

A photograph of two female technicians in a factory setting. They are wearing green work clothes and white gloves, working on a car engine that is suspended from a blue metal frame. The technician on the left is looking up at the engine, while the one on the right is pointing at it. The background is slightly blurred, showing more of the factory environment.

intertek

*Intertek's gender pay  
report in 2020*





# Introduction from our CEO

## Building back Ever Better

In a year like no other, COVID-19 has brought our future forward. It is clearer than ever that making the world a better, safer and more sustainable place should be a priority for all of us. Intertek has been a force for good for over 130 years, and our role has never been more important as we all build back ever better.



Fairness in our pay practices including equal pay for equal work is fundamental to our Values and our remuneration principles. We believe that the level of focus on the UK gender pay gap created by increased legislation is a positive step forward.

People are at the heart of everything we do and our People Strategy has been developed to engage and inspire our colleagues, ensure they have the frameworks in place for them to succeed in safe working environments around the world, and ultimately help them feel proud to work for Intertek and the clients we serve.

At the time of our last report, we talked about the measures we were putting in place to attract and retain talented people and true to our Ever Better approach we continue to progress with these initiatives across the organisation.

We know we need to have more women in senior roles, and at the end of this report, we outline in more detail our results and the further plans we have in place to ensure all colleagues can fulfil their potential at Intertek.



**André Lacroix**  
Chief Executive Officer





# *Passionate about our purpose*

**For more than 130 years, Intertek has been a purpose-led business.**

Today, that purpose is to make the world a better, safer and more sustainable place for all. Now, and for future generations.

This informs everything we do and how we do it. In our work, we help corporations address the complex quality, safety and sustainability challenges they face.

But our approach does far more than help businesses resolve the emerging risks in an ever-more complex world. By bringing quality, safety and sustainability to life, it also helps to safeguard the legacy that we will all leave to the next generation.

This is what drives every one of our global network of 43,800 colleagues in the work they do every day, from testing toys to inspecting power stations, certifying vaccines to providing end-to-end quality assurance.



## **Intertek Purpose, Mission, Vision and Values**

### **Our Purpose**

Bringing quality, safety and sustainability to life.

### **Our Mission**

To. 24/7.. exceed our customers' expectations with innovative and bespoke Assurance, Testing, Inspection and Certification services for their operations and supply chain. Globally

### **Our Vision**

To be the world's most trusted partner for Quality Assurance.

### **Our Values**

- We are a global family that values diversity.
- We always do the right thing. With precision, pace and passion.
- We trust each other and have fun winning together.
- We own and shape our future.
- We create sustainable growth. For All.



# What is the gender pay gap?

The gender pay gap reporting requirements came into effect on 6 April 2017 and require UK domiciled employers with over 250 employees in a legal entity to publish data relating to their UK employee pay. Gender pay gap reporting is part of the UK Government's strategy to reduce the gender pay gap in a generation.

The metrics required under the amendment to the Equality Act 2010 are the mean and median pay gap, the mean and median bonus gap, the percentage of men and women receiving bonuses and the proportion of males and females in each quartile pay band. By providing the mean and median pay gaps we can illustrate the different aspects of distribution of pay across our business.

The mean is calculated by adding all hourly salaries of men employed and dividing them by the total number of men employed. The equivalent is also calculated for women employed and the resulting gap is the percentage difference between the average male and female hourly pay figures.

For calculating the median gender pay gap, we identify the hourly pay for the middle (or median) male and female employee, when ranked from the lowest to the highest by pay. The resulting gap is the percentage difference between midpoints in the male and female hourly pay.

## CALCULATING THE MEAN\*

Male hourly pay for each male employee



Number of male employees

= MEAN MALE AVERAGE PAY

Female hourly pay for each female employee



Number of female employees

= MEAN FEMALE AVERAGE PAY

THE DIFFERENCE = MEAN GENDER PAY GAP

## CALCULATING THE MEDIAN\*

Lower hourly pay



Upper hourly pay

THE DIFFERENCE

= MEDIAN GENDER PAY GAP

Lower hourly pay



Upper hourly pay

\*Hourly salaries include all cash pay (excluding overtime) in April 2019 and all bonuses received in the previous 12 months for full pay relevant/eligible employees.

## Gender Pay Gap and Equal Pay

The gender pay gap measures the difference between the pay and bonus of men and women across an organisation irrespective of role and level of seniority. This is different to equal pay, which is the legal requirement to pay the same to men and women who are doing equal work.

At Intertek men and women are paid equally for doing equivalent roles.

# What are we reporting?

Under the legislation, UK employers with more than 250 employees are required to publish their gender pay gap. Per the statutory requirements, we are reporting on ITS Testing Services (UK) Limited which is the only legal entity in the UK which employs over 250 employees. ITS employs 68% of our UK workforce. As in our previous report, we have gone beyond statutory requirements by including in this document results on 100% of Intertek UK, which includes our global head office and other legal entities which individually employ less than 250 employees.

## EMPLOYEES IN THE UK

Male/Female split





# Our results

The legislation requires that we disclose all entities with over 250 employees. In the spirit of embracing the legislation, we are reporting here on the whole of Intertek UK, in addition to ITS Testing Services (UK) Limited. Data as at 5 April 2020.

## INTERTEK UK

### Representing all employees employed by Intertek in the UK

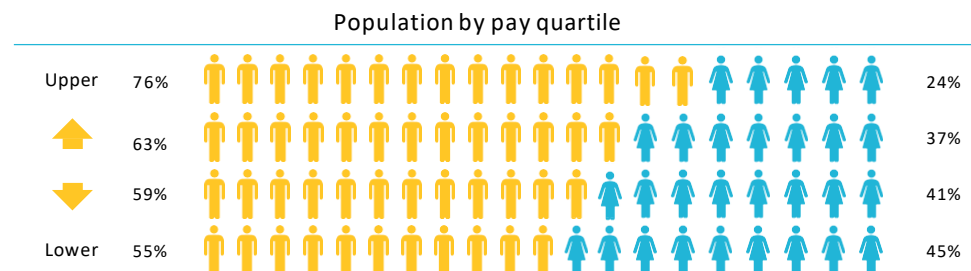
Across Intertek UK, the mean pay gap is 22% and the median pay gap is 16%, reflecting a higher proportion of men in more senior level positions.

The mean bonus gap is 73%. While this gap remains significant, it is reflective of the most senior positions in the Company being primarily held by men.

The median bonus gap is 0% for employees of Intertek UK. This was largely due to our standardised approach to bonuses in line with Group policy which removes the potential for gender bias. Additionally, across Intertek UK there is near-equal bonus eligibility. 78% of male and 75% of the female populations received a bonus.

Our Intertek UK quartile data demonstrates we have a larger proportion of females in the lower quartiles to men, which is highlighted by the median pay gap of 16%.

Mean Pay Gap	22%	Median Pay Gap	16%
Mean Bonus Gap	73%	Median Bonus Gap	0%
% Male Receiving a Bonus	78%	% Female Receiving a Bonus	75%



## ITS TESTING SERVICES (UK) Limited (ITS)

### Representing Intertek's UK legal entity that employs over 250 employees

Within ITS, the mean pay gap is 17% and the median pay gap is 13%. Again, these gaps reflect a higher proportion of men in more senior level positions.

The mean bonus gap is 48%. The median bonus gap is 10%, and the proportion of women receiving a bonus is 66% vs. 69% for men.

Our ITS quartile data demonstrates we have a larger proportion of females in the lower quartiles to men.

Mean Pay Gap	17%	Median Pay Gap	13%
Mean Bonus Gap	48%	Median Bonus Gap	10%
% Male Receiving a Bonus	69%	% Female Receiving a Bonus	66%





# Inclusion, diversity & gender equality

## Embracing all talents

At Intertek, achieving 'Ever Better' performance depends on being constantly open to pioneering new ideas that enable us to improve what we do and how we do it. For us, this means having an organisation that is truly diverse and inclusive in ways that extend far beyond the 'standard' measurements of race, nationality and gender.

Intertek has a history that goes back over 130 years, evolving from the combined growth of a number of innovative companies from around the globe. Diversity has always been at the heart of who we are and will continue to provide the power behind our success in the future. With team members from over 100 countries, all with different backgrounds, cultures and beliefs – our diverse workforce makes us the leading company we are today.

We demonstrate that we are an inclusive and diverse global family by applying all employment policies and practices in a way that is informed, fair and objective. This covers all policies relating to recruitment, promotion, reward, working conditions and performance management.

Our Inclusion and Diversity policy facilitates a culture of inclusiveness where people are able to perform at their best, where their views, opinions and talents are respected, harnessed and not discriminated against. We are committed to maintaining the highest standards of fairness, respect and safety.

As a business we want to ensure that we have the right capabilities to deliver our strategy. We recognise the value that individuals of different backgrounds and capabilities bring to the business. Our diverse workforce helps us to understand, communicate and trade with our vast client base through their understanding of local issues and culture. They add value in assuring our services are tailored to our customer needs, which underpins sales growth, customer retention and satisfaction.

We recognise the importance of gender diversity, in management and across all levels of our business. In line with the Hampton-Alexander Review, as well as supporting gender diversity on our Board, we contributed our data on the gender balance across our senior executive team and their direct reports:

We will continue to promote and endorse fair, consistent and thoughtful working practices that are in accordance with our values. At Intertek we are proud to be an equal opportunities employer. We consider all qualified applicants for employment regardless of gender, ethnicity, religion, age, disabilities and other protected characteristics.

We also ensure that men and women are paid equally for doing equivalent roles and we are committed to a number of measures to ensure we provide an energising workplace, free of any gender bias, where employees can flourish based on their talent and effort. To strengthen this, we ensure that our shortlists of external hire candidates have a balance of gender diversity.

We remain committed to equality, and provide flexible working where possible and provide mentorship to women to address the gap in gender numbers at senior levels. It is vital that our workforce represents the best available talent, reflects the communities in which we operate and is free of gender or other biases.

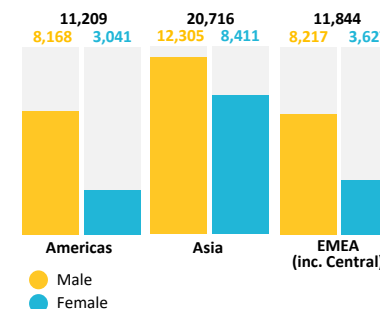
	2020 <sup>1</sup>		2019 <sup>1</sup>	
	Male	Female	Male	Female
Board	7	4	7	3
Executive Management Team ('Exec') <sup>2</sup>	9	2	10	4
Direct reports ('DR')	83	26	88	21
Combined: Exec + DR	92	28	98	25

1. Data relating to the Board and the Exec and DR is as at 31 December and as at 31 October of each year, respectively.

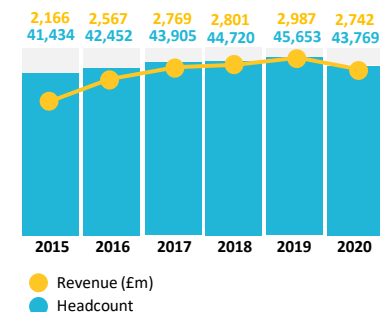
2. As defined by the Hampton-Alexander Review. This comprises the CEO, Heads of Global functions and EVPs.

Senior management nationalities – countries of origin	
Total	205
UK	40
US	39
India	23
Germany	13
China	11
Hong Kong	8
Canada	7
France	7
Australia	7
Vietnam	7
Bangladesh	6
Ireland	4
Sweden	4
Other nationalities	29

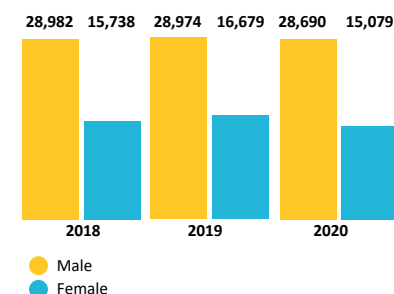
## Intertek TQA Experts by region



## Revenue and headcount



## TQA Experts by gender





# Inclusion, diversity & gender equality

## Our 'Embracing Diversity' model

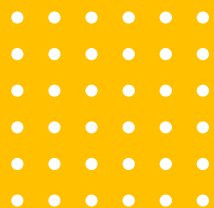
We promote diversity in all its forms, including gender parity, sexual orientation and disability, as well as having an ethnic and social makeup that reflects broader society.



### Diversity measured

#### Gender diversity

We are determined to develop and retain more women in senior roles.



### 2020 update

- 6.3% increase in women in senior management roles since 2017.
- Our Board hired an additional female director in 2020, giving us a total of four, or 36%.

### Our goals

Improving gender balance is critical for us. We continue to focus on gender diversity by attracting, developing and retaining more talented women, particularly at senior levels. The percentage of women in senior management roles has continually increased over the last four years and we have now set a goal to increase this to 30% by 2025.



### Diversity measured

#### Talent across all generations

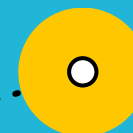
We value all of our colleagues, regardless of age, and have practices in place to develop and retain workers of all ages.

### 2020 update

The technical expertise needed in many parts of our complex business is acquired over several years which is reflected in a relatively high average age in parts of our Group. The overall average age is 40.

### Our goals

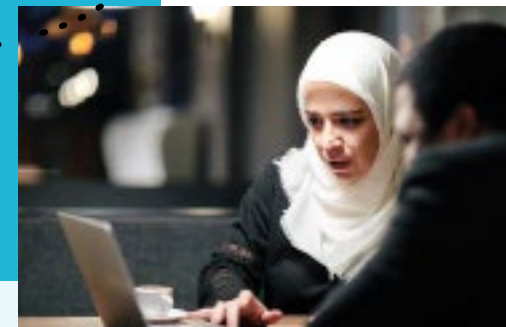
We will continue to develop proactive approaches to recruitment to ensure we have an age-diverse and balanced employee age profile.



### Diversity measured

#### Cultural diversity (arising from country of origin)

Cultural diversity supports our global business and is key to our success.



### 2020 update

Our global workforce is representative of the countries in which we operate and our senior leadership is representing 34 different nationalities.

### Our goals

We are committed to cultural diversity and will ensure that Intertek's colleagues are representative of the countries where we do business.



# Making the world Ever Better Together

Intertek has been a force for good for 130 years and today we continue to be guided by our Values:

- We are a global family that values diversity.
- We always do the right thing. With precision, pace and passion.
- We trust each other and have fun winning together.
- We own and shape our future.
- We create sustainable growth. For all.

Our Vision is “To be the World’s Most Trusted Partner for Quality Assurance”.

Our Company strategy, our Values and our Vision inform our People Strategy which aims at “Energising our colleagues to take the Company to new heights”.

We recognise that our gender pay gap exists because today, at the senior levels of the business, we have more men than women and have a higher turnover of women than men across the organisation. We know that to reduce the gap we need to continue to focus on delivering a strategy to drive positive change.

We commit to providing an energising workplace free of any gender bias and where any employee can flourish based on their talent and effort. Whilst this report focuses on the whole of the UK workforce, which represents 5% of our Global workforce, we have taken several steps toward the continued growth and development of women in our workforce.

The percentage of women in senior management roles across the group has continually increased over the last four years and we have now set a goal to increase this to 30% by 2025.

## In the UK, we have put in place several measures that continue to be rolled out in 2020:

- **Enhancing key benefits:** Effective 1<sup>st</sup> April 2020, Intertek UK launched its revised and enhanced maternity leave policy – significantly increasing benefits designed to support those on adoption or maternity leave.
- **Support and Focus on Employee Wellbeing:** In 2020, we launched our very own Group-wide ‘Kindness’ initiative that focuses on employee wellbeing, enabling and promoting balance and support for all.
- **Investing in Development:** New programmes in Leadership and Management, Coaching and the introduction of career pathways, continue to enable development for all colleagues.
- **Focus and Responsiveness:** We continue to review our Gender Pay results on a monthly basis to enable us to evaluate our measures.

We know that for us to be the most trusted Total Quality Assurance partner to our clients, it is vital that our workforce represents the best available talent, reflects the communities in which we operate and be free of gender or other biases.

*We are committed to achieving this*







# Making the world Ever Better Together

As a global company we embrace diversity in all forms and have many inspirational role models across all parts of our business. Some of our Experts were willing to share their personal experiences at Intertek.



**Noreen Boyhan**  
Group Marketing Innovation Director

"At Intertek, I am lucky to work with talented people every day. I do truly believe that at Intertek, we have a role and a purpose, to bring quality, safety and sustainability to life. And no more-so than in the past year when we developed innovations at the speed of light to help customers continue their operations in these unprecedented times."



**Angie Muñoz**  
Marketing Manager, Peru

"Beyond a company, Intertek is my home; I have felt this way since I arrived in 2012 at the age of 19. I have grown here both professionally and personally, and am happy to face new challenges and doing what I enjoy, showing the world what we do daily: Bringing quality, safety and sustainability to life."



**Sammi Chui**  
Senior Technical Manager of Softlines, Hong Kong

"With face masks in short supply, local garment suppliers have been looking for alternative solutions using new fabric materials. I'm proud to be part of the team providing technical advice on the chemical & microbiocidal tests of these masks."



**Caitlin Connell**  
Director, Global Marketing  
Business Assurance & Food Services

"Since joining in 2014, I have had the wonderful opportunity to learn from a team of leaders who make a real difference in the world through the work we do at Intertek. I have grown on both a professional and personal level and am constantly motivated and inspired to be part of this incredible team."



**Vivian He**  
Supervisor, GB Lab, Softlines, China

"The domestic business team in China has helped facilitate the China Metrology Accreditation for Intertek surgical mask testing capabilities against 6 GB standards. Through our team's hard work, Intertek China was able to obtain the accreditation in just two weeks following application."



**Simona Romanoschi**  
VP, Business Assurance Innovation

"Since I joined in 2001, I've the opportunity to engage and be inspired by so many individuals and leaders who embed our innovative spirit and culture. I am proud to be part of this team and continue on our journey to support our clients in meeting today and tomorrow's challenges in their complex organisations and supply chains."



**Elena Ruffino**  
General Manager, SL&HL Italy and France

"I joined Intertek in 2011 as GM of a small operation near Florence. Since the beginning I had the opportunity to work with a strong team full of fantastic people. I think that if you want to develop talents and work with great people this is the right company."



**Ali Knapp**  
President, Wisetail, wisetail.com

"At Wisetail we help organisations build a culture of shared ownership and purpose. When companies think about scaling their culture and growing their people, we want them to think of Intertek Wisetail."



**Christina Law**  
President, Global SL&HL

"I joined in 1989 and have grown with the company to witness how we become Ever Better Together. I have held various roles in Finance, IT and Business Management and am thankful for the many colleagues and people I have met – their inspirations, courage, leadership, grit and passion. Today, I lead Global Softlines and Hardlines with pride and I am ready to take the businesses to new heights."



**Ludmila Khorshed**  
Manager, Total Quality Management, Bangladesh

"My journey at Intertek started in 2008 as a graduate. Intertek has supported me in gaining professional qualifications, exposed me to exciting projects and provided me opportunities to take up increasingly advanced responsibilities. Intertek is a family of many talented, inspiring, energetic people from different backgrounds where you can learn and grow."



**Hannah Gibson**  
Head of Sales - Electrical & Wireless, UK

"All around the organisation there are people you can learn from to build new skills and to progress through the business. I am proud to work for a business that really matters and adds value to people and organisations across the globe. The possibilities here are endless."



**Winnie Yang**  
Account Manager, THD Team, Inspection, China

"Due to coronavirus, the Green Initiative team was not able to conduct on-site audits after the Chinese New Year. Instead, we applied our innovative spirit to provide a remote document review service for clients to help keep our clients on track."



**Arianna Fogar**  
General manager South Europe – Electrical BL

"I joined Intertek right after university - I was motivated to make my contribution to a better, fairer and more sustainable society. That was 17 years ago. At Intertek, I found success with my personal goals, while working with an incredible team. Today I have even more passion to make this a better world and I know Intertek is the right company to do this."



**Nusrat Sharmin**  
Lab Officer - Analytical Lab, Bangladesh

"The health and safety of our people and customers is our number one priority and in response to the spread of coronavirus, our Analytical lab stepped up to produce hand sanitizer following the guidelines by WHO to distribute among our employees and their families. Our Textile Lab also formed a team of volunteers to produce hand-made masks for all our colleagues."



**Betty Shao**  
Director of Strategy & Innovation,  
Government & Trade Services

"While I am relatively new to the Intertek family, I have been incredibly impressed with the calibre of people here and their strong commitment to driving the business. The focus and energy of my team motivates me to strive for "ever better" every day in order to contribute to Intertek's continued success."

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Total Quality. Assured.