



memma.
Center for Sustainability

2026 Annual Sustainability Survey

March 18, 2026

2026 Member Survey: Results

* Improved Sustainability Performance

MEMA member companies indicate at least a slight improvement in their sustainability performance vs. last year



75%

* Biggest Sustainability Wins

Governance, Reporting & ESG Framework Development, Emissions Reduction, Organizational & Leadership Commitment, Waste Reduction & Circularity



* EPR critical for the Aftermarket

48% of AM respondents cite EPR as a top-3 area of regulatory focus

* Costs on the Rise

Estimated sustainability compliance cost grew **35%**

* Reporting Requirements

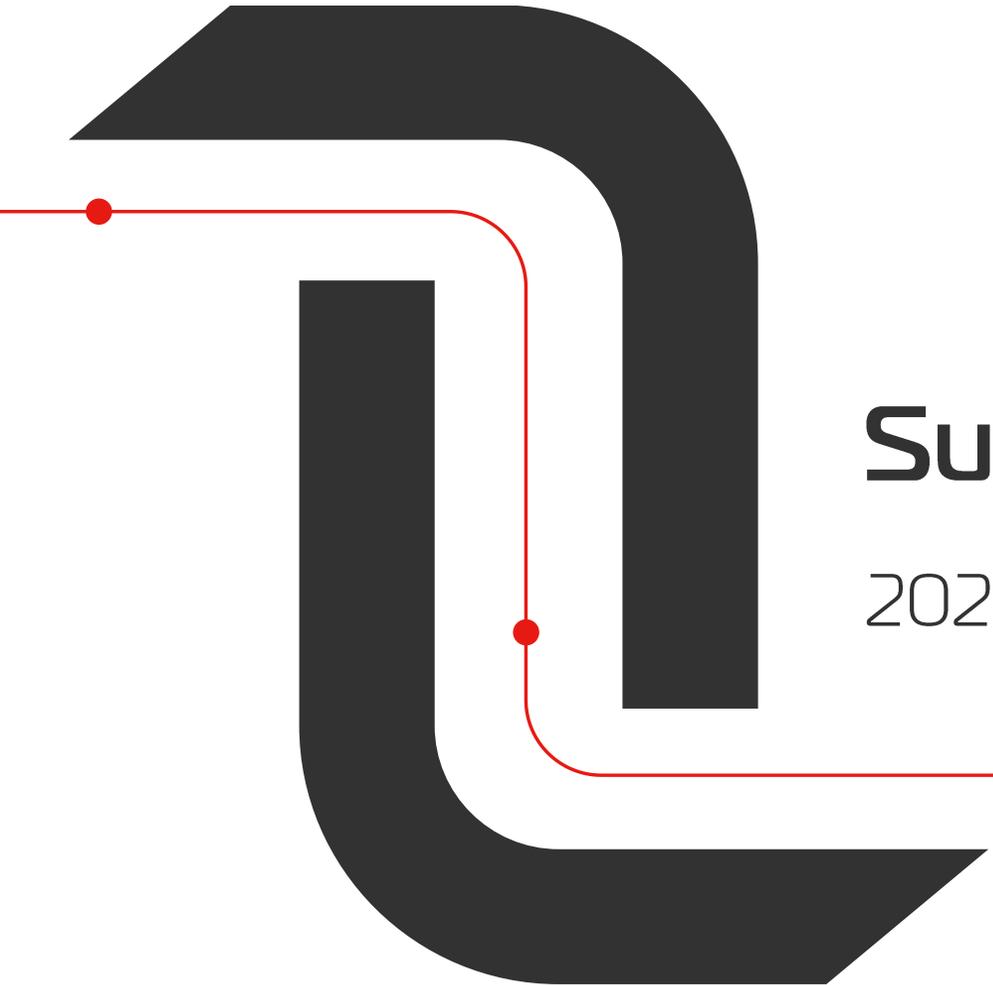
-  Mostly confident in knowledge of customers reporting requirements
-  Headwinds: Many different requirements OEM to OEM and even site to site within a single OEM



MEMA members continue to seek more clarity and consistency on customer requirements along with ways to reduce expenses and simplify processes associated with compliance.

* Prepared to Report On ...

- Scope 1
- Scope 2
- Scope 3



Sustainability Barometer

2026 MEMA Annual Sustainability Survey

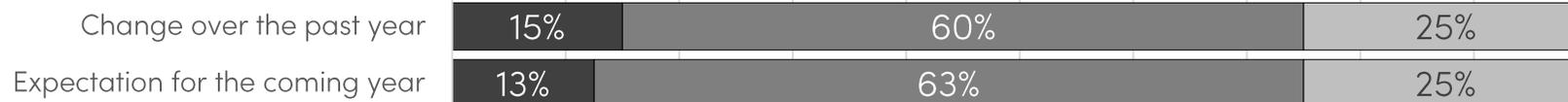
Sustainability Barometer

Please indicate your company's overall performance related to sustainability:

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Sustainability Barometer Index*	
Total	73
Original Equipment – Light Vehicle	73
Original Equipment – Commercial Vehicle	74
Aftermarket	74
	69

Total



Original Equipment – Light Vehicle



Original Equipment – Commercial Vehicle



Aftermarket



- Improved significantly from prior year
- Improved slightly from prior year
- Unchanged from prior year
- Deteriorated slightly from prior year
- Deteriorated significantly from prior year

*Weighted average: $\sum (\text{Pct. Responding Improved Significantly} \times 100, \text{Pct. Responding Improved Slightly} \times 75, \text{Pct. Responding Unchanged} \times 50, \text{Pct. Responding Deteriorated Slightly} \times 25, \text{Pct. Responding Deteriorated Significantly} \times 0)$

Sustainability Barometer

Please indicate your company's overall performance related to sustainability:

Improved Significantly from Prior Year:

- In 2025, Ecovadis rating improved to Gold based on Sustainability performance / reporting
- Big improvements in Scope 1 & 2, emissions reduction.
- It became clear we needed to have a deeper understanding about the scoring criteria for the Sustainability surveys. This was gained from our Sustainability team meeting with the third party to have focused discussions.
- We are hoping to get goals and have better metrics to document our progress.

Improved Slightly from Prior Year:

- Ongoing development of Sustainability related policies and procedures.
- Strong progress on facility optimization on the horizon with systemic KPIs to continuously monitor health. Groundwork developed for science-based targets aligned decarbonization strategy.
- We are focused on steady sustainable improvement year over year.
- Sustainability is competing with other business interests and resources for resources.
- There is precious little to no money for any efficiency projects. Just trying to keep the doors open.
- Ongoing development of Sustainability related policies and procedures
- It seems that the bar is raised every year, so our YoY improvements get "lost" in the various reporting methods.

Improved Slightly from Prior Year:

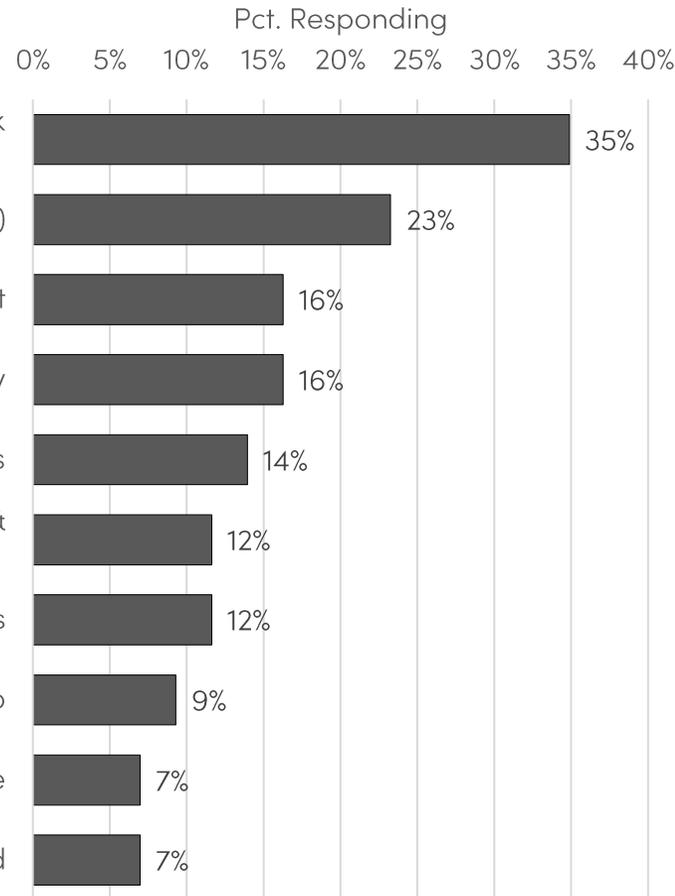
- We started in 2023 with concerted effort in 2024 to build base of knowledge
- While improvements have been minor, for certain customers we have learned how to better answer some of their SAQ questions.
- The Company focus is to continue to focus on targeted initiatives that result in sustainable efficiencies, energy and water savings, positive corporate culture, and sound policies and governance.
- External pressures were reduced due to the change in the US administration and the deferral of CSRD in Europe.
- Leadership changes in the last year, expectations for coming year will be better understanding of the requirements with the new team
- With the new team

Unchanged from Prior Year:

- Still establishing baseline metrics for Scope 3
- Maintaining good practices relating to sustainability including maximizing recycling Etc.
- The focus has been slightly off due to other business issues created over the past year
- Our company is comfortable with our current commitment to sustainability.

Sustainability “Wins”

What was your biggest sustainability "win" over the past year?



Comments:

Governance, Reporting & ESG Framework Development:

- Added key sustainability leadership resource
- Development of CSR
- First Sustainability Report publication
- First annual Sustainability Report
- Improved understanding of CDP scoring
- Improved ISS ratings
- Ecovadis score improvement
- Maintaining Ecco Vadis supplier assurance
- Near-term targets validated by SBTi
- Climate Risk Assessment development (multiple mentions)
- TCFD / IFRS S2 aligned reporting
- ESG reporting tool development
- Simplified sustainability operations
- Strengthened sustainability policies
- Improved sustainability standards

Sustainability “Wins”

What was your biggest sustainability "win" over the past year?

Emissions Reduction (Scope 1, 2 & 3):

- Continued focus on Scope 1 & 2 improvements
- Improvement in Scope 3 calculation and Scope 1 & 2 reductions
- 9% total reduction in Scope 1 & 2 emissions
- Large reduction in CO₂ emissions
- GHG reduction targets validated by SBTi
- Carbon impact calculation framework with KPIs
- Monthly emissions reporting across North American plants
- Significant landfill waste and moderate carbon reductions
- Progress collecting Scope 3 data (still challenging)
- Climate risk assessments tied to IFRS S2 disclosures

Organizational & Leadership Commitment:

- Operational buy-in
- Breaking down silos, especially IT data
- Increased internal awareness and engagement
- Cross-site collaboration and initiative reuse
- New hire VP, EHS & Sustainability
- Continued simplification of internal sustainability operations
- Getting departments involved in CSR

Waste Reduction & Circularity:

- Paper recycling implementation
- Maximum recycling focus
- Significant landfill waste reductions
- Reman Day participation and packaging improvements
- Keeping cores in the aftermarket
- Removing SVHCs from products
- Circular product initiatives (biomass balance, digital passports overlap)

Data & Measurement Improvements:

- Data quality improvements
- ESG reporting tool development
- Common monthly emissions reporting framework
- Better CDP data organization
- Carbon calculation framework
- Scope 3 data progress

Sustainability “Wins”

What was your biggest sustainability "win" over the past year?

Renewable Energy Procurement & Transition:

- Increase in renewable procurement
- Increase in renewable electricity over brown energy
- Biomass balance product launch (reduced carbon footprint)
- Procured EACs and carbon credits
- Increased renewable energy usage across facilities

Process & Energy Efficiency Improvements:

- Improved steel melting process reducing fuel
- Energy treasure hunts
- Roadmap building for efficiency
- Reduced energy intensity in operations
- Process improvements tied to emission reductions

Water Stewardship:

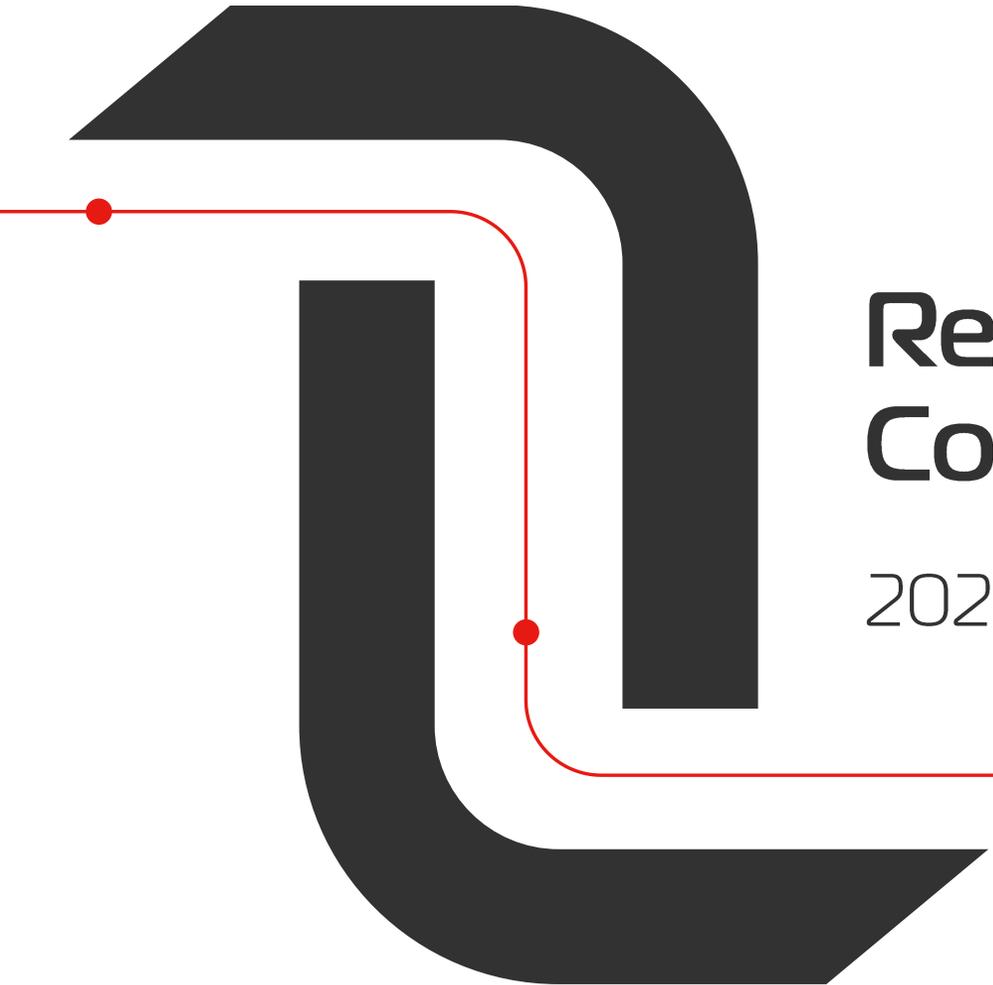
- Watershed implementation
- Significant water reductions at one facility
- Water reduction through new technology
- Moderate water reductions alongside landfill and carbon improvements

Product Sustainability & Compliance:

- Removal of SVHCs
- Digital product passports
- Improved forced labor and child labor due diligence

No Clear Win Identified:

- Nothing specific
- Did not feel there was a major win

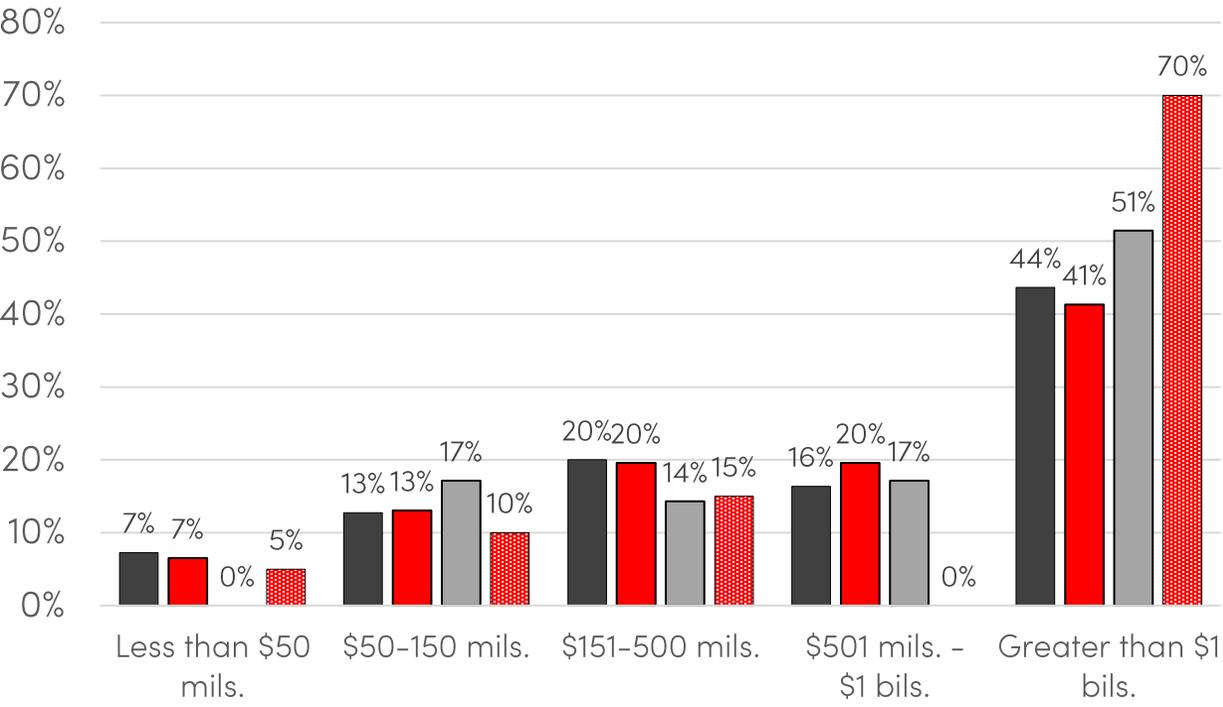


Respondent Demographics & Company Profile

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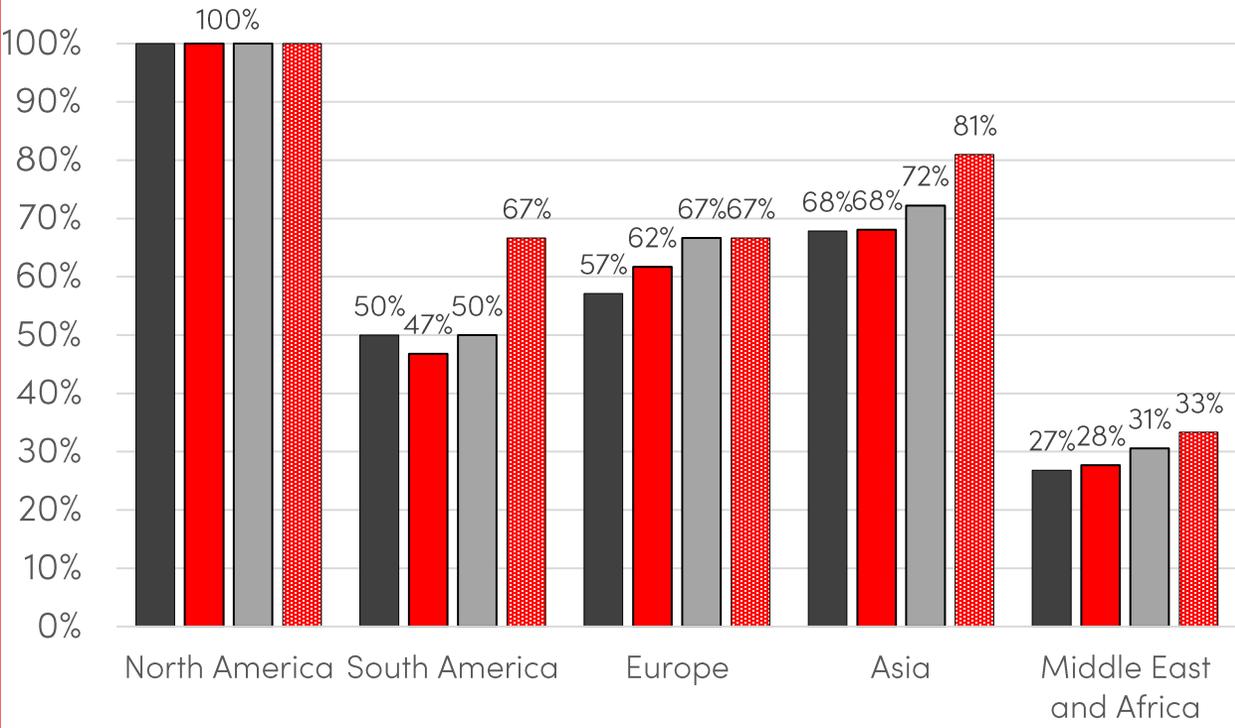
Respondent Demographics

Identify your company's global automotive revenue for the last fiscal or calendar year:



- Total
- Original Equipment - Light Vehicle
- Original Equipment - Commercial Vehicle
- Aftermarket

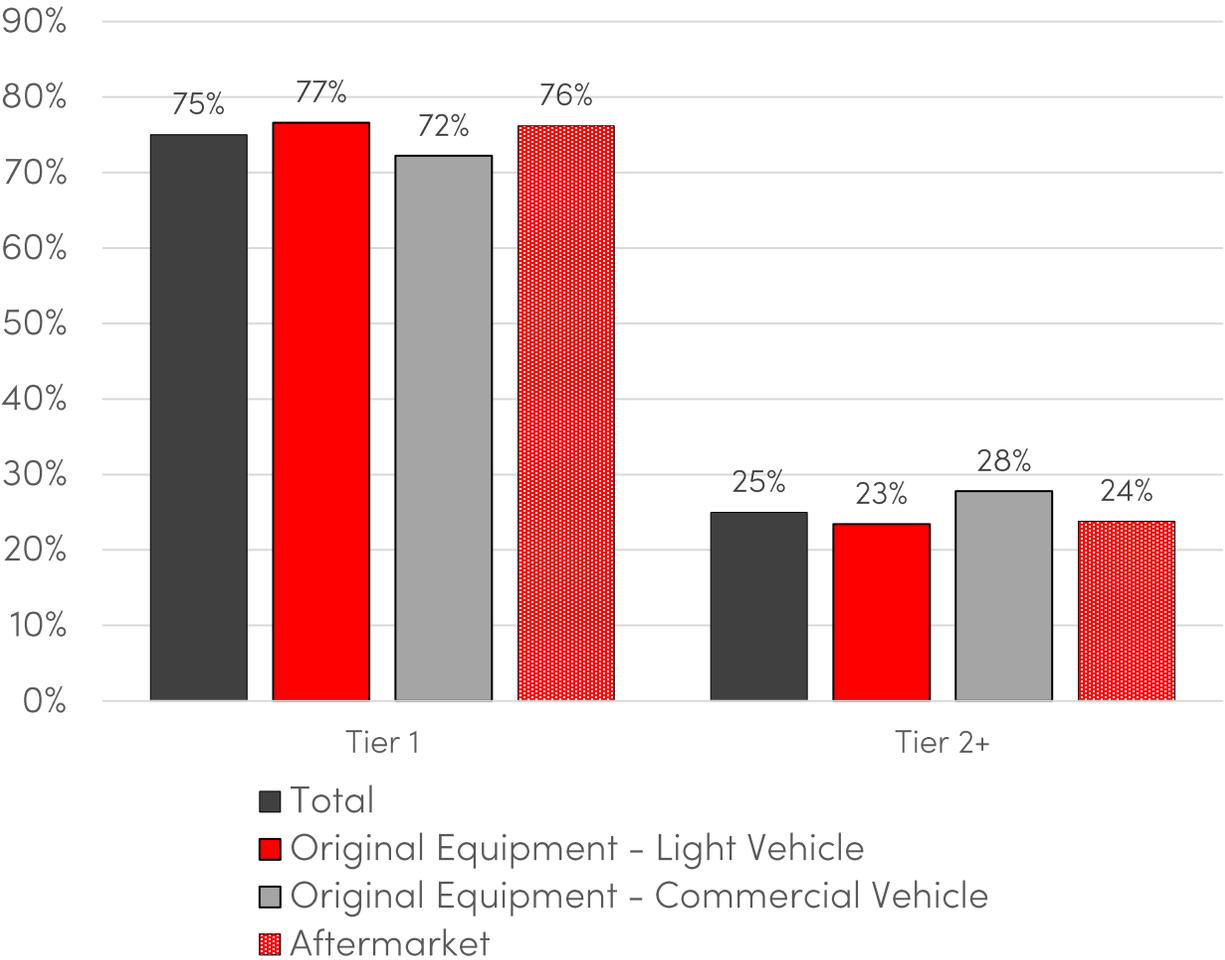
In which regions does the company do business?



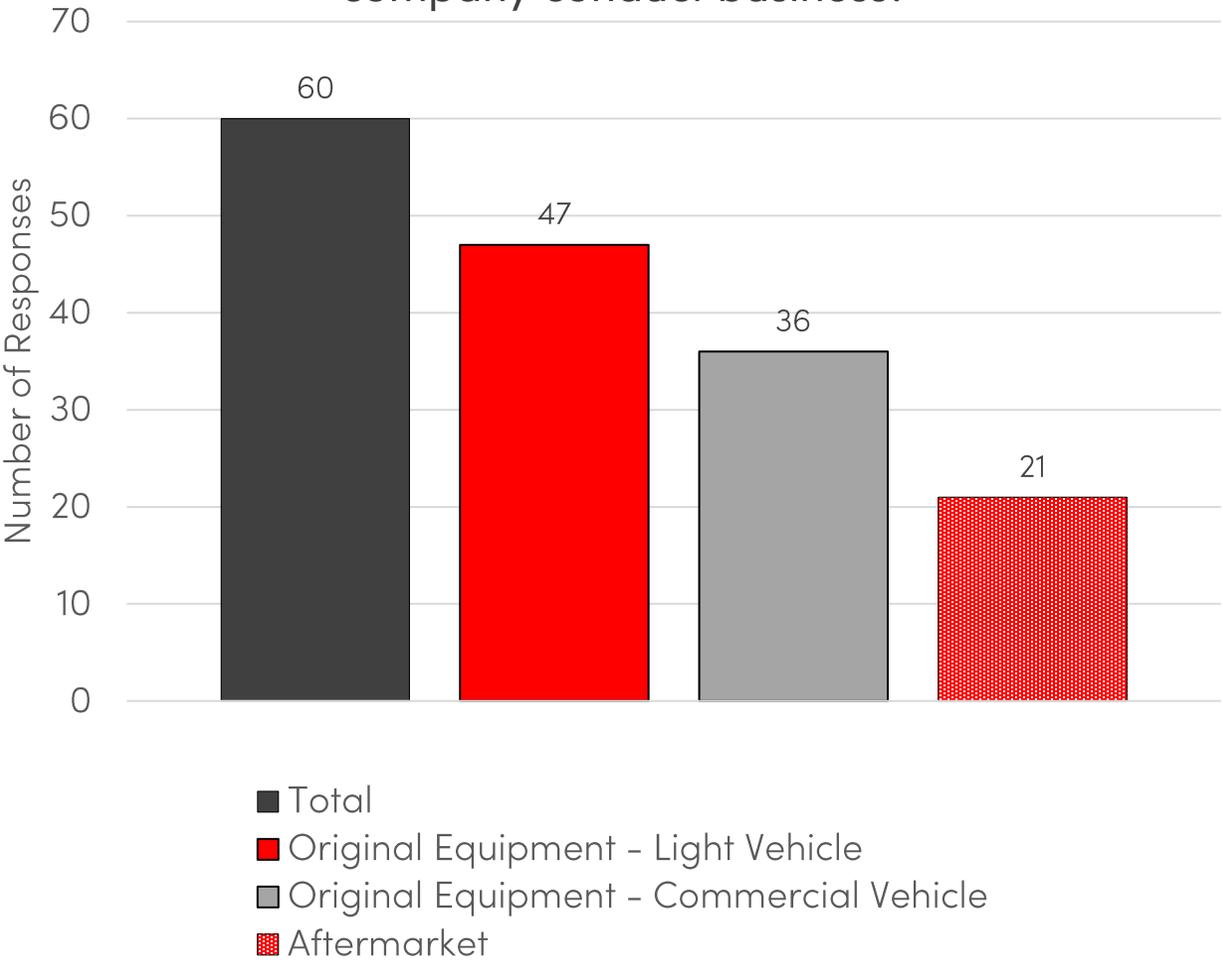
- Total
- Original Equipment - Light Vehicle
- Original Equipment - Commercial Vehicle
- Aftermarket

Respondent Demographics

Which supply chain tier is your company primarily?

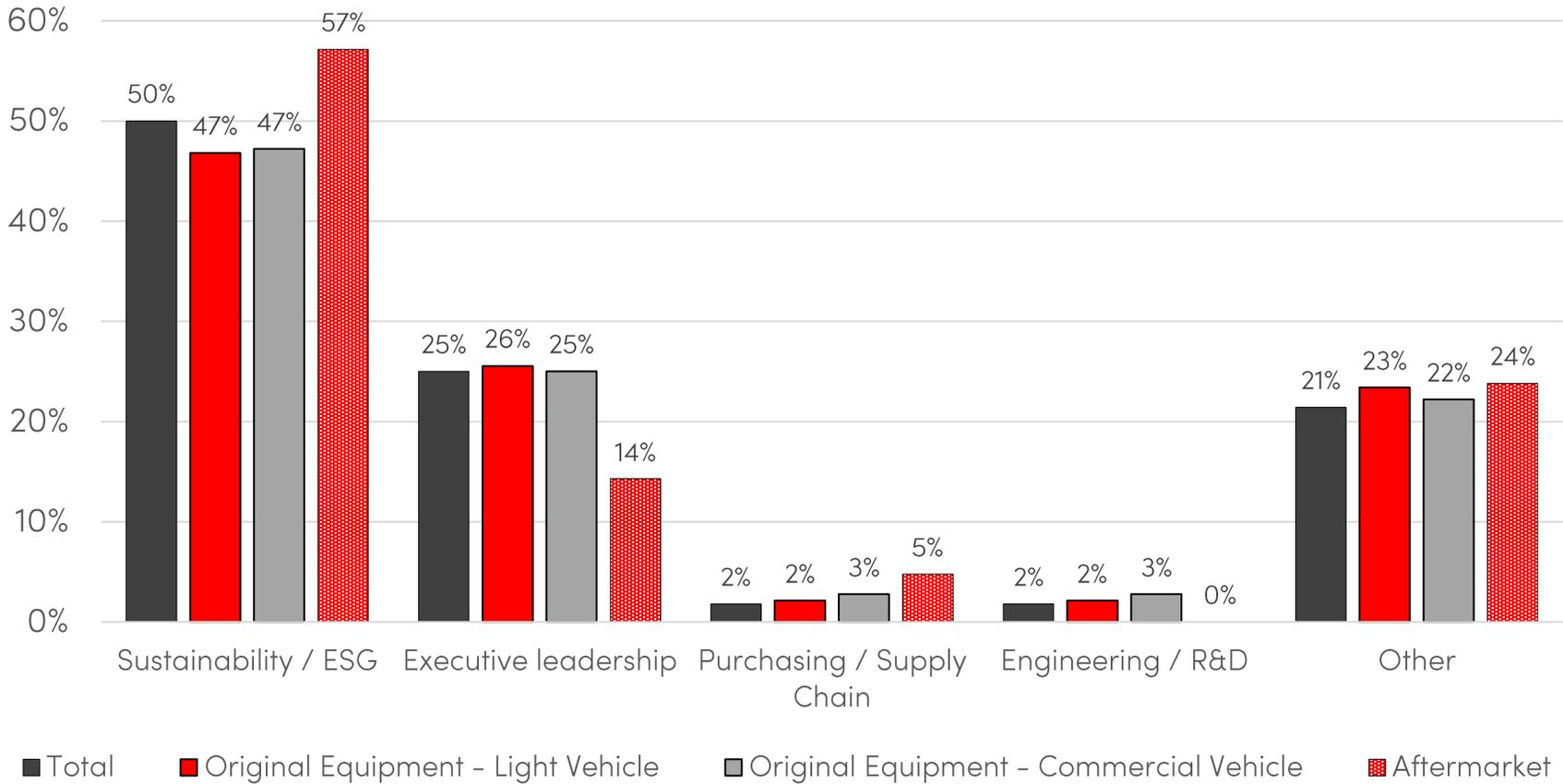


In which of the following market segments does your company conduct business?

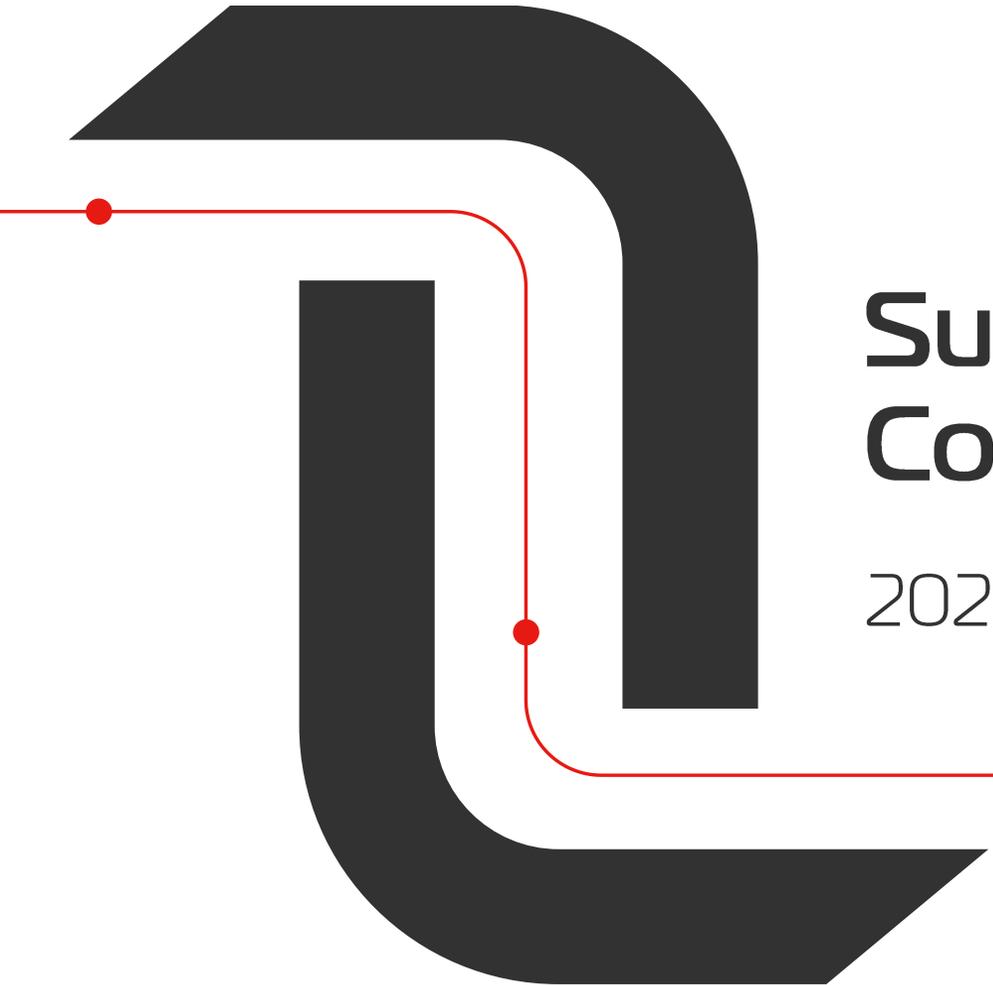


Respondent Demographics

Which function best represents your role?



- Other:
- EHS (5)
 - HR (3)
 - Marketing (2)
 - Business Development
 - HR
 - Product Stewardship
 - Marketing
 - Legal & Compliance

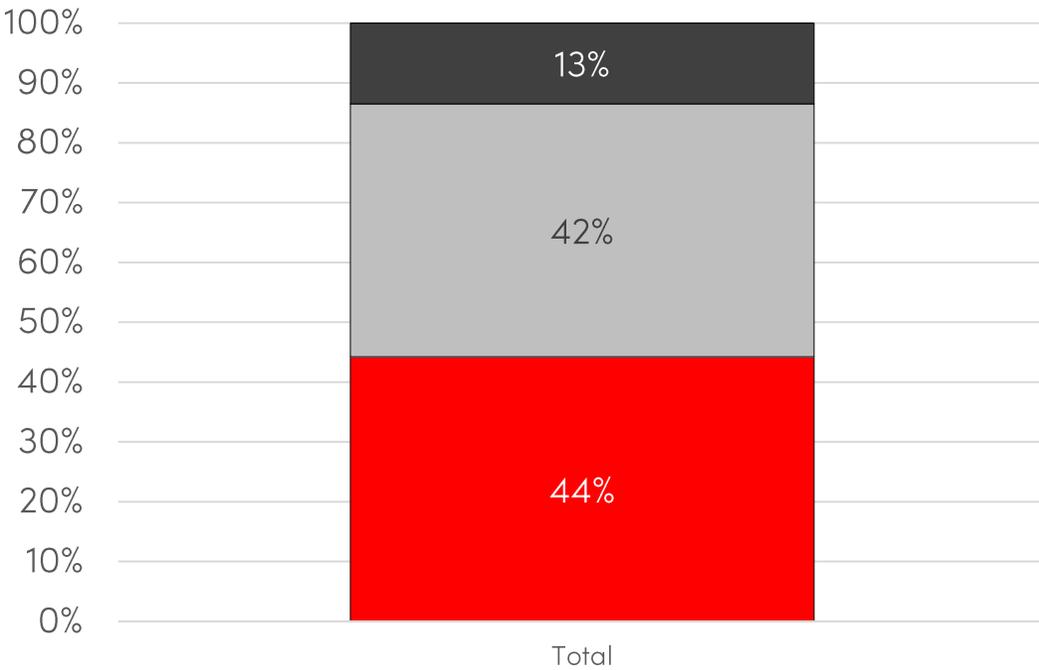


Sustainability Governance & Commitment

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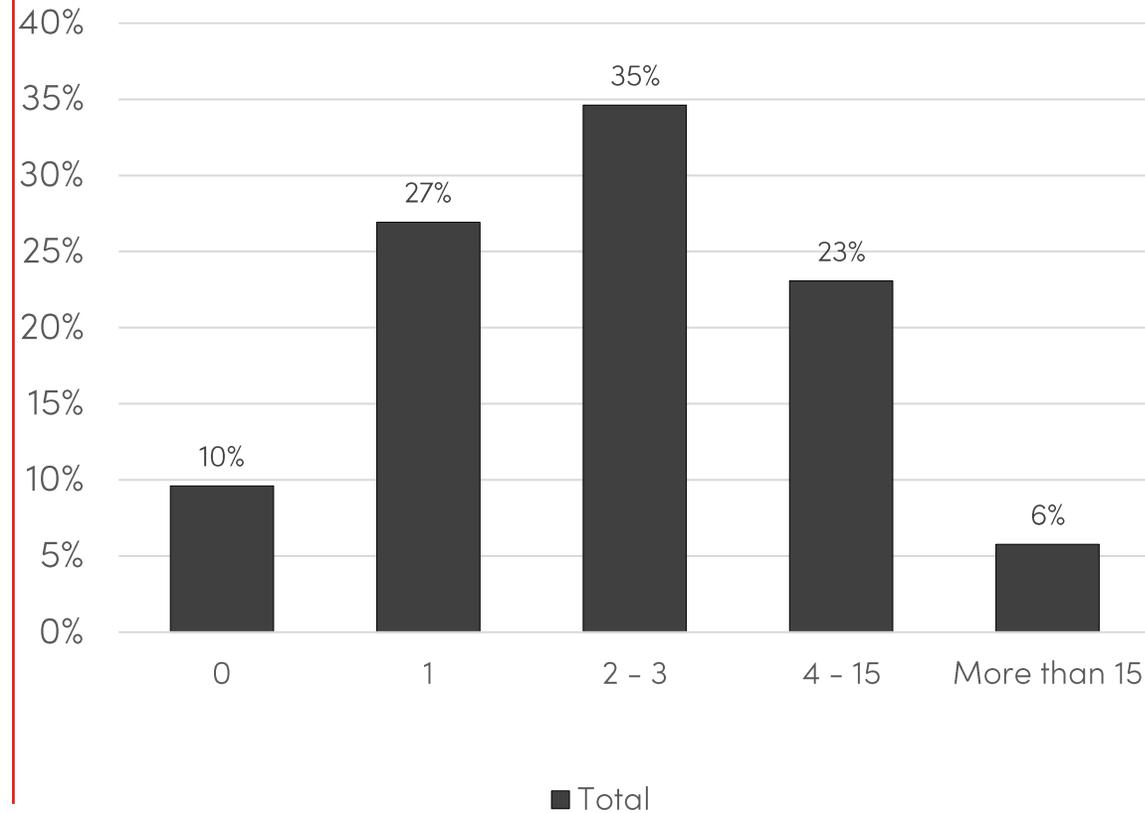
Sustainability Staffing

Does your company have a full-time sustainability manager?



- No dedicated sustainability leadership
- Sustainability responsibilities embedded across roles
- Full-time sustainability manager

How many full-time equivalents (FTE) do you estimate are involved in sustainability reporting and compliance?

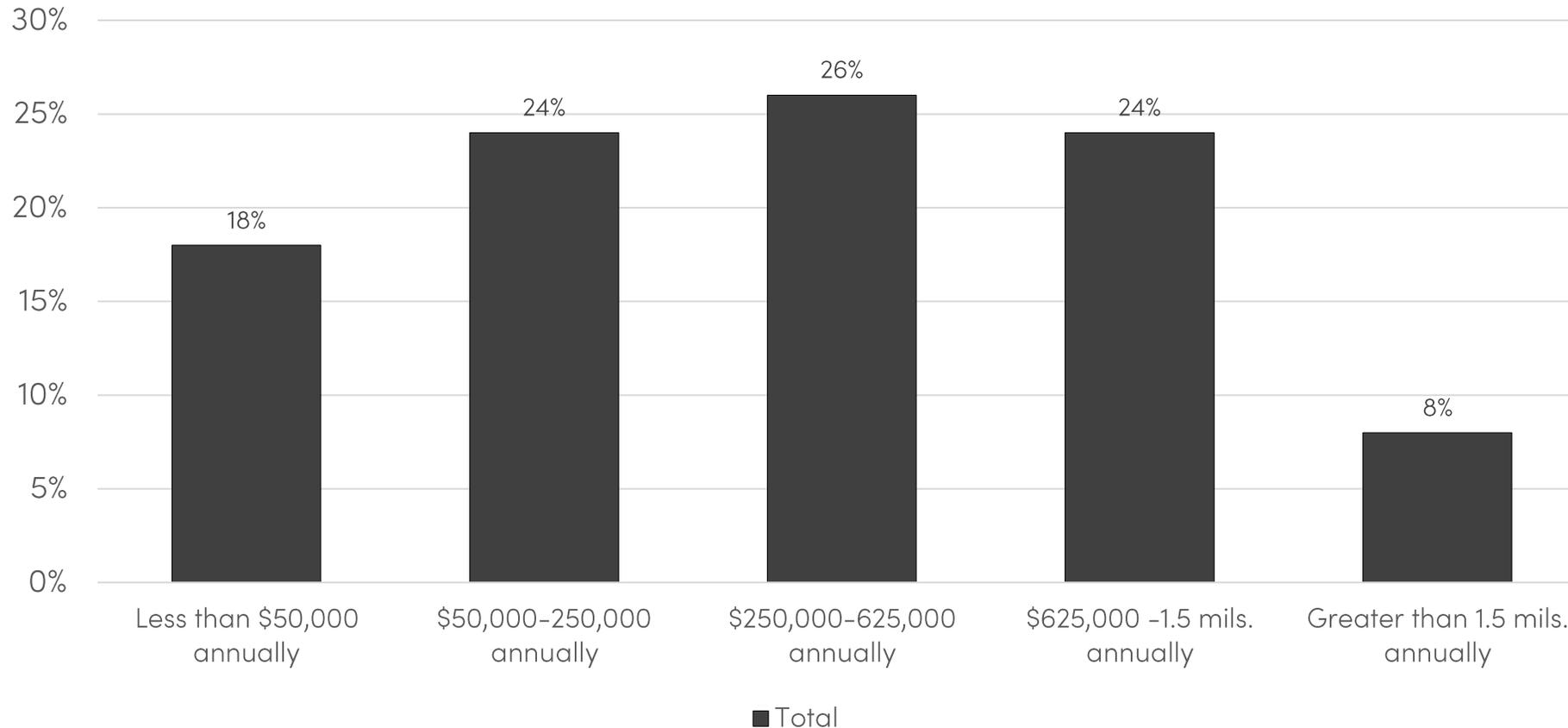


Avg. FTE*	
2025	5.0
2026	4.5

*Assumes mid-point of each range, more than 20 = 16.5

Sustainability Spending

What is your estimate for your company's total sustainability compliance cost annually?
(Direct employee costs + other internal costs + external costs)

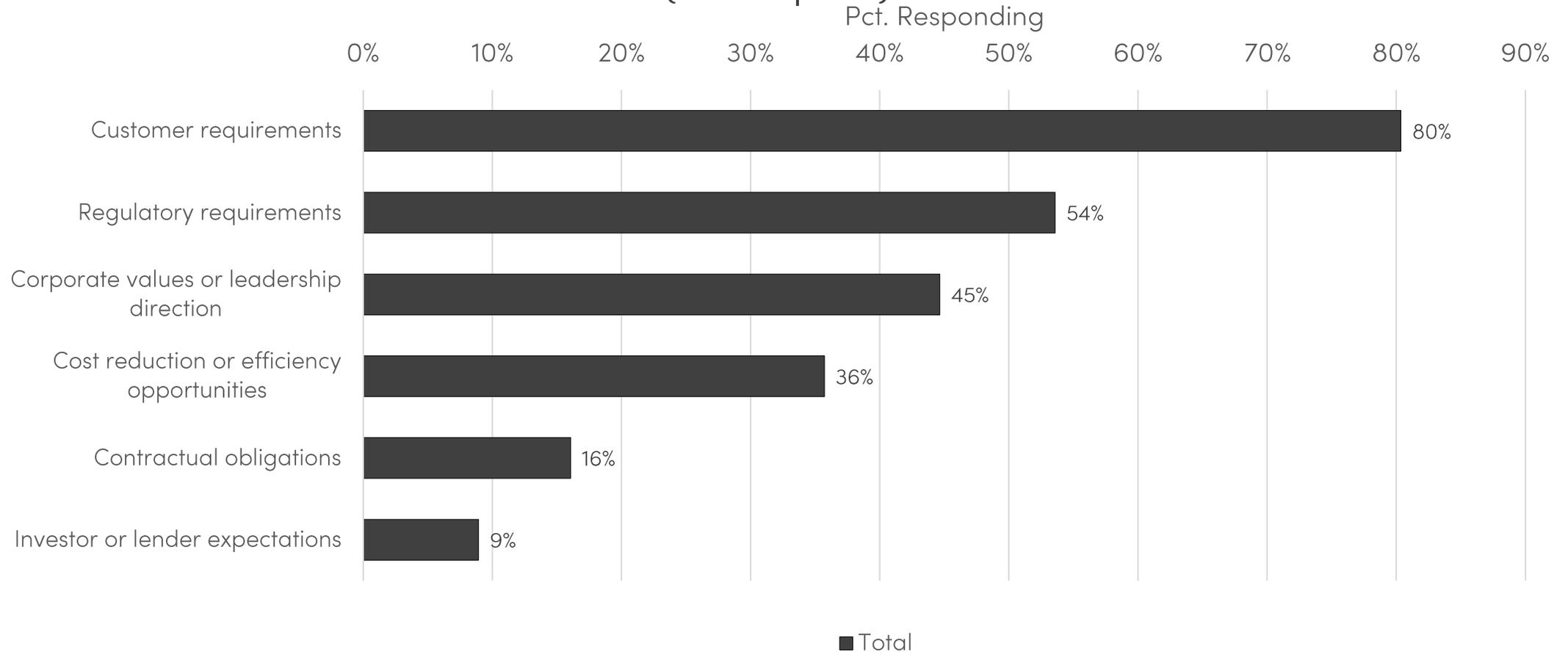


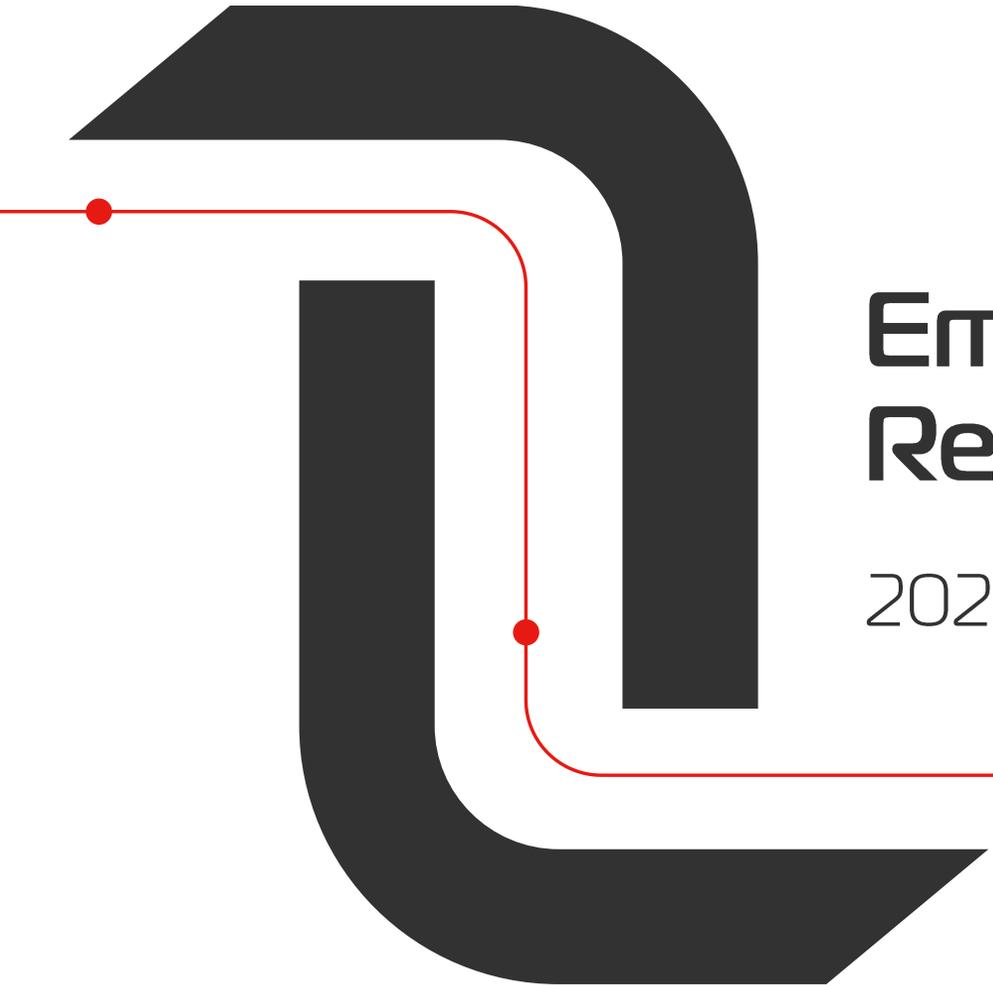
Avg. Spend*	
2025	330k
2026	447k

*Assumes mid-point of each range, greater than 1.5 mils = 2.0 mils

Sustainability Drivers

What are the primary drivers behind your organization's sustainability or climate efforts?
(Select up to 3)



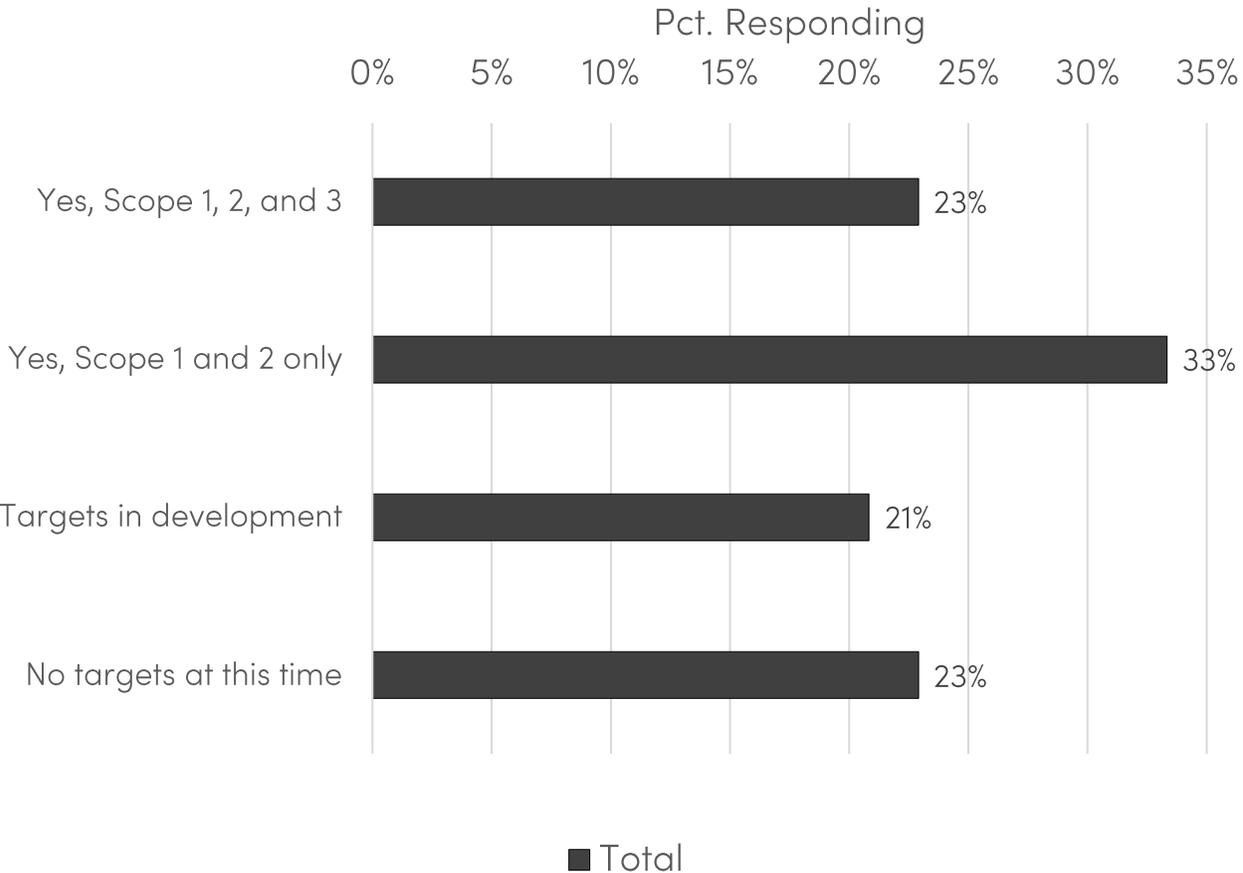


Emissions Measurement & Reporting Capability

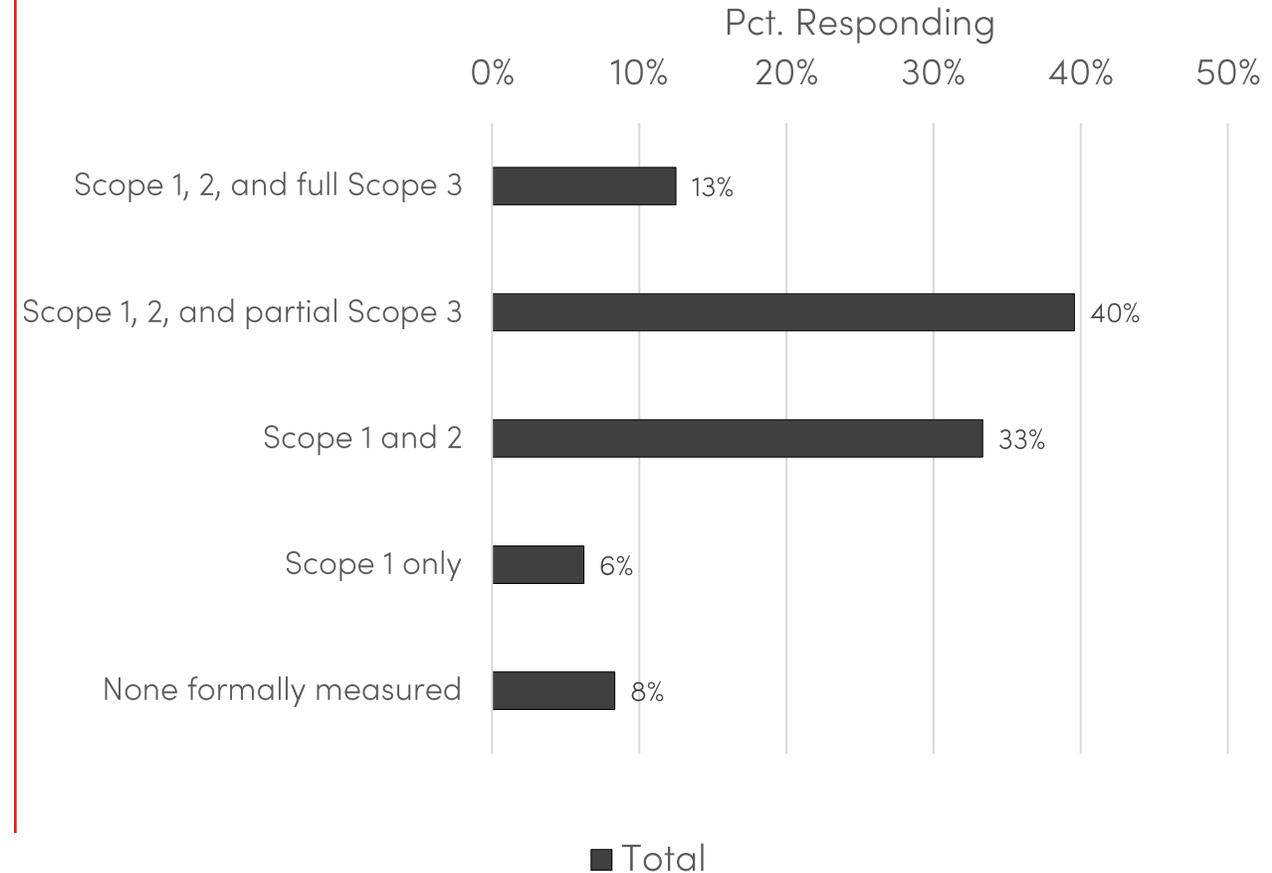
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GHG Reduction Targets and Measurement

Has your organization set greenhouse gas (GHG) reduction targets?

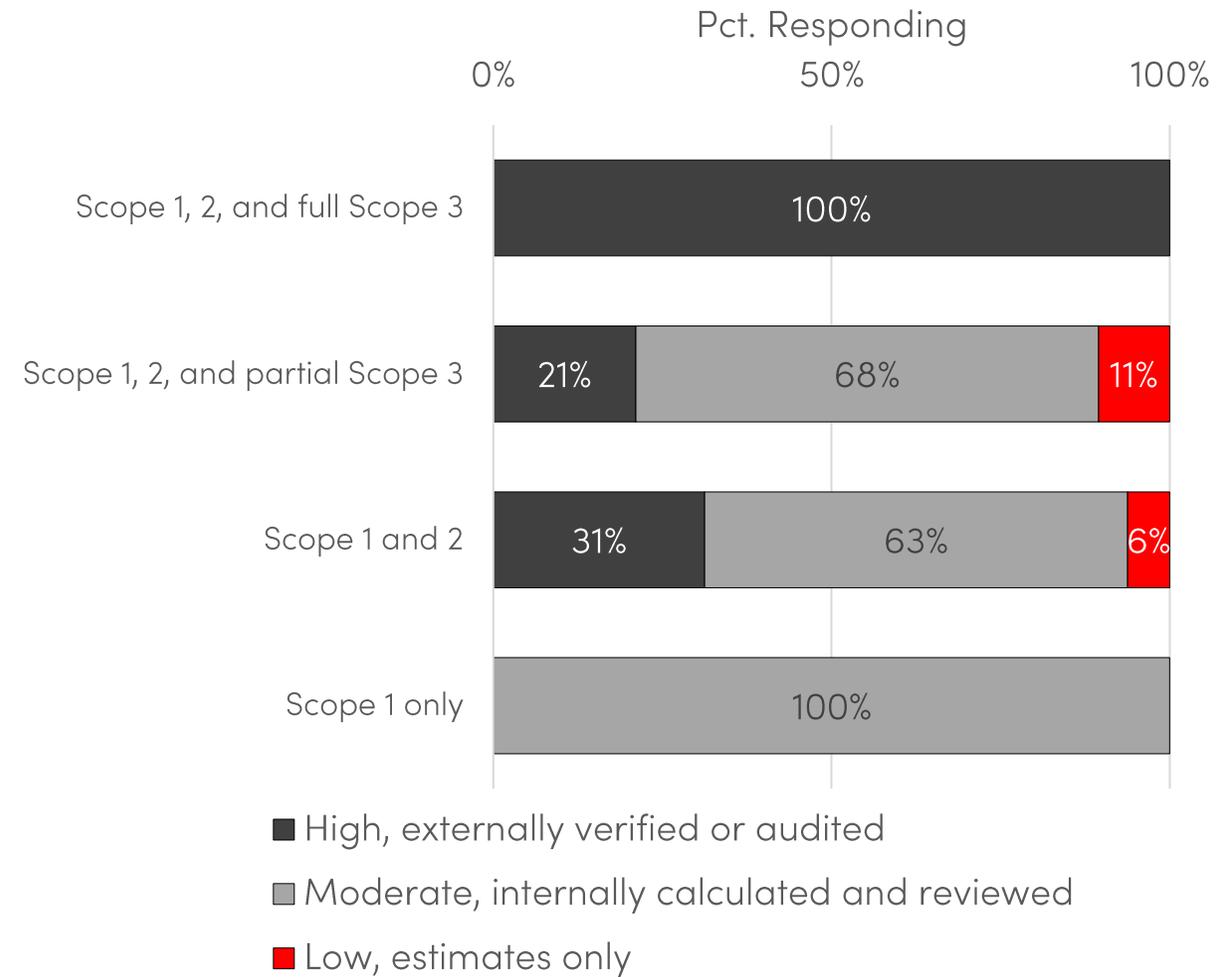
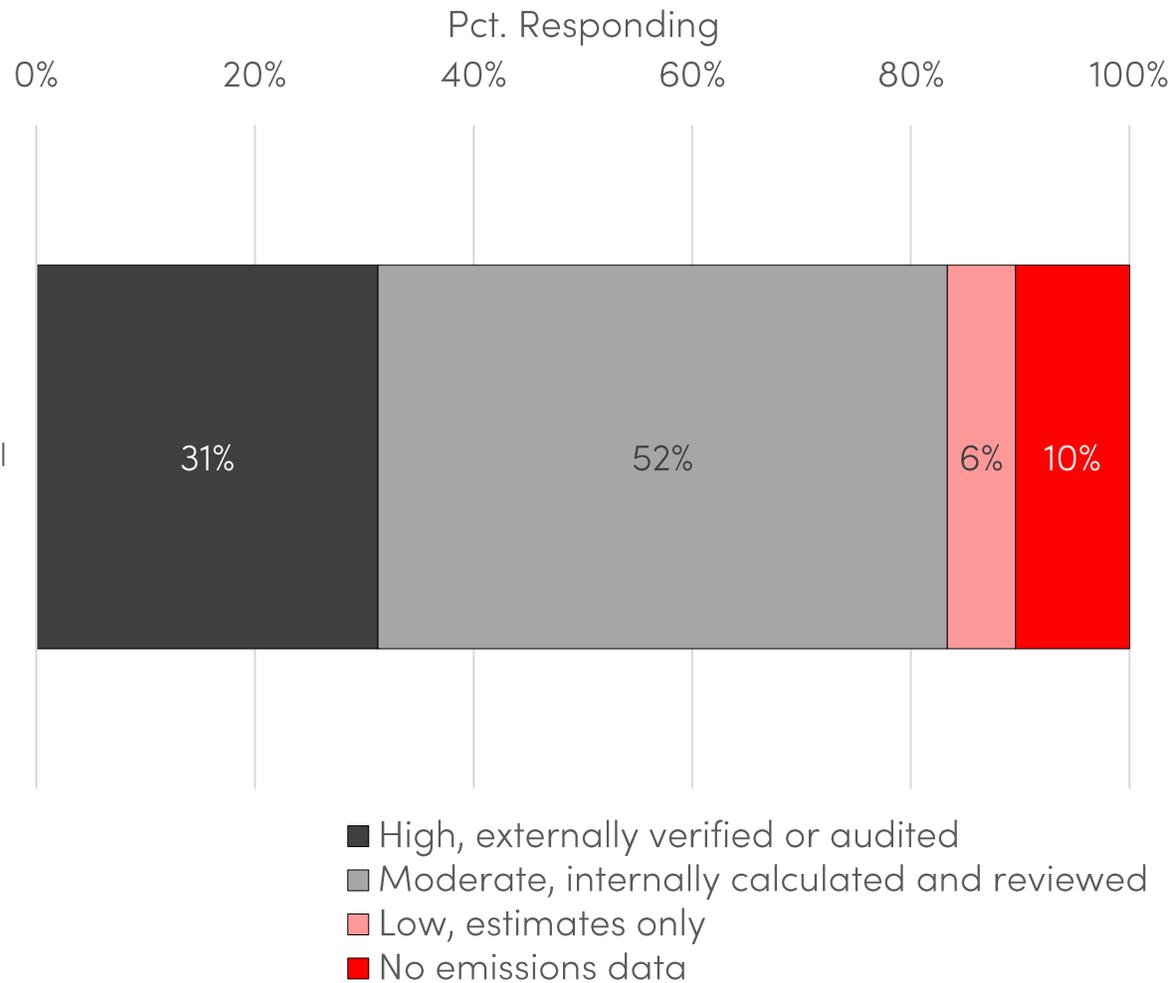


Which emissions does your organization currently measure?



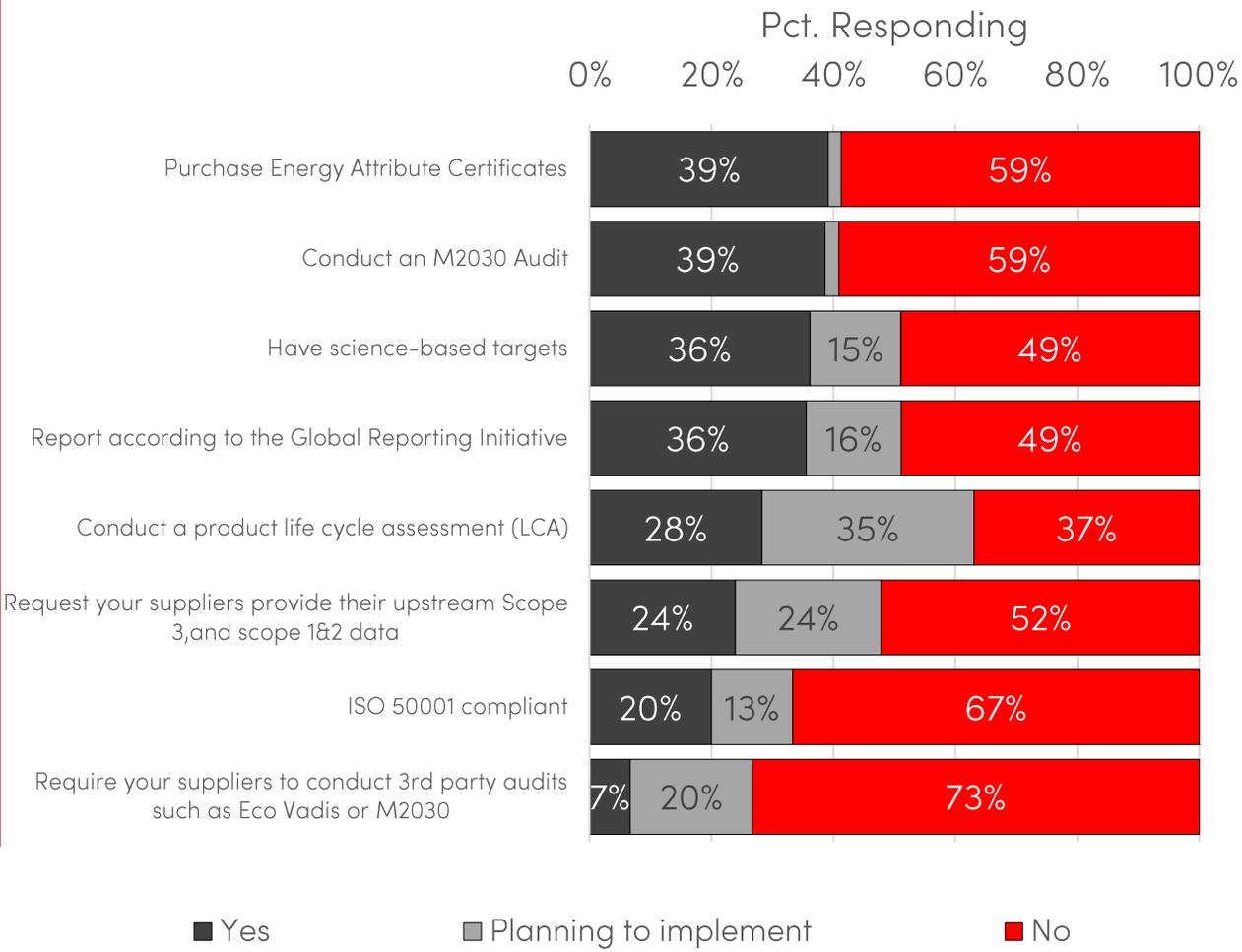
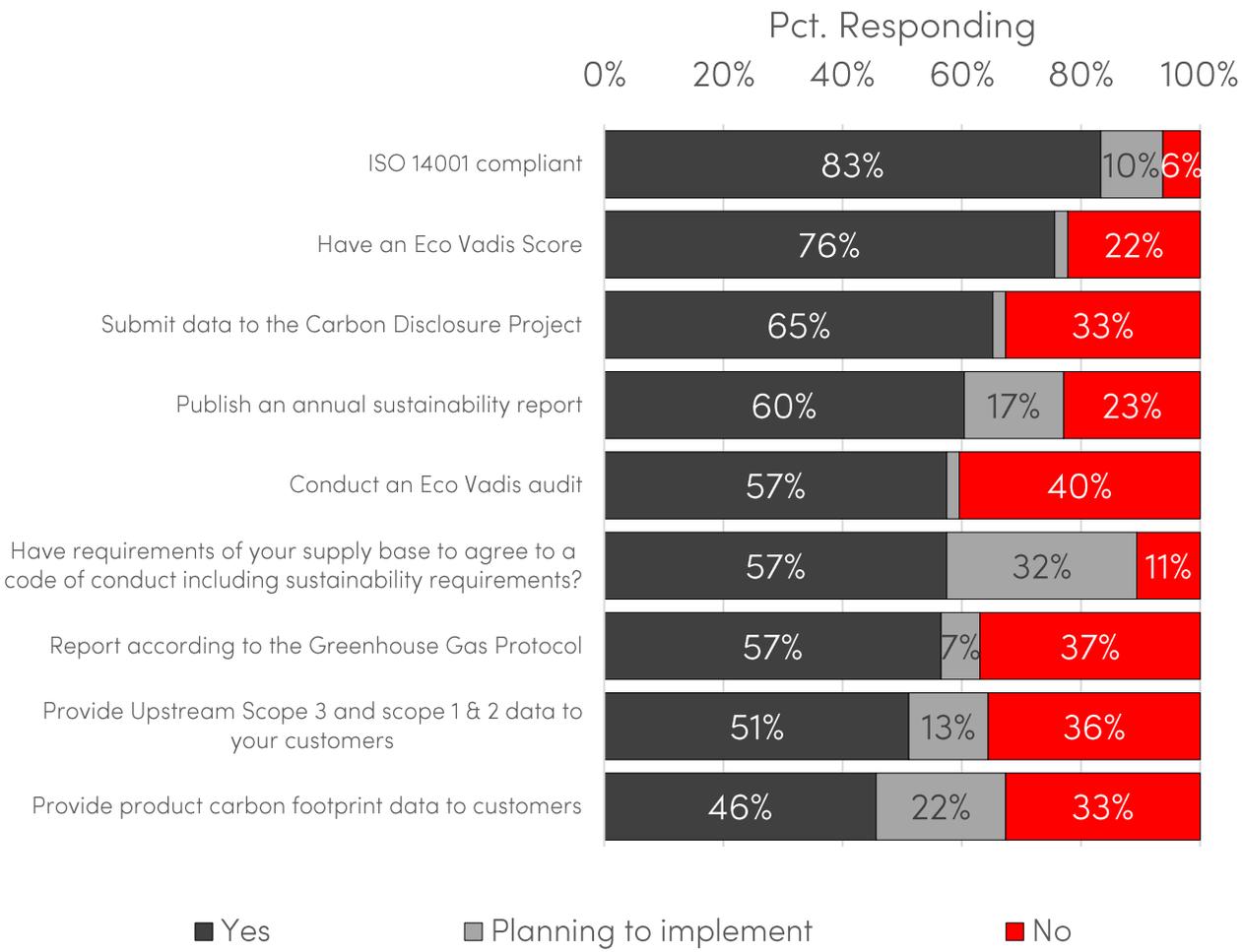
GHG Data Quality

How would you rate the quality of your emissions data?



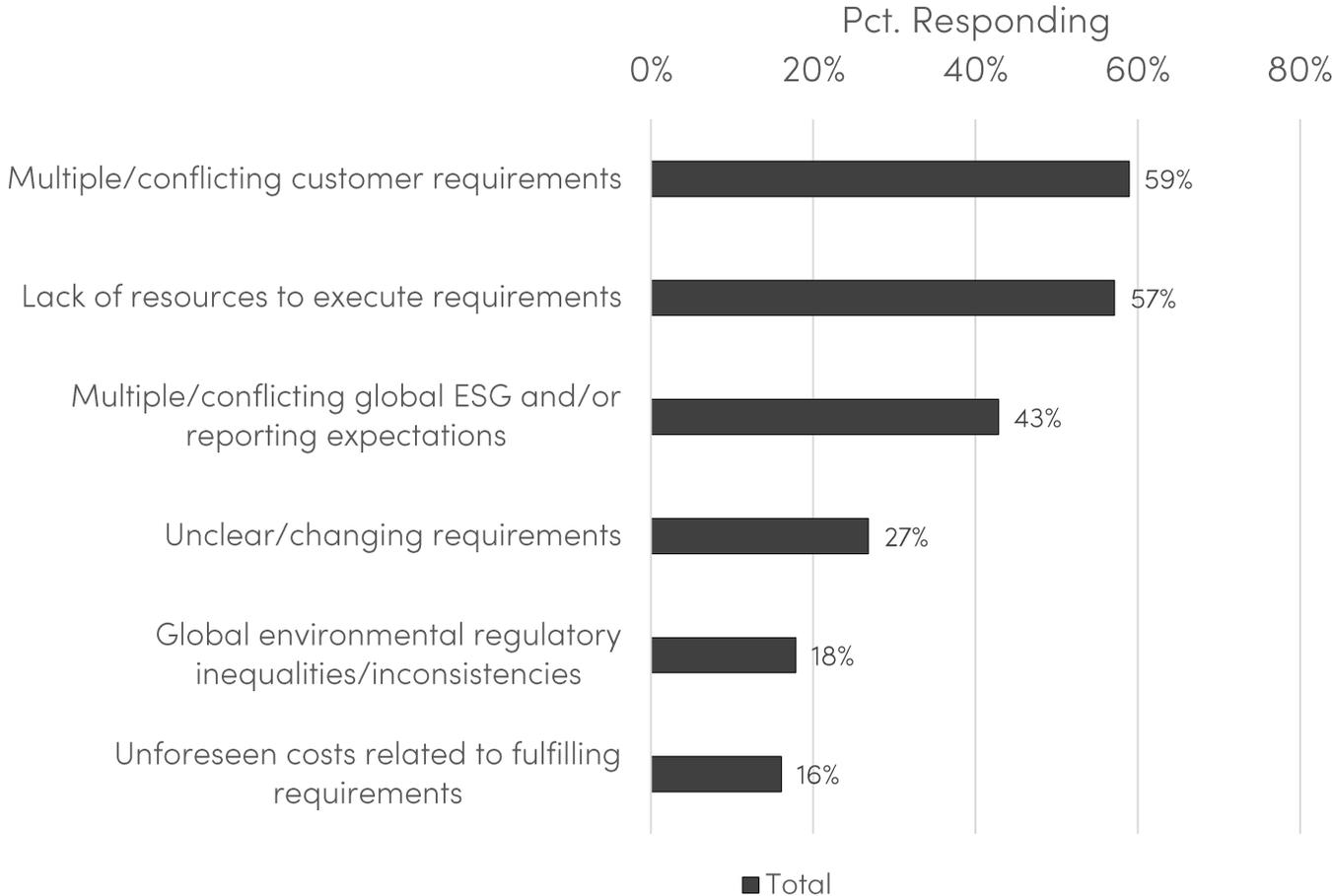
Sustainability Activities – Total Industry

Which of the following activities does your company conduct?



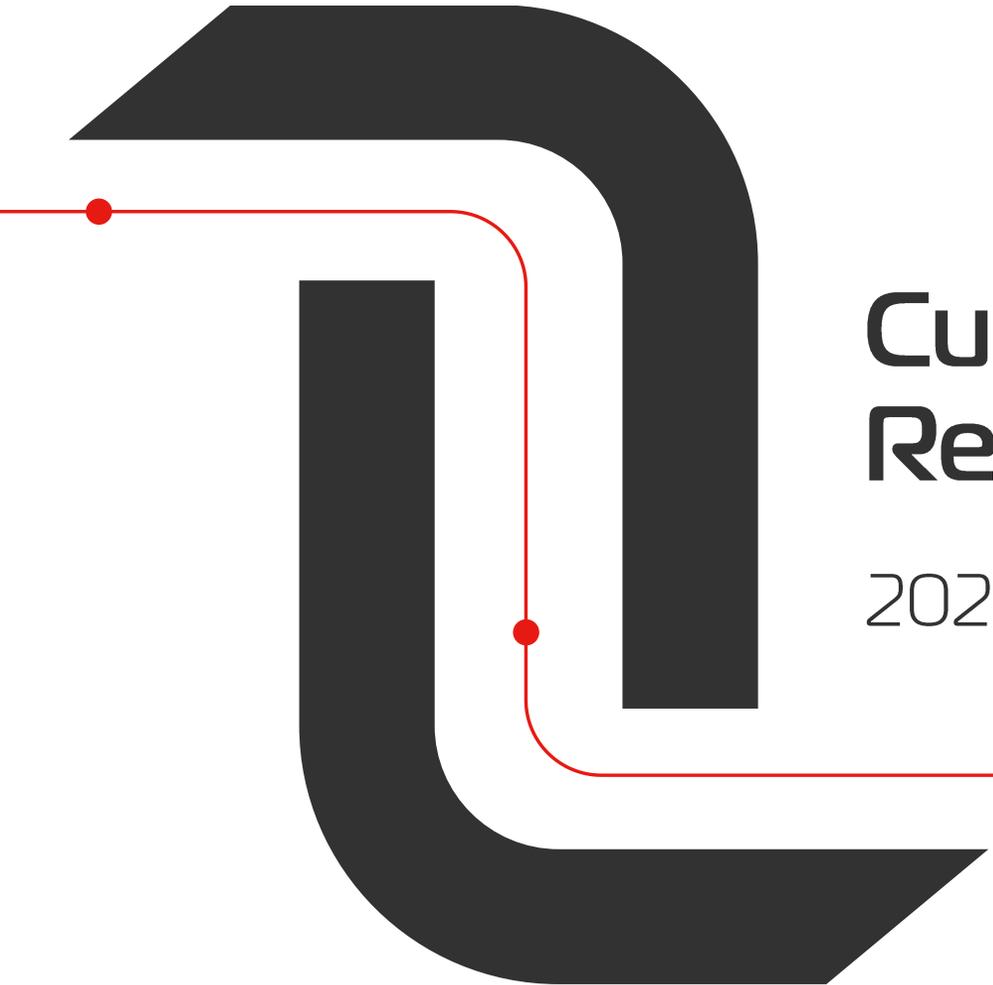
Emission Reporting Challenges

What are the biggest challenges you face in measuring or reporting emissions?



Comments:

- As a small to medium enterprise, we often lack the data that international disclosures require, as we only do regional business.
- The new EPR rules are extremely expensive and time-consuming to manage.
- Many upstream suppliers lack the resources to provide information at the level required to meet our or OEM requirements. Those resources, including training, are left to the Tier 1's to provide.
- In addition: customers sometimes expect new requirements be applied to existing/already quoted and won business - where we did not have the opportunity to include costs for the requirement(s).
- New survey tools are appearing without advance notice. Duplication of effort across multiple reporting platforms is another concern.
- Biggest issue at this time - scope 3 category 1 (supply base) and scope 3 category 11 (use of product sold)
- More challenges related to how to collect and report Scope 3 to customers including issues for standard approach & data for calculating PCF & LCA.
- Really it is pretty much all of the above for us. We are learning as we go and it is difficult when there is no standard reporting requirement to follow. Each customer wants specific requirements that are not the same across the board.
- No issue with Scope 1 or 2. Scope 3 is currently spend based. General perspective is there is limited value in spending significant time calculating Scope 3.

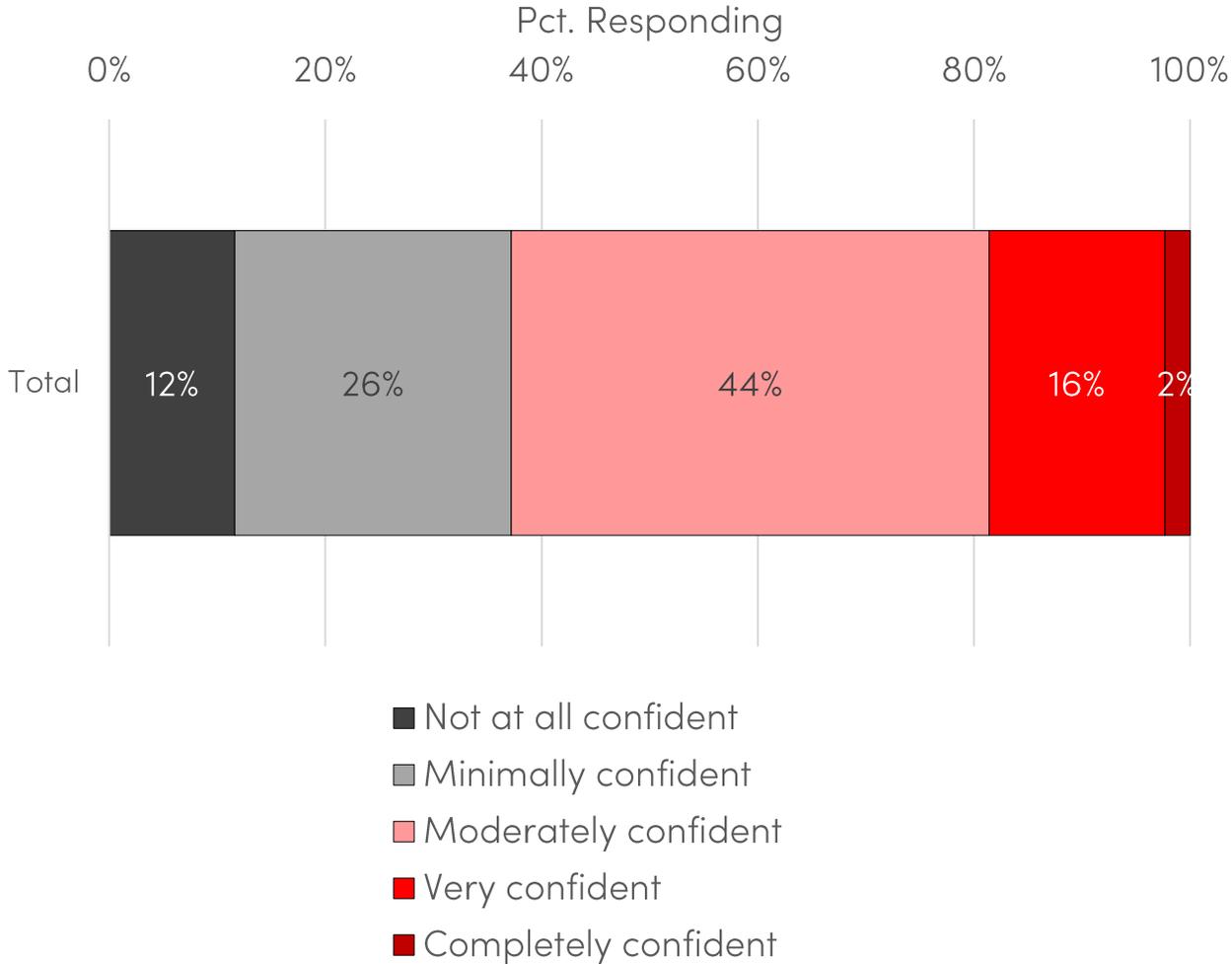


Customer Sustainability Requirements

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Customer Requirements Confidence

How confident are you that you know the requirements for all of your customer sustainability reporting?



Comments:

Not at all to minimally confident:

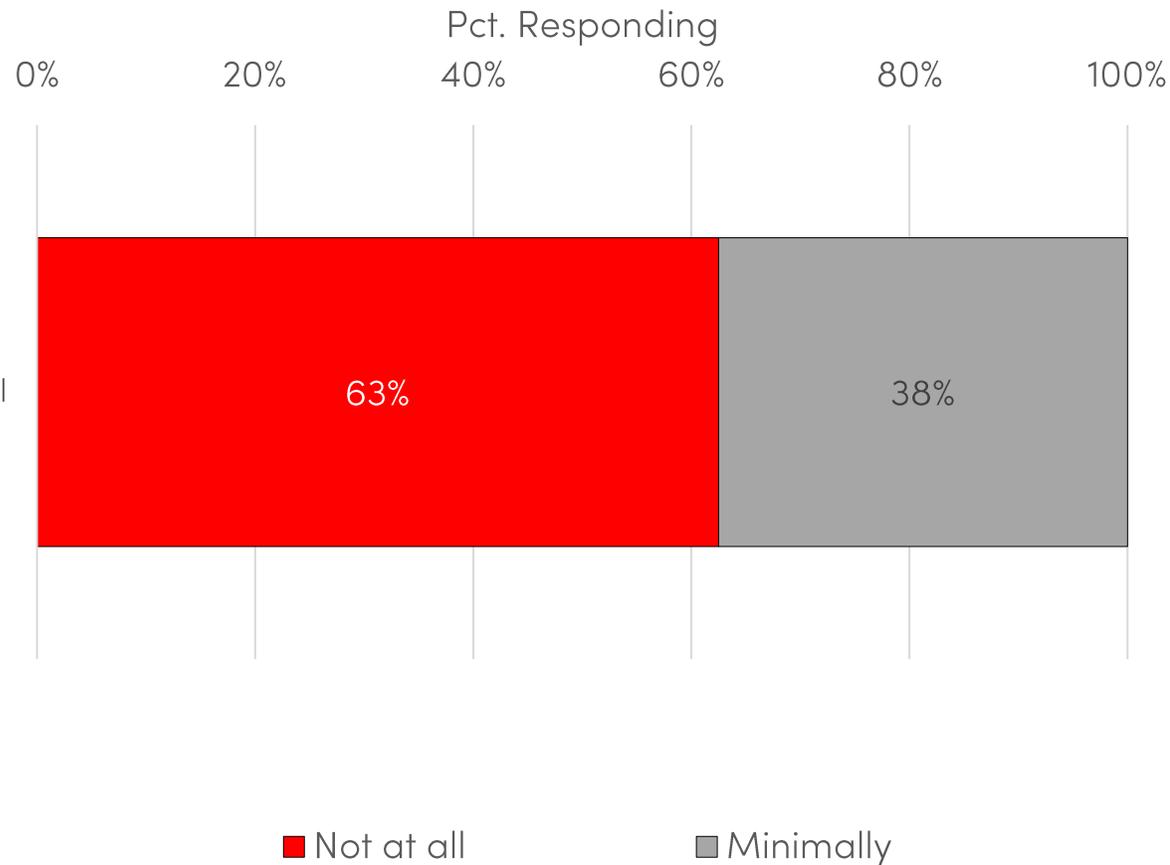
- It seems the customer requirements change on a daily basis.
- A lot of different requirements even from the same OEM. Sometimes one division or even one site requires different information or have different requirements than corporate.
- It's not part of my job to know customer sustainability reporting requirements.

Moderately confident:

- There are too many to keep track of.
- We rely on customer scorecards to understand their sustainability requirements for scoring.

Business Impact on Remanufactured Parts

Has your customer(s) sustainability focus increased their demand for remanufactured parts?



Comments:

- I am unsure.

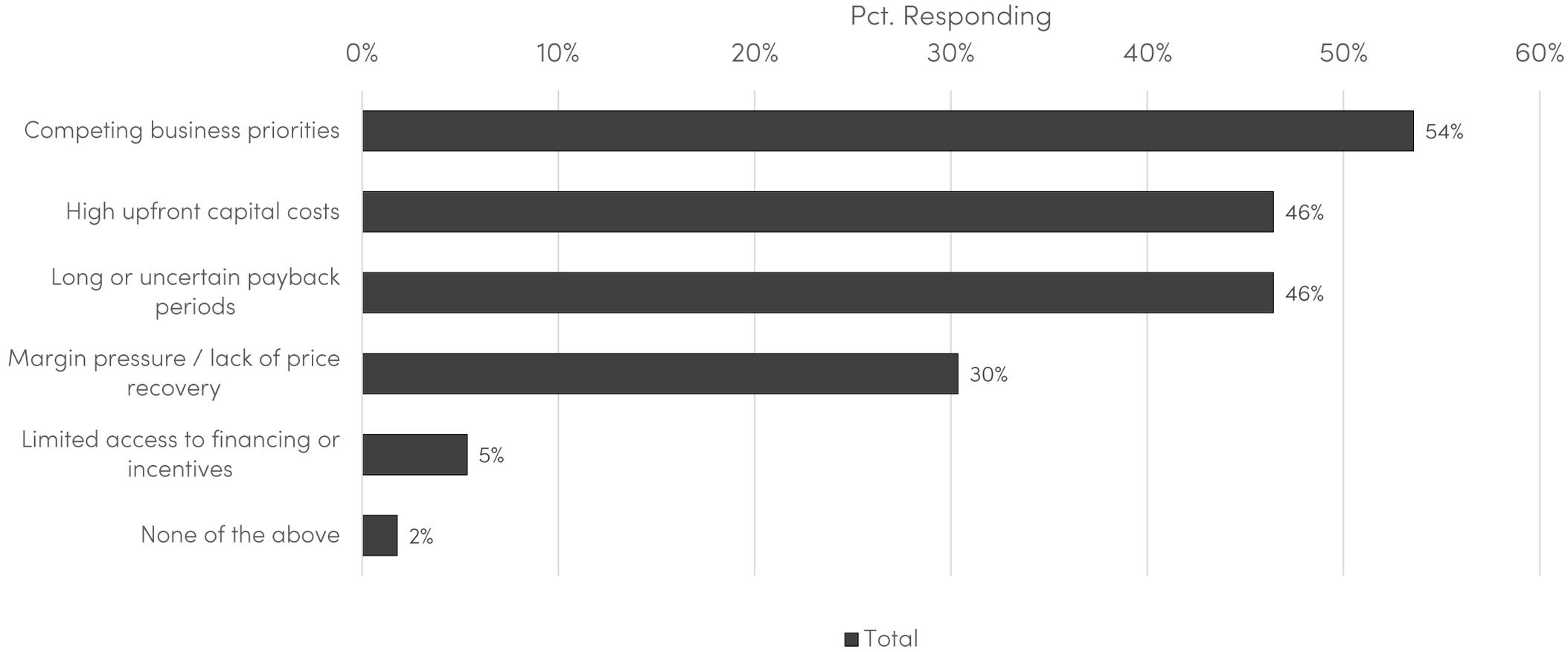


Investment & Financial Constraints

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Barriers Limiting Investment

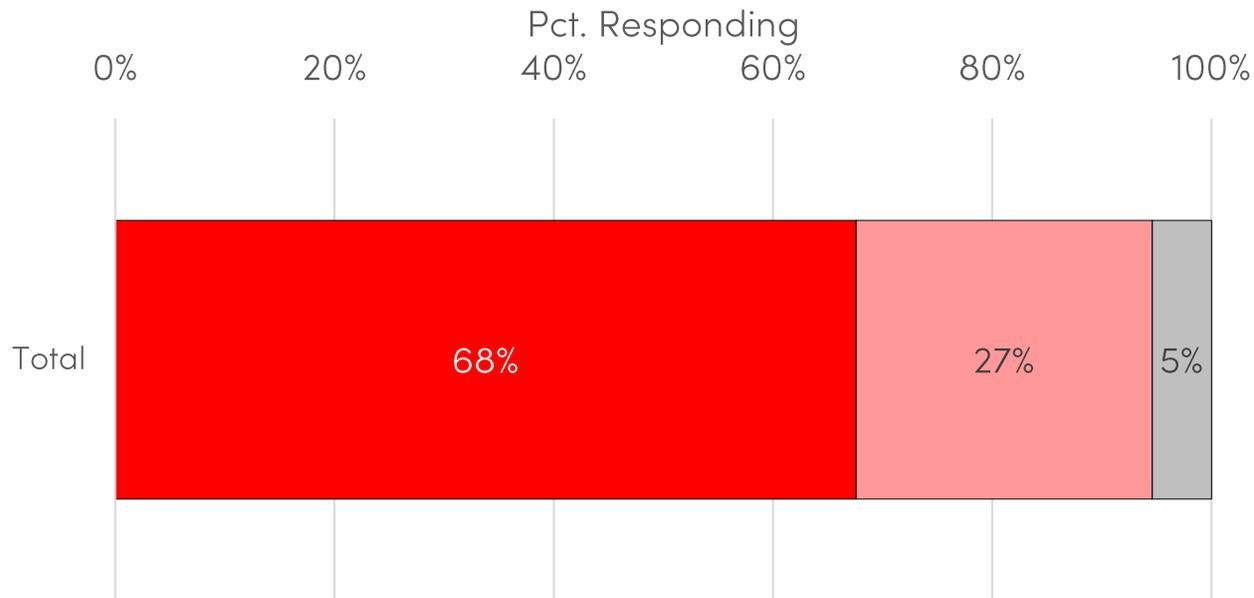
What are the primary barriers limiting your ability to invest in sustainability or decarbonization initiatives?
(Select up to 3)



Customer Support

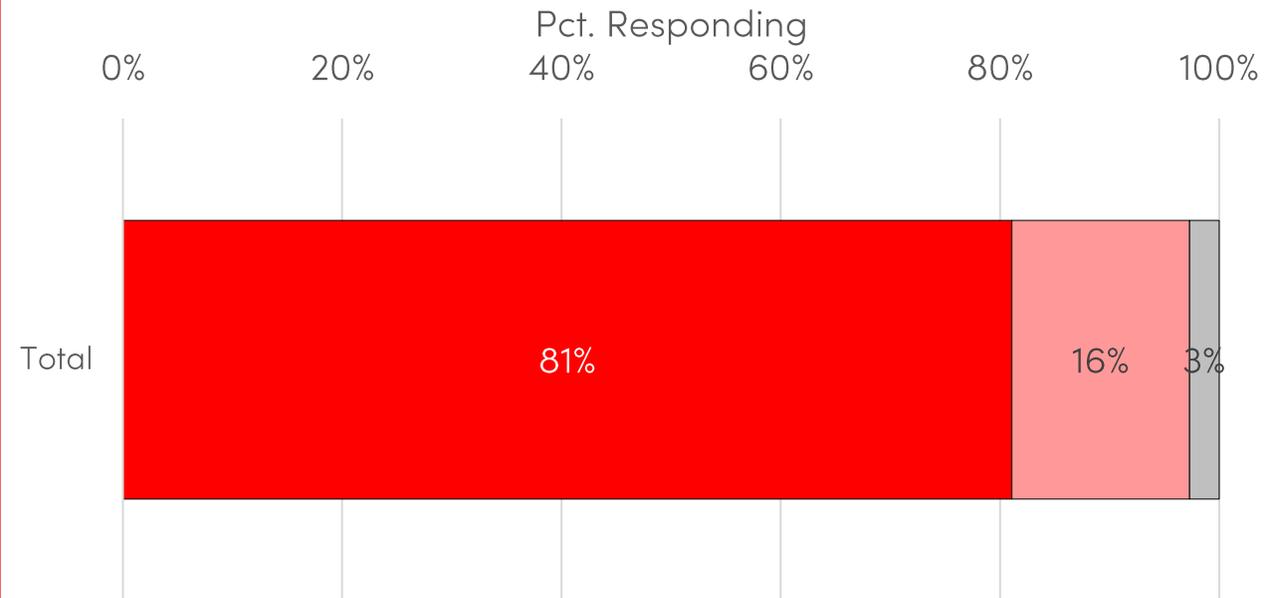
Have any customers supported your sustainability efforts in the following ways?

Long-term volume or sourcing commitments:



- No customers
- Few customers
- Most customers
- All customers

Cost-sharing:

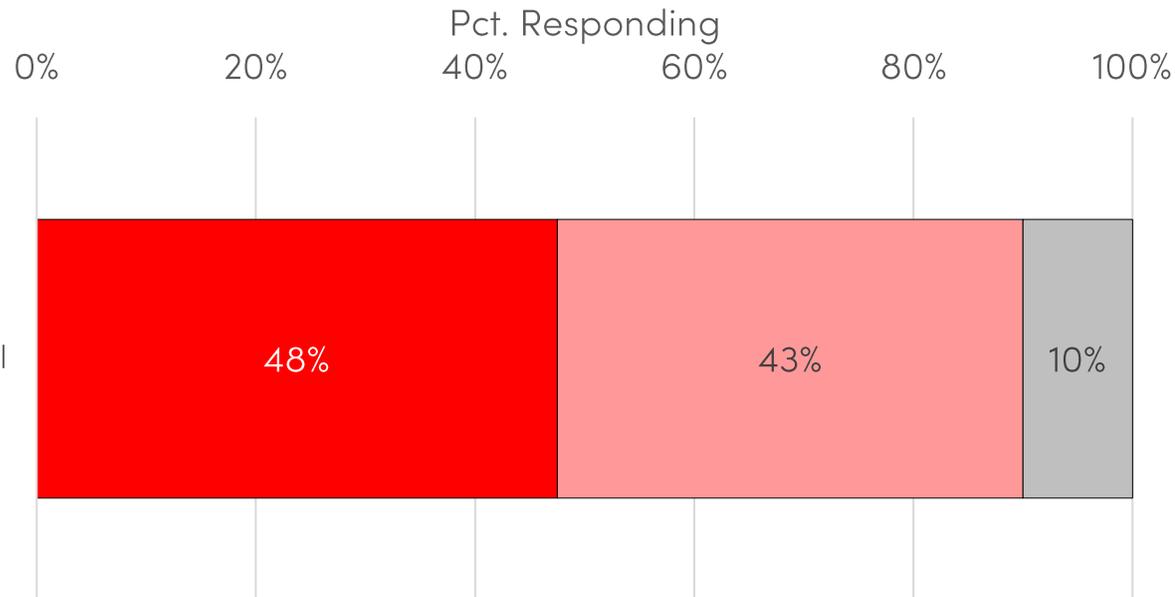


- No customers
- Few customers
- Most customers
- All customers

Customer Support Continued

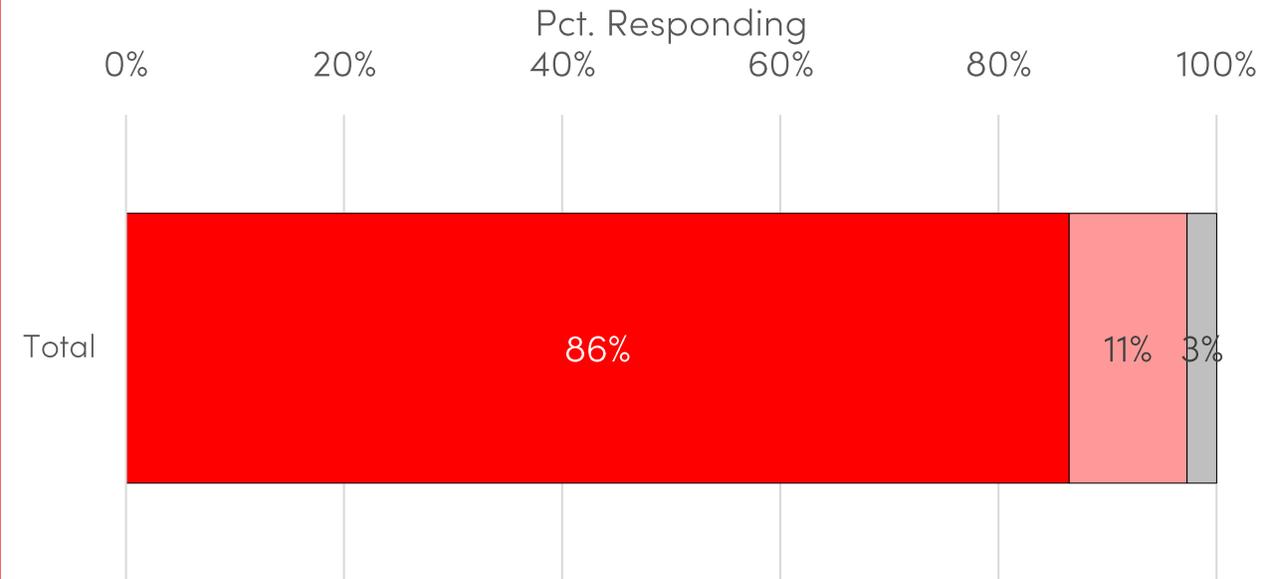
Have any customers supported your sustainability efforts in the following ways?

Technical or engineering support:

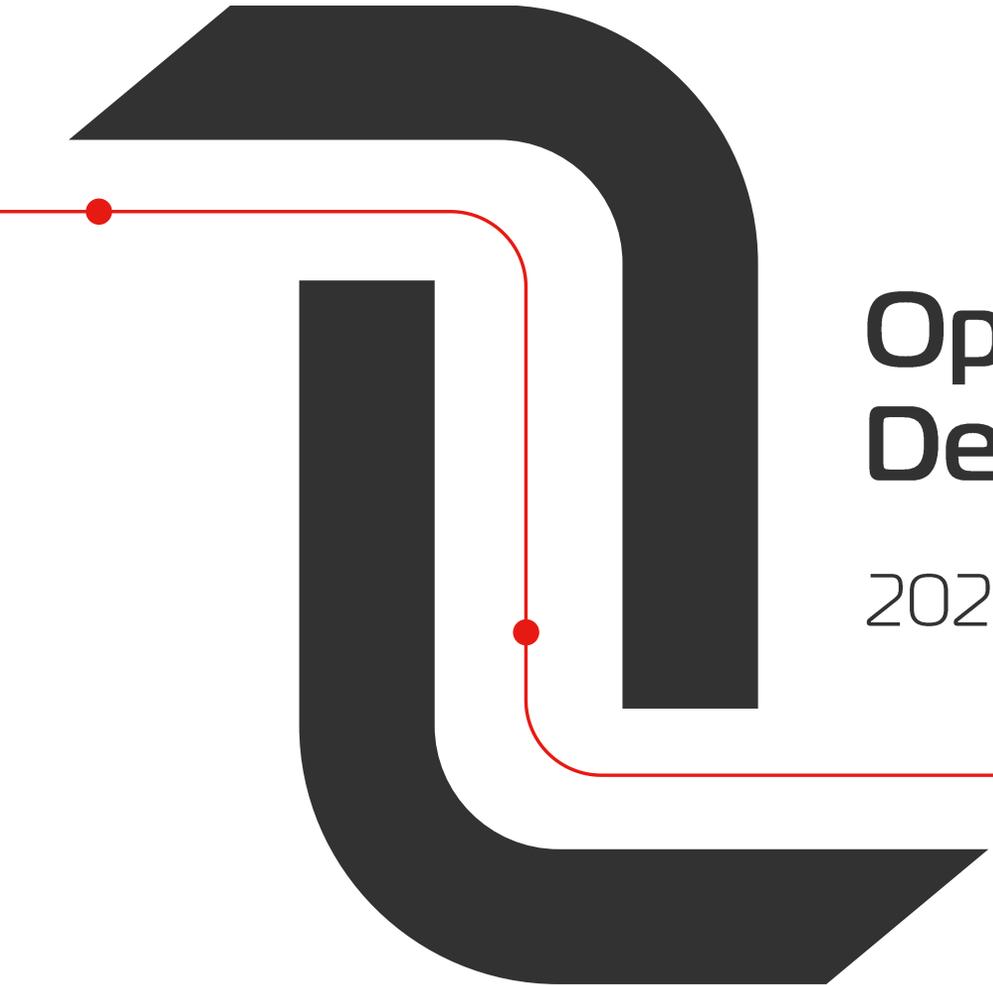


- No customers
- Few customers
- Most customers
- All customers

Access to financing or incentives:



- No customers
- Few customers
- Most customers
- All customers

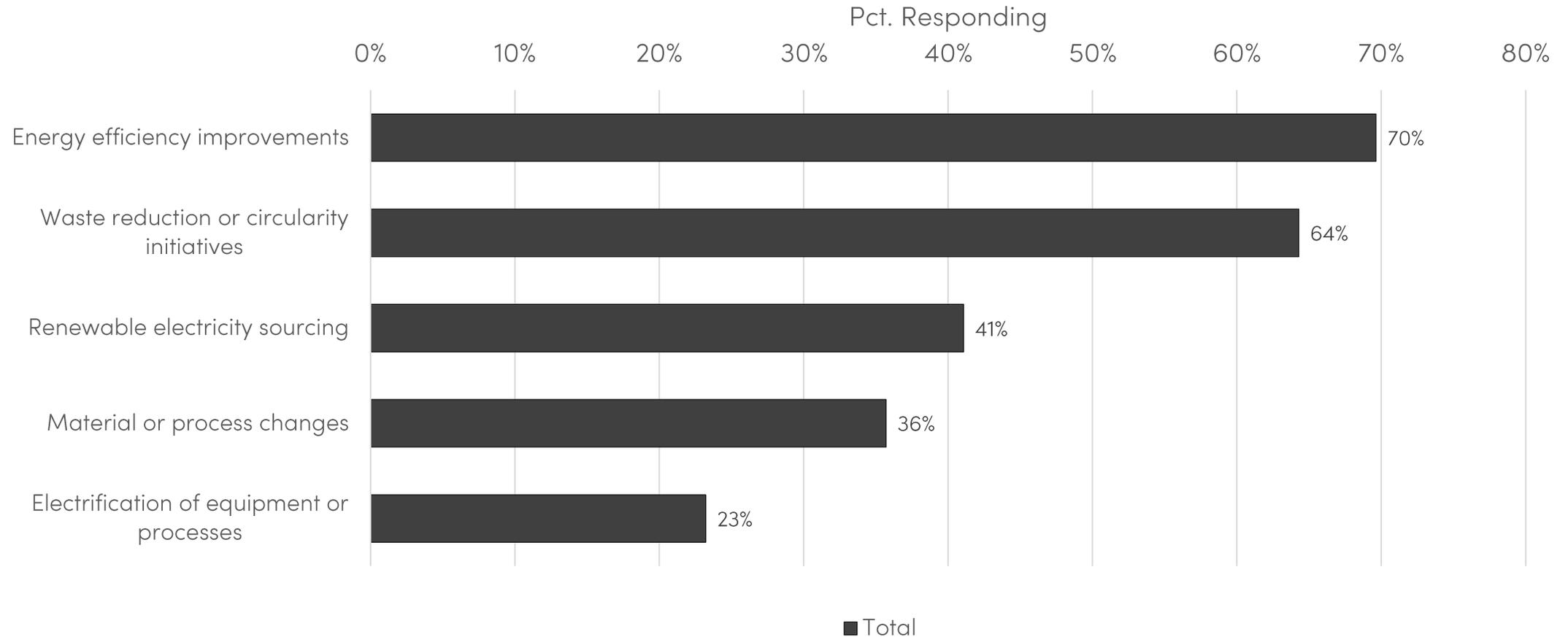


Operational & Product Decarbonization

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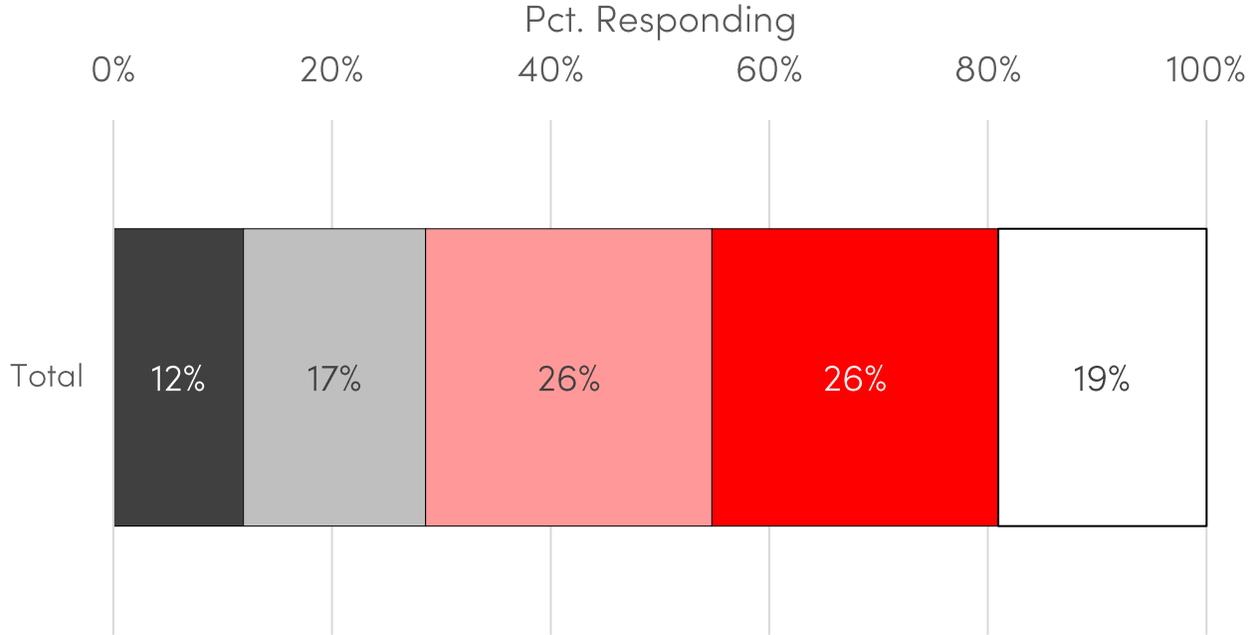
Sustainable Production

Which actions has your organization already implemented?
(Select up to 3)



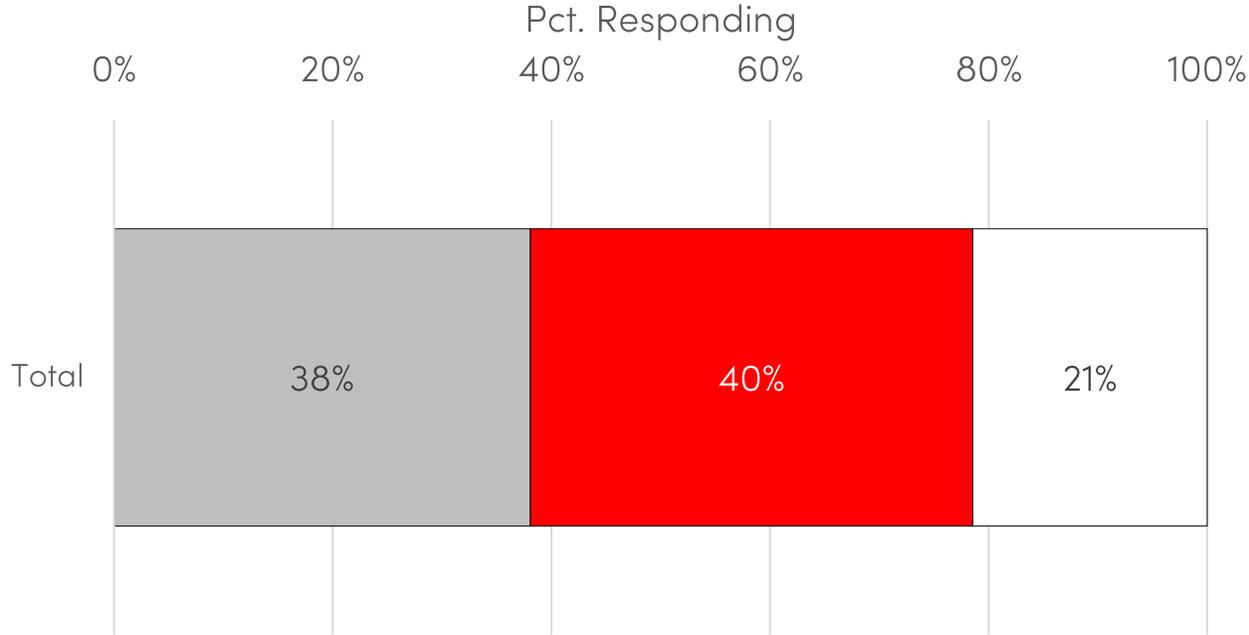
Downstream Emissions and Customer Recognition

Do your products or services help customers reduce their own emissions?



- Yes, significantly
- Yes, moderately
- Yes, minimally
- Not currently
- Unsure

Are your customers willing to recognize or reward lower-carbon products or services?



- Sometimes, depending on customer
- No
- Unsure

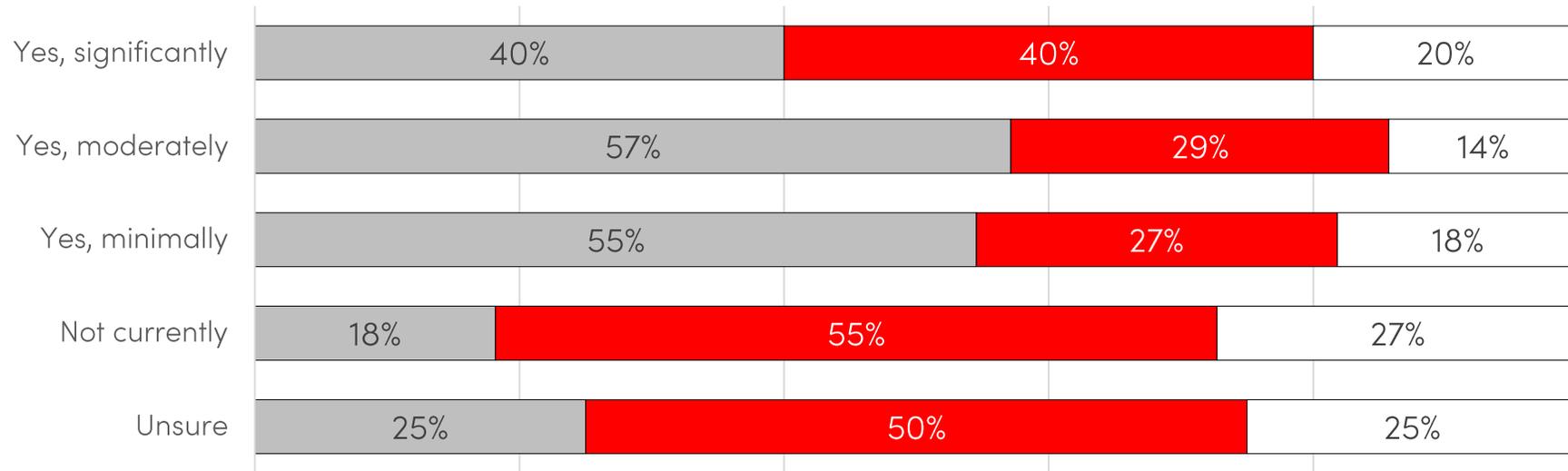
Downstream Emissions and Customer Recognition

Are your customers willing to recognize or reward lower-carbon products or services?



Pct. Responding

0% 20% 40% 60% 80% 100%



■ Sometimes, depending on customer

■ No

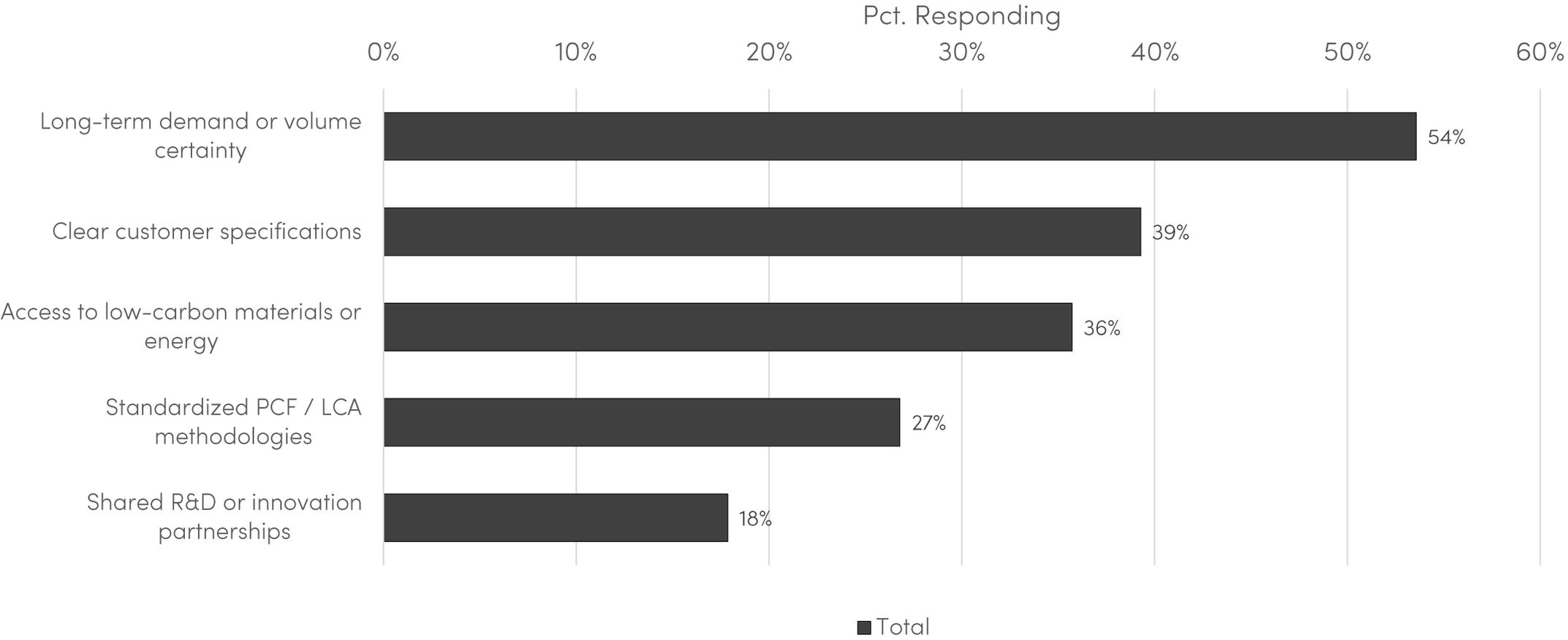
□ Unsure

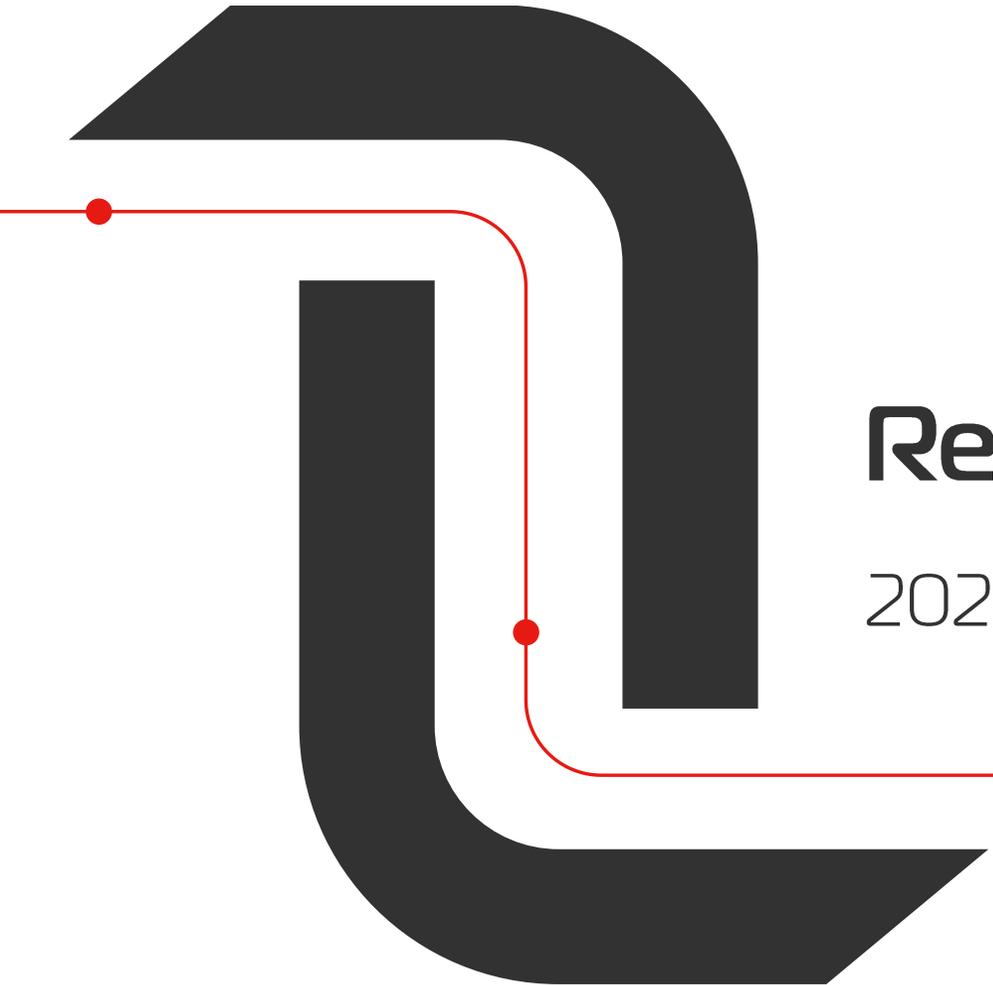
Do your products or services help customers reduce their own emissions?



Assistance in Decarbonizing Products

What would most help your organization deliver lower-carbon products or services?
(Select up to 3)



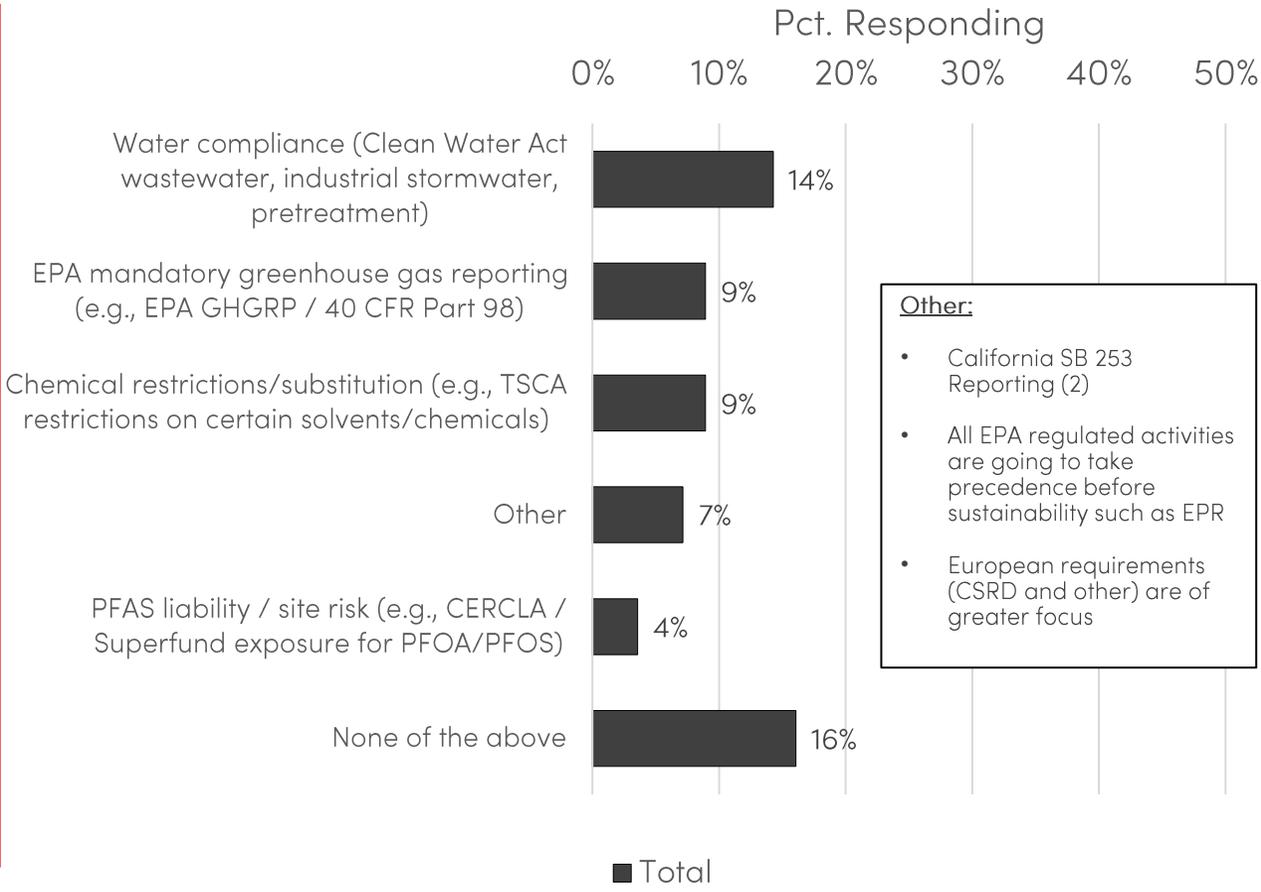
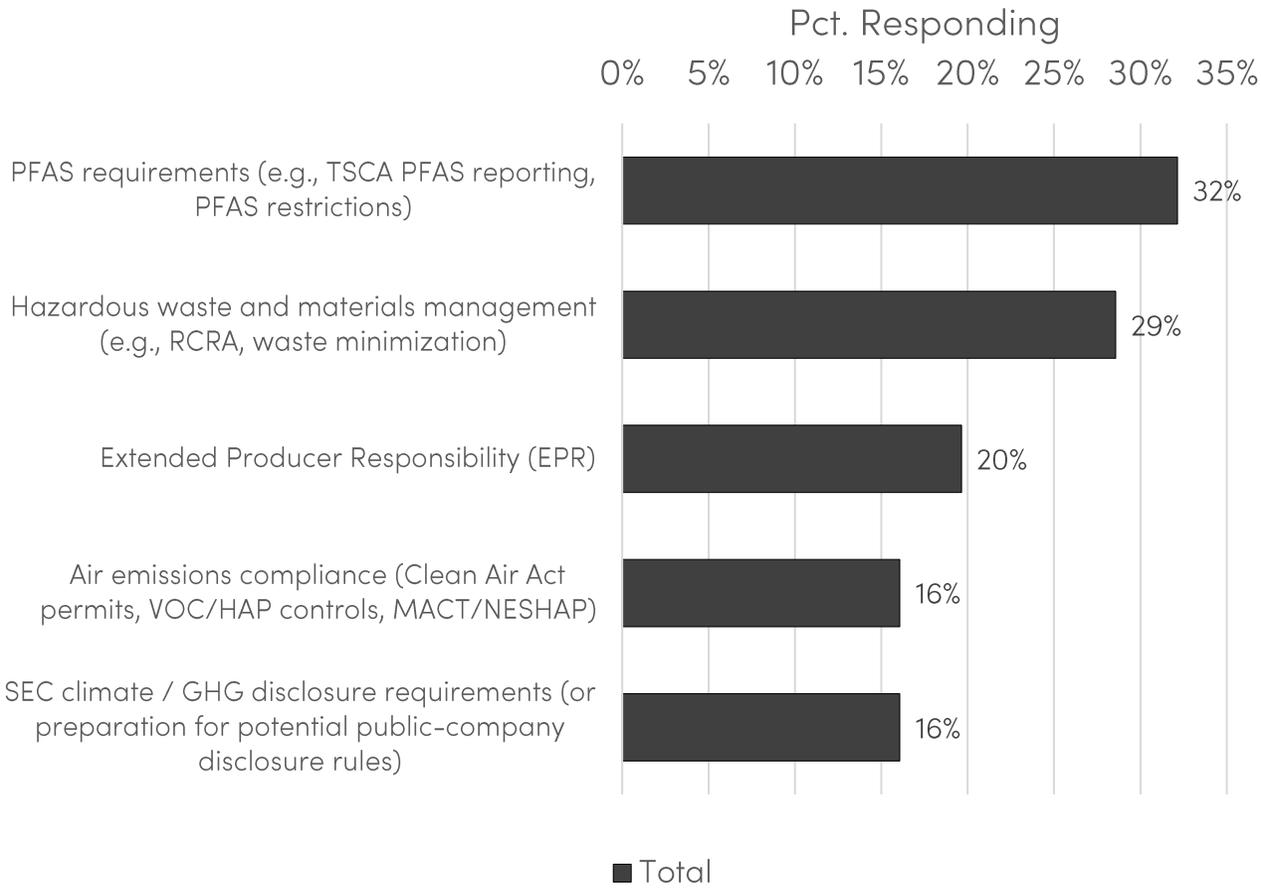


Regulatory Readiness

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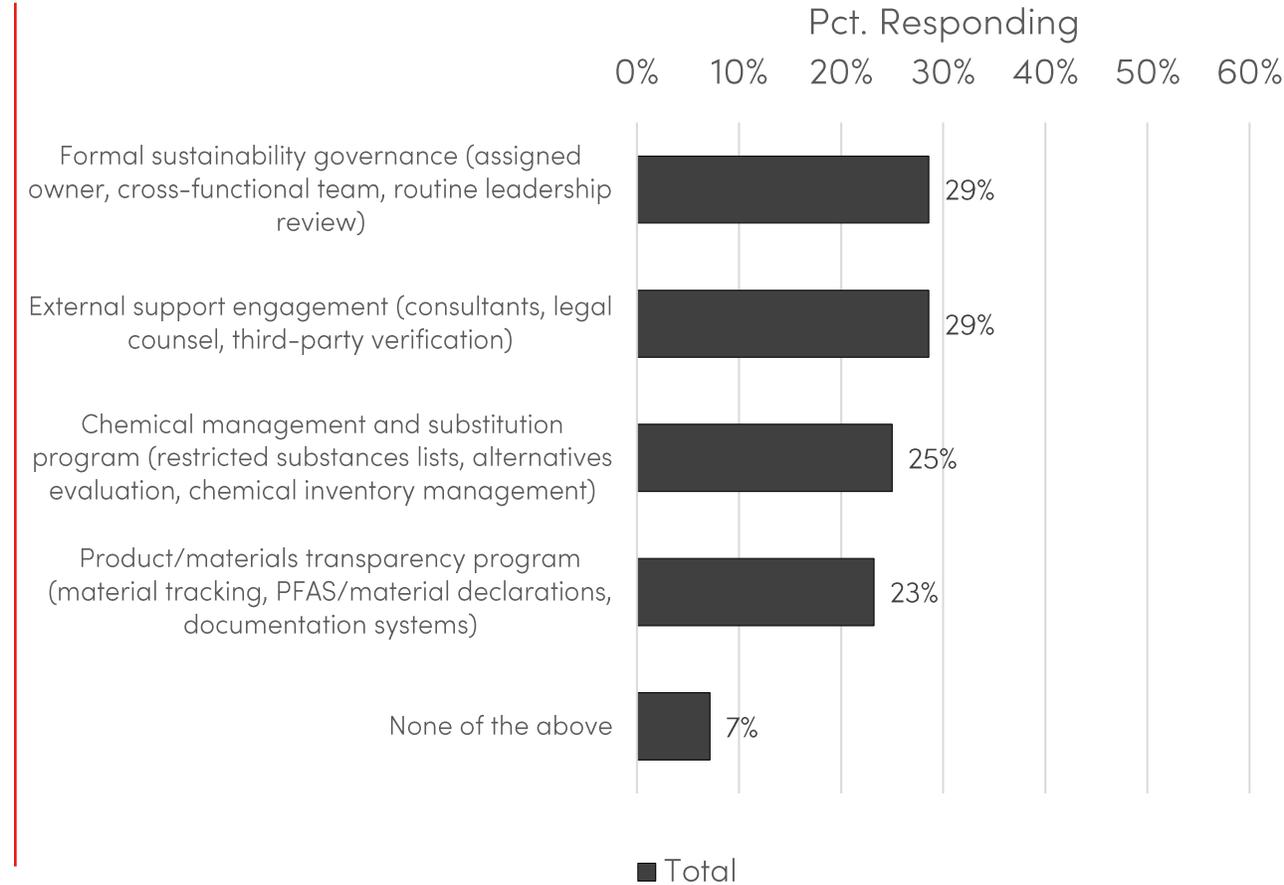
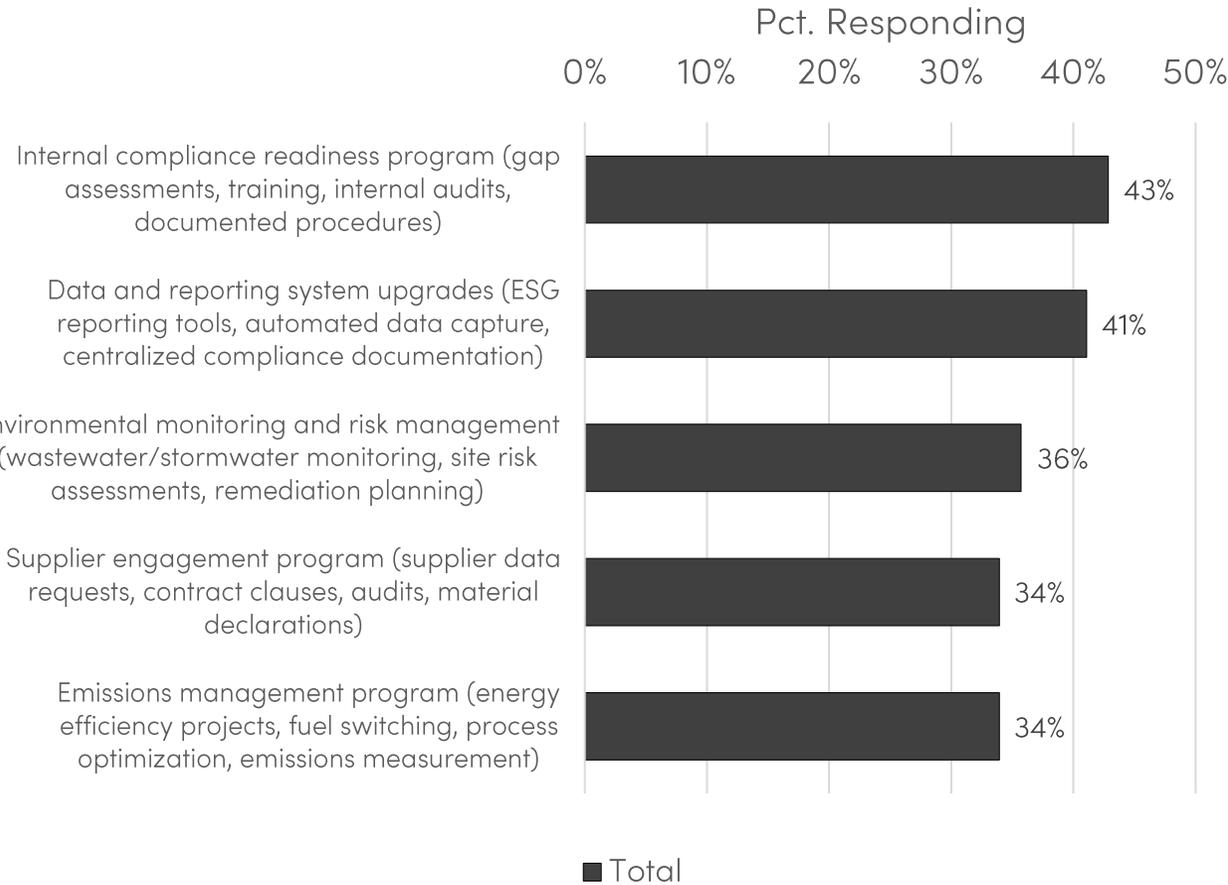
Regulatory Compliance Focus

Which of the following U.S. sustainability-related regulatory compliance areas are the biggest focus for your company in 2026?
(Select up to 3)



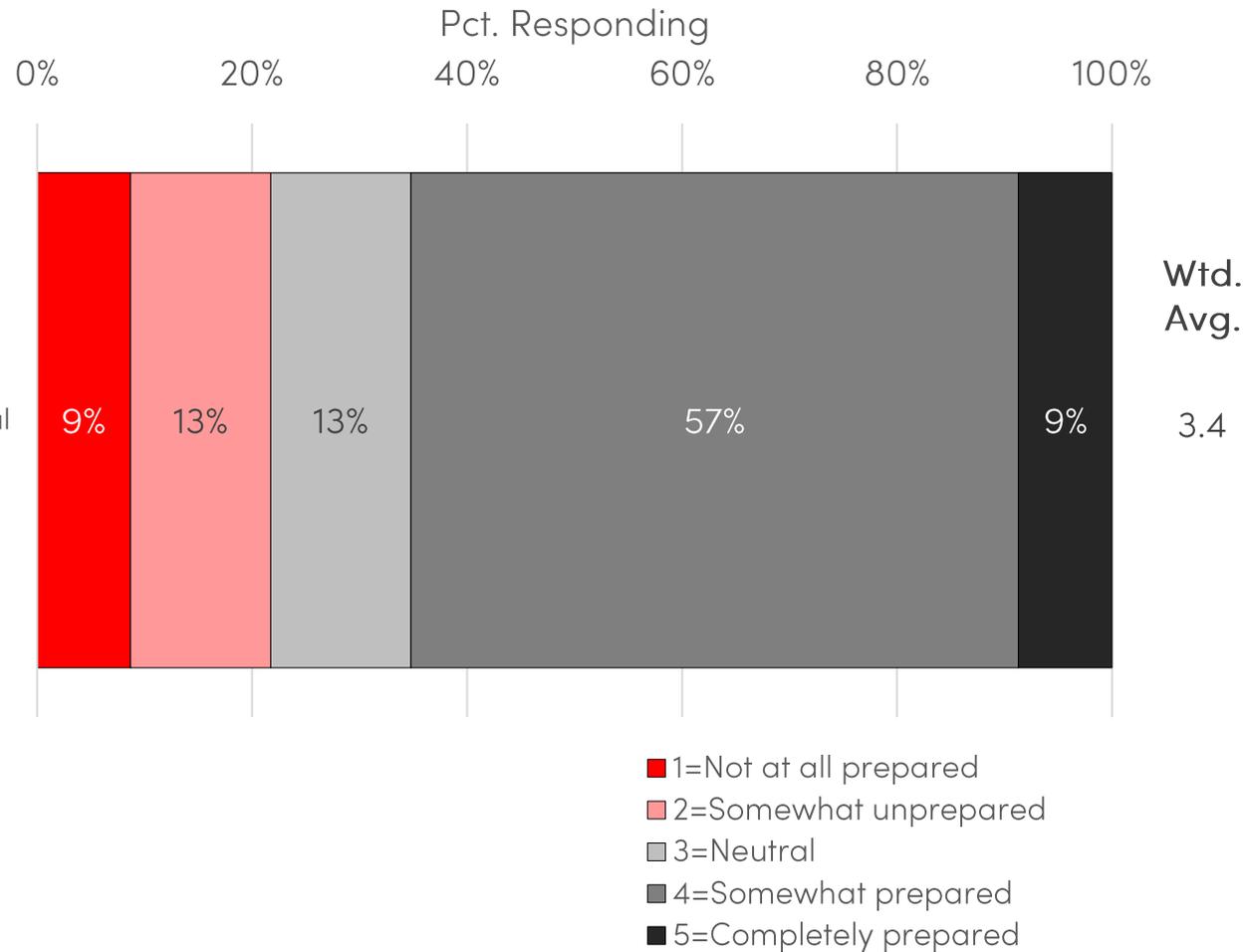
Regulatory Preparation

To address the sustainability regulatory focus areas you selected above, which of the following program initiatives or best practices is your company currently implementing (or planning to implement) in 2026?



European Union CSRD Reporting Preparation

How prepared is your company to report on Corporate Sustainability Reporting Directive (CSRD) in the EU?



Comments:

Unprepared:

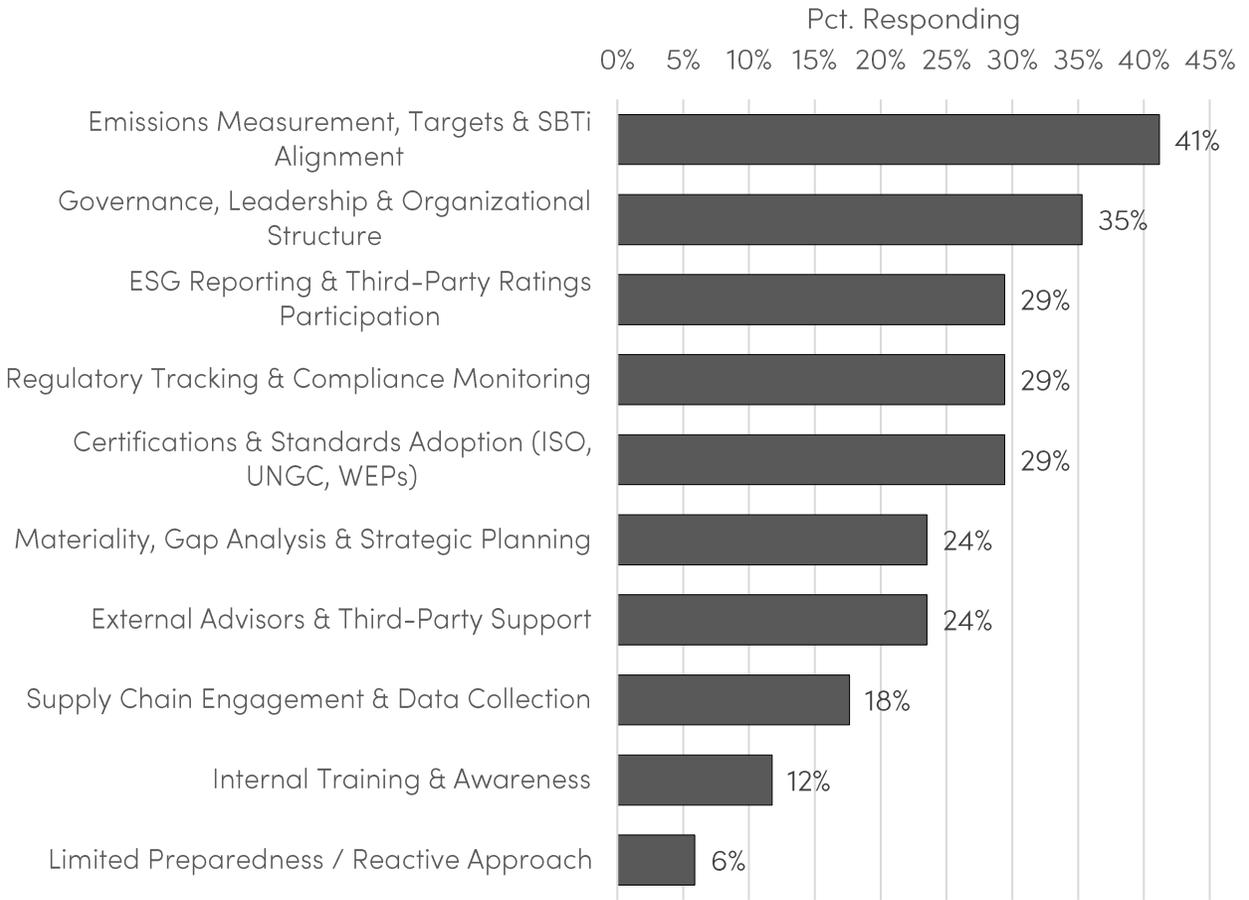
- High cost for consultant assistance is a barrier.

Prepared:

- Some prep work has begun.
- We are currently not required to report on CSRD, based on team member size in our EU locations.

Preparing for Future Regulations

What actions has your organization already taken to prepare for future sustainability regulations?



Comments:

Emissions Measurement, Targets & SBTi Alignment:

- SBTi alignment strategy
- Accurate emissions inventory
- Supply chain engagement and LCA/PCF development
- Monitor Scope 1 & 2 emissions
- Set emissions reduction targets and developing action plan
- Carbon impact reporting in Europe and framework in North America
- Approved SBTi objectives

Governance, Leadership & Organizational Structure:

- ESG Coordinator and Advocacy Coordinator roles established
- Weekly cross-functional executive meetings (purchasing, IT, HR, technical, president)
- Defined sustainability strategy at executive level
- Regulatory compliance domains identified
- Ongoing annual review of sustainability requirements
- Executive oversight of emissions targets

Preparing for Future Regulations

What actions has your organization already taken to prepare for future sustainability regulations?

ESG Reporting & Third-Party Ratings Participation:

- Participation in EcoVadis, CDP, M2030
- ECOVADIS and SAQ scoring
- Using EcoVadis and supplier assurance frameworks
- Conducted materiality survey with third party
- Continued participation in ratings programs to guide compliance

Regulatory Tracking & Compliance Monitoring:

- Annual review of customer and regulatory requirements
- Ensuring full reporting compliance (federal, state, local)
- Regulatory tracking and compliance domain identification
- Monitoring evolving legislation
- Monitoring OEM and Tier 1 customer mandates

Certifications & Standards Adoption:

- ISO 14001 across facilities
- ISO 50001 implementation
- ISO 45001 certifications
- Participation in UN Global Compact
- Participation in WEPs

Materiality, Gap Analysis & Strategic Planning:

- Materiality assessment
- Conducted materiality survey with third party
- Gap analysis
- Exploring subcontractors to close regulatory gaps

External Advisors & Third-Party Support:

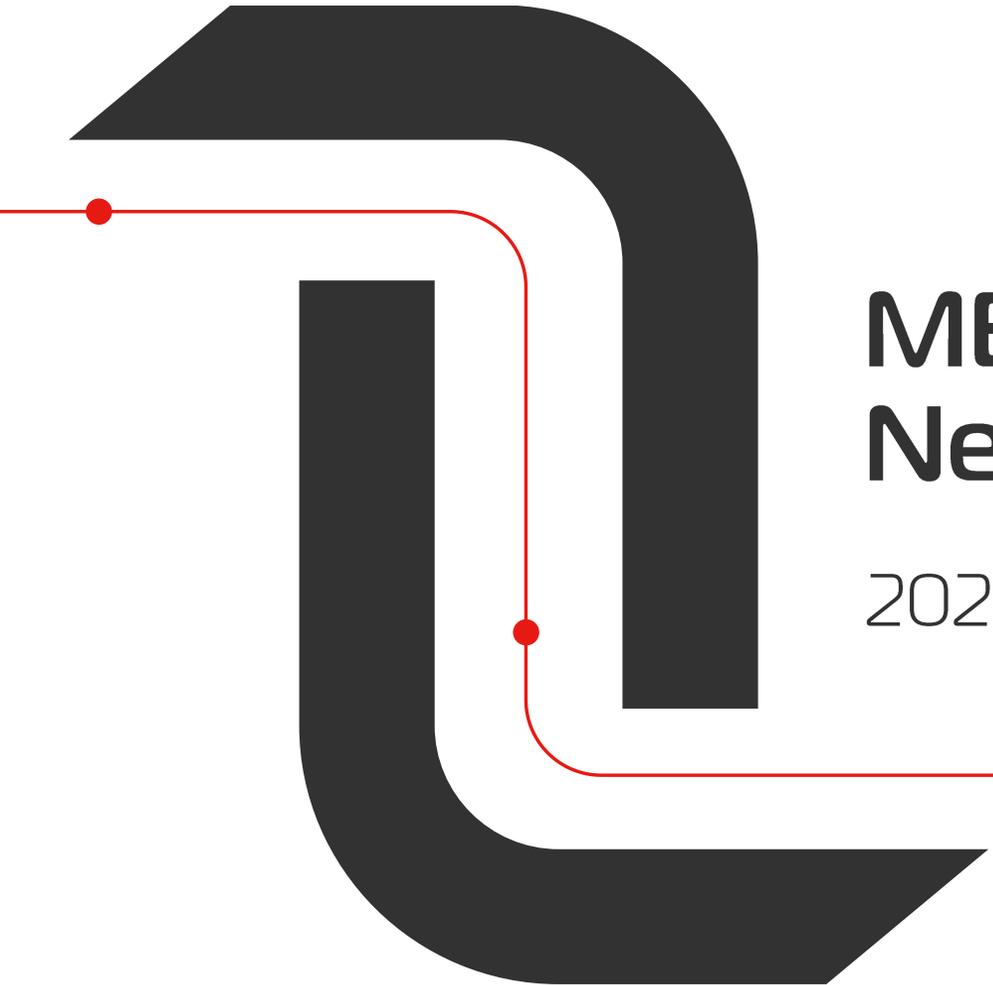
- Hired third party to assist with regulatory preparation
- Partnered with advisors
- Identified third-party software solution provider
- Third-party subcontractors supporting gap analysis

Supply Chain Engagement & Data Collection:

- Supplier data collection
- Identification of recycled packaging providers
- Supply chain engagement for emissions and PCF

Supply Chain Engagement & Data Collection:

- Training and webinars
- Regional sustainability leaders
- Monitoring industry communications

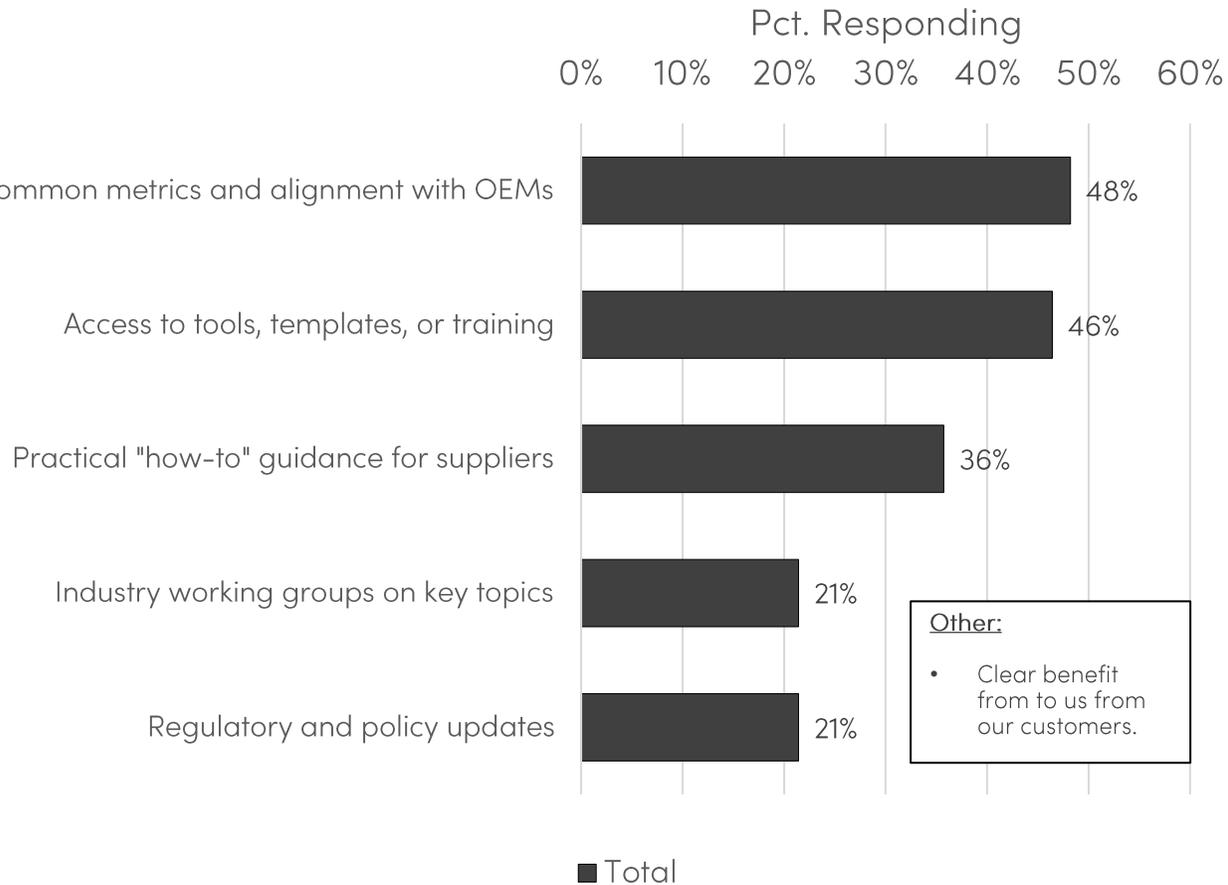


MEMA Support & Industry Needs

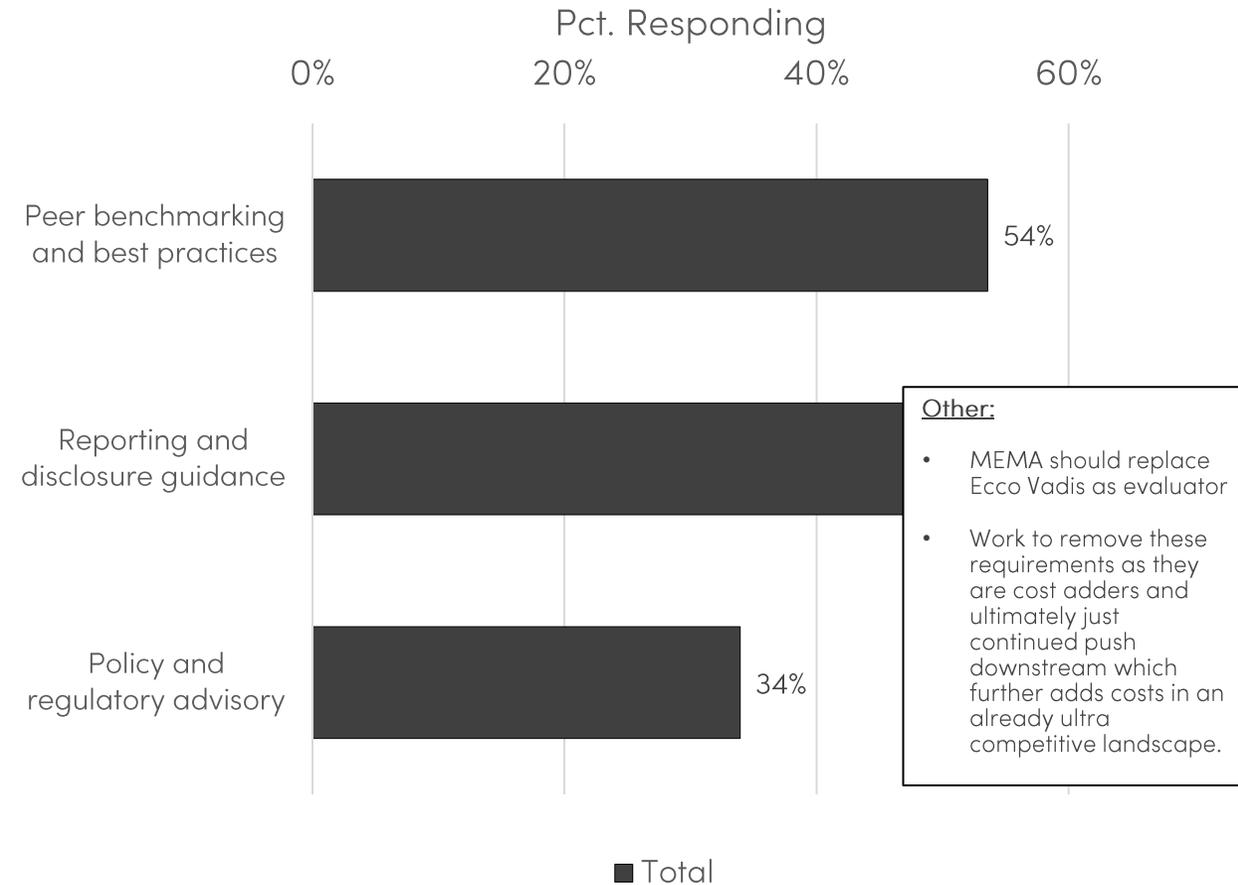
2026 MEMA Annual Sustainability Survey

Industry Support

What types of support would most accelerate your sustainability progress?



Which areas would you like the MEMA Center for Sustainability to focus on for sustainability education?



Appendix

Survey Methodology

- An email invitation with a link to our online survey was sent to MEMA OE and Aftermarket Executive Members. Data collected January 8 – February 10 via invitation to online survey.
- 41 survey responses were collected

The information and opinions contained in this report are for general information purposes. Comments are edited only for spelling and may contain grammatical errors due to their verbatim nature. Responses to this survey are confidential. Therefore, only aggregated results will be reported, and individual responses will not be released or shared.

Antitrust Statement:

Respondents/participants should not contact competitors to discuss responses, or to discuss the issues dealt with in the survey. It is an absolute imperative to consult legal counsel about any contacts with competitors. All pricing and other terms of sale decisions and negotiating strategies should be handled on an individual company basis.

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