

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')	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.

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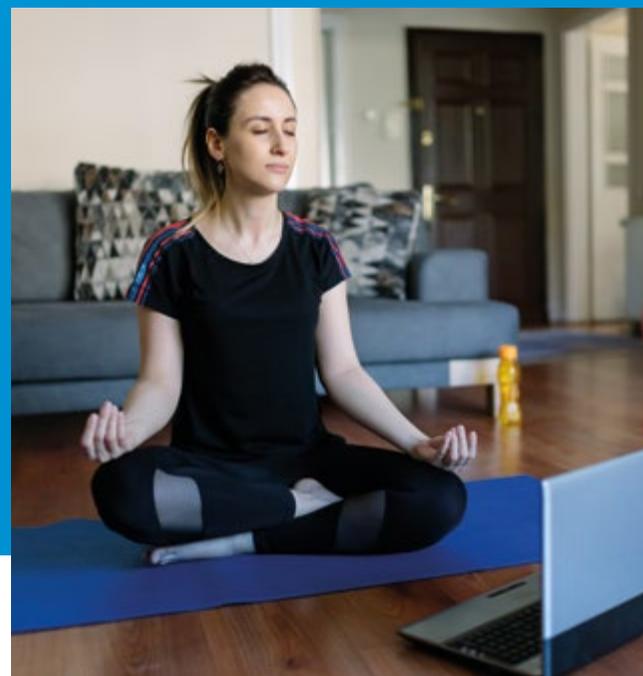
Kindness - our new global wellbeing programme

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:

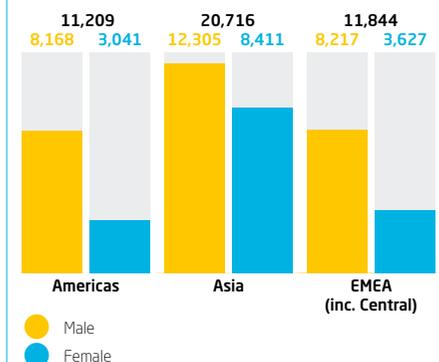
	2020*		2019*	
	Male	Female	Male	Female
Board	7	4	7	3
Executive Management Team ('Exec')**	9	2	10	4
Direct reports ('DR')	83	26	88	21
Combined: Exec + DR	92	28	98	25

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

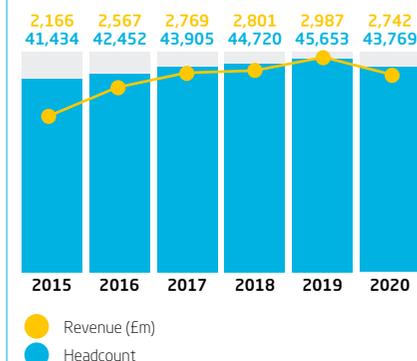
** As defined by the Hampton-Alexander Review. This comprises the CEO, Heads of Global functions and EVPs.

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

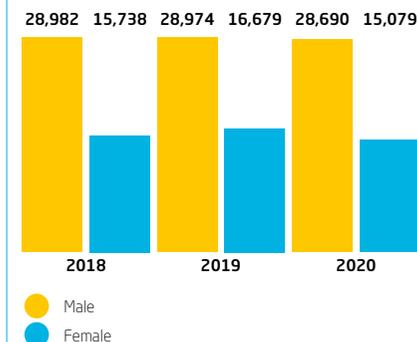
Intertek TQA Experts by region



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

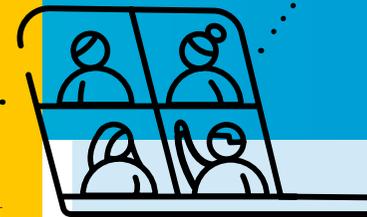
We value all of our colleagues, regardless of age, and have practices in place to develop and retain workers of all ages.

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)

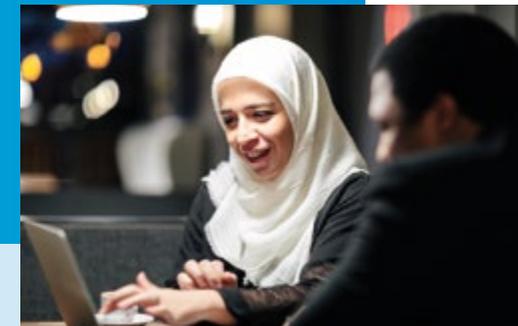
Cultural diversity supports our global business and is key to our success.

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
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.

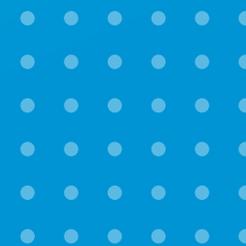
As a result, around 4% of our employees nationally identify as aboriginal or Torres Strait Island people, up from 1% in previous years. We also aim, whenever possible, to resource projects with people from local communities. We have projects in Townsville, Charters Towers, Alice Springs, Kalgoorlie and 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.



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.

