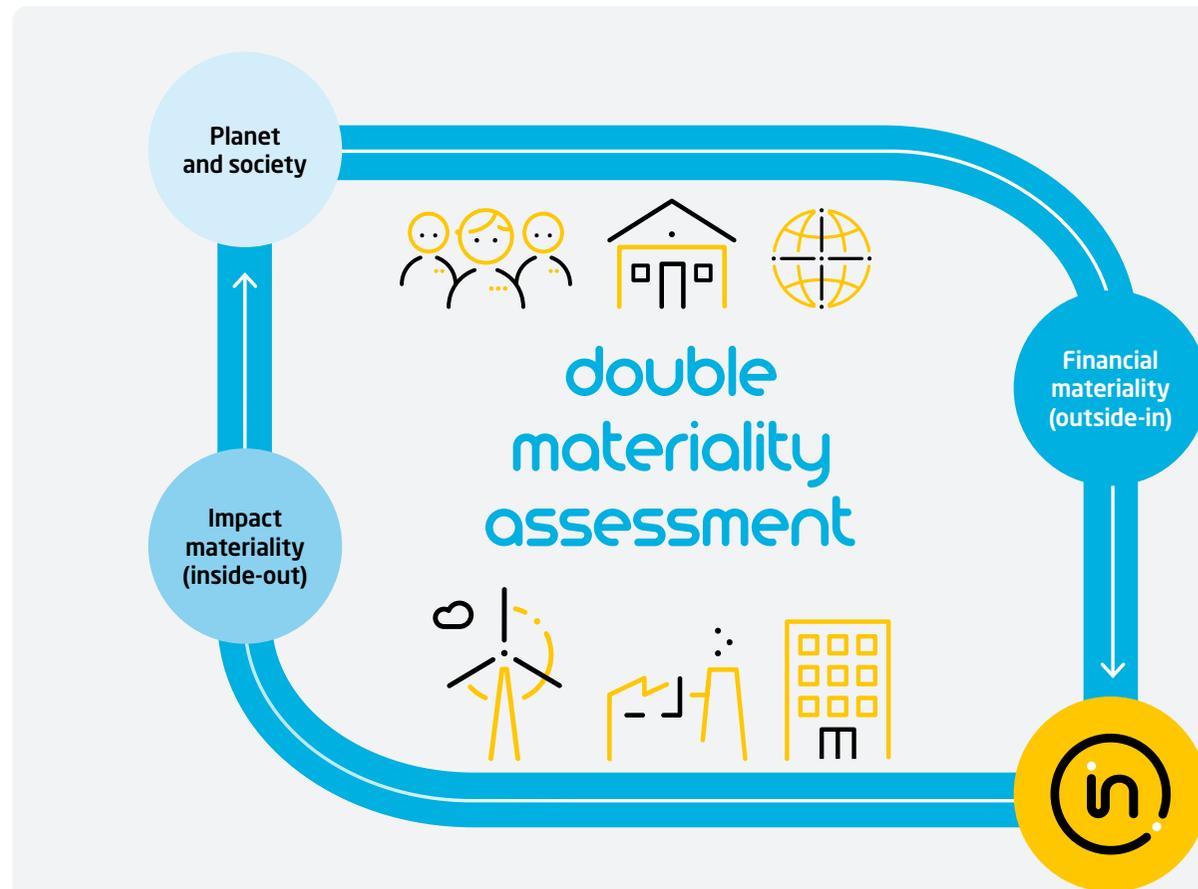# double materiality

At Intertek, we recognise the importance of identifying, prioritising and validating the key environmental, social and governance ('ESG') topics relevant to our business and our stakeholders.

Our material sustainability topics

Building on the work carried out last year, we have continued to develop our voluntary double materiality assessment to better understand the sustainability topics that are most relevant to our business, our stakeholders and our long-term value creation.

In 2025, our assessment gave us a more complete view of how sustainability issues affect our business and how we, in turn, affect people and the environment. Importantly, it reassured us that the focus areas we had identified last year remain relevant, while highlighting opportunities to refine and strengthen our approach.

Our DMA guides our sustainability disclosures, support our decision making and risk management, and will continue to be reviewed and refined as our work evolves, helping us stay focused on the areas that matter most.

double materiality assessment

Planet and society

Impact materiality (inside-out)

Financial materiality (outside-in)

Our assessment process

The Group's materiality assessment followed a structured process designed to identify, assess and prioritise sustainability topics in a consistent and transparent manner. We partnered with Datamaran to apply a technology-enabled methodology supported by AI and natural language processing.

This enabled us to systematically analyse a broad range of public information, ensuring our assessment remained evidence-based and aligned with emerging stakeholder expectations and regulatory developments. As a result, the assessment is robust, transparent and aligned with best practice in voluntary sustainability reporting.

The assessment was conducted through six interrelated steps, moving from the identification of a broad universe of sustainability topics to the integration of material outcomes into strategic reporting and decision making.

Our step-by-step process to assess material impacts, risks and opportunities combines stakeholder mapping, internal analysis and governance review to prioritise sustainability issues, inform strategy and strengthen decision making, disclosures and resilience.

Development of a longlist of topics

The process began with the development of a comprehensive longlist of sustainability topics. This was informed by a defined set of sustainability themes drawing on emerging regulations, peer practices, stakeholder expectations, global sustainability trends, and leading international reporting frameworks, including the Global Reporting Initiative Standards ('GRI'), Sustainability Accounting Standards Board ('SASB'), Task Force on Climate-related Financial Disclosures ('TCFD'), and the European Sustainability Reporting Standards ('ESRS').

The longlist was tailored to our organisational context, reflecting our industry, operational footprint, geographical exposure and strategic objectives. Peer benchmarking and stakeholder mapping were incorporated to ensure the topics assessed were both globally relevant and specific to the key risks, opportunities and value drivers of our business.

Double materiality assessment

Each topic on the longlist was evaluated through two dimensions:

- Impact materiality – the actual and potential impacts of our activities on people, communities and the environment.
- Financial materiality – the extent to which sustainability-related risks and opportunities could affect enterprise value, financial performance, and business resilience.

Topics were mapped based on their significance across both dimensions, ensuring alignment with our principal risks and long-term strategic priorities. This dual lens captured both external stakeholder concerns and internal business relevance.

Prioritisation and generation of material topics

The longlist of topics was filtered and prioritised to produce the final list of material topics by applying clearly defined thresholds.

A topic was deemed material if it met or exceeded the threshold in either materiality dimension. This ensured inclusion of topics with significant societal or environmental impact, as well as those presenting clear financial risks or opportunities, even where impacts differed in prominence. Topic-level thresholds supported a consistent, balanced and transparent prioritisation process.

Material impacts, risks and opportunities

Each topic's underlying impacts, risks and opportunities ('IROs') were assessed individually using criteria aligned with ESRS 1 guidance:

- Impacts (impact materiality) were evaluated based on scale, scope, irremediability, likelihood and time horizon.
- Risks and opportunities (financial materiality) were assessed considering likelihood, magnitude of effect, time horizon and potential financial implications.

Scoring was conducted by internal subject matter experts across environmental, social, operational, risk and compliance functions, ensuring informed, objective and consistent assessments.

An IRO was considered material if it met or exceeded the relevant threshold.

Review and validation

A sustainability topic was included in the final materiality shortlist if any associated IRO was material in either dimension, ensuring no significant issue was overlooked and maintaining full alignment with ESRS requirements.

The assessment outcomes were reviewed and validated by the Group Executive Committee to confirm alignment with our sustainability strategy, business objectives and risk management framework.

Integration into strategy and reporting

The final set of material topics will inform the development of forward-looking strategies that address stakeholder expectations and support long-term business resilience.

Our DMA will be reviewed and updated regularly to reflect evolving sustainability issues, stakeholder priorities and changes in our business environment.

sustainable development goals

Our identification and assessment of IROs has also been informed by the United Nations Sustainable Development Goals ('UN SDGs'), which provide a globally recognised framework for addressing environmental, social and economic sustainability challenges.

The UN SDGs have been used as a reference point to understand how our operations, workforce practices and business relationships may create, contribute to, or be associated with sustainability outcomes.

The IROs identified in this report reflect our recognition that responsible employment practices and strong governance are essential to long-term business resilience, workforce engagement and sustainable value creation.

By linking our IROs to the relevant UN SDGs, we aim to provide transparency on the sustainability topics most material to our business, support informed decision making, and demonstrate how we manage risks and opportunities while contributing to broader societal objectives.

Relevant UN SDGs

Good Health and Wellbeing

To ensure healthy lives and promote wellbeing for all at all ages, we have developed programmes that support the good health and wellbeing of the people within our business as well as delivering these programmes for our customers and communities.

Decent Work and Economic Growth

Our daily operations provide employment for 45,000 people across 100 countries. We provide training and development opportunities in safe, secure working environments, graduate and apprentice opportunities, and programmes for young people experiencing difficulties securing employment, offering equal opportunities to all and valuing diversity among our employees.

Responsible Consumption and Production

We promote responsible and ethical labour practices, and sustainable purchasing, applying our Supplier Code of Conduct principles to uphold standards, manage risks and improve social and environmental performance across our supply chain.

Gender Equality

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.

Industry, Innovation and Infrastructure

Investing in innovation and infrastructure supports our services. We deliver sustainability solutions, ensure cyber security and data protection, and maintain high-quality standards, enhancing customer satisfaction while strengthening operational resilience, reliability and performance across all business and client activities globally.

Climate Action

Climate change is one of the greatest threats facing society, but emissions continue to rise. Reducing our own greenhouse gas ('GHG') emissions is a priority for us, as well as working with our customers to ensure they are resilient to the impacts that a changing climate might bring.

Affordable and Clean Energy

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. We are also working with clients to deliver their renewable energy products and services.

Reduce Inequalities

Reducing inequalities is fundamental to our values and culture. We promote inclusion, equal opportunity and respectful treatment, removing barriers and engaging our colleagues so everyone can participate, contribute and succeed regardless of background or circumstance globally.

Peace, Justice and Strong Institutions

We promote transparency, accountability and compliance, prevent misconduct and respect human rights, building trust with stakeholders through effective governance, controls and reporting frameworks.

ESRS E1 Climate Change

ESRS topic: Climate
Understanding and mitigating business impacts on climate change by reducing scope 1, 2 and 3 GHG emissions. This includes our approach to mitigating and adapting to potential physical and transition risks, as well as the identification of potential climate-related opportunities in the transition to a lower-carbon economy.

ESRS sub-topic	IRO description	IRO	UN SDGs	Further information
Climate change adaptation	• Intertek is exposed to certain physical risks, including acute and chronic climate events due to extreme weather and rising temperatures, which can cause damage to our facilities, increase operating costs and disrupt operations, impacting financial performance.	⚠️	11 / 13	⊕ READ OUR TCFD STATEMENT ON PAGE 1.62 IN REPORT 1
Climate change mitigation	• Transitional risks may arise if companies fail to scale up investments in climate-driven strategic growth areas, potentially decreasing demand for our sustainability services and ATIC (Assurance, Testing, Inspection and Certification) solutions and related market opportunities, potentially impacting revenue.	⚠️	13 / 14 / 15	⊕ READ OUR TCFD STATEMENT ON PAGE 1.62 IN REPORT 1
	• Accelerating decarbonisation efforts and sustainability agendas creates demand for our sustainability services and ATIC solutions as companies develop low-carbon products, innovations and technologies to reduce emissions and drive sustainable growth.	⭐		
	• Failure to reduce direct GHG emissions from our own operations (scope 1) as well as the indirect GHG emissions from purchased electricity, heat and steam (scope 2) can accelerate extreme weather events and rising sea levels, disproportionately harming the livelihoods and wellbeing of vulnerable communities and fragile ecosystems.	⊖		
Energy	• Failure to improve energy efficiency and transition to renewable sources may increase operating costs, emissions and regulatory risks.	⚠️	7 / 13	⊕ READ ABOUT OUR WORLD OF ENERGY ATIC SERVICES ON PAGE 1.51 IN REPORT 1
	• Investing in energy efficiency and renewable energy can enhance competitiveness by lowering energy expenses, reducing emissions and positioning the business to capitalise on the growing market for low-carbon products and services.	⭐		⊕ ENVIRONMENTAL AND CLIMATE CHANGE POLICY
	• Surging demand for renewable power and electric vehicles presents opportunities to invest in sustainable energy solutions, boosting revenues and reducing environmental impact.	⭐		⊕ READ MORE IN THE ENVIRONMENT SECTION ON PAGES 2.34-2.39
	• Increased use of renewable energy sources, such as solar, wind and tidal power, can reduce GHG, improve air quality and support the development of a more sustainable energy infrastructure, benefitting the environment and local communities.	⊕		
	• Implementing energy efficiency projects and transitioning to renewable energy sources can reduce GHG emissions and improve air quality, benefitting people, communities and natural resources.	⊕		

Impact, risk or opportunity key

⊕ Positive impact   ⚠️ Risk

⊖ Negative impact   ⭐ Opportunity

ESRS S1 Own Workforce

ESRS topic: Working conditions
Ensuring safe and responsible labour practices in our own operations, employee wellbeing and health promotion, and freedom of association topics.

ESRS sub-topic	IRO description	IRO	UN SDGs	Further information
Health and safety	• Failure to implement health and safety measures could result in worker injuries, lost productivity, legal liabilities and reputational damage.	⚠	3, 8	READ ABOUT OUR PRINCIPAL RISKS AND UNCERTAINTIES RELATING TO THIS TOPIC ON PAGE 1.59 IN REPORT 1
	• Actively promoting a culture of openness on wellbeing and mental health contributes to building a stronger and more resilient workforce, improving employee engagement and satisfaction, and benefitting employees, their families and the wider community.	➕		GROUP HEALTH, SAFETY AND WELLBEING POLICY
	• Inadequate occupational health and safety management can lead to work-related injuries, illnesses, fatalities and environmental contamination, negatively impacting employees, their families and the broader community.	➖		READ MORE ABOUT HEALTH, SAFETY AND WELLBEING ON PAGES 2.16-2.18
Adequate wages	• Failure to provide fair and equitable compensation could lead to reputational damage, high employee turnover, lower employee morale, engagement and productivity, making it difficult to attract and retain talent.	⚠	1, 3, 8, 10	READ OUR REWARD AND RECOGNITION SECTION ON PAGE 2.20
	• Inadequate wages can create financial stress and reduce job performance, impacting employees and their dependants' health, wellbeing and their ability to meet their basic needs.	➖		
Secure employment	• Job security provides employees with a sense of emotional and financial stability, which can reduce stress and anxiety, allow them to focus on their work and personal development, increase their levels of motivation, loyalty and overall better wellbeing. Employees with a sense of security are more likely to have higher job satisfaction and increased engagement.	➕	3, 8	READ OUR TALENT MANAGEMENT SECTION ON PAGE 2.20
Freedom of association, the existence of works councils and the information, consultation and participation rights of workers	• Failure to respect the rights of our employees to form and join trade unions and take part in collective bargaining and social dialogue, where applicable, poses risks of lower productivity, higher turnover, compliance and legal issues, operational disruptions, reputational damage, and recruitment challenges.	⚠	8, 16	READ ABOUT OUR RESPONSIBLE BUSINESS PRACTICES ON PAGE 2.44

LABOUR AND HUMAN RIGHTS POLICY |

Impact, risk or opportunity key

➕ Positive impact   ⚠ Risk

➖ Negative impact   ✪ Opportunity

ESRS S1 Own Workforce

ESRS topic: Equal treatment and opportunities for all, and other work-related rights
Building a diverse and inclusive environment where everyone has opportunities to grow and succeed, and fostering non-discriminatory workplace practices.

ESRS sub-topic	IRO description	IRO	UN SDGs	Further information
Diversity	• Failure to maintain a diverse and inclusive culture could limit new ideas, innovative thinking, problem solving, creativity, collaboration, engagement, trust, psychological safety, potentially reduce talent attraction and expose the organisation to reputational risks.	⚠		READ ABOUT DIVERSITY, EQUITY AND INCLUSION ON PAGES 2.21-2.23
	• Through proactively promoting diversity, equity and inclusion, Intertek can attract and retain talent, foster a culture of trust, increase innovation, support ever better decision making, collaborate across borders, open up new customer markets, encourage greater productivity and contribute to further growth of the organisation.	★		INCLUSION AND DIVERSITY POLICY
	• Intertek makes a positive impact on employees' wellbeing and sense of belonging by promoting an inclusive and diverse workplace, where all employees and other workers feel valued and respected.	➕		
Gender equality and equal pay for work of equal value	• Limited gender representation in leadership may constrain the breadth of perspectives in strategic decision making. This can reduce the relevance and impact of company policies, hinder innovation and affect our ability to attract and retain diverse talent – posing a long-term risk to organisational resilience and sustainable growth.	⚠		GENDER PAY GAP REPORT
	• By addressing gender equity, Intertek contributes to a more inclusive and equitable society, where diverse perspectives drive innovation, strengthen communities and create sustainable economic growth for all.	★		
	• A more gender-balanced leadership team fosters diversity and inclusion, which in turn drives innovation, enhances employee engagement, and leads to more effective and representative decision making. This diversity of thought contributes to more robust ideas and policies, positioning the company for improved performance and long-term value creation for all.	➕		
Forced labour	• Violations of human rights, such as forced labour, child labour and discrimination, within our operations or our supply chain could result in legal liabilities, operational disruptions and reputational damage.	⚠		READ ABOUT OUR RESPONSIBLE BUSINESS PRACTICES ON PAGE 2.44 / LABOUR AND HUMAN RIGHTS POLICY

Impact, risk or opportunity key

➕ Positive impact ⚠ Risk

➖ Negative impact ★ Opportunity

ESRS G1 Business Conduct

ESRS topic: Business conduct
Ensuring integrity, transparency, compliance with laws and responsible behaviour across our operations and value chain.

ESRS sub-topic	IRO description	IRO	UN SDGs	Further information
Corruption and bribery	• Failure to comply with business conduct rules and regulations such as corruption and bribery, money laundering, and competition could lead to litigation (including significant fines and debarment from certain territories/activities), reputational damage, loss of accreditation and erosion of trust, impacting financial performance.	⚠️	8 · 16	⊕ CODE OF ETHICS
Corporate culture	• Through our 'Doing Business the Right Way' programme we aim to embed a strong ethical culture which can attract and retain talent, enhance brand reputation, stakeholder relationships and operational efficiency, positioning the business for sustainable growth and value creation.	⭐	8 · 10 · 16	⊕ READ ABOUT OUR RESPONSIBLE BUSINESS PRACTICES ON PAGES 2.44-2.47
	• The Intertek Code of Ethics training aims to educate all employees about human and labour rights, bribery, corruption, discrimination, misconduct and employee relations, helping all stakeholders such as employees, customers and local communities.	➕		
Management of relationships with suppliers including payment practices	• Supplier difficulties, labour rights violations and environmental damage in the supply chain can lead to operational disruptions, legal liabilities and reputational harm, impacting financial value and stakeholder trust.	⚠️	8 · 12 · 13	⊕ SUSTAINABLE PROCUREMENT POLICY
	• Strengthening supplier relationships, promoting fair labour practices and advancing environmental sustainability in the supply chain can enhance operational resilience, brand reputation and long-term financial performance.	⭐		
	• Intertek promotes responsible procurement and emissions reduction across the supply chain, benefitting local communities and the environment.	➕		

Impact, risk or opportunity key

➕ Positive impact   ⚠️ Risk

➖ Negative impact   ⭐ Opportunity

Company-specific topics

Material topics not addressed by specific ESRS standards

Topic	IRO description	IRO	UN SDGs	Further information
Quality and customer satisfaction	• Failure to focus on customer needs, to provide customer innovation or to deliver our services in accordance with our customers' expectations and our Customer Promise, can lead to customer dissatisfaction and customer loss, and a gradual erosion of market share and reputation.	⚠		READ ABOUT OUR PRINCIPAL RISKS AND UNCERTAINTIES RELATING TO THIS TOPIC ON PAGE 1.58 IN REPORT 1
Sustainability services	• The integration of our sustainability portfolio into our core ATIC offerings enhances our value proposition by providing customers with comprehensive, future-ready solutions that address regulatory compliance, sustainability and ESG performance. This strategic alignment reinforces Intertek's market differentiation, strengthens long-term customer partnerships, and positions us to capture sustained, purpose-led growth in a rapidly evolving global landscape.	★		READ ABOUT OUR TSA PROGRAMME ON PAGE 2.14
Cyber security, IT and data protection	• Cyber security breaches or unauthorised access to confidential data, including customer or employee data and sensitive business information, could disrupt operations, increase employee turnover, compromise sensitive data, and result in legal, reputational and financial consequences, adversely affecting business performance and stakeholder trust.	⚠		READ ABOUT OUR PRINCIPAL RISKS AND UNCERTAINTIES RELATING TO THIS TOPIC ON PAGE 1.60 IN REPORT 1
	• Robust cyber security enables secure remote access and cross-border collaboration, helping us tap into global talent, scale digital operations and deliver services efficiently. This strengthens business continuity, global competitiveness and customer trust. Strong capabilities also position us as a credible, secure partner and employer, supporting new digital services for our customers, driving revenue growth and long-term value creation.	★		READ ABOUT OUR CYBER SECURITY SERVICES: INTERTEK.COM/IOT/CYBERSECURITY
	• Reliable cyber security at Intertek facilitates a flexible remote work environment, supporting employee wellbeing, work-life balance and productivity.	➕		
	• Inadequate cyber resilience within Intertek can lead to unauthorised access, misuse or exposure of personal and sensitive data belonging to customers or employees. This may result in direct harm to individuals, including identity theft, financial loss, emotional distress and reduced access to essential digital services.	➖		

Impact, risk or opportunity key

➕ Positive impact ⚠ Risk

➖ Negative impact ★ Opportunity

total sustainability assurance ('tsa') standards

The TSA programme is based on ten corporate sustainability standards that we believe define a truly sustainable organisation today.

We believe that these TSA standards are the most comprehensive sustainability standards currently available, forming the foundation of our approach, and challenging us to view our processes and procedures through this end-to-end lens.

Our ten TSA corporate sustainability standards demonstrate actionable, comparable, consistent and reliable disclosures, and provide assurance beyond ESG disclosures. They recognise that truly sustainable solutions must address the important operational aspects of every company, to cover environment, products, processes, facilities, assets, systems, corporate policies and stakeholder engagement.

To embed the requirements of all ten standards and review our progress, we carried out a self-assessment for each standard followed by a gap assessment audit of our corporate head office and a selection of operational sites that are representative of the mix of business lines and activities within our operations.

The audit team comprised subject matter experts from our Business Assurance business line, which benchmarked our sustainability programmes against the requirements of each standard.

Performance is benchmarked against requirements and based on maturity. On completion of the benchmarking step the audit team reported their findings and the extent to which corporate sustainability processes are in place, effective and meeting the intent of the standard.

The outcomes have further fed into our ever better approach and provided valuable insights which will enable us to align our sustainability initiatives and priorities further.

End-to-end systemic sustainability approach

Quality & Safety	Risk Management	Enterprise Security	Compliance	Environment	People & Culture	Communities	Governance	Financial	Communications & Disclosures
PAGES 2.16-2.47	PAGE 2.44	PAGE 2.46	PAGE 2.44	PAGE 2.34	PAGE 2.16	PAGE 2.40	PAGE 2.50	READ MORE IN REPORT 3	PAGES 2.16-2.47

FOR FULL DETAILS ON THE TSA STANDARDS
VISIT INTERTEK.COM/SUSTAINABILITY