retaliation and Whistleblowing policies
- and more

Proactive engagement with our supply chain, responsible sourcing, and respect for human rights

We recognize that our values and all of our stakeholders values should be reflected throughout our value chain. Last year we rolled out new policies, including our [Policy on Forced Labor and the Humane Treatment of Workers](#) and our [Business Partner Code of Conduct](#), which is based on the Responsible Business Alliance's Code of Conduct. Our [2023 Report](#) contains more information about these policies, and they are publicly available and transparent for all of our stakeholders to review and understand our programs.

Further, we are creating depth in our engagement and dialogue with our supply chain to ensure agreement, compliance, and that we are consistently improving, together. In 2023 we rolled out a new Supplier Questionnaire, to which 100% of our third-party manufacturing partners responded, confirming compliance with our requirements and that they have programs and policies in place for responsible sourcing. We're proud to report that 100% of our third-party manufacturers and other major service providers have ESG or Sustainability programs, including responsible sourcing programs and policies.

We are also engaging in deeper dialogue with our suppliers by working with supply chain consulting firms to dig into our entire value chain and to continuously improve our sourcing and sustainability initiatives. We are continuing to onboard the rest of our suppliers to ensure agreement with and compliance with our policies and requirements and will report back in the coming years.

Data governance that builds trust

At Motive, we recognize that our customers, end users, employees, and business partners are entrusting us with securing and handling their data, from information on devices to data in the cloud. We take data privacy and security very seriously, and we are transparent about our governance and practices. In our 2023 Report, we focused on our transparency, and in 2024 we built and launched a [Trust Center](#) via SafeBase to make our data privacy and security, as well as ESG practices, more accessible. We have a publicly posted [Privacy Policy](#), a publicly posted [third-party data request policy](#), a [publicly available security overview](#).

Motive's core report on data governance and strategy is in our [2023 Report](#). As we reported in 2023 we've made significant human resource investments in the following functions, and continue to do so. We've built a cross-functional team of experts to implement data privacy and security standards across the organization to ensure the integrity of our data management systems and governance, including experts in:

- Legal privacy regulatory compliance
- Cyber incident preparation, response & forensics
- Information security standards and certifications
- Data protection and encryption
- Data mapping
- Data categorization & classification
- Data retention
- Data subject access request fulfillment

Further, in 2023, we certified SOC2 Type 2, and we're building upon that foundation to produce best practices and achieve further certifications. In 2024, we have self-attested to compliance with the U.S. Data Privacy Framework and completed additional SOC2 Type 2 certifications for new products and services. We have also implemented mandatory Global Data Privacy Training and Cybersecurity Training for all Motive employees.

As we are highly focused on expansion into new markets and jurisdictions, we continue to adopt and conform with the laws, while also continuing to ensure we're implementing best practices and enabling our customers to fulfill their own privacy obligations in areas of the world with the most progressive laws. We are focused on going above and beyond our compliance obligations to be the best stewards of data that we can be.

Key Data Privacy and Security Achievements in 2023 & 2024

- hosted a Data Privacy Summit to discuss and project plan around implementing best practices, all of which we are continuously working on and striving to implement 2024;
- improved reporting for incidents and remediation action items in order to quickly react to and resolve any privacy or security incidents;
- ran tabletop exercises for a variety of potential security & privacy threat and incident scenarios, including post-mortem investigations and gap assessments to remediate any areas of improvement to ensure data is safe and sound;
- implemented a new **Trust Center** to make all of our data privacy and security information, reports, audits, etc. available to customers with ease as a home base for continuously updating and monitoring our assurance of following best practices in data privacy and security;
- implemented a new and upgraded cookie consent management tool and process to increase trust and transparency and allow users to easily tailor their experiences with privacy requirements;
- invested heavily in exhaustive data mapping and data categorization efforts;
- and upgraded all of our training in the second half of 2023 and 2024 to ensure we're following privacy by design principles

We fully intend to continue on this path of best practices and improve all of our processes for both our data privacy and security programs to ensure that all data hosted by Motive is being guarded with the utmost care. We fully understand that our communities trust us with their data and that by being good stewards we can build trust and grow together.

Less, but better: Respect for our planet

At Motive, we are committed to managing our environmental footprint as an organization. While our mission to provide our customers with the tools necessary to be safer and manage their own environmental footprint has a positive contribution to society, we are also working on improving our own operational footprint, examining our product inputs, our packaging, our operational spend, our offices and workplace management, and our logistics operations to take measures to reduce our impact.

Measuring and managing our carbon emissions

In 2023, we began publicly reporting our carbon footprint, along with our interim goals and targets, as set forth below:

95%

reduction in Scope 1 & 2 emissions over the long term

50%

reduction in Scope 1 & 2 emissions by 2027

2025

To become carbon neutral in 2025 (with respect to our Scope 1 & 2 emissions) through green energy procurement and high quality carbon credits¹⁰

¹⁰ We recognize that "carbon neutrality" and offsetting have complexities and often lack clear definition. We aim to be fully transparent and clear about what we consider carbon neutral, and we have provided clear information about our investments. We intend to continue to provide full details in our reporting. In the meantime, we are looking into Scope 3 and setting goals and targets with respect to Scope 3 emissions. We recognize that our main impact is in our Scope 3 emissions.

We further discussed our efforts to improve our supply chain/product lifecycle sustainability and our workplace sustainability.

Investing in Climate Action:
Carbon Neutrality for Scope 1
& 2 Emissions

We are proud to report that we have retired carbon credits in our name to be **carbon neutral**¹¹ with respect to our 2023 Scope 1 & 2 emissions. Further, we've purchased RECs to reduce our Scope 1 & 2 emissions by 50%. We're achieving these goals earlier than our previously set goals and targets, as further discussed in the [Offsetting Our Carbon Emissions with High Quality Carbon Credits and RECs](#) section, below.

We will continue to follow these practices as well as set goals and targets aligned with SBTi in the future, and intend to offset more and reduce more year over year.

2022 emissions estimates

In 2023, we dug deep into our operations for our emissions estimates, and we continue to do so. We also set FY2022 as our baseline year. Our 2022 emissions, as reported in our 2023 Report were:

2022 Emissions estimates

Scope 1	105
Scope 2	193
Scope 3	17,545
Total	17,843

All quantities are in Metric Tons of CO2eq

2023 emissions estimates

In 2024, we estimated our 2023 emissions with a new emissions calculations provider which may have created discrepancies in how we are reporting our emissions compared to last year, as well as the methodologies used. We are intent on being as transparent as possible, and we are working with our partners to ensure accuracy. However, we are cognizant that any differences in our numbers between 2022 and 2023 and any decreases or increases in estimates may be caused by this change in service providers and methodologies.

While we've done our best to reconcile these differences and have categorized 96% of our spend for our Scope 3, we believe there may be gaps which are not represented in this report, within a small margin of error, with respect to our total emissions estimates. Overall, we believe these estimates are representative, especially for our Scope

¹¹We define carbon neutrality for Scope 1 & 2 emissions as purchasing RECs and carbon credits equivalent to our estimated Scope 1 & 2 emissions for the applicable fiscal year, and we have over purchased out of caution and to invest in climate action beyond our commitments.

1 & 2. We are committed to enriching our data year over year to have the best data possible, including by working with our suppliers and our value chain to improve our emissions calculations and reporting.

Further, we are reviewing the goals targets set by our material suppliers to investigate whether we can reduce our Scope 3 emissions over time and set firm Scope 3 goals and targets. While we are still analyzing our plan of action and whether we can meet our Scope 3 goals and targets, we are analyzing our entire value chain to determine where we have gaps.

We're proud to report that we've analyzed the top 80% of our spend, of which 65% of our suppliers have emissions reductions goals and targets, while within **the top 60%, 100% of our suppliers and vendors have emissions reductions goals and targets**. We will be engaging deeper with our value chain to ensure alignment with goals and targets to ensure we're reducing our Scope 3 emissions over time.

While we are at the beginning of our decarbonization journey, we feel confident in our reductions, our commitment to carbon neutrality, and our engagement with our supply chain to continually reduce our emissions to meet goals aligned with global goals and targets.

2023 Emissions estimates

Scope 1	52
Scope 2	315
Scope 3	15,602
Total	15,969

All quantities are in Metric Tons of CO2eq

Due to our efforts to continuously streamline our operations and cut out unnecessary spend, while increasing revenue, we've seen a **20%+ decrease in carbon intensity** year-over-year on a metric ton of CO2 per dollar of revenue basis.

Offsetting our carbon emissions with high-quality carbon credits and RECs

This year, we partnered with [CNaught](#) to purchase carbon credits from high-quality projects. We partnered with CNaught because their portfolio follows recommendations by the World Economic Forum and the science-based best practices laid out in Oxford's Principles for Carbon Offsetting. The portfolio invests in a mix of emissions reduction, conservation, short-term removal, and long-term removal projects.

We also selected CNaught because their portfolio contained projects that we care about, one of which is highlighted below, and their attention to detail in choosing projects based on sound principles and high quality. Our full portfolio of credits is transparently presented [here](#), and includes the Oeste de Caucaia Landfill emissions reduction project, the Katingan Mentaya deforestation avoidance and conservation project, the Delta Blue Carbon removal project, and the Frontier carbon removal project.

We also purchased RECs to invest in renewable energy for all of our offices other than Taiwan, meaning that we've over-indexed and over-invested to be carbon neutral for Scope 1 & 2 emissions and to account for some of our Scope 3 emissions. We're committed to investing in the voluntary carbon and renewable energy markets to show our commitment to and support for carbon reduction initiatives.

We are committed to following these practices as well as setting net-zero goals and targets aligned with SBTi, while offsetting and reducing our impact more year over year.



Carbon Removal Spotlight:

Delta Blue Carbon

We are proud to be investing in [Delta Blue Carbon](#), the world's largest blue carbon project, located in the Indus Delta in Pakistan. We demanded that our portfolio contain credits from this project because it aligns with our values and our presence in Pakistan, a region highly impacted by climate change.

This project supports the following UN Sustainable Development Goals:



While the Delta Blue Carbon area was previously covered in mangroves, which sequester 3-5 times more CO2 per hectare than upland tropical forests, they largely disappeared by the 1980s. The project will ultimately plant mangroves on nearly 225,000 hectares of land and estimates that it will remove over 2.4 million tonnes of CO2 equivalent per year, making it the largest restoration program in the world. The project is expected to produce 128 million carbon credits over the project's 60-year lifetime, and sequester a total of 142 million tonnes of CO2.

Further, investments in these carbon credits will create over 20,000 jobs in an area affected by poverty and restore and maintain the mangroves for a community whose livelihoods depend on them. 84% of households in the area rely on fishing and 25% are completely dependent on mangrove wood for cooking and heating. The project will introduce and promote sustainable fishing and sustainable and renewable energy sources. Delta Blue Carbon is a public private partnership that is highly respected for its rigor and auditing to ensure that its goals are being met, and it is spurring further investment to restore more mangroves and create economic investment in the region.

Environmental sustainability in our product life-cycle

As mentioned above, we're digging into our entire value chain to assure compliance with our standards and our customers' standards for sustainable and responsible sourcing, while streamlining our operations to reduce our impact. We're always looking for ways to redesign and simplify our packaging and products, optimize our shipping and logistics, and refurbish and redeploy hardware, which all reduce our footprint and waste in our product life-cycle.

In 2023 and early 2024 we:

- Reduced our air shipments significantly by 50%, as mentioned above
- Implemented a full line of packaging optimization, **completely removing all printed manuals** and replacing color-printed boxes with more environmentally friendly brown boxes, and
- Dug deep into our bills of materials and sources to ensure responsible sourcing.

We are continuing to build on this program and in 2024 we look to improve our refurbishment and waste management programs, which we will report back on in 2025.

Environmental sustainability in our workplace

While all of our office spaces are leased, we are in regular conversation with our building operators to take advantage of any opportunities to reduce and limit our impact. Further, with our Flexible Work Policy, we have limited the amount of waste created by our office spaces, and even reduced our consumption of space over time in certain locations. Below are some highlights of our office sustainability work:

- We're investigating, in collaboration with some of our landlords, the purchase or installation of our own renewable energy systems, and plan to report back next year.
- Our SF office uses 50% renewable energy as part of CleanPower SF.
- We take advantage of all recycling, composting, and other waste management initiatives available.
- Our Nashville office has made major efficiency improvements over the past year.
- Our Vancouver office has a strong sustainability program, offsets its emissions, and has programs and projects related to energy efficiency, water management, and waste management.

We are committed to continuing our dialogue and engagement with our landlords to creatively drive progress on sustainability in our workplaces.



Driving forward

Motivated for Sustainable Growth and Innovation

At Motive, we know that there's a lot of work to do when it comes to sustainability in our society, and we're focused on setting ourselves and all of our stakeholders up for success in an ever-evolving landscape. This Report reflects the work we've done up through mid-year 2024, and follows the framework we set up in 2023 to programmatically recognize and address our material issues and continue to report with transparency and accountability. We have made strides in every major area addressed in a short period of time, and are optimistic about the future and our ability to continue to build on our programs to be the best company we can be. We are committed to following this framework and reassessing our material issues regularly.

We strive to continue our sustainable growth and to work with customers and all our stakeholders to provide products and services that help industries meet their sustainability goals. We're looking forward to reporting further in future years about our continued progress as an organization, as well as the exciting products and services we're delivering to help our customers continue their own progress.

motive | Driven to Protect

About Motive

Motive builds technology to improve the safety, productivity, and profitability of businesses that power the physical economy. The Motive Automated Operations Platform combines IoT hardware with AI-powered applications to automate vehicle and equipment tracking, driver safety, compliance, maintenance, spend management, and more. Motive serves more than 120,000 businesses, across a wide range of industries including trucking and logistics, construction, oil and gas, food and beverages, field services, agriculture, passenger transit, and delivery. Visit gomotive.com to learn more.