

intertek

*Intertek's gender pay
report in 2021*





Introduction from our CEO

Intertek is a force for good

Across the organisation, our people are excited about the opportunity we have to deliver on our purpose – bringing quality, safety and sustainability to life for our clients. This attitude and passion is at the heart of our culture, and our determination to be the agents of positive change around the world is evident in everything we do.



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

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

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

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



A handwritten signature in black ink, appearing to read 'A Lacroix'.

André Lacroix
Chief Executive Officer



Passionate about our purpose

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

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

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

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

This is what drives every one of our global network of 44,000 colleagues in the work they do every day, from testing toys to inspecting power stations, certifying vaccines to providing end-to-end quality assurance.



Intertek Purpose, Mission, Vision and Values

Our Purpose

Bringing quality, safety and sustainability to life.

Our Mission

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

Our Vision

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

Our Values

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



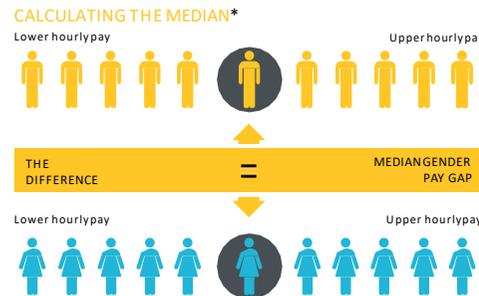
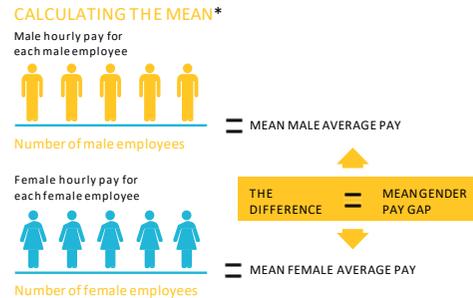
What is the gender pay gap?

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

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

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

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



*Hourly salaries include all cash pay (excluding overtime) in April 2021 and all bonuses received in the previous 12 months for full pay relevant/eligible employees.

Gender Pay Gap and Equal Pay

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

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

What are we reporting?

Under the legislation, UK employers with more than 250 employees are required to publish their gender pay gap. Per the statutory requirements, we are reporting on ITS Testing Services (UK) Limited which is the only legal entity in the UK which employs over 250 employees. ITS employs 69% of our UK workforce. As in our previous reports, we have gone beyond statutory requirements by including in this document results on 100% of Intertek UK, which includes our global head office and other legal entities which individually employ less than 250 employees.

EMPLOYEES IN THE UK

Male/Female split





Our results

The legislation requires that we disclose all entities with over 250 employees. In the spirit of embracing the legislation, we are reporting here on the whole of Intertek UK, in addition to ITS Testing Services (UK) Limited. Data as at 5 April 2021.

INTERTEK UK

Representing all employees employed by Intertek in the UK

Across Intertek UK, the mean pay gap is 23% and the median pay gap is 18%, reflecting a higher proportion of men in more senior level positions.

The mean bonus gap is 72%. While this gap remains significant, it is reflective of the most senior positions in the Company being primarily held by men.

The median bonus gap is 28% for employees of Intertek UK. This was largely due to our standardised approach to bonuses in line with Group policy which removes the potential for gender bias. Additionally, across Intertek UK there is near-equal bonus eligibility. 23% of the male and 22% of the female populations received a bonus.

Our Intertek UK quartile data demonstrates we have a larger proportion of females in the lower quartiles to men, which is highlighted by the median pay gap of 18%.

Mean Pay Gap	23%	Median Pay Gap	18%
Mean Bonus Gap	72%	Median Bonus Gap	28%
% Male Receiving a Bonus	23%	% Female Receiving a Bonus	22%

Population by pay quartile



ITS TESTING SERVICES (UK) Limited (ITS)

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

Within ITS, the mean pay gap is 20% and the median pay gap is 15%. Again, these gaps reflect a higher proportion of men in more senior level positions.

The mean bonus gap is 37%. The median bonus gap is 24%, and the proportion of women receiving a bonus is 11% vs. 16% for men.

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

Mean Pay Gap	20%	Median Pay Gap	15%
Mean Bonus Gap	37%	Median Bonus Gap	24%
% Male Receiving a Bonus	16%	% Female Receiving a Bonus	11%

Population by pay quartile





Inclusion, diversity & gender equality

“Diversity has always been at the heart of who we are and will continue to provide the power behind our success in the future.”

Inclusion, diversity and gender equality

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. Following the conclusion of the Hampton-Alexander Review, as well as supporting gender diversity on our Board, we continue to contribute our data on the gender balance across our senior executive team and their direct reports to the FTSE Women Leaders Review and detail it in the table below. The data for 2021 reflects organisation changes which have resulted in fewer layers in the leadership structure.

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.

	2021 ¹		2020 ¹	
	Male	Female	Male	Female
Board	6	3	7	4
Executive Management Team (‘Exec’) ²	17	2	9	2
Direct reports (‘DR’)	207	65	83	26
Combined: Exec + DR	224	67	92	28

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

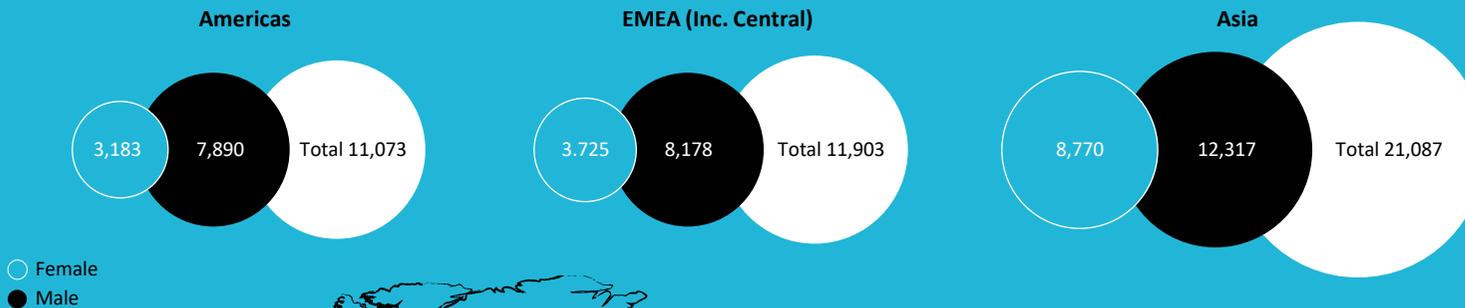
2. As defined by the FTSE Women Leaders Review. This comprises the CEO and his direct reports (N-1).



Inclusion, diversity & gender equality

Our Intertek TQA Experts

Gender by region



Revenue and headcount



Total employees by gender





Inclusion, diversity & gender equality

Our 'Embracing Diversity' model

We promote diversity in all its forms, including gender parity, sexual orientation, 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.

2021 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.

2021 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

Disability inclusion

Adopting a universal design mindset.

2021 update

We believe that in order to create rapid, system-level change specific to disability inclusion and equity, we must actively seek out opportunities to collaborate with other businesses who hold the same values and are equally committed to affecting change.

Our goals

To adopt a disability inclusive mindset as well as deliver on our commitment to the Valuable 500. This is centred around incorporating disability inclusion criteria into the full spectrum of products and services we offer our clients.

Diversity measured

Cultural diversity

(arising from country of origin)

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

2021 update

Our global workforce is representative of the countries in which we operate and our senior leadership represents 48 different nationalities.

Our goals

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



Making the world Ever Better Together

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

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

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

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

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



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

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

In the UK, we have put in place several measures that continue to be rolled out in 2021:

- **Enhanced key benefits:** Intertek UK now has an enhanced maternity leave policy – significantly increasing benefits designed to support those on adoption or maternity leave.
- **Support and Focus on Employee Wellbeing:** We have deepened the implementation of our very own Group-wide ‘Kindness’ initiative that focuses on employee wellbeing, enabling and promoting balance and support for all.
- **Investing in Development:** We have launched group wide programmes to build leadership skills, coaching skills and career pathways. We believe this will enable the continued development for all colleagues.
- **Focus and Responsiveness:** We continue to review our Gender Pay results on a regular basis to enable us to evaluate our measures.

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

We are committed to achieving this



An amazing force for good

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



Smriti Chand
Regional HR Director, South Asia

"Intertek has been a phenomenal learning ground for me with its pace, precision and most importantly passion. The sheer grit and growth mindset that the organisation carries is amazing. With Intertek I have truly understood what transformation means and I am glad to be able to contribute to this journey of being Ever Better."



Angie Muñoz
Marketing Manager, Peru

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



Ida Woodger
Head of Sustainability

"Intertek has supported me in gaining a professional qualification alongside my role when I first started out. As Intertek has grown, so has my responsibility, experience and confidence."



Caitlin Connell
Director, Global Marketing
Business Assurance & Food Services

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



Christina Law
President, Global SL&HL

"I joined in 1989 and have grown with the company to witness how we become Ever Better Together. I have held various roles in Finance, IT and Business Management and am thankful for the many colleagues and people I have met – their inspirations, courage, leadership, grit and passion. Today, I lead Global Softlines and Hardlines with pride and I am ready to take the businesses to new heights. I always put a strong emphasis on people development as I believe people are the cornerstone to our success. It is fulfilling and exciting to see talented executives shine in the Softlines and Hardlines businesses globally!"



Noreen Boyhan
Director, Innovation and Marketing

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



Amanda Bellgardt
VP, HR & Sustainability, US & Canada

"I joined Intertek in 2004 through an acquisition, and since then have had continuous opportunity for personal and professional growth and development. It is inspiring to work with such passionate people... people who understand that what we do here every day at Intertek truly makes a difference."



Hannah Gibson
Director of Assurance & Training, UK Electrical

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



Ludmila Khorshed
Manager, Total Quality Management, Bangladesh

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



Katherine Ramsden
Group Management Development and Resourcing Director

"After joining Intertek through the SAI Global acquisition in 2021, I moved into the role of Group Management Development and Resourcing Director. It's a privilege to develop leadership talent at a company that has helped ensure quality and safety for customers for over 130 years. I learn every day and am energised to work with exceptionally talented people who care about making the world a better place."



Arianna Fogar
Regional manager Electrical - South Europe & France

"I joined Intertek right after university - I was motivated to make my contribution to a better, fairer and more sustainable society. That was 18 years ago. At Intertek, I found success with my personal goals, while working with an incredible team. Today I have even more passion to make this a better world and I know Intertek is the right company to do this."



Marie Giannini
Director, Group Corporate Communications

"It's the people that make Intertek such an amazing place. I feel privileged to work with colleagues that are global experts covering every industry, and every day I learn something new. It's never dull and there's lots of scope and support to develop."



Henriette Bullmer
Business Line Lead UK Electrical

"At my 12 years at Intertek, I have had the pleasure of learning from a team of leaders that care deeply about the impact they have on their employees, as well as the world we live in. I was able to move through multiple positions, as well as to different countries, to progress my career all while working to make the world Ever Better."



Elena Ruffino
Director - Sales & Strategy, SL&HL (South Europe & EERCA)

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



Lauren Whittemore
Director, Global Brand & Marketing

"I have been with Intertek for over 12 years, so I have essentially 'grown up' with the company professionally. I have worked hard and been rewarded along the way and have pushed myself and been pushed by many mentors within the business to expand my core areas of expertise. This has opened many doors and provided opportunities to 'climb the ladder' including an international relocation. I am proud of my career with Intertek and lucky to have the opportunity to work with such incredible people..."

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intertek
Total Quality. Assured.