

Building Back Ever Better

Sustainability Report 2020

Setting the standards for a more sustainable future

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.

As a purpose-led organisation and world leader in sustainability services, not only can we make a positive impact on the world as a whole, but our people are helping our clients Build Back Ever Better in a challenging business landscape. Only by operating in a truly sustainable way, can we safeguard the legacy that will make the world a better and safer place for the next generation.

Of course, it is vital that our own sustainability standards are as high as those we expect from our clients. This is why we apply our Total Sustainability Assurance framework to our own sustainability approach. This approach provides confidence by highlighting how important sustainability is to our own purpose, vision and strategy. It also enables us to align our reporting, as well as constantly innovate and challenge ourselves to act in a way that demonstrates sustainability is at the heart of our thinking.

In this year's report

As a leading provider of sustainability services, and committed to Building Back Ever Better, we report our sustainability progress through the framework of our ten Corporate Sustainability Certification standards with which we audit our clients.



Watch our 'Building Back Ever Better' film, available from 30 March 2021.
Find out more online: [intertek.com/bbeb](https://www.intertek.com/bbeb)



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Highlights

2020 Highlights

Sustainability is central to everything we do and we are passionate about helping our clients make a difference and bettering ourselves every day.

58%

reduction in lost time incidents since 2019

[Read more about our health and safety on page 19](#)

Through our vast reach across our

300,000

customers and the industries which they occupy, our services help contribute to progress across all of the UN Sustainable Development Goals

[Read more about our customers on page 06](#)



[Read more about our alignment to the UN SDGs on page 14](#)

For the third consecutive year, Ernst & Young have independently assured our Greenhouse Gas emissions data



Intertek participates annually in CDP's Climate Change Programme



43,800

employees across 100 countries



We are an accredited Living Wage Employer in the UK



An index of our sustainability targets and our disclosures - against SASB, GRI and our own more comprehensive TSA standards - is available at [intertek.com/about/our-responsibility](https://www.intertek.com/about/our-responsibility)

6.3%

increase in women in senior management roles since 2017

[Read more about diversity, inclusion and equality on page 23](#)

Through our actions to reduce carbon emissions,

2020

is our first carbon neutral year



[Read more about our carbon reduction efforts and commitment to net zero on page 40](#)



FTSE4Good

We were included in the FTSE4Good Index for the fourth year running

We launched our very own Group-wide 'Kindness' initiative that focuses on employee wellbeing



[Read more about our Kindness programme on page 20](#)



We have joined the Business Ambition for 1.5°C campaign and have committed to set science-based emissions reduction targets, across the entire value chain, that are consistent with keeping global warming to 1.5°C above pre-industrial levels



Read more about our strategic progress and 2020 financial results in our Annual Report at [intertek.com/investors/year-in-review-2020](https://www.intertek.com/investors/year-in-review-2020)

Introduction from our CEO

Building Back Ever Better



If we are serious about making the world better, safer and more sustainable, this must be our legacy and our future."

André Lacroix
Chief Executive Officer



In last year's version of this report, I wrote: "There is no doubt that sustainability is the movement of our time."

When I wrote that, it was still difficult for any of us to understand the ways in which COVID-19 would change our lives and leave us feeling the problems our world faces more acutely than ever.

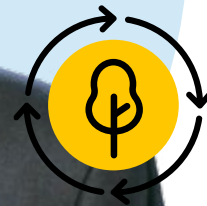
The unprecedented challenges of COVID-19 have sharpened our collective focus on, and understanding of, the biggest global risks. The pandemic has amplified and accelerated the challenges facing humanity and our impact on our planet: from rising temperatures and shifting climates, to ethical, sustainable manufacturing; from personal health and wellbeing to disappearing wildlife and polluted oceans. There is a growing realisation that these global issues are interconnected.

COVID-19 is forcing many people and corporations to rethink how to operate and what it means to be resilient and sustainable. The enormous difficulties and the personal losses caused by COVID-19 have highlighted as never before that helping to make the world a better, safer and more sustainable place should be a priority.

Former Bank of England Governor Mark Carney has called the pandemic "a terrible situation", adding that there will be big opportunities at the end of it to invest in a greener economic recovery.

I agree – and the role that Intertek can play in the global recovery from the pandemic is an incredibly important focus for me and all our people. We know we are ideally positioned to have a positive global impact on the challenges facing the world, and the people and organisations within it.

This is why we are launching our 'Build Back Ever Better' movement. It is simply living up to our Intertek 'Ever Better' culture for the greater good of society. We don't believe that corporations or societies should settle for returning to a new normal. There is only one global solution: Build Back Ever Better.



Introduction from our CEO *Continued*

We at Intertek are taking up this challenge by accelerating progress both on our own sustainability performance and the development of products and services to help our customers deliver their sustainability agendas faster. We are focusing on three core priority areas: supporting sustainable supply chains; ensuring better personal safety for everybody; and helping the world transition to low-carbon economies. In the months and years ahead, we will aim to inspire people across the world to join our Build Back Ever Better movement. From governments, institutions and regulators to companies and the consumer population as a whole.

If we are serious about making the world better, safer and more sustainable, this must be our legacy and our future.

Sustainability is in our DNA

Sustainability in who we are


Intertek has been a force for good for over 130 years, bringing quality and safety to life with a pioneering spirit. Indeed, we believe that we are born to make the world ever better.

Sustainability is central to everything we do at Intertek and as a purpose-led company it is anchored in our Purpose, Vision and Values. We are passionate about supporting our clients to make a difference every day, and we are passionate about making Intertek better every day.

We have a carbon-light earnings model. Our average carbon intensity over the last three years was 4.5 tonnes of CO₂ per employee, which is low compared to the all-industry average of 12.3 tonnes of CO₂ per employee¹.

Sustainability is core to our 5x5 differentiated strategy for growth and we strongly believe that 'Doing Business the Right Way' with a systemic approach is the only way to deliver our corporate goals and create sustainable value for all stakeholders.

1. Industry average obtained by Intertek research based on publicly available information for 2018/19.

 **Read more about our differentiated strategy on page 18 within our 2020 Annual Report**

Sustainability in what we do

Our unrivalled expertise in Total Quality Assurance ('TQA') – that is, providing assurance solutions across all points of our clients' operations – means we are uniquely positioned to support the needs of our clients in operating sustainably.

Today, the expectations of all stakeholders – employees, customers, consumers, investors, suppliers, communities and wider society, governments and regulators – continue to rise. All stakeholders are demanding that corporations demonstrate their commitment to sustainability with clear goals, robust action plans and transparent reporting – and we continue to innovate with our sustainability solutions to help our clients to deliver on this agenda.

Our operational sustainability solutions

Over the years, we have extended our TQA proposition to offer a real depth and breadth of industry-agnostic and industry-specific operational sustainability solutions that address the important

operational areas of every company, covering environmental management, products, processes, facilities, assets and systems.

Our operational sustainability solutions include:

- sustainability assurance including verifications and audits of ESG disclosures;
- people assurance including training and performance management;
- supply chain assurance – end-to-end traceability and compliance;
- quality and safety assurance;
- regulatory compliance;
- environment – EHS services, carbon and water footprint, GHG services; and
- product innovation.

Our corporate sustainability solutions

In 2019, we launched Total Sustainability Assurance ('TSA') – the world's first independently verified corporate sustainability audit and certification programme.

Our TSA programme is based on the ten standards that we believe define a truly sustainable organisation. They go beyond the criteria that are commonly looked at by ESG rating agencies to include other factors that stakeholders and investors should consider, including business resilience, risk appetite, enterprise security and sustainability of growth and earnings.

Our TSA approach uses our ten standards to evaluate our clients' sustainability from a company strategy and corporate governance perspective. The objective of the TSA programme is not for our clients to achieve certification or get a better score, but for us to help our clients to identify actions

to improve their sustainability which are real, robust, measurable and can themselves be sustained over time.

intertek
carbonclear™

In 2020, we launched CarbonClear™, the world's first independent carbon-intensity certification programme. It gives oil and gas producers the ability both to evaluate emissions across every stage of exploration and production and to validate the carbon impact of producing one barrel of oil equivalent. This will drive consumer transparency and buying decisions and ultimately help in decarbonising oil and gas production – which is critical to achieving global carbon-reduction targets.

Our sustainability progress in 2020

Consistent with scientific reports, we recognise that a failure to rapidly decarbonise our economies will lead to increasingly volatile and severe weather-related events with significant economic and social consequences. While climate change affects nearly all economic sectors, the level and type of exposure and the impact of climate-related risks differs by sector, industry, geography and organisation.

We recognise we must do everything we can to reduce our own impact. It is therefore important for us to show leadership in the worldwide effort to mitigate the adverse effects of climate change, both by reducing our own emissions and by helping other businesses to do the same across our value chain.

Introduction from our CEO *Continued*

Our own operations may not be as energy intensive or resource depleting as some other industries, but as a multinational company we acknowledge our exposure to various types and degrees of local, regulatory, physical and socio-economic risks associated with climate change.

Carbon neutral in 2020

In line with our commitment to reducing the carbon footprint of our direct operations, we continue to focus on improving our energy efficiency, purchasing energy from clean sources such as renewables and investing in on-site renewable energy generation at our locations.

In addition, we have bought carbon credits to offset our direct operational Scope 1, 2 and 3 GHG emissions, making 2020 our first carbon neutral year. The credits we have bought help to fund verified carbon off-setting projects that have a meaningful benefit to communities in which we operate, including a hydropower project in Pakistan, an electricity generation project in Turkey, a wind power project in India and a forest conservation project in Brazil.

Further information on our approach to environmental sustainability can be found on pages 39 to 43 of this report.

Our commitment to net zero emissions

In 2017, we set ourselves the target of reducing GHG emissions per employee by 5% year-on-year up to 2023, and we are well on track to achieve that.

In line with our 'Ever Better' approach, we are now pursuing ambitious new GHG reduction targets which will take us towards net zero emissions.

We have signed up to the Science Based Targets initiative which means that we are formally

committed to setting independently verified science-based GHG emission reduction targets.

Our aim is for our science-based target to be aligned to limiting global temperature rise to below 1.5°C and reaching net zero emissions no later than 2050.

Addressing the impact of our operations

In 2020, we have focused on driving our sustainability agenda deeper into the organisation by inspiring our people to create local sustainability initiatives and implement their own efficiency and reduction programmes.

Our people have found ways to:

- reduce their environmental impact, including by reducing our waste, increasing our energy efficiency and investing in renewable energy sources;
- support our communities, including through charitable and educational activities; and
- support the wellbeing of our own people.

Some examples can be found on pages 27 to 29 and 44 and on our website.

Helping our clients to make sustainability progress

During the year, we have helped our clients make progress on their own sustainability targets with our innovative solutions.

Some of these were a direct response to COVID-19. For example, we launched Intertek Protek™ at the beginning of May 2020 as the world's first industry-agnostic, end-to-end health, safety and wellbeing assurance programme for people, workplaces and public spaces.

Others address issues that COVID-19 has simply amplified. Our Work-Life Balance Certification

programme helps employers to protect parents and carers – and particularly women, who are disproportionately affected – who are struggling to balance their work and home lives.

Further examples of our innovative solutions are set out on pages 6 to 11 of this report.

Sustainability Excellence: empowering and inspiring our people

We understand that driving significant reductions in our carbon emissions is not just about setting 'top down' targets.

To make real change happen, we believe all our people need to own their carbon footprint and be empowered and inspired to take ambitious actions to reduce it.

This is what we call our Sustainability Excellence approach and it is based around giving all our people the insights they need and the freedom and support to take real action.

In 2020, we implemented emissions dashboards that allow the teams at our sites to understand their total carbon emissions and what is causing them, and to put in place initiatives at the site level to improve their metrics and manage their own environmental impact.

We are giving all of our teams their own sustainability digital space as a way of facilitating 'grass-roots' initiatives that are not directly part of our corporate agenda and can be authentic, individual and meaningful to our people and the communities in which they live and work. This digital space also promotes the sharing of trends, insights and initiatives across our sites and countries, using the successes our people have achieved to inspire others across the organisation.

Sustainability means more than net zero

Using our Intertek Total Sustainability Assurance ('TSA') programme, we take a systemic approach to supporting our clients by helping them to look across their entire sustainability footprint – from both a corporate and an operational perspective – so that they can deliver sustainable activities in each area of their company.

We know there is a profusion of ESG standards and ratings agencies and that makes it difficult for corporations to build clear, measurable, authenticated and actionable sustainability objectives into their business models.

The ten TSA Corporate Sustainability standards on which our programme is based go beyond ESG and net zero and recognise that truly sustainable solutions must address the important aspects of every company, to cover environment, products, processes, facilities, assets, systems, corporate policies and stakeholder engagement.

For the second year, we are reporting our own Intertek sustainability activities against our ten Corporate Sustainability Certification standards. The areas covered by these standards – and our definition of what it means to be sustainable – are as follows:

- | | |
|-----------------------|--------------------------------|
| • Quality & Safety | • Communities |
| • Risk Management | • Governance |
| • Enterprise Security | • Financial |
| • Compliance | • Communications & Disclosures |
| • Environment | |
| • People & Culture | |

Introduction from our CEO *Continued*

Living up to our own sustainability standards

As a purpose-led organisation and a world leader in sustainability services, our own standards must be as high as those we provide for our clients. We are committed to leading by example by applying our Corporate Sustainability Certification standards to ourselves at Intertek, and by using the principles of our TSA programme to guide and frame our own Sustainability Excellence approach.

You can read more about how we apply our own TSA Corporate Sustainability Certification standards on pages 12 to 50 of this report.

Taking total accountability for our sustainability, with clear goals

In line with our TSA standard on Communications & Disclosures, we deeply believe that total transparency with robust disclosures and relevant targets aligned to corporate strategy is integral for corporations to demonstrate sustainability accountability to their stakeholders.

With that in mind, we have this year reviewed our sustainability disclosures and we have significantly increased our disclosures in this report so we can provide total and robust transparency. You can see how our latest sustainability disclosures map to our own TSA standards, GRI Standards and applicable SASB Standards on our website.

This year, we have also reviewed the sustainability areas that are most material and relevant to our stakeholders and we have set ourselves targets in those areas that are aligned to our corporate strategy.

You will find details of our targets – around health and safety, customer satisfaction, employee turnover & engagement, diversity & inclusion, compliance and, of course, carbon reductions – in this report.



An index of our sustainability targets and our disclosures – against SASB, GRI and our own more comprehensive TSA standards – is available at [intertek.com/about/our-responsibility](https://www.intertek.com/about/our-responsibility)

Safeguarding our future generations and #BBEB

During this challenging year, our people have gone above and beyond their normal call of duty to support our customers, helping them to resolve the emerging risks they face in an increasingly complex world and to operate safely during the pandemic.

This is worthy of celebration and a timely reminder of what our community of 43,800 Intertek heroes across the globe can achieve when they bring our purpose to life every day with precision, pace and passion.

Now, we must aim to inspire people across the world – governments and companies, institutions, regulators and consumers everywhere – to join Build Back Ever Better (#BBEB) and focus on three priority areas: helping make supply chains more secure; improving better personal safety for everyone; and building a lower-carbon society.

So for us, the next year is about more than just recovering. It's about being part of a global movement in which we work together to create something bigger and better for everybody.

Among our achievements at Intertek, I believe the creation of Build Back Ever Better may prove to be a fundamental step towards a unified approach from leaders and innovators everywhere to taming the complexity of our connected world and the risks it brings with it. Most importantly, I am optimistic it will create a better world for our young people, who might be just 20% of the population today but are certainly 100% of the future.

I believe the journey to net zero is an equivalent challenge to that of landing a man on the moon more than 50 years ago. Humanity succeeded then, and I believe with all the knowledge, wisdom and ingenuity our connected world can bring together, we will collectively find a way to overcome the challenges we face today.

That journey is well under way. This is the moment when, working with and for everyone, we will play our role in building an ever-better, safer and more sustainable world.



Watch our 'Building Back Ever Better' film, available from 30 March 2021. Find out more online: [intertek.com/bbeb](https://www.intertek.com/bbeb)



André Lacroix
Chief Executive Officer

Our heroes

Our shared purpose – to make the world a better, safer and more sustainable place for all – shapes everything we do and how we do it.

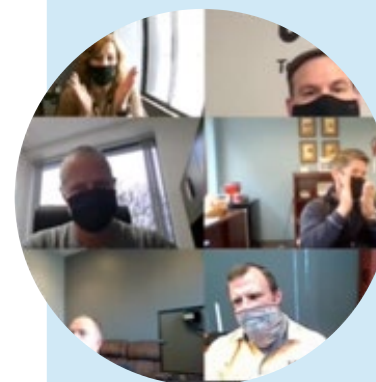
Our colleagues have gone above and beyond to support our customers during the pandemic, helping them to resolve the difficulties they face in an increasingly complex world. These local activities have highlighted that collectively, Intertek colleagues make a huge positive impact for their customers, for their communities and for the world.

We think this is worth celebrating, and congratulate 43,800 Intertek heroes across the globe who bring our purpose to life every day with precision, pace and passion.

Later in this report, you'll read just a few of the heroic stories that have emerged during 2020.



Read more about our hero stories on page 17



Customer stories

Supporting our customers

Innovative sustainability services have been core to our global business for more than 100 years.

Through our leading-edge innovations and integrated Assurance, Testing, Inspection and Certification ('ATIC') solutions, we are uniquely placed to help our customers understand, achieve and validate their existing and emerging sustainability goals.



The Ocean Cleanup



Case study

Helping to clean the oceans

The Great Pacific Garbage Patch, located between California and Hawaii, is essentially what it sounds like – home to the ocean's largest accumulation of floating trash. But, according to The Ocean Cleanup, a non-profit organisation dedicated to ridding the world's oceans of plastic debris, micro-plastics and lost fishing gear, 50% of it can be removed every five years.

Using a fleet of floater systems with a massive screen underneath, the first phase of this massive clean-up operation has already taken place. The focus now is on enabling the plastics recovered to be used again in other products, for sale to the public. All the proceeds will be used to fund future ocean operations.

Intertek is a proud supporter of this effort. We are providing guidance on The Ocean Cleanup's Quality Management System and are carrying out testing services on the materials involved. In addition, we are helping to design compatible processes and documentation that will facilitate the development of safe and durable materials for making the products.

According to Intertek's Health, Environmental and Regulatory Services ('HERS') Global Business Line Leader Ayush Dhital, we are always looking for ways to protect the environment. As he says, "We are at a tipping point, and the pressure is mounting for companies to embrace sustainability. We're delighted to be part of this movement, which aims to solve one of the biggest environmental problems of our time."

Case study

EPD development achieves 100% satisfaction

The Intertek team received an exceptional '10 out of 10' satisfaction rating from leading British polymer manufacturer Aquapak Polymers for their work on developing an Environmental Product Declaration ('EPD').

This independently verified and registered document, providing transparent and comparable information on a product's life cycle environmental performance, is the most stringent and robust environmental label possible to have.

The Intertek team built the Aquapak EPD using an in-depth life cycle assessment to gauge the environmental impacts of the company's products at every stage, from sourcing and manufacturing through to disposal and recycling. This approach has a very strong scientific basis, leveraging many years of research to effectively pinpoint a product's main environmental risks, enabling its impact to be reduced.

We are not only in ongoing discussions with Aquapak Polymers about further sustainability-related work – as a result of Aquapak Polymer's positive feedback we have also won a number of other projects.



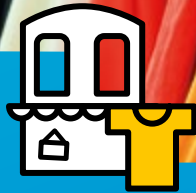
Customer stories *Continued*

Case study

Raising standards in the textile industry

With consumers becoming more sustainability conscious over the products they buy, we are supporting the textile industry in several countries, through our Textile Exchange Standards Certifications. Our goal is to drive sustainability in the industry and encourage the use of recycled, organic or preferred materials to reduce or eliminate the harm caused in production.

Our global network of textile processing experts conducts environmental, social and chemical management audits when required, backed up by local knowledge from our experts in the countries where our clients' suppliers are located. Intertek is globally accredited to provide independent third-party certification of the following Textile Exchange standards:



Global Recycled Standard ('GRS'), Recycled Claim Standard ('RCS') and Content Claim Standard ('CCS').

We support our clients with process management and provide guidance throughout the entire certification life cycle – giving them the knowledge and tools they need to make significant improvements in three core areas: Fibre and Materials, Integrity and Standards, and Supply Network. Textile Exchange identifies and shares best practices regarding farming, materials, processing, traceability and product end-of-life to reduce the textile industry's impact on the world's water, soil and air, and on the people affected by or directly involved in the industry.

Reliable solutions

Case study

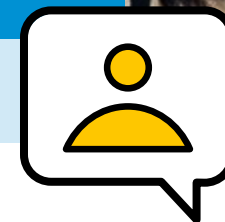
The complex route to drug approval

For more than 25 years, the Pharmaceutical & Healthcare Group within the Intertek HERS business line has been helping clients develop and gain regulatory approval for new products.

And now our pharmaceutical consultants have played a vital role in gaining US Food and Drug Administration ('FDA') and Health Canada approval for a new drug combination, oral decitabine and cedazuridine, for the treatment of intermediate and high-risk Myelodysplastic Syndrome ('MDS') and Chronic Myelomonocytic Leukemia ('CMML'). This drug will improve the quality of life for many patients, who for the first time will be able to take medication for these conditions at their own homes.

The route to approval has been unique. Our HERS Pharma team has supported several aspects of the development programme over a number of years, including study-monitoring services, study report reviews, toxicological risk assessments and preparing whitepapers. Most recently, the team authored portions of the regulatory submission that was reviewed and approved by the FDA, Health Canada and TGA (Australia).

Once again, the Intertek team proved our unique ability to provide bundled solutions including our regulatory, safety and compliance expertise. Our global laboratory network, meanwhile, provides bioanalysis, formulation development, quality control and other services to support clinical development and manufacturing.



Customer stories *Continued***Case study**

Setting new standards for responsible sourcing

The expertise of Intertek's HERS colleagues in developing standards was behind the successful delivery of an updated version of the EcoReinforcement standard that supports responsible sourcing for reinforced-steel mills and manufacturers.

Developed for the EcoReinforcement Council based in the UK, the standard defines the requirements and ways of working companies need to apply.



These include the need to respect individuals, communities and the planet as a whole. The new version of the standard goes beyond industry norms and local regulations, with the aim of transforming the sector's sourcing and production activities. Intertek's work on the project included extensive stakeholder consultation and a number of pilot projects covering different aspects of the programme. It also involved creating an entirely new set of criteria reflecting the latest ethical practices and the science covering responsible sourcing across various associated sectors, including aluminium and virgin steel. Many of our team members have worked with the EcoReinforcement Council for more than a decade, giving them the in-depth knowledge required to develop and deliver a solution that now sets the standard for responsible sourcing.

**Case study**

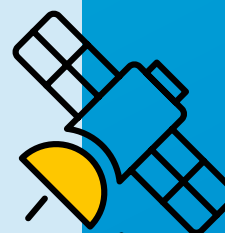
Use of Remote Video Inspection increases under COVID-19

The unprecedented spread of COVID-19 has had multiple impacts on business and industry – including the ability to undertake crucial inspection and audit services that help ensure business continuity and, even more importantly, employee safety.

With governments and businesses around the world restricting third-party access to their sites, the viability of such important quality inspections is under threat.

To help resolve the situation, Intertek is increasing the availability of our innovative Remote Video Inspection ('RVI') service, originally developed to help companies in the energy supply chain inspect their sites and equipment using remote live video streaming and smartphone technology. As a result, our technical specialist inspectors can remain off-site while leading inspection activities at our customers' premises and at the premises of their suppliers. Critically, this is allowing Quality Assurance activities to continue, irrespective of location and without compromising safety.

In addition, because inspections are undertaken in real time, customers can take any required follow-up actions straight away if an issue is discovered, enabling faster resolution and important productivity gains.



Customer stories *Continued***Case study**

Protecting world heritage

A UNESCO World Heritage Site, Skellig Michael (Sceilg Mhichíl) is a twin-pinnacled crag of rock off the coast of Ireland's County Kerry. Named after the Archangel Michael, the island was once home to a famous monastery.

The island is designated by UNESCO as a World Heritage Site due to its Outstanding Universal Value created by the historic relationship between monks of Skellig Michael (who founded a monastery there that later became a special place of pilgrimage) and the island's unique topography and harsh environment. Additionally, the island is internationally renowned as one of the most important sites for breeding seabirds in Ireland, with the island itself and adjacent waters forming the Skelligs Special Protection Area for birds such as fulmar, puffin and guillemot.

Activities such as tourism have the potential for negatively impacting the island's unique ecosystem and archaeological features. To help protect the island, Ireland's National Monuments Service ('NMS') contracted Intertek's Energy & Water team to carry out a number of environmental assessments, in line with European legislation, as it develops the Skellig Michael World Heritage Site Management Plan ('SMP') 2020-2030.

The assessments undertaken have included:

- Strategic Environment Assessment ('SEA'), to assess whether the SMP will protect the environment and promote sustainable development.
- Appropriate Assessment ('AA'), to assess if the SMP will cause ecological impacts to the Skelligs Special Protection Area.

As part of the process, the Intertek team has engaged with environmental stakeholders and members of the public to ensure key environmental and ecological considerations are captured and included in the plan.

Intertek's reputation as a trusted sustainability partner and leader in sustainability assurance played an important role in our appointment.

According to Beth Monkman, Intertek Energy & Water's Environment Lead, "We were delighted NMS selected us for this unique assignment to deliver an independent environmental assessment of this iconic Irish island and World Heritage Site and have valued the opportunity to work in partnership with AEGIS, a local archaeology consultancy, and in consultation with ornithological experts from the University College Cork."

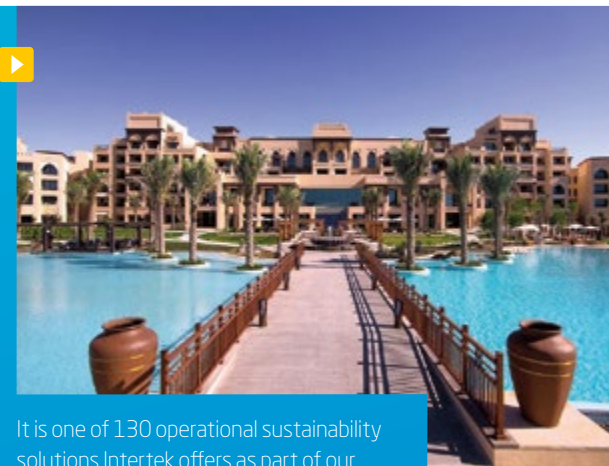
**Case study**

Helping set standards in the global hotel industry

Intertek has helped a hotel in Abu Dhabi to become one of the first in the world to meet the requirements of ISO 21401:2018, the new international standard that certifies the sustainability management systems of accommodation establishments.

Saadiyat Rotana Resort & Villas gained this accreditation following Intertek's detailed assessment of its practices, from its accommodation and laundry services to contractor management, banquet & conference, housekeeping, kitchen management and food & beverage across its 327 rooms and 13 villas.

The standard, which has been developed to help businesses meet the demands of sustainable tourism development, covers aspects including biodiversity, energy efficiency and waste management, water usage and emissions, working conditions and accident prevention.



It is one of 130 operational sustainability solutions Intertek offers as part of our unique Total Sustainability Assurance ('TSA') programme. Fully aligned with the UN's 2030 Agenda for Sustainable Development, the standard is designed to help the hospitality industry reduce its environmental impact and achieve the UN Sustainable Development Goals ('SDGs').

The hotel hosted a special ceremony where General Manager Fabrice Ducry received the certificate from Samir Ahmed, Intertek's Regional Director of Products & Marketing (MENAP).

Speaking at the event, Mr Ahmed said: "Adopting sustainability management practices like ISO 21401 is key to success today, globally as well as here in the UAE. We are delighted that the hotel is now positioned to reap the rewards from having an integrated sustainability management system in place for all its business processes, and we look forward to further supporting the needs of the tourism and hospitality industry, globally as well as across this region."



Customer stories *Continued*
Case study
 Getting the balance right

Achieving work-life balance is still a major challenge for many parents and carers. Recognising this, Intertek has launched a Work-Life Balance Certification programme, framed upon European Directive 2019/1158, which is designed to reconcile the demands of work and family life.

This is a particularly important step as changing work schedules continue to make it harder for women to balance conflicting obligations, with the result that they remain under-represented in the labour market.

While we generally offer this certification alongside the Gender-Equality certification, we can also audit them individually.

Case study
 Strengthening
 our presence in the
 renewables sector

Intertek Taiwan is building on our global strength as a service provider to the renewable energy sector by further sharpening its competitive edge in the fast-emerging field of energy-storage safety assessment.

Now, with Taiwan upgrading its national grid and the use of renewable energy growing fast, our new energy-efficiency testing services are enabling clients to ensure their products can compete in this increasingly important area. And, with a new testing service for photovoltaic inverters, we're also helping the Taiwan Power Company accelerate the development of renewable energy.

Case study
 Vegan Verification Mark

With the popularity of vegan lifestyles rising fast across the world, Intertek Global Softlines has launched the Vegan Mark, along with all related certification and verification tests. We have developed an effective set of protocols that enables us to test whether products in sectors such as footwear, apparel and accessories are eligible to carry the Vegan Mark.



The protocols range from ensuring an appropriate declaration by an applicant, to screening for animal fibres, using advanced Fourier-transform infrared ('FTIR') spectroscopy to screen synthetic material, and carrying out chemical tests.

Our laboratories in Hong Kong and Guangzhou were the first to offer the service in early 2020, followed by those in Shanghai and Shenzhen later in the year.


Case study
 Protek™ Biosafety Standard

We certified Decameron hotels, a leading hotel brand in Latin America, with the Protek™ Biosafety Standard. This includes more than 38 resorts in nine countries, strengthening the hotel group's entire brand and communications, generating trust with all its stakeholders.



Read more about Intertek Protek™, our assurance programme that safeguards systems and processes, facilities, materials, surfaces, products and -above all- people, in our 2020 Annual Report on pages 21 and 43.



*Innovating
for our
customers*

Customer stories *Continued***Case study**

Healthy drinking

Intertek is working in Mexico to deliver a pilot project that aims to create a system that gives people across the country accurate information about the quality of drinking water in their homes. We are working with the Rio Arronte Foundation, testing and reporting on the quality of water delivered to homes in the pilot cities of Monterrey and Saltillo.

Better quality water

**Nikhil Kumar**

Managing Director &
Principal for Energy
Consulting & Digital
Solutions

Case study

Helping India 'Green the Grid'

Intertek is helping bring to life India's plans to greatly reduce its economy's carbon intensity and strengthen the country's energy security. Funded by the United States Agency for International Development ('USAID'), the country's five-year 'Greening the Grid' ('GTG') programme is designed to enable India to integrate variable renewable energy into the existing power grid on a vast scale.

We are supporting India's GTG programme by helping deliver technical assessments of individual power plants and their ability to increase renewable generation.

Rigorous analytical support and technical assistance from Intertek in the US has been required to identify grid stability issues and suggest options for improving efficiency and flexibility at three plants: Ramagundam (200Mw), Jhajjar (500Mw) and Ukai TPS (200Mw & 500Mw).

Nikhil Kumar, our Managing Director & Principal for Energy Consulting & Digital Solutions, also serves as a senior grid integration adviser to the programme. Key recommendations from the draft feasibility reports have already been shared with plant operators, NTPC (formerly the National Thermal Power Corporation) and the Gujarat State Electricity Corporation Ltd ('GSECL').

Our 'Ever Better' Approach

Our approach

Our pioneering Total Sustainability Assurance solution helps businesses, including our own, to Build Back Ever Better through comprehensive standards that address both corporate and operational sustainability topics.



Read more about our operational sustainability solutions at intertek.com/sustainability/operational



Our ten Corporate Sustainability Certification standards

Each one of the ten Corporate Sustainability Certification standards we have developed is designed to verify a specific corporate sustainability topic, both for us and our clients, before certification is awarded.



Quality & Safety

Provides assurance through management systems certification, risk assessment, internal audits and continual improvement of processes.

[Read more on page 15](#)



People & Culture

Verifies that the systems and processes are in place to attract, train and retain the right employees by demonstrating a supportive, transparent and fair company culture.

[Read more on page 18](#)



Communities

Monitors commitment to making a positive impact on local communities as well as global activities.

[Read more on page 26](#)



Governance

Looks to build an accountable and diverse governance structure, in addition to more transparent stakeholder engagement.

[Read more on page 30](#)



Risk Management

Verifies an organisation's insurance coverage, risk processes, controls and reporting, in addition to verifying a plan for business continuity and disaster recovery.

[Read more on page 33](#)



Compliance

Seeks to verify principles with integrity. It also outlines senior management accountability, compliance monitoring and whistleblower policies.

[Read more on page 36](#)



Financial

Helps organisations to create long-term plans, forecasts and strategic management of finances while still managing monthly reporting and budgetary control.

[Read more on page 38](#)



Environment

Guides and contributes towards efforts against climate change, management of resources, proactive protection and restoration of ecosystems, waste reduction and compliance with current environmental regulations.

[Read more on page 39](#)



Enterprise Security

Aims to manage and control IP assets and cyber risk, while protecting data, privacy and physical assets.

[Read more on page 45](#)



Communications & Disclosures

Defines metrics, internal and external communications procedures for maintaining external transparency.

[Read more on page 48](#)

Our 'Ever Better' Approach *Continued*

Meeting our own standards

In 2019 we launched Total Sustainability Assurance ('TSA') – an audit and certification programme based around our ten TSA Corporate Certification standards that we believe define what it means to be a truly sustainable corporation, end-to-end.

As a purpose-led organisation we hold ourselves to the same high standards to which we certify our clients and have committed to auditing ourselves against the TSA standards. As such, during 2020 our TSA experts have been conducting the TSA audit and certification process on our global business.

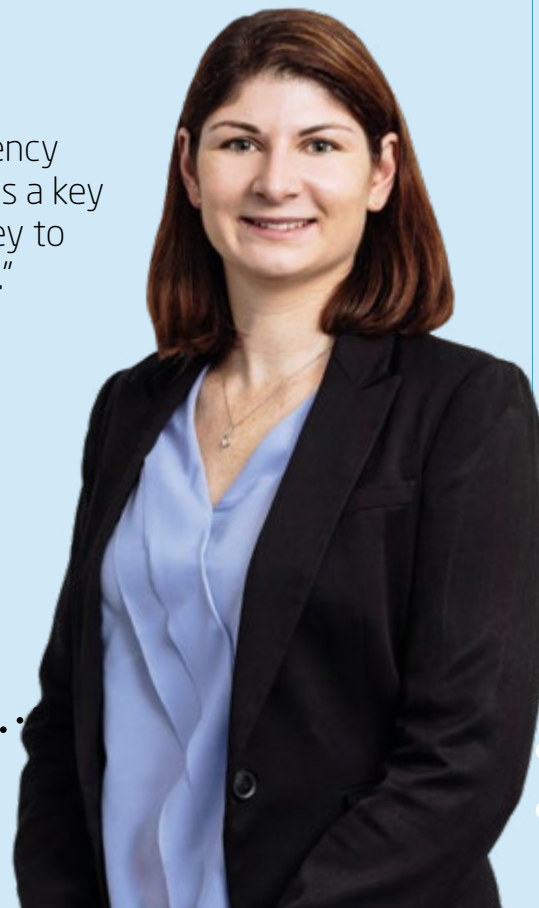


An index of our sustainability targets and our disclosures – against SASB, GRI and our own more comprehensive TSA standards – is available at [intertek.com/about/our-responsibility](https://www.intertek.com/about/our-responsibility)



Providing transparency to all stakeholders is a key focus on the journey to Total Sustainability."

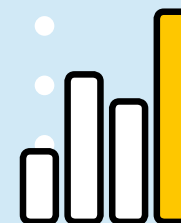
Ida Woodger
Head of Sustainability



Our 'Ever Better' journey to Total Sustainability

You will see in this report that we are using our ten TSA standards as our reporting framework, to demonstrate actionable, comparable, consistent and reliable disclosures.

Our TSA definition of what it means to be a sustainable company includes – and goes beyond – ESG and net zero, and we believe that this approach demonstrates our 'Ever Better' commitment to total transparency and accountability to our stakeholders. Sustainability is key to our 5x5 strategy, underpinning our day-to-day activities and behaviours, and we know that Intertek is ideally positioned globally to have a positive impact on the challenges facing the world.



Our 'Ever Better' Approach *Continued*

Making a contribution to the UN SDGs

The primary contribution of any business comes through providing jobs, sustaining livelihoods, paying taxes and supporting social and economic development. Beyond this, we can achieve positive and lasting change by considering our impacts, targeting our response and collaborating across sectors to scale positive contributions.

As a Total Quality Assurance provider, we are in a strong position to align with each of the United Nations Sustainability Development Goals ('UN SDGs') both through the internal activities we carry out for our people, in our communities and for the environment, as well as through the sustainability services we provide to our customers. The following four UN SDGs have particular relevance to our activities.

Case study Apprenticeships in Germany

To develop our people, we invest in a combination of on-the-job and classroom training. Supporting young people to build their careers is important to us, especially against a backdrop of skills shortages in STEM sectors.

31 apprentices started with Intertek in Germany last year in a number of administrative and technical professions.



Case study Partnership with Petroleum Development Oman

As part of the first programme providing Quality Assurance training and employment, we have partnered with Petrol Development Oman, as part of the National Objectives scheme. This scheme has so far provided training and development opportunities for 124 male and female trainees between the ages of 18 and 27.

Case study Supporting education and gender diversity at Intertek Sweden

Intertek Sweden focus on local community engagement activities that encourage women and girls to choose a career in engineering, now and in the future. They work with local high schools and universities to introduce them to Intertek, and host tours of the business for the students. The team also runs a course for the Msc Medical Technology programme at the Royal Institute of Technology in Stockholm.

Case study Clean energy at Intertek Perth

Significant improvement in consumption and production patterns are expected with the consolidation of multiple business lines into a high-performance facility at Intertek Perth. With the application of sustainability through all parts of the project, significant improvements in energy consumption, water management, harnessing solar energy and emission reductions are all expected. The 990kW solar system being installed will be more than a third of the daytime power requirements of the new laboratory when it becomes operational in 2021.



Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

We are supporting the goal to increase the number of youths and adults who have relevant skills, including technical and vocational skills, by building more relationships with colleges and universities and providing opportunities for young people to engage with our engineers and scientists.



Gender Equality

Achieve gender equality and empower all women and girls

Improving gender balance is a priority for us. We continue to focus on gender diversity by attracting, developing and retaining more talented women across the business. We have policies, procedures and initiatives in place to support gender diversity throughout Intertek.



Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all

Increasing our energy self-sufficiency improves profitability and energy security. We are assessing our operations for energy and process efficiencies and are investing in solar energy systems, where appropriate, to enable energy diversification.



Climate Action

Take urgent action to combat climate change and its impacts

Climate change is one of the greatest threats facing society but emissions continue to rise. Please see our Environmental section for further details of what climate change means to us and the actions we are taking to minimise our impact.

Our TSA standards



Quality & Safety

The principles of quality and safety, part of Intertek's purpose and operations, are cornerstones of sustainability and sit at the heart of the support Intertek has provided to clients for over 100 years.

At Intertek we bring quality, safety and sustainability together through the management system requirements of Operations, Products & Services, Supply Chain and Innovation.



Material topics

- Employee care
- Customer and product responsibility
- Working with customers

We understand the importance of incorporating sustainability principles into our quality and safety management policies and systems: how we capture data to drive operational excellence; consistently improving our services to our customers; adopting the Intertek Sustainable Procurement policy; and ensuring the health and safety of our people.

Continual improvement is part of ISO 9001, ISO 17025 and other quality-related certifications, accreditations and approvals held by most of our operations. Performance is measured, recorded and benchmarked against established objectives as part of our disciplined performance management principles, supported by our Quality Management System.

Business resilience

Our global network in more than 100 countries keeps us close to our customers and allows us to understand their challenges. As a large global organisation we also face risks that the business will be affected by something that is outside of our control. Natural disasters, pandemics, terrorism, political unrest, serious fires, cyber attacks and extreme weather are just some of the risks that we have to consider as part of our business continuity strategy.

Processes are in place at all levels of the business to mitigate disruption. Our response to the COVID-19 pandemic demonstrates how our business is constantly adapting both its business environment as well as its service offerings to continue to offer the necessary services to clients while protecting the health and safety of employees.

Our TSA standards *Continued* Quality & Safety

Customer focus

To become the most trusted partner for Quality Assurance, we have made a promise to our customers: Intertek Total Quality Assurance expertise, delivered consistently with precision, pace and passion, enabling our customers to power ahead safely.

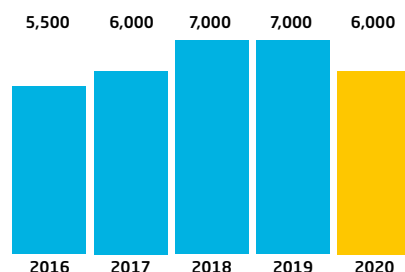
Intertek has a strong focus on customers, at all levels of the organisation, and our customer relationship management is integrated into our approach through a key account management structure and dedicated sales teams. Our Marketing & Sales Operations team works closely with business lines and country leadership to drive continued improvements across marketing, sales and digital tools to ensure that every aspect of customer engagement aligns with our TQA Customer Promise.

Listening to our customers

Since 2015, we have used the Net Promoter Score ('NPS') process to listen to our customers. These insights give us a deep understanding of what our customers need and want, fuelling our innovations. Our customer interviews keep us laser-focused on delivering an 'Ever Better' service. During 2020, we continued to conduct 6,000+ interviews each month.

We will continue to aim to conduct at least 6,000 NPS interviews per month.

Average NPS interviews per month



Capturing the right data to optimise operations

Identifying and managing risks that can impact our service quality is key to ensuring customer satisfaction. Our 5x5 metrics tool and processes enable the collection and review of performance metrics across the areas of sales, customers, people, finance and operational excellence that are fundamental to disciplined performance management. The 5x5 metrics provide every Intertek site and team leader with 360° insight into their business to guide their decision-making and ultimately lead to superior business performance.

Supply chains

Continued focus on suppliers

We are deeply committed to operating with integrity by 'Doing Business the Right Way' and to pursuing our corporate social responsibility activities through living our strong values. Our suppliers have an important part to play in contributing to our sustainability. The Intertek Sustainable Procurement policy sets out principles our own employees should follow when managing supplier relationships, and our expectations of suppliers.

Our sourcing approach

We work with thousands of suppliers around the world. We expect all suppliers to meet the same internationally recognised human rights, environmental and quality standards that we expect of our own businesses. These include meeting local legislative requirements but also applicable international requirements for workers' welfare and conditions of employment, such as those set by the International Labour Organization ('ILO') and the Ethical Trading Initiative.

Large global suppliers offer stability in terms of financial resilience, delivery capacity and pricing

structures, potentially coupled with better pricing and improved margins. However, our supply chain is quite diverse and geographically dispersed, and our procurement teams need to find regional and local suppliers. Through structured sourcing processes, we select the best option for us while continuing to support local suppliers that meet our business and sustainability requirements. Over 50% of our annual spend goes on regional and local suppliers, which demonstrates our commitment to supporting the communities in which we operate.



For our Sustainable Procurement policy, visit our website at [intertek.com/about/our-responsibility](https://www.intertek.com/about/our-responsibility)

Channels of customer interactions



Customer meetings



Workshops and seminars



Emails and phone calls



Social media communications



Web enquiry responses

Our TSA standards *Continued*

Quality & Safety

Our heroes

During the pandemic, our colleagues went above and beyond to support our customers. Here are just a few of the heroic stories that have emerged during 2020.

Chirag Parikh

Production Engineer,
Intertek Electrical



During the year, Texas-based Chirag Parikh was called upon to complete an urgent project on medical beds built for people with severe lung congestion. Travelling from Plano to San Antonio two separate times – clocking up almost 1,200 miles – Chirag worked long hours and over the weekend to complete the evaluation of two sets of beds to be shipped out immediately to medical facilities.

Kevin Espiritu

Assistant Manager –
Food Services, Intertek
Philippines



During the COVID-19 outbreak, many businesses in the Philippines' capital of Metro Manila were closed and public transport was suspended. The lockdown could have caused an interruption to our business – but with a core of employees present in our Central Laboratory, including Kevin Espiritu, we were able to continue the provision of Intertek's highly valued services to customers.

Snow Yan

Huawei Project
Manager, and the Food
Testing Services Team,
Intertek China Food



The Infection Control team at Huawei wrote to express their sincere gratitude to Intertek for our professional food auditing service, ensuring the food safety of 130,000 Huawei employees during the pandemic. Providing PPE to minimise the risk of infection, 15 of our food auditors were deployed at Huawei sites during lockdown and completed audits of 125 caterers in just six working days.

Queenie Li

GMAP Assistant,
Electrical & Network
Assurance, China



An Intertek client urgently needed a certificate to export their TV products. Previous attempts with other providers had taken more than four weeks, but Queenie successfully obtained the certificate within one week, saying "I'm so glad that I was able to help our client."

Céline Margerie

C&P Consulting
& Training team,
France



In light of COVID-19 restrictions, the team in France adapted fast in order to deliver daily on-the-job training to operators and production technicians, to ensure the continuity of vital medicine manufacture.

Trust Ntshangase

CB Field Inspections,
South Africa



Trust Ntshangase went beyond the call of duty to keep our laboratories in South Africa fully functional during lockdown. Not only did he use his own vehicle to transport operational staff to and from work in the early hours of the morning, but he also worked with the Regional Lab Manager to arrange company vehicles for colleagues at our Island View & Sasol Wax plant in Durban.

Azer Sanili

Regional IT Manager,
Intertek Eastern Europe
and Central Asia



As a result of the COVID-19 pandemic, many families in Azerbaijan were left without income or basic needs. Azer Sanili, with the help of colleagues, initiated a crowdfunding called 'Bigane Qalma' (Stay Tuned), an independent organisation open to any institution wishing to participate. This resulted in a total of 45 families in desperate need of support receiving vital relief packages.

Francis Ampong and Paul Donkor

Minerals Team, Ghana



With the COVID-related closure of borders between Ghana, Côte d'Ivoire and Liberia, the likelihood of our clients' drill rigs having to stop was only prevented due to the efforts of drivers Francis Ampong and Paul Donkor. They covered 8,500km between 21 March to 29 April to safely pick up samples from clients in Côte d'Ivoire and Liberia, and take them to our laboratory in Tarkwa, Ghana.

Our TSA standards *Continued*



People & Culture

Intertek's first corporate goal is to have fully engaged employees working in a safe environment.

We truly value our people. We embrace diversity, inclusion and equality, and our success is based on a culture of trust among colleagues globally.



Material topics

- Employee care
- Human and labour rights

Our People Strategy is all about energising our colleagues to take our business to new heights.

Employee engagement, human rights and worker health and wellness are core to the long-term success of our business. We strive for a sustainable workforce that is stable, engaged and committed to the organisation, our goals and objectives. We respect and protect the rights of our people across operations and throughout our business relationships.

Our Values

Our values aim to drive how we live every day, supplementing our purpose, how we conduct our business, and underpinning our desire to make the world 'Ever Better'.

1

We are a global family that values diversity.

2

We always do the right thing. With precision, pace and passion.

3

We trust each other and have fun winning together.

4

We own and shape our future.

5

We create sustainable growth. For All.

Our TSA standards *Continued*

People & Culture

Ensuring the health, safety and wellbeing of our employees

At Intertek we consider the health, safety and wellbeing of our employees, clients and third parties connected with our business to be of paramount importance. Only through having fully engaged employees working in a safe environment are we able to deliver our Customer Promise.

Our aim is to encourage a culture of proactive Health and Safety ('H&S') awareness, industry best practice and continuous improvement to increase H&S performance globally. Our Group-wide 'General Safe Working Guidelines' provide the basis for a common and aligned H&S standard for all Intertek sites.

This includes a dedicated fire warden, first aider and H&S representative at each location. These representatives are empowered not only to investigate incidents and implement preventative and corrective actions, but also to

disseminate safety information through training and targeting continuous improvement.

Our global network of H&S 'Champions' has continued to support continuous improvement. By improving our H&S communication network we not only have a known contact person in each country and location but also a means of channelling and disseminating information and programmes globally.

The Intertek H&S agenda continues to be underpinned by our rigorous approach to reporting and analysis, with dedicated reporting each month for country and business lines supplemented by inclusion in the 5x5 analysis for every site.

The Group reacted with precision and pace to the global pandemic and the implications for our employees, forming a Group COVID-19 response team as well as regional teams with the ability to escalate urgent questions and plans for review and approval. To support our employees further we launched a new and enhanced Group-wide Health & Safety policy, including required actions for essential

employees, business continuity planning for smart home working and policies on social distancing, hygiene and sanitation as well as personal protective equipment and temperature checks.

The 2020 decline in Hazard Observations principally reflects the lower activity levels across some of our sites due to COVID-19, with the second quarter being the key driver of the year-on-year change. The impact was also reflected in the level of First Aid Incidents, which encouragingly, and in line with Lost Time Incidents and Medical Treatment Incidents, declined year-on-year more than Hazard Observations. The decline in Lost Time and Medical Treatment Incidents was broad based by geography and business line. The incident decrease year-on-year links through to the Total Recordable Incident Rate ('TRIR') which was down 21bps on 2019 at 0.40.

We are committed to the continuous review and improvement of our H&S performance and have now set a new target for our TRIR to equal or be less than 0.5, which is set at an industry-leading level.

This new target will be part of the next phase of our health and safety cultural journey and support our continued aim to achieve zero lost time incidents.

This year we created a range of new health and wellbeing content to support our people. Local campaigns across the year have focused on further developing mental and physical health awareness.

We also launched a new global wellbeing programme, Kindness. Kindness is a personal experience that will help each Intertek colleague to make sure that we do the simple things that help build our own personal strength and resilience – to help us re-energise, boost our wellbeing and unleash our potential.



Total Recordable Incident Rate ('TRIR')

down
21bps
on 2019 at 0.40

Health and safety data

Group	2020	2019	% change
Hazard Observation	13,279	14,610	-9%
Near Miss	2,852	2,491	14%
First Aid	1,000	1,347	-26%
Lost Time Incidents	65	155	-58%
Medical Treatment Incidents	108	125	-14%
Fatalities	-	-	-
Total Recordable Incident Rate ('TRIR') ¹	0.40	0.61	-21bps

1. Rate refers to the number of lost time incidents, medical treatment incidents and fatalities occurring per 200,000 hours worked.

Our TSA standards *Continued*
People & Culture

Kindness - our new global wellbeing programme



Case study

Kindness is a personal experience that supports our colleagues in doing the simple things that will help them build their own personal strength and resilience, and unleash their potential.

If 2020 has taught us anything, it is that we all need to be kind. Kind to our planet, kind to others, and kind to our mind. At Intertek, our purpose is to make the world a better, safer and more sustainable place; and, now more than ever, our colleagues are working to ensure that our clients, our communities, and indeed, the whole world, can navigate these times in the safest possible way.

In 2020, we took an important step in supporting our own wellbeing by introducing a new global programme, Kindness. It is based around six core areas of wellbeing: making connections with others; energising and motivating ourselves; mindpower and self-confidence; staying positive; mindfulness and building resilience; and feeling supported. Colleagues have access to e-learning modules on each of these, and can use a personal Kindness Journal to focus on their own wellbeing goals.



Brilliant programme, and very timely. Really positive as we close out 2020 and zoom into 2021. Enjoying the course!

Shelley Ashworth,
United Kingdom

This is what we need not only in the office but also in our lives! Thanks for the great inspiration!

Ha Linh Nguyen, Vietnam

Attitudes that benefit the greatest number of people and not just yourself are the ones that make a difference! Lovely message!

Danielle Cordeiro, Brazil

Great initiative! It is awesome that Intertek reminds us, that before anything else, we should care about our wellbeing.

Gilberto Triviño Vanegas,
Colombia

An extraordinary and exciting programme which means a lot to each individual of this great company. Together, we are making the world ever better.

Md. Riad Hasan Chowdhury,
Bangladesh

Our TSA standards *Continued*

People & Culture

COVID-19

In many ways, the COVID-19 pandemic has been a sustainability crisis. It has challenged the business resilience and continuity plans of many corporations, disrupted supply chains and had significant impacts on people and communities around the world.

For us, the health, safety and wellbeing of our people is a sustainability issue and indeed is always our first priority. We swiftly created a comprehensive, global COVID-19 Employee Health & Wellbeing policy, which we have updated regularly as the situation developed and we have learned more about best-practice in managing the virus.



For an update, please visit our website at [intertek.com/about/update-on-COVID-19](https://www.intertek.com/about/update-on-COVID-19)

A number of employees have become ill during the pandemic and it is a matter of great sadness for the whole of the Intertek family that we lost colleagues to the virus. Support was given to the families of these colleagues and to their grieving colleagues and our thoughts are with them.

Talent attraction, reward & recognition

We reach out to prospective employees in a variety of ways, depending on location and role, in compliance with local regulations for fair recruitment practices and equal opportunities. We post vacancies on our website ([intertek.com/careers](https://www.intertek.com/careers)) and employ various ways of sourcing talented people. These include recruitment agencies, social media, printed advertisements, employee referrals, professional bodies and associations, schools, colleges and universities. We are committed to recruiting talent local to our operations where possible. To offer career growth and progression within the Group, we seek wherever possible to fill vacancies from within the business first.

Talent management

To seize the exciting growth opportunities arising from our Total Quality Assurance ('TQA') value proposition, we continually invest in the growth of our people. We aim to hire, inspire, engage and retain the best people to power our 5x5 strategy, providing the skills to grow our business.

We fully recognise the importance of employee engagement in driving sustainable performance for all stakeholders. In order to measure our employee engagement, we follow the Intertek TQA Engagement Index which is based on the key drivers of sustainable value creation within our differentiated ATIC business model and which measures engagement on a monthly basis in every operation with the following metrics: Net Promoter Score, Customer Retention, Quality, Voluntary Permanent Employee Turnover and Total Recordable Incident Rate. For 2020, our Group Engagement Index score was 89% and our target is to achieve an Engagement Index of 90% moving forward.

During 2020 our Voluntary Permanent Employee Turnover improved from 13.8% in 2019 to 8.7% in 2020, which is well within acceptable industry standards. As we progress our People Strategy we will aim to keep this rate below 15%.

With an 'Ever Better' mindset we encourage our people to continuously learn new skills that help advance their careers and deliver our TQA Customer Promise. Our talent-planning process is critical to our future success in delivering our strategy and fostering our culture and values throughout Intertek. The Board as a whole is responsible for ensuring that appropriate human resources are in place to achieve our long-term strategy and deliver sustainable performance. Global talent and succession planning for the Leadership Team are discussed regularly.

In employment-related decisions, we comply with all applicable anti-discrimination requirements in the relevant jurisdictions. We have zero tolerance for discrimination and harassment.

Reward

Reward plays a key role in attracting, motivating and retaining talent. Intertek is compliant with minimum wage and mandatory social contributions requirements in all jurisdictions where we operate.

At Intertek, remuneration for all employees follows the same policy and principles as for the senior executives. The Remuneration Committee has oversight of this and you can find more information in the 2020 Annual Report on pages 107 to 114.

We depend on local management to define and maintain competitive compensation practices that appeal to both existing and future talent.

All employees are remunerated in accordance with local policies and guidelines. The remuneration comprises elements which are fixed, and in some cases, variable. The fixed elements are base salary and benefits including pensions, where applicable. The variable elements include incentives, both short and long-term.

Recognition

We take every opportunity to recognise great performance across the business through our internal channels.



Read more on the Board's engagement with employees on pages 85 to 88 in our 2020 Annual Report

Case study

Learning together – what great leadership looks like

Late in 2019, we launched our 10X Leadership programme, to help leaders across our organisation achieve their absolute best as we travel together on our shared and personal journeys from 'good-to-great'. The programme was launched by our CEO André Lacroix to the first 80 self-nominated participants.

Following a week-long intensive course, participants were given the opportunity to work with specially trained internal coaches, helping them to think through their leadership plans and create breakthrough-thinking that will help us all deliver a truly 10X performance together.

The COVID-19 crisis prevented the programme of leadership events extending throughout 2020. However, we are fully committed to expanding it in 2021 and beyond, bringing opportunities and advantages to many more leaders in the years ahead.

Skills development

We believe in personal growth for every employee and we know that when each of us is growing and developing, we move faster along our good-to-great journey. Over the years we have made great progress with our Leadership Development agenda.

We now have in place many Group-wide programmes to support this agenda including talent planning processes, the 10X Journey that provides structure for individual growth planning, our 10X Energies that help define winning behaviours and '10X Way!' training to help address key development

Our TSA standards *Continued*

People & Culture

and training needs. There are many more programmes across the business, providing in-house and external learning opportunities.

All Group employees have access to our '10X Way!' platform or an alternative Learning Management System, enabling them to complete their onboarding, access our '10X Way!' training, and complete mandatory Code of Ethics and compliance, CyberSecurity and Core Mandatory Controls training.

216,000

e-learning training hours completed through our Learning Management Systems

As we operate across a wide range of sectors, different types of technical training, education and support are required, including apprenticeships and internship programmes, as well as college degrees and professional qualifications. Hours spent completing this training is not currently tracked.

At Intertek our leaders strive to be of the highest quality in the industry and we believe in the spirit of 'Ever Better' and know that the ability our leaders have to develop and grow employees in their teams is one of the biggest factors that will influence the exciting growth journey we have ahead of us.

All employees receive adequate coaching, development and training to ensure they are fully competent to carry out their role.

100%

of our employees are offered, as a minimum, yearly discussions on growth and development

Protecting human rights

We are committed to ensuring that our employees are subject to fair working practices and are treated with respect. Within our business, the rights of our employees are respected by the implementation of our Labour and Human Rights policy and Code of Ethics. Intertek's policies and codes are based on and fully respect the International Bill of Human Rights and the International Labour Organization's declaration on Fundamental Principles and Rights at Work and the Children's Rights and Business Principles.

We continually review our approach to human rights to reflect legal developments, emerging issues and to meet societal expectations.

Our Code of Ethics training aims to educate all employees about potential integrity issues, including human rights, bribery, corruption, non-discrimination and employee relations. The Code of Ethics contains clear guidance on the grievance mechanisms and whistleblowing procedures that we have in place. Further information can be found on page 37.

Our Modern Slavery Act Statement, outlining the steps we are taking internally, in our supply chain and through partnerships and advocacy to avert modern slavery and human trafficking is available on our website.



For our Modern Slavery Act Statement, visit our website at [intertek.com/about/compliance-governance](https://www.intertek.com/about/compliance-governance)

Employee representation and consultation

We respect the rights of our employees to form and join trade unions and take part in collective bargaining where this is accepted by local law.

We also take care that employee representatives do not suffer discrimination and that they have open access to members in the workplace. We strictly adhere to tariff structures and arrangements negotiated with trade unions, while we also inform and consult employees on relevant business activities: for example, we respect statutory minimum notice periods and give reasonable notice of any significant operational changes in line with local practices and labour markets. Our affiliates' communication and consultation processes are tailored to local needs.

33% of our employees were represented by independent trade unions or employee representative bodies in 2020. We do not report information on employee union membership due to differences in national legislation in countries where we operate.

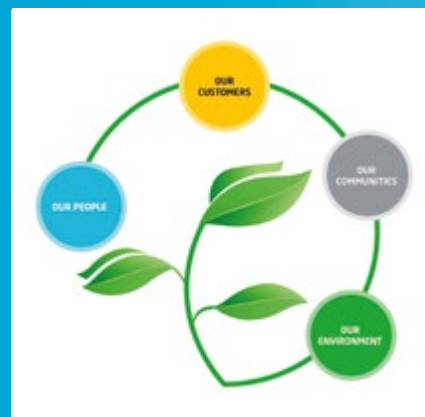
Case study

A call to innovate with purpose

Intertek UK has held the first ever '10X Innothon', a unique event aiming to find the company's most innovative talent and the best ideas and inventions to contribute to the UK's Sustainable Growth Agenda.

Launched in April, it called on Intertek innovators from across the country to get together in teams to deliver brand new ideas for initiatives to solve the challenges faced by our colleagues, customers, communities and the environment. The core objective behind the initiatives was to create learning and development opportunities for colleagues right across the UK, improving communication and collaboration while building new networks and enabling the UK team to share insights into creating a better, safer and more sustainable future for all.

UK Sustainable Growth Agenda



Our TSA standards *Continued*

People & Culture

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 cultures. 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:

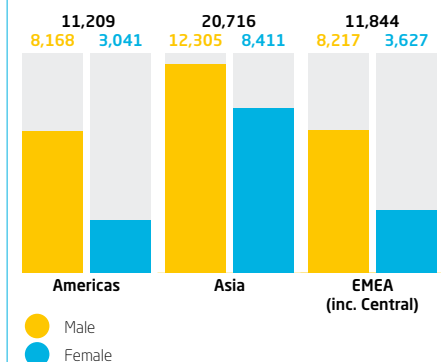
	2020*		2019*	
	Male	Female	Male	Female
Board	7	4	7	3
Executive Management Team ('Exec')**	9	2	10	4
Direct reports ('DR')	83	26	88	21
Combined: Exec + DR	92	28	98	25

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

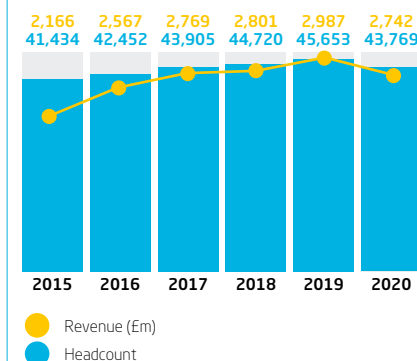
** As defined by the Hampton-Alexander Review. This comprises the CEO, Heads of Global functions and EVPs.

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

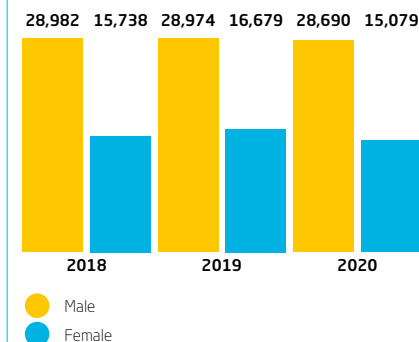
Intertek TQA Experts by region



Revenue and headcount



TQA Experts by gender



Our TSA standards *Continued*

People & Culture

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.



Our UK gender pay gap report is published on our website at [intertek.com/about/our-responsibility](https://www.intertek.com/about/our-responsibility)

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

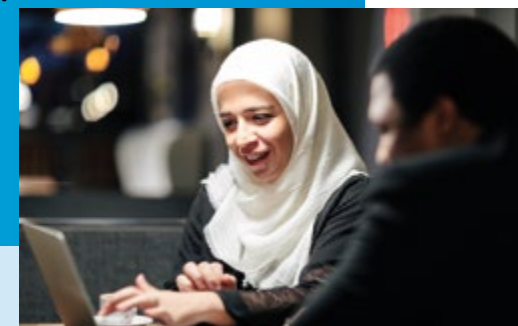
We value all of our colleagues, regardless of age, and have practices in place to develop and retain workers of all ages.

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.

Our TSA standards *Continued*



Case study Celebrating women's role in Intertek's success

Intertek marked International Women's Day on 8 March at many of the company's locations across the world, including our offices in India and Bangladesh. In keeping with the global theme – #EachforEqual – Intertek celebrated all the outstanding women who are so critical to the company's success. The extended team also held celebrations and activities to help shape the debate and accelerate change.

In our Bangladesh offices, there was a celebration of womanhood and a collective pledge to help create a gender-equal world. Events included competitions, inspiring videos, and a colleague's moving description of how she overcame tremendous personal adversity.

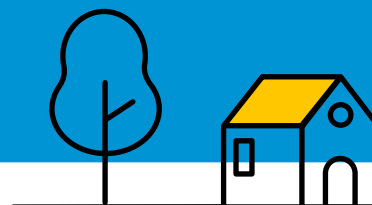


Case study 'Mommy's cabin'

Intertek China has always ensured that the rights and interests of female colleagues are fully protected and respected. It has now set up a room at one of our locations, called 'Mommy's cabin', for use by pregnant and breast-feeding employees. The space is also available for use by the female employees of other companies in the building, entirely free of charge.

Case study The Valuable 500 pledge

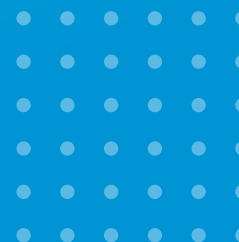
Intertek is proud to have signed up for The Valuable 500. It is a business-to-business initiative that aims to unlock the social and economic value of people living with disabilities across the world. As part of our pledge, we will table disability on our Board agenda, make a firm commitment to action, and share this internally and externally.



Case study Prioritising community engagement

At all of Intertek's Australia locations, as well as engaging proactively with traditional owners, native title holders and elders, we aim to improve every aspect of community engagement, including in the areas of recruitment and procurement.

As a result, around 4% of our employees nationally identify as aboriginal or Torres Strait Island people, up from 1% in previous years. We also aim, whenever possible, to resource projects with people from local communities. We have projects in Townsville, Charters Towers, Alice Springs, Kalgoorlie and Darwin that are entirely locally resourced, while one in Port Hedland is 80% locally resourced. We are now electing to take the same localised approach for all ongoing contracts.



Case study Odd socks for better inclusivity

Colleagues at Intertek China supported 'Different Socks Day' to help build a more inclusive world by spreading a message of care to people with intellectual disabilities.

In doing so, they joined individuals from companies and countries across the world, who have participated in a campaign organised by World of Art Brut Culture ('WABC'). This non-profit organisation provides arts therapy services and public advocacy for people with mental health issues or learning difficulties. It aims to use the act of wearing non-matching socks to promote social inclusion, eliminate prejudice, create empathy and help create a more inclusive and diverse world.

To date, the lives of millions of people have been influenced for the better by the 'Different Socks' initiative.



Our TSA standards *Continued*



Communities

Our global business spans more than 100 countries and, as such, we understand the huge opportunity and responsibility we have to make a positive and lasting impact on our local communities where we work.



Material topics

- **Environment**
- **Societal impact**

As a business we contribute to our communities in many ways. We provide employment opportunities, volunteer, fund education programmes and support charities to benefit local communities and neighbourhoods.

Each of our countries and business lines define their own sustainability agendas, which are tied to the Group's priorities, aligned to the UN Sustainable Development Goals and focus on their local operations and communities. Our Sustainability Operating Committee oversees community investments at a global level.

In this section we provide a small selection of highlights from the many community activities that our colleagues are taking part in around the world.

Our TSA standards *Continued*

Communities



Case study

Colleagues in Taiwan donate blood

A total of 116 Intertek Taiwan team members donated blood during the months of February and August, working with the philanthropic Farglory Foundation to help reduce the pressure on donation centres that built up as a result of the COVID-19 pandemic.

Case study

Hygiene checks keep disability charity on the move

Intertek Hong Kong has issued the Protek™ COVID-19 Hygiene Check Certification to Rehab Life, a charity supporting people with disabilities, particularly those who are wheelchair-bound.

The charity uses specially designed and equipped vans to help more than 60 people travel between their homes and hospital every day, and it's vital the vans achieve the highest possible standards of safety and hygiene.

Intertek tested samples taken by swab from several 'high-risk' areas, including back seats, handles and windows, which then underwent rapid biomolecular analysis at our laboratory. These showed within 24 hours that good levels of hygiene were in place.

According to Alexander Mui, who founded Rehab Life in 2017, "We are delighted to entrust our entire service team to Intertek. Their efficiency and comprehensive capabilities deliver strong support in our drive to offer the very best voluntary service to people in need."

Our Hong Kong team has also helped Rehab Life and other charities, including VCycle, to work with more than 20 of our customers to donate Intertek-tested PPE products and other vital supplies to more than 500 people on low incomes, including street cleaners and cardboard collectors.

Case study

Intertek Bangladesh creates a virtual hospital

Even before hospitals in Bangladesh became overwhelmed by patients showing respiratory distress during the COVID-19 crisis, the Facilities team at Intertek was well prepared. Recognising the potential troubles ahead, they had already stocked up with oxygen cylinders in our labs across the country, creating virtual hospitals for employees and their families should anybody who needed oxygen be unable to gain admission to hospital.

Since starting the service, the team has delivered cylinders to several homes, much to the appreciation of everybody involved with the company. According to Sandeep Das, Regional Managing Director of Intertek South Asia, "It's wonderful to see our team in Bangladesh being so thoughtful about the crisis and taking practical measures to support one another in times of need."

The virtual hospitals also transport employees who are feeling unwell back to their homes, even helping them get to doctors' appointments and arranging hospital admissions when needed.

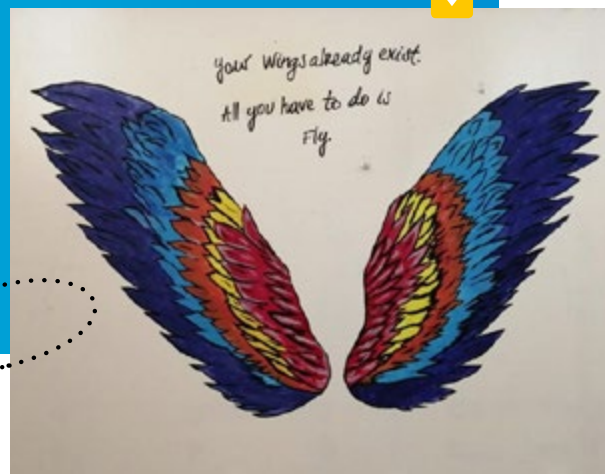
Case study

Keeping a promise that really matters

When the COVID-19 outbreak threatened a planned community project in Abu Dhabi, Intertek's HR Business Partner for Industry Services in the Gulf, Sally Khalaf, was determined to keep the promise of helping to renovate the Emirates Autism Centre. So she organised talks between the centre and the local Intertek management team.

Together, they agreed to proceed with the project using a minimum number of volunteers and ensuring all necessary health and safety measures were in place.

Sally and her team carried out the refurbishment in two days, including painting murals. As Sally said, "I want to thank everyone at Intertek UAE, across nine locations, for making the project happen by donating money, toys, books and furniture. The centre's management and employees asked me to thank everybody involved – they're very happy with the result as the centre now looks far more child-friendly."



Our TSA standards *Continued* *Communities*



Case study COVID-19 care packs in Hong Kong

In Hong Kong, colleagues have created special COVID-19 care packs, including masks and hand-sanitisers. These have been distributed to more than 10,000 elderly people and 70 care homes across Hong Kong.

Also in Hong Kong, our people are involved in several initiatives to help reduce the impact of poverty on young and old. We work in partnership with Kelly Services and charities such as the Fruit Garden Social Enterprise, and visit children and older people in their homes. We identify their needs, and often approach our customers for help – for example, asking smart-toy manufacturers to make toys available as gifts for underprivileged children.



Case study Creative Day for Social Good

As an organisation that is rooted in STEM-based knowledge, we work with local colleges and universities for internships and career placement within Intertek. With our expansion into Connected World & People Assurance, we continue to grow our network and partnerships with local academic partners and programmes.

Colleagues at Intertek Catalyst in Canada founded 'Creative Day for Social Good' ('CD4SG'). This initiative brings together students with teams of creative professionals who donate their time for two days to create professional marketing materials for charities. The event helps design and public relations students prepare for their professional careers.

Case study Supporting students

Intertek has helped to fund 28 students from Shanghai's Chongming Island over the last 13 years. We continued this support in 2020, with five graduating from university and starting jobs, while another five joined the programme.

According to Fred Bai, CEO of Intertek Greater China, "This is really important work for us, and it's very satisfying to watch these young people overcome early hardship and grow into talents with real benefits to bring to society. We are committed to continuing the programme for many years into the future."

Case study Food conservation in China

Food conservation is an urgent issue across China – so much so that Xi Jinping, President of the People's Republic of China, has called upon families and organisations across the nation to avoid wasting food.

Intertek is committed to the cause, working with the Food Bank Network and Food Hub charities to collect food and other household essentials for distribution to people in need.

In Hong Kong, our team also provides free testing and inspection services to the Feeding Hong Kong charity, which collects donations of food from caterers and distributes them to homeless people. We are now also the charity's quality-control partner, ensuring the food is always safe to eat.



Our TSA standards *Continued* *Communities*



Case study Free PPE training

Intertek Softlines joined efforts with Business Assurance to set up a free training programme for external audiences, teaching the correct use of face masks and protective gowns. This addressed selecting the right face mask for each task, and the quality factors needed to choose personal protective equipment were addressed. The workshops were delivered to more than 2,500 attendees from all countries in the Americas.

Case study Vital relief packages in Azerbaijan

As a result of the COVID-19 pandemic, many families in Azerbaijan were left without income or basic needs. Azer Sanili, Regional IT Manager, Intertek Eastern Europe and Central Asia, with the help of colleagues, initiated a crowdfunding initiative called 'Bigane Qalma' (Stay Tuned), open to any institution wishing to participate. This fundraising resulted in a total of 45 families in desperate need of support receiving vital relief packages.

Case study Supporting children with disabilities

Colleagues at Intertek Spain support Fondation Seur, an organisation that supports children living with disabilities. The charity collects plastic caps for recycling and with the income generated purchases special equipment, for example wheelchairs and other medical devices. The team in Spain has been supporting the initiative since 2017, and will continue to do so in the future.

Case study 'First-In-Queue Priority' for critical care medical devices

Our North America Medical team is helping to fight back against the impact of COVID-19 with our newly launched 'First-In-Queue Priority' for critical care medical devices. The passion, urgency and expertise shown by our Medical team has been nothing short of inspirational – ensuring that electrical/medical devices receive immediate attention, so they can be tested, certified and rushed out to healthcare workers.



Case study Empowering small and medium-sized enterprises in South Africa

We recognise the crucial role that small and medium-sized enterprises ('SMEs') play in South Africa in terms of employment, job creation and economic growth. That's why our Enterprise and Supplier Development programme works to create sustainable growth by empowering black-owned SMEs within both our own supply chain and in the wider economy.

The programme is supported by Intertek colleagues, who have worked with organisations for a long time. This includes a 15-year relationship with the Bevies Care Centre and Masisizane Service Centre. The social work done by these centres has made a significant impact on the lives of underprivileged children in the KwaZulu-Natal area. There have also been several new beneficiaries this year, including Zazele Training and Development, a company that works with entrepreneurs from disadvantaged backgrounds, to train, equip and support them in setting up their businesses.

Case study Community solar at Kinderhook

Intertek has partnered with East Light Partners as an anchor customer of its 5MW ground-mounted community solar project, Kinderhook Solar. Located in Kinderhook, New York State, the project includes more than 19,000 solar panels and is expected to generate over 9,000MWh annually. That is enough clean, green electricity to power around 1,000 homes.

Community solar allows any and all members of a community to share the economic and environmental benefits of solar power, particularly if they cannot or prefer not to install solar panels. It even allows people to go solar if they do not own a property or have a roof of their own, making it an attractive option for renters or those who live in shared buildings.

Kinderhook Solar is sited on what was previously vacant land along a state highway, and construction was completed in October 2020. Intertek has committed to purchase up to 40% of the energy produced by the facility in the form of utility credits. The remaining credits are being sold to local residential customers that subscribe to the project.



Our TSA standards *Continued*



Governance

As a sustainable organisation, Intertek embeds responsibility across the entire organisation to build an accountable and diverse governance structure, in addition to transparent stakeholder engagement.



Material topics

- **Governance**
- **Compliance and legislation**

Our Board of Directors is responsible for the overall stewardship of the Group and delivery against strategy, through our Group Leadership Team. This includes setting our values and standards, and overseeing sustainability and corporate responsibility. They have regular discussions about the risks and opportunities sustainability presents for the Group and they conduct a formal review at least once a year.

Our Annual Report sets out our full Corporate Governance Report and statement. In embedding responsibility throughout Intertek, we focus on the areas where we are deeply committed to supporting our customers and having a positive impact on our people and communities, minimising our environmental impacts, operating with integrity by 'Doing Business the Right Way', and pursuing our socially responsible activities through living our strong values every day, everywhere. These areas are linked to and support our 5x5 strategy for growth.



Our Annual Report and Accounts 2020 is available to download at [intertek.com/investors/year-in-review-2020](https://www.intertek.com/investors/year-in-review-2020)

Our TSA standards *Continued*

Governance

Regular oversight of sustainability is led by the Sustainability Operating Committee, whose purpose is to advance our initiatives, both internally and in our external sustainability services for our clients. The Committee meets monthly to review our progress against our sustainability strategy and is chaired by the CEO, who has accountability for sustainability performance at executive level.

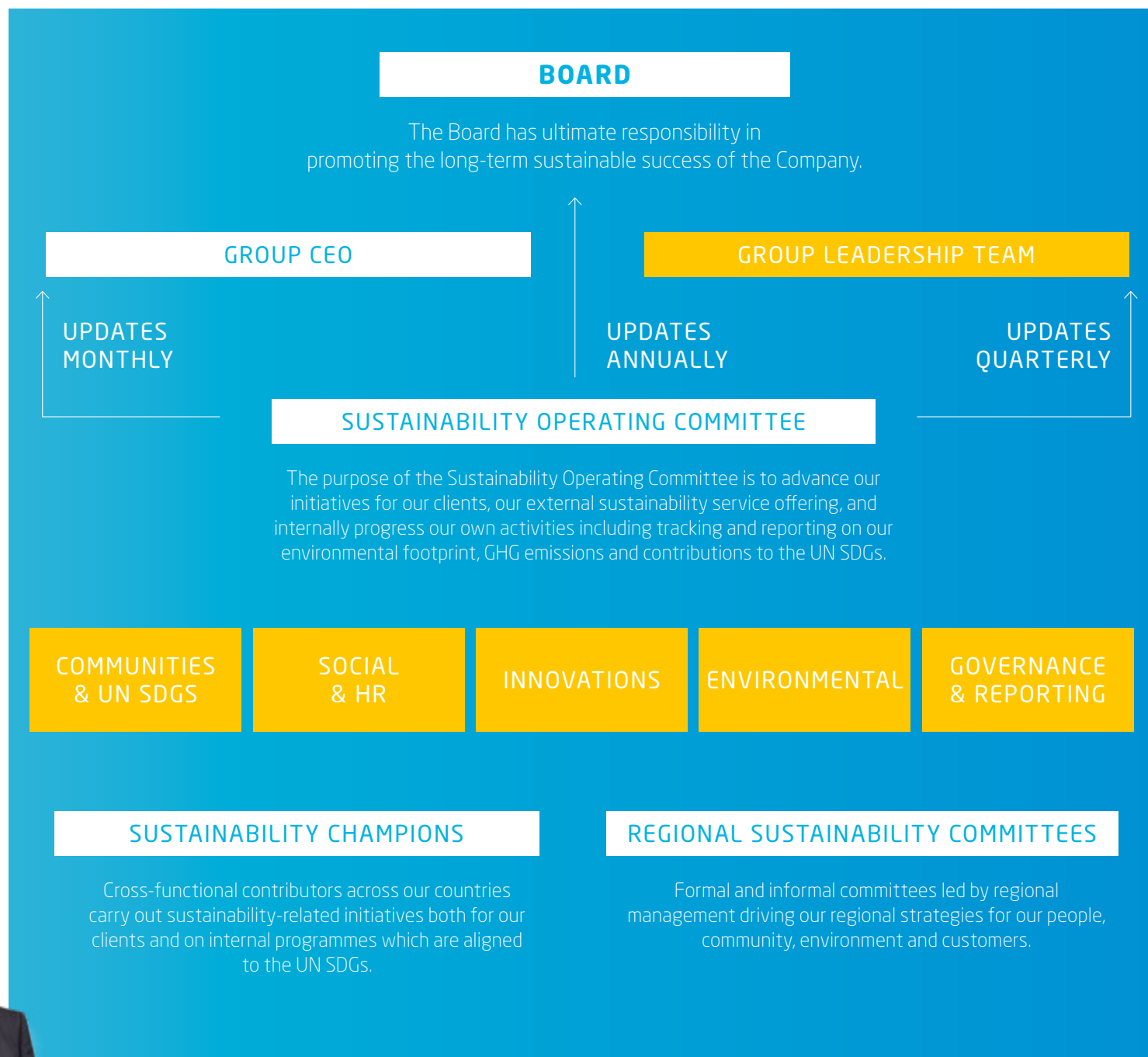
Our governance practices demonstrate our values and our progress against policies and sustainability objectives to both internal and external stakeholders.

Case study

Celebrating excellence in the UAE

Former Intertek Chairman Sir David Reid visited our Centre of Excellence in Sharjah, UAE in early 2020 to recognise and celebrate the great achievements of its highly energised and customer-centric team.

Following a tour of the 38,000 sq ft facility, including the Fuel, Oil Conditioning Monitoring, Scanning Electron Microscopy, Food & Water and P&IA Analysis labs, Sir David commented on how good it was to see such innovation, professionalism and expertise in action. He went on to hold a townhall meeting to award top-performers and long-term employees as well as discussing multiple activities that are of particular interest to the workforce.



Our TSA standards *Continued**Governance*

Importance key



Increased



Same



Decreased

Material topics

Stakeholder engagement

We recognise the importance of determining and prioritising the key sustainability topics relevant to the business and our stakeholders. In 2019 we conducted an independent materiality assessment to ensure that current views and emerging trends are being addressed by Intertek.

This year, we considered the material topics identified against the external trends shaping our operating environment and concluded that there were no significant changes from the previous reporting period in the list of material topics and topic boundaries, although some matters have been given more prominence to reflect their increasing importance to stakeholders.

The materiality assessment specifically considered topics that are consistent with areas typically under the umbrella of sustainability, corporate responsibility and ESG, and the assessment analysed data and information from a variety of internal and external sources to ensure that all potential topics were considered and captured. The methodology was aligned to AccountAbility's AA1000 Principles, the GRI Standards, IIRC, CDP, UN SDGs, DJSI and SASB guidelines. The process ensured that all relevant topics have been considered appropriately within the scope of the study.

Our materiality assessment was carried out in steps:

1. We analysed insights and information from a range of external and internal sources to identify the issues relevant to our business.
2. This research formed the basis of a long list of material topics.
3. A group of internal stakeholders, representing a broad range of business areas, were asked to label the list of issues either as higher or lower importance.
4. In 2020, material issues were reviewed to see which had increased, decreased or stayed the same in level of importance over the past year.

Importance of material topics during 2020**Working with customers**

We listen to our customers to continually improve our service and ensure customer satisfaction.

**Employee care**

We continually promote fair, consistent and thoughtful working practices that are in accordance with our values. This ensures that our strategy and culture gives our people the right platform to grow and develop their careers and be involved in socially responsible activities that support our purpose to make the world 'Ever Better', by bringing quality, safety and sustainability to life.

**Diversity and inclusion**

It is important that we provide a work environment where employees feel valued and able to be themselves. Intertek's Inclusion and Diversity policy eliminates discrimination to ensure that employees are treated fairly and feel respected and included in the workplace.

**Environment**

We are committed to minimising our environmental impact, which includes managing our waste, resources, water and energy consumption, and raising awareness of environmental issues amongst our stakeholders.

**Societal impact**

We support social and economic development and local community engagement activities.

**Human and labour rights**

We are committed to 'Doing Business the Right Way', and that includes eradicating modern slavery.

**Customer and product responsibility**

We offer the highest quality of service to our customers so that they are able to have a positive impact through their own products.

**Compliance and legislation**

As an industry leader, we understand the interrelationship between compliance requirements and the sustainability of the business. This means living our values, having the highest standards of ethics and integrity in how we conduct ourselves every day, everywhere and in every situation.

**Privacy and security**

We adhere to all privacy and data security legislation and commitments and ensure that business assets, confidential information and stakeholders are protected.

**Governance**

The principles of quality and safety, part of Intertek's purpose and operations, are cornerstones of sustainability and sit at the heart of what Intertek has been supporting clients with for over a hundred years.

Our TSA standards *Continued*



Risk Management

We build resilience through systemic risk management. This helps assure a strong culture of risk-based business management guided by sustainability objectives, including understanding and managing our supply chain partner risks.



Material topics

- Employee care
- Governance
- Compliance and legislation

Managing risk is key to our organisation being sustainable. Being able to identify and prioritise both opportunities and threats impacting our business, we are able to achieve our objectives over the long term in order to sustain success.

Intertek has implemented an end-to-end integrated approach to risk, control and compliance which: embeds risk management throughout our business; allows us to dynamically adapt our controls, policies and assurance activities as our risk environment changes; and creates responsibility and oversight of our risk identification and risk mitigation actions to ensure they are effective, relevant and robust.

Our integrated risk management framework

Risk management is embedded throughout our organisation using a framework of divisional, regional and functional risk committees. These committees meet quarterly to identify, monitor and assess the risks within their area of responsibility using tools which include a dashboard of leading and lagging risk indicators and risk mitigation action plans.

It is the responsibility of each committee to assess whether its risk environment is changing, whether it has the right mitigation action plans and whether new or different plans are required in response to new or changing risks.

The risk committees report to our Group Risk Committee which in turn provides a report on risk and mitigation actions at each meeting of the Board.

Our TSA standards *Continued*

Risk Management

Our integrated approach to identifying and mitigating risks

At Intertek, we view our risk environment as consisting of emerging risks (risks that are potential or future-looking) and systemic risks (risks which are concrete and actually present or inherent in our operations). Emerging risks are assessed by perceived likelihood and impact and addressed using mitigation action plans on a 'three lines of defence' model. Systemic risks are addressed using our internal controls, policies and procedures.

Our risk identification and mitigation approach is integrated and dynamic as our risk committees continually review their emerging risks and, to the extent those risks start to become systemic (or 'real' rather than 'potential' risks), identify new controls, policies or procedures so that we can put new systemic mitigations in place.

Our integrated approach to risk assurance

We have an integrated approach to getting assurance that our risks are being appropriately and effectively identified and addressed. We use an integrated assurance map, which takes each of our emerging and systemic risks and maps an assurance framework onto them by identifying the roles or functions which are responsible for the management, control and oversight of those risks.

Evidence that this assurance is robust is primarily validated by our Internal Audit function (which audits our financial controls and risks), by our Compliance function (which audits our non-financial, operational controls and risks), and by our CyberSecurity team (which audits our IT controls and risks).

Our integrated approach to risk governance and oversight

The Board ultimately reviews the Group's risks, controls and compliance and mitigation actions. The Audit Committee is responsible for reviewing the adequacy and effectiveness of that risk framework. If this governance and oversight identifies new risks or the need for new controls, policies or procedures, those changes are made and fed back to the framework of risk committees so that governance and oversight results in a dynamic change to our risk identification and mitigation action plans.

Business continuity and disaster recovery

Considering the spread of our operations, we acknowledge that each business line and each function has its own specific business continuity and disaster recovery needs, including scope of content, information, depth and coverage. Therefore, we provide general guidelines based on both the requirements defined in the Business Continuity Management System (ISO 22301:2012) and our experience and view of good practice.



Further information on our risk framework's effectiveness can be found in our 2020 Annual Report on pages 80 and 103.

Risks and opportunities associated with climate change

The business landscape has evolved significantly over the past few years as attitudes shift and new legislation is introduced to reflect the changing times. Consistent with scientific reports, we recognise that a failure to rapidly decarbonise our economies will lead to increasingly volatile and severe weather-related events with significant economic consequences. While climate change affects nearly all economic sectors, the level and type of exposure and the impact of climate-related risks differs by sector, industry, geography and organisation. Our own operations may not be as energy intensive or resource depleting as some other industries, but as a multinational company we acknowledge our exposure to various types and degrees of local, regulatory, physical and socio-economic risks associated with climate change.

Task Force on Climate-related Financial Disclosures

The Task Force on Climate-related Financial Disclosures ('TCFD') is a market-driven initiative shaping the increased response measures to climate-related financial risks. Mitigating and managing the risks and opportunities associated with climate change is fundamental for Intertek, to enable us to deliver our purpose.

Our TSA standards *Continued*

Risk Management

Risk and opportunity assessment

The disclosures made in this report and within our CDP disclosure cover some of the TCFD recommendations. This year we have focused on identifying the gaps and setting a timetable for full implementation during 2021. More details are included in the Environment section on page 40.

For Intertek, climate-related risks (e.g. extreme weather patterns, water shortages, floods or other natural disasters) could give rise to business interruptions in our operations or in our supply chain and impact our customers.

To analyse our Group-level climate-related risks considering countries, business lines and functions, we use our integrated risk management framework. This has resulted in us including climate-related risks (the risk associated with a failure to respond to climate events or climate-related regulation) within our 'Industry and competitive landscape' principal risk (see page 59 of the 2020 Annual Report) and reflecting it within our longer-term viability assessment on that basis.

Climate-related opportunities for us relate mainly to the development of services that support our customers in tackling climate-related risks. As these opportunities are identified, they are analysed by our relevant business lines and innovation teams, which in turn develop appropriate strategies.

Case study

Independent carbon intensity certification

CarbonClear™ is our breakthrough global programme that provides companies with independent carbon intensity certification across their entire oil and gas production portfolio.

The CarbonClear™ certification is designed to drive transparency, precision and assurance of carbon emissions performance. We were delighted to award our first certification in July 2020 to Lundin Energy, one of Europe's leading independent oil and gas companies, for its Edvard Grieg field in the central North Sea. Along with providing businesses with credibility and assurance, we also see CarbonClear™ as a catalyst for accelerating investment and performance in carbon footprint reduction across the energy sector, helping our clients to Build Back Ever Better, and reducing emissions for current and future generations.

intertek
carbonclear™



Our TSA standards *Continued*



Compliance

We continue to develop a best practice compliance programme to ensure Intertek operates with the highest standards of compliance and ethical business practices, including through our supply chain partners.



Material topics

- Employee care
- Customer and product responsibility
- Working with customers
- Human and labour rights
- Compliance and legislation
- Governance

Our vision is to be the world's most trusted partner for Quality Assurance. We can only deliver that vision if we operate with integrity to maintain the trust and confidence of all of our stakeholders, including our shareholders, customers, people and the communities and environment in which we operate.

'Doing Business the Right Way'

We are committed to maintaining the total confidence of our stakeholders. One of the Group's primary business objectives is to help our customers meet quality standards for virtually any market in the world and protect them against risk by ensuring compliance with local, national and international laws.

The accuracy and validity of reports and certificates that we provide and maintaining the trust and confidence of our customers, their clients and others impacted by our work, are therefore important factors which contribute to our success. Integral to this is 'Doing Business the Right Way'; our internal risk, control, compliance and quality programme.

This means living our values, the highest standards of ethics and integrity, in how we conduct ourselves every day, everywhere and in every situation.

Our TSA standards *Continued*

Compliance

Our Compliance programme ensures:

- that our people have the processes, tools and training they need, and work to ensure a safe and inclusive environment;
- the services we provide and the contracts we enter into are delivered with integrity and in line with our commitment to Total Quality;
- every colleague commits to the highest standards of professional conduct; and
- we deliver sustainable growth by managing our risks and doing the right thing for the longer term.

Internal Audit is responsible for reviewing and assessing Intertek's business processes and provides independent and objective assurance and advice that adds value and improves our internal control systems and operations.

Public policy

Our Government & Public Affairs function interacts with trade associations and governmental authorities to provide input into industry and regulatory improvements in product safety, quality and risk assurance. Any interactions with governments, governmental authorities or regulators are reviewed by our Group Legal & Risk functions to ensure that we comply fully with all laws and regulations.

We do not provide any financial or in-kind support, given directly or indirectly, to political parties, their elected representatives or persons seeking political office. We support some industry associations, including the International Federation of Inspection Agencies, but the sum is not material.

Ethics, integrity and professional conduct

Our commitment to the highest standards of integrity and professional ethics is embedded in the Group's culture through the integrity principles set out in our Code of Ethics ('Code'). It sets clear expectations that people working for our business must act at all times with integrity and in an open, honest, ethical and socially responsible manner. The Code also covers health and safety, anti-bribery, anti-competitive practices, labour and human rights. The Board, as a whole, oversees the implementation of human rights commitments and supports human rights as defined in the Code.

We have a culture in which all issues relevant to our professional conduct and the Code can be raised and discussed openly without recrimination. We operate a strict zero-tolerance policy regarding any breach of our Code and any behaviour that fails to meet our expected standards of integrity as a trusted leader in the Quality Assurance industry.

To support this policy in action, all people working for, or on behalf of, Intertek are required to sign the Code upon joining the Group or before commencing work on our behalf. This confirms their acceptance of the high standards expected of them in all business dealings.



Our Code of Ethics is available on our website at [intertek.com/about/compliance-governance](https://www.intertek.com/about/compliance-governance)

100%
of our colleagues are required to complete our Code of Ethics training

Intertek employees or people acting on Intertek's behalf are responsible for applying the Code in their own job role, their part of the business and location. Every year, to support continuing understanding in

this area, all of our people are required to complete our comprehensive training course. Over 85% of our workforce can complete their training online. For those without IT access, a process is in place to ensure their access to the information. Regional/Country HR representatives are given updates throughout the training window, and on closure follow up locally to ensure full completion.

This training covers the Code and other important professional conduct areas, such as data security and operational controls. When completing the training, all employees are required to sign a certificate confirming their understanding that any breaches of the Code will result in disciplinary action that may include summary dismissal of the employee concerned.

We are investigating the need for formal human rights training beyond the areas covered by our Code of Ethics training based on risk, and are developing tools and guidance.

Whistleblowing hotline

To empower our people and stakeholders to voice any concerns about breaches of the Code or any of our policies (including our Labour and Human Rights Policy and Modern Slavery Policy), we have a well-publicised hotline which can be used by all employees, contractors and others representing Intertek, or by third parties such as our customers or people who are affected by our operations.

This whistleblowing hotline is run by an independent, external provider. It is multi-language and is accessible by phone and by email 24 hours a day. Those concerned are encouraged to report any conduct, compliance, integrity or ethical concerns using the hotline. Information posters are present in all of our sites.

If a report is made to the hotline, it is followed up by Intertek's Compliance officers. Our Group Compliance function, which is independent of our operational businesses and reports directly to our Group General Counsel, fully investigates all reports received. Provided there is no conflict of interest, all reports are also notified immediately to our Group Ethics & Compliance Committee, which consists of our CEO, CFO, EVP for HR and Group General Counsel. This ensures the effective resolution both of individual issues and of any systemic or process improvements that can be made to address them.

During 2020, 97 reports of non-compliance with the Code were made to our hotline. Of those reports, 27 were substantiated and required remedial action.

Of those substantiated claims:

- there were no substantiated grievances relating to human rights, labour practices or societal impact breaches;
- there were no environmental incidents;
- there were no anti-trust incidents reported;
- there were no reported violations of the rights of indigenous people; and
- there were no cases of discrimination.

Six confirmed incidents were identified through our hotline where employees were disciplined or dismissed due to non-compliance with our anti-corruption policy.

Our TSA standards *Continued*



Financial

At Intertek we have a holistic approach to financial planning and execution, supported by rigorous internal policies and procedures which are reviewed and updated regularly. Our global process documents are applicable to all Finance functions across the Group.



Material topics

- **Compliance and legislation**

Our five-year strategic plan, as outlined in the Annual Report and Accounts, is underpinned by a bottom-up budgeting and planning process. During the year, forecast financial performance is monitored on a weekly basis and actual performance is reported and reviewed on a monthly basis. This regular reporting and monitoring cycle is critical to the delivery of disciplined performance management.

The Intertek Core Mandatory Controls ('CMCs') are an integral element in our Group compliance framework, providing the mechanism by which we define, monitor and achieve consistently high standards in our control environment throughout the whole organisation. 34% of the framework is dedicated to financial controls.

Since the launch of the CMC framework in 2016, we have reflected on the development of our control environment each year and have refined and enhanced existing controls to ensure they remain appropriate and up-to-date.

All new Finance colleagues receive training on the CMCs and are required to complete all Finance modules. Existing Finance staff are required to undertake a module on any changes year-on-year. The CMC framework provides the bedrock against which our Internal Audit function assesses the business for control compliance.



Our Annual Report and Accounts 2020 is available to download at [intertek.com/investors/year-in-review-2020](https://www.intertek.com/investors/year-in-review-2020)

Our TSA standards *Continued*



Environment

All of us have a responsibility to protect the future of the planet. At Intertek, we look to understand our organisation's impacts on the environment and mitigate them in regard to climate change, use of resources, ecosystems, and waste management and reduction.



Material topics

• Environment

Our stakeholders are increasingly concerned about the consequences of the climate crisis and are looking to us for more sustainable solutions. Intertek plays an important role in raising awareness of climate change and national resource constraints among our employees, suppliers and customers. As such, our aim is to improve operational and natural resource efficiency in a consistent manner across all our sites.

Governance

Environmental governance flows from the Board to every Intertek site. We monitor site-level activities across a range of environmental metrics and work with our sites to reduce energy consumption and limit Greenhouse Gas ('GHG') emissions. Governance for managing climate-related risks and opportunities across the Group is incorporated into our existing governance framework as shown on page 31.

Our TSA standards *Continued*

Environment

Task Force on Climate-related Financial Disclosures ('TCFD')

Intertek is committed to implementing the recommendations of the TCFD. During 2020 we conducted a review of our position against the 11 recommendations of the TCFD and established a cross-functional working group to implement the required governance and strategy for climate-related risks and opportunities, and the metrics and targets used to assess and manage these.

Our carbon emissions reduction targets

Intertek clients depend on our safety, quality and environmental expertise to ensure their products meet global market expectations. Intertek will continue to strive for emissions reductions internally as the world's leading Total Quality Assurance ('TQA') provider.

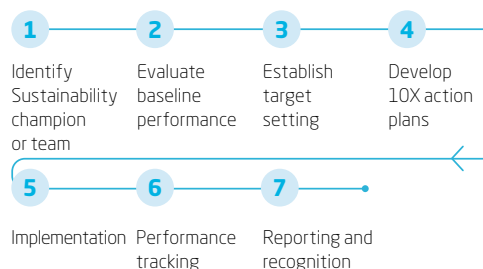
	2020 update	2021 priorities
Governance Our governance around climate-related risk and opportunities.	Governance for managing climate-related risks and opportunities across the Group is incorporated into our existing governance framework as shown on page 31.	Continue to enhance reporting to the Board and the Leadership Team.
Strategy The process used to identify, assess and manage climate-related risks.	We have identified climate-related opportunities as part of sustainability services innovations. Our Sustainability Operating Committee oversees the development of our climate-related strategy.	Identify any inherent climate-related risks with the potential to have a substantive financial or strategic impact on the business in the short, medium and long-term. Use climate-related scenario analysis to inform our strategy.
Risk management The actual and potential impacts of climate-related risks and opportunities on our business, strategy and financial planning.	To analyse our Group-level climate-related risks considering countries, business lines and functions, we use our integrated risk management framework (see page 34). Environmental and climate-related risks are also tracked as part of our insurance process.	Update and expand climate risk assessments. Investigate reporting challenges on additional Scope 3 GHG reporting.
Metrics and targets The metrics and targets used to assess and manage relevant climate-related risks and opportunities.	GHG metrics can be found on this page and page 41. We are well on track to achieve our 2017 carbon intensity reduction target.	Prepare future targets.

We first set an emissions reduction target in 2017 to reduce our CO₂ emissions per employee by 5% year-on-year up to 2023, and we are well on track to achieve that.

Recognising the importance of bold ambitions, we are setting targets to improve environmental performance across our operations, and to clearly demonstrate our commitment we are aligning our business with the most ambitious aim of the Paris Agreement, to limit global temperature rise to 1.5°C above pre-industrial levels and reach net zero by 2050 for the best chance of avoiding the worst impacts of climate change.

Intertek's part in a low-carbon economy

We recognise that we need to play our part within the move to a low-carbon economy. To make real change happen, we believe all our people need to have ownership of their carbon footprint and be empowered and inspired to take ambitious actions to reduce it – our Sustainability Excellence approach.



At some of our sites, we have carried out energy audits, which have already led to energy efficiency improvements, including the roll-out of LED lighting at numerous sites and trials of new technologies.

We are exploring on-site energy generation through various projects. In addition, we will source certified

renewable energy, where possible and economic to do so.

Our UK business has transitioned 95% of utility suppliers to renewable energy.

Global energy use ¹ by source (MWh)	2020	2019
Standard electricity	253,849	263,676
Renewable electricity	7,487	-
Vehicle fuels energy	40,146	-
Non-transport fuels energy (natural gas)	66,518	69,871

1. UK portion of total energy use was 6.8% (2019: 5.5%).

Environmental management

The delivery of our Sustainability strategy is supported by our Group-wide Quality Management System – which is aligned with internationally recognised standards on health, safety and the environment. We operate this across 80% of our operations and, in 2020, 65 sites achieved or maintained one or both ISO 14001 and ISO 45001 (OSHAS 18001) certifications.

At Intertek we take an 'Ever Better' approach to ensure our data is wholly accurate and consistent year-on-year. Data collection continues to improve, with over 130 users adding site-level data every month to our Global Sustainability Environmental software platform.

In 2020, we implemented emissions dashboards which allow the regional teams at our sites to understand their total carbon emissions and what is causing them, and to put in place initiatives at site level to improve their metrics and manage their own environmental impact.

Our TSA standards *Continued*

Environment


Our Environmental and Climate Change policy has been updated and is implemented by country management to ensure compliance with local guidelines and regulations.

Our activities across the world are diversified, with a spread of both laboratories and offices. Our carbon emissions intensity is higher in businesses that are more capital intensive, such as our global laboratory network, while our audit and office-based operations have much lower capital intensity.

This year we have seen a drop in our UK market-based Scope 2 emissions due to the transition to renewable electricity. As we continued to operate throughout the pandemic (with most of our operations classed as essential services) the impact of COVID-19 on emissions from Employee Commuting was limited.

We continued our efforts to expand our disclosures for material Scope 3 emissions and have disclosed Business Travel for the first time. As a result of lockdowns and travel restrictions due to COVID-19 in the second half of the reporting period, emissions disclosed are approximately half of what Intertek would normally expect.

Our annual environmental reporting cycle ran from 1 October 2019 to 30 September 2020.

 Further details on our methodology for reporting and the criteria used can be found within our Basis of Reporting, available on our website at [intertek.com/about/our-responsibility](https://www.intertek.com/about/our-responsibility)

Scope	Emissions	Tonnes CO ₂ e ¹	2020	2019	
Scope 1 Direct GHG emissions	Emissions from activities for operations which Intertek owns or controls including the combustion of fuel and operation of facilities.	Global (excl. UK)	60,686	62,520	
		UK	2,439	2,431	
Scope 2 Indirect GHG emissions	Emissions from the purchase of electricity, heat and steam purchased for our use (location-based)	Global (excl. UK)	119,679	125,213	
		UK	3,188	3,480	
	Emissions from the purchase of electricity, heat and steam purchased for our use (market-based)	Global (excl. UK)	123,200	128,841	
		UK	2,151	5,329	
Scope 3	Employee Business Travel (Air travel only) ²	Global (excl. UK)	11,289	-	
		UK	956	-	
	Employee Commuting	Global (excl. UK)	56,670	64,140	
		UK	2,475	2,956	
	Fuel- and Energy-Related Activities not included in Scope 1 or Scope 2	Global (excl. UK)	6,974	7,392	
		UK	271	296	
	Absolute CO ₂ e (market-based)		267,111	273,764	
	Carbon off-setting ⁴		267,111	-	
	Intensity ratios - Scope 1, 2 and 3 emissions				
	Operational emissions ⁵				
	CO ₂ per employee (location-based)			4.29	4.50
	CO ₂ per employee (market-based)			4.34	4.62
	CO ₂ per £m revenue ⁶ (market-based)			71.39	-
	Employee commuting				
	CO ₂ per employee commuting			1.31	1.50
Average number of employees during the reporting period			45,092	44,775	

1. CO₂e - Carbon dioxide equivalent.

2. Please refer to our Basis of Preparation document for full details of scope. Business travel data was collected for the first time in 2020.

3. The prior year total Employee Commuting emissions were 74,332 (reported) vs. 67,096 (restated). This is a result of increased attention to detail and diligence in the collection of data.

4. Carbon off-setting through the acquisition and surrender of emissions units on the voluntary markets.

5. Intensity ratios are based on the total of Scope 1, Scope 2 and Scope 3 Fuel- and Energy-Related Activities.

6. Revenue for the FY 2020 as included in the Annual Report 2020.

Our TSA standards *Continued*

Environment

Waste management

Intertek produces relatively small amounts of hazardous and non-hazardous waste compared to other industries. This includes chemicals, test samples, paper, plastic and organic waste from our offices and laboratories. The waste is produced in varying proportions, determined by the industry or industries served by each site. We operate a number of waste management programmes across our regions. In the US, this covers 75 sites to date and a further roll-out is planned to extend the programme across an additional 65 sites. The programmes are focused on connecting our sites to local opportunities for minimising how much waste we send to landfill and to increase recycling. We are currently working on improving reporting tools to tailor actions.

Case study

Asset recycling pilot

During 2020, IT identified an opportunity for a single global asset management disposal process. A pilot was carried out covering a few sites across different jurisdictions. During this pilot 82% of equipment was repurposed, with some of the repurposed equipment going onto COVID-19 front line teams. In addition, the pilot provided central visibility of disposal practices. We intend to roll this out further during 2021.

Voluntary off-setting projects

As well as cutting our emissions, we have used carbon credits to offset our direct operational Scope 1, 2 and 3 GHG emissions, making 2020 our first carbon neutral year. We have chosen credible and verified carbon off-setting projects that provide social benefits in communities where we have an impact in addition to carbon abatement.

Hydropower Project, Pakistan

The project is a run-of-river hydropower scheme without any dam, new storage, displacement/resettlement of human habitation, change in the hydrological regime or any other adverse environmental impact.

Contribution to UN SDGs:



Wind Power Project, India

This project involves the bundling of 396 Wind Turbine Generators sponsored by 201 individual investors with a total installed capacity of 236,050MW. The energy produced displaces fossil fuel generated grid power or, when supply is intermittent, power supplied by diesel back-up generator sets. In addition to the Greenhouse Gas emission saving, the project generates employment through direct labour and by enabling economic development in the region.

Contribution to UN SDGs:



Tropical Forest Conservation Project, Brazil

The project protects tropical rainforest in the Acre region of Brazil from logging and encroaching cattle ranches, with the objective of generating net positive climate, community and biodiversity benefits.

The project fosters economic opportunities for local communities through sustainable farming and the sale of acai berries and medicinal plants, promotes environmental stewardship, and provides health services and educational courses. Combined, these activities help discourage deforestation in the wider region.

Contribution to UN SDGs:



Landfill Gas Extraction and Electricity Generation Project, Turkey

This project captures and converts waste gas, methane, and uses it to power turbines that feed electricity into Turkey's grid.

In addition to reducing GHG emissions the project improves air quality, local groundwater and has generated local and regional employment with much of the investment spent locally.

Contribution to UN SDGs:



Our TSA standards *Continued*

Environment

Independent Assurance Statement to Intertek Group plc Management

We have performed a limited assurance engagement on selected performance data presented on pages 35 to 37 of the Intertek Group plc ('Intertek Group') Annual Report 2020 ('the Annual Report') and pages 40 and 41 of the Intertek Group plc ('Intertek Group') Sustainability Report 2020 ('the Sustainability Report').

Respective responsibilities

Intertek Group management is responsible for the collection and presentation of the information within the Annual Report and the Sustainability Report. Intertek Group management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Annual Report and the Sustainability Report, so that they are free from material misstatement, whether due to fraud or error.

Our responsibility, in accordance with our engagement terms with Intertek Group management, is to carry out a 'limited level' assurance engagement on the selected data ('the Subject Matter Information') outlined in the tables on pages 37 of the Annual Report and 41 of the Sustainability Report:

- Greenhouse gas emissions – scope 1;
- Greenhouse gas emissions – scope 2; and
- Greenhouse gas emissions – Scope 3
 - Fuel and energy related activities
 - Employee commuting
 - Business travel
- Greenhouse gas emissions – intensity ratio.

We do not accept or assume any responsibility for any other purpose or to any other person or

organisation. Any reliance any such third party may place on the Report is entirely at its own risk.

Our assurance engagement has been planned and performed in accordance with the International Standard for Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. The Annual Report and the Sustainability Report have been evaluated against the following criteria (collectively 'the Criteria'):

Completeness

- Whether all material data sources have been included and that boundary definitions, (outlined in pages 35 and 37 of the Annual Report and 40 and 41 of the Sustainability Report), have been appropriately interpreted and applied.

Consistency

- Whether the Intertek Group scope and definitions, (outlined in pages 35–37 of the Annual Report and 40–41 of the Sustainability Report), for the Subject Matter Information have been consistently applied to the data.

Accuracy

- Whether site and business-level data have been accurately collated by Intertek Group management at a Global level.
- Whether there is supporting information for the data reported by sites and businesses to Intertek Group management at a Global level.

Summary of work performed

The procedures we performed were based on our professional judgement and included the steps outlined below:

1. Interviewed a selection of management to understand the management of greenhouse gas data within the organisation.

2. Reviewed a selection of management documentation and reporting tools including guidance documents.
3. Performed a review of the online data collection tool, including testing outputs and selected conversions made within the tool.
4. Reviewed underlying documentation for a sample of site-level data points.
5. Reviewed and challenged the validation and collation processes undertaken by Intertek Group management in relation to the Subject Matter Information.
6. Reviewed the Report for the appropriate presentation of the Subject Matter Information, including the discussion of limitations and assumptions relating to the data presented.

Limitations of our review

Our evidence gathering procedures were designed to obtain a 'limited level' of assurance (as set out in ISAE3000 (Revised)) on which to base our conclusions. The extent of evidence gathering procedures performed is less than that of a reasonable assurance engagement (such as a financial audit) and therefore a lower level of assurance is provided.

Completion of our testing activities has involved placing reliance on Intertek Group's controls for managing and reporting sustainability information, with the degree of reliance informed by the results of our review of the effectiveness of these controls. We have not sought to review systems and controls at Intertek Group beyond those used for selected data (defined as the Subject Matter Information above).

The responsibility for the prevention and detection of fraud, error and non-compliance with laws or regulations rests with Intertek Group management. Our work should not be relied upon to disclose

all such material misstatements, frauds, errors or instances of non-compliance that may exist.

We have only sought evidence to support the 2020 performance data. We do not provide conclusions on any other data from prior years. We have not sought any supporting evidence for data beyond the 'Subject Matter Information' for which we are providing assurance. We have not provided assurance over claims made by Intertek that are statements of belief or forward looking in nature.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information was not prepared, in all material respects, in accordance with the Criteria.

Our independence

We have implemented measures to comply with the applicable independence and professional competence rules as articulated by the IFAC Code of Ethics for Professional Accountants and ISQC1¹. EY's independence policies apply to the firm, partners and professional staff. These policies prohibit any financial interests in our clients that would or might be seen to impair independence. Each year, partners and staff are required to confirm their compliance with the firm's policies.

Our assurance team has been drawn from our global Climate Change and Sustainability Services Practice, which undertakes engagements similar to this with a number of significant UK and international businesses.

**Ernst & Young LLP
London**

01 March 2021

1. Parts A and B of the IESBA Code, and the International Standard on Quality Control 1 (ISQC1)

Our TSA standards *Continued*

Environment

Our global environmental activities 2020

Our environmental mission is to provide a better quality of life today and a more environmentally responsible world tomorrow. As we operate a decentralised business model, it's our local teams who look for ways to become more environmentally efficient and reduce the impact of our operations on the environment.

USA

Green Team initiatives

The Intertek Green Team meets monthly to plan events such as 'Trash Talks' where team members join a virtual meeting while they walk through their neighbourhoods collecting trash and sharing stories. One of its proudest moments was the removal of the single-use coffee machine in the office in Austin, Texas, saving over 28,000 k-cups per year from landfill.

Peru

Employee bicycle programme

Our office in Lima has implemented the 'Intertek Safe on Wheels' programme, providing employees with bicycles and parking spaces at affordable prices, supporting our employees' health and the environment.

Spain

Raising funds with plastic waste

Our long-term partnership with waste-collection organisation SEUR not only increases recycling, it also raises funds for investment in wheelchairs and other equipment for children. Since 2011, we've collected 6,799 tonnes of caps and given families close to €1.24 million. During 2020, we've shared nearly €64,000 among 175 beneficiaries.

Germany

No more paper

Our Food Services business in Bremen has moved away from paper invoices and customer reporting to reduce waste. This involves more than 1,000 reports every day – and even more invoices.

UAE

Helping customers cut energy use

Our Business Assurance business in Abu Dhabi has significantly increased the number of customers with ISO 50001 Energy Management certification. This reflects our growing role in helping strategic clients achieve their sustainability commitments.

South East Asia

Pledging to go green

The Singapore Products group adopted a new Green policy, committing to being environmentally aware, actively support programmes that reduce our environmental impact and continually improve our environmental performance as an integral part of business strategy and operating procedures. 76 employees pledged their support and have started to implement initiatives to drive a green office.

China

Creating a recycling culture

Intertek Hong Kong is promoting recycling at the office all through the year. We continued our strong partnership with local organisation VCycle. We also extended the recycling programme to our client English School Foundations, where junior schools are also adopting the recycling culture with the children.

South East Asia

Employees lead energy savings

The region launched a Save Energy programme in 2020 with various sites taking part to support and promote sustainable energy consumption within our operations. Actions taken by staff led to energy savings of 1.1 million kWh for 2020 compared to 2019.

Australasia

Reducing waste across a continent

Digital documentation is reducing or eliminating the need for printing across many operations, including our Asbestos division and our labs and offices across New Zealand and the Pacific Islands. In addition, our New Plymouth operation is using biodegradable bin liners to reduce the impact of plastic.

Our TSA standards *Continued*

Enterprise Security

The importance of ensuring the security of our data and IT systems is paramount, as are the continual actions required to protect against ongoing threats. Intertek has robust measures in place to protect its people, processes and data.

**Material topics**

- **Customer and product responsibility**
- **Working with customers**
- **Compliance and legislation**
- **Privacy and security**

On our good-to-great journey we have developed our IT vision and strategy to systematically focus on security and reducing security risks. We proactively invest in advanced protection capabilities as hackers are sophisticated and become smarter. Effective detection and response capabilities ensure quick notification and we have robust processes in place to minimise any disruption to the business.

Through this programme, we support our operations and customers, facilitating growth and change with scalable, flexible IT solutions and services, as well as streamlining operations and improving processes and productivity to reduce costs of IT infrastructure and applications.

At Intertek we have adopted a risk-based security framework, based on international best practice, NIST CyberSecurity Framework. Our framework guides clear policies, standards and supporting guidelines, controls and hiring. We continue to innovate, enhancing service delivery and strengthening internal and external customer relationships to protect customer, employee and Intertek data.

There is regular reporting on progress of the security programmes to governance and oversight committees by our dedicated Head of Security, who leads a global team.

Awareness training

The Intertek CyberSecurity awareness training module was launched to all colleagues globally via our '10X Way!' learning platform. This training course, which is relevant to all employees, whether they collect and process personal data or not, was designed to provide useful information and tips to prevent cyber attacks when using Intertek technology at work or at home.

Our training is available in nine languages and has been rolled out across the Group. In 2020 awareness training was completed by 98% of employees (2019: 85%).

In 2020, we also made reporting email security issues even easier by introducing a link button on employee email systems. Employees can use this button to make a report directly to our CyberSecurity Hub.

Our TSA standards *Continued**Enterprise Security***IT Security framework**

With increasingly connected businesses and large supply chains it is imperative for businesses to approach Enterprise Security holistically; protecting our business from known threats, and strategically planning for emerging risks.

**IDENTIFY**

We develop a clear organisational understanding of risks to our systems, people and data, which enables us to prioritise efforts that are consistent with our risk management strategy and business needs.

PROTECT

We put in place appropriate safeguards to ensure delivery of critical services, including access control, staff awareness and training, and data security. These safeguards support our ability to limit or contain the impact of potential events.

DETECT

We define the appropriate activities for the timely discovery of the occurrence of security events. We monitor continuously and verify the effectiveness of protective measures including network and physical activities.

RESPOND

We ensure response planning processes are executed during and after an incident, so that we take appropriate action regarding situations and contain their impact. We also implement improvements, by incorporating lessons learned from current and previous detection/response activities.

RECOVER

We undertake appropriate activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to an incident. Our recovery function ensures timely recovery to normal operations to reduce the impact from an incident.

Data protection

At Intertek, we believe all our people and all our customers have the right to data privacy. We have adopted the best practices and standards set out in the General Data Protection Regulation ('GDPR') across all of our markets and operations, and in relation to all individuals whose personal data we obtain and use (not just individuals in the EEA).

Our Group Data Protection Policy is aligned with the GDPR requirements to set out the minimum data protection standards we apply throughout our operations so that we use all personal data transparently, fairly and securely.

To ensure implementation, and to remain uncompromising on Quality and Compliance, our Core Mandatory Controls framework forms the mechanism to define, monitor and achieve consistently high standards.

Control and oversight is provided through our CyberSecurity Team, Group Legal & Compliance and the Internal Audit team. We have mandatory training on data privacy for all employees and global data breach response processes.

Zero

Number of complaints received from outside parties and substantiated by the organisation*

Zero

Substantiated complaints concerning breaches of customer data policy*

* As reported through our centralised system.

Our TSA standards *Continued*

Enterprise Security

Physical assets

We place significant emphasis on the prevention, detection, management and response to security risks. We recognise that any breach would affect our ability to operate as normal and the integrity of our customers' information.

We have a framework and team in place to protect intellectual property, business services, personal information and customer data. Our Risk & Compliance team reviews the adoption and delivery of our Code of Ethics, including completion of training on the Code, and monitoring of activity including data privacy in all markets and functions.

Our global CyberSecurity team is trained to investigate and contain any personal data security incident and, together with the Legal & Compliance team, ensures any breach is reported within the timeframe required by local law.

Issues may also be raised through our Compliance hotline, via line managers, Legal representatives, Human Resources or the Compliance team. Audits and issues are reviewed, with remedial action being instigated as appropriate, including via the Audit Committee.



Case study

Catching phishers

In the very earliest days of the COVID-19 pandemic, Intertek's corporate CyberSecurity team was quick to identify and respond to a sudden increase in illicit phishing emails claiming to be from trusted authorities including the World Health Organization, national health bodies, government institutions and product vendors.

While our corporate online protection tools prevent most such malicious messages from being delivered, the team rapidly issued advice and guidance asking recipients to consider who might have sent a mystery email, not to click on attachments or links, and to forward it to them for analysis.



Our TSA standards *Continued*



Communications & Disclosures

Engagement with our shareholders and wider stakeholder groups plays a key role throughout our global business, including at Board level. It helps us to understand the impact of our decisions on stakeholders, and provides insight into their needs and concerns. It underpins good governance, which is embedded throughout our business.



Material topics

- Working with customers
- Societal impact
- Governance

We are committed to providing stakeholders with accurate and timely updates on our sustainability activities and performance and make every effort to produce a report that is balanced and transparent and meets their needs.

Reporting on our sustainability performance indicators in a consistent and accurate manner is essential for transparent reporting. We follow our own framework of the ten Total Sustainability Assurance Corporate Certification standards as well as GRI and SASB as a basis of preparation for the majority of our sustainability performance indicators.

We recognise that corporate disclosure and transparency are key catalysts for driving change. We are committed to reporting against voluntary external indices to increase transparency, motivate stakeholders and drive change within our business and the value chain. We are working hard to improve our CDP Disclosures, having maintained our C Score in 2020. Completing external assessments demonstrates our commitment to continuous improvement and helps us to prioritise focus areas for the next year.

External assurance

In 2018 we appointed Ernst & Young to provide independent assurance of our environmental performance. Their Assurance Statement for 2020 describes the work undertaken and their conclusion for the reporting period (see page 43).

Our TSA standards *Continued*

Communications & Disclosures

Details of how we have engaged with, and taken into consideration, the interests of those stakeholders who are material to the long-term success of our business can be found on page 13 as part of our Business model and in the section 172 statement on pages 64 to 70 in the 2020 Annual Report.

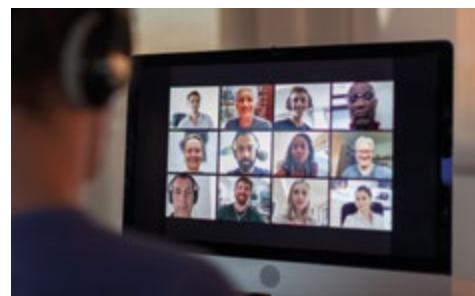
Communication guidance and policies

Our Corporate Communications & Public Relations team look after the Group's communications to the Group's corporate stakeholders. This includes communications to the Group's investors, the London Stock Exchange, financial media and the financial analysts that track and analyse the Group's financial performance. Internally, the team helps to support local country marketing teams with corporate data and advice where corporate communications to local stakeholders, such as financial media or government partners, are needed.

The media plays an important role in defining the way Intertek is perceived by its stakeholders. Our media policy sets out policies with respect to the public release of information by employees to the media, and how these requests are managed.

Internal communications

As part of the HR network's efforts to continually improve our development and retention of the best people, our focus is to share the mission, values and success of the Group with our people and develop a supportive and inspiring workplace culture worldwide. An important part of this is regular and consistent engagement with our people through employee communications. The Intertek Group intranet is an internal communication hub. It enables colleagues to stay connected and to share knowledge across the Group in more than 100 countries.



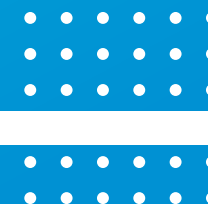
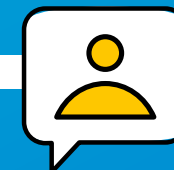
Case study

A virtual conference uniting global time zones

Intertek's Global Softlines and Hardlines business lines recorded another milestone late in a year of firsts, when it held its inaugural Annual Conference in a virtual environment.

This three-day event, attended by more than 150 participants from 15 countries across five continents, reflected the passion of our people to carry on communicating live in the face of the pandemic's impact on the ability to travel.

Thanks to the energy of our people and their desire to continue meeting colleagues from across the world, the event started each day at 5:00 US Eastern time and ended at 22:00 Hong Kong time, enabling everybody to actively participate, no matter where they were based.



Case study

Regular communications and recognition

During a time of crisis, clear communication and leadership from the top is vital to maintain energy levels, positivity and engagement. Recognising this, during the pandemic, Intertek CEO André Lacroix further stepped up the regularity of his communications with Intertek teams across the world.

Unable to travel, he has remained closely connected through virtual communications, including townhalls featuring news from across the Group, progress reports and recognition for

colleagues who have delivered an exceptional performance. During the first half of the year, he also issued a weekly personal bulletin on our approach to the pandemic, providing encouragement, policy updates, news from all regions and continuous recognition for Intertek's heroes.

These were exceptionally well received, providing everybody with a constant reminder of just what it takes to make the world an ever-better, safer and more sustainable place for all.

Our TSA standards *Continued*



Case study

Precious prizes reward creativity

Courseware, created by Intertek Alchemy, has won Platinum and Gold MarCom Awards, in one of the world's largest and most prestigious creative competitions in the world.

Recognising outstanding creativity while communicating important information, the award reflects the immense quality of Intertek Alchemy's Courseware content.

This content is used across the world to ensure manufacturing workforces everywhere have the right knowledge and confidence not only to perform their jobs correctly and efficiently but also to build a strong culture of safety and quality.



Today, in fact, more than 1.5 million workers at over 15,000 locations use Intertek Alchemy's integrated programmes to reduce workplace injuries and improve operational efficiency.



Case study

Intertek India 'InWakens' to unleash the full power of its IndiaNess

Innovation and unstoppable energy. Winning through adversity, entrepreneurship and sales excellence. Diversity and inclusion, agility, pace, technology expertise, and a pioneering spirit. Pride and humility. And, above all, limitless ambition. These are just some of the incredible qualities that have seen India rise from its roots in ancient civilisations to become an emerging global superpower with the potential to become the world's largest economy.

And they are the same Intertek 'properties' that have given our business in India the energy required to grow from just 25 employees in 1993, when the Indian economy was undergoing a paradigm shift, to the operation we have today. More than 2,200 employees work from 21 laboratories and 20 offices across the immensity of the entire country, driving us forward to be market leader in many of our business lines.

So it was exciting in January 2020 for 170 Indian colleagues to attend the first inspirational 'InWaken' event, held in New Delhi, to awaken more than ever their 'IndiaNess' and unleash their full potential. The event's overriding message was that Intertek's success in the country has only just begun and there is plenty of fuel in the tank for further growth.





At Intertek, we are a global force for good. Build Back Ever Better is simply living up to our Intertek 'Ever Better' culture for the greater good of society."

André Lacroix

Chief Executive Officer

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