

A hand wearing a white nitrile glove holds a glass test tube containing a yellow liquid. The background is a scenic view of a blue lake under a bright blue sky with scattered white clouds. In the top right corner, there are thin orange lines forming a geometric pattern. The word "Growth" is written in large orange letters on the left side of the image.

Growth

through impact



Normec

ESG REPORT 2025

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ESG at
Normec

The key to enhancing the value chain

'For me, as CSO, ESG represents a wealth of data. With every year that Normec grows, this data becomes increasingly significant. On the one hand, this is because we have been building an ESG database since 2021, which enables us to closely monitor developments over the years. On the other hand, we are gaining a clearer understanding of exactly what we want to measure, time and again.



During the reporting year, Normec made significant strides in the area of ESG data collection. For example, the data collection process has become more streamlined. Support for data submission, which in 2025 came from 168 entities, has grown even broader. Data requests from our stakeholders have become both more diverse and more specific. And so have our responses.

This brings me to Normec's role in today's world.

Demand for independent testing and verification services is on the rise due to new EU regulations. Our clients are under pressure from their own customers to demonstrate their sustainability performance. At Normec, we provide the necessary support and guidance. Thanks to improved technology, we can now offer more complex, high-quality services. For instance, our laboratory technicians can now detect even lower and more precise concentrations of PFAS, enabling them to identify issues that were previously undetectable. Our growth figures reflect the fact that corporate sustainability remains as important as ever. Compared with our other three divisions, our Sustainability division is showing the strongest organic growth.

Every new reporting requirement and every request from our customers, staff and other

stakeholders leads to improved quality, safety and sustainability of our services. Every new requirement and enquiry motivates us to excel. This is supply chain dynamics at their very best, demonstrating how sustainability drives value creation. It shows just how valuable your internal and external stakeholders are in shaping and strengthening your DNA.

As Normec matures, so does its collection of ESG data. I find it incredibly interesting to be able to gain increasingly detailed insights into Normec's current stage from the collected data. This provides me with concrete tools for operational and strategic management and enables me to answer our stakeholders' questions more effectively. Inspired by these questions, I can then make further improvements, such as defining and refining Normec's material risks.

Normec sets an example. As we monitor our clients for compliance, we hold ourselves to the highest standards in this and other areas. Strengthening our position as a leading TICC group, realising our growth ambitions, and continually improving our ESG performance can only be achieved through collective effort. The ESG report 2025 is proof of that.

Marco Zomer, CSO Normec

2025 ESG highlights

Environmental

Total GHG emissions	GHG emissions intensity	Energy renewable sources
75,729 tCO₂e	99.6 tCO₂e*	45.3%
SBTi near-term targets validated	-20%**	100% ³

Social

Total workforce	Organic new hires	Employee E-NPS	Employee development
6,403	-60	+13	25.8 hrs per FTE
+15%**	-1.1% of total number of FTE	+20 ²	20 ¹
Gender diversity workforce	Gender diversity leadership positions	Gender diversity Executive Board	Honest work program/ participation
44.2%	44.6%	41.7%	4.8%
45% ¹	45% ¹	33% ³	4% ¹

Governance

Acknowledgement Normec Code of Conduct	Confirmed ethic + Cyber-security breaches	Implementation Socially Responsible Contracting and Purchasing	Ecovadis assessment: rating and score
94%	0 + 0	89.8%	77
		95% ³	Maintaining EcoVadis silver medal



* EUR 1M revenue

** Comparison to 2024

¹ Target by 2027

² Target by 2028

³ Target by 2030



Who
we are

Conscious growth equals sustainable growth



A few facts I would like to start with: this report covers the year that marks Normec's tenth anniversary. This is the fifth consecutive ESG report we have published. In 2025 Normec comprises 168 entities with 6,403 employees across sixteen countries. We have grown from an SME into a global enterprise with a presence on five continents.

The growth we have experienced since the beginning could be described as staggering; however, it was the result of a carefully devised plan. It could not have been otherwise. Through our services, we touch the lives of millions of people around the world, both directly and indirectly. Conscious growth is therefore our duty.

This is precisely why ESG is at the forefront of our minds. Although this has always been the case, it is now more tangible than ever. Due to geopolitical, social and climatic developments, there are increasingly stark differences between companies in their endorsement of ESG issues.

That is a good thing. More than ever before, making the right choice when it comes to business partners, suppliers, employees, service providers and other stakeholders is the result of shared principles and convictions as well as a shared desire for a safe, sustainable future.

The acquisition of three US laboratories in 2025 was a pivotal moment for Normec, as it established our presence on the North American continent. This key development also underpins what I said earlier. In these companies, we found partners who share our drive. Given their business activities in Foodcare, Healthcare & Life Sciences, and Sustainability, they are naturally already engaged with ESG issues. By bringing them along on our own journey towards a safer, cleaner and more sustainable future, Normec can also have an impact in the United States. This prospect fills me with great enthusiasm.

And so we continue to grow consciously. Conscious of the importance of choosing the right partners to grow with. Conscious of the responsibility that growth entails, particularly as a TICC organisation whose very existence revolves around inspection and monitoring. Conscious of the fact that growth does not happen by itself, and that reaping the benefits of our impact together is deeply rewarding.

I look forward with optimism and energy to the next steps we will take as Normec on our shared ESG journey.

Joep Bruins, *CEO Normec*

Normec key figures

Operational presence

168 locations
+14%*

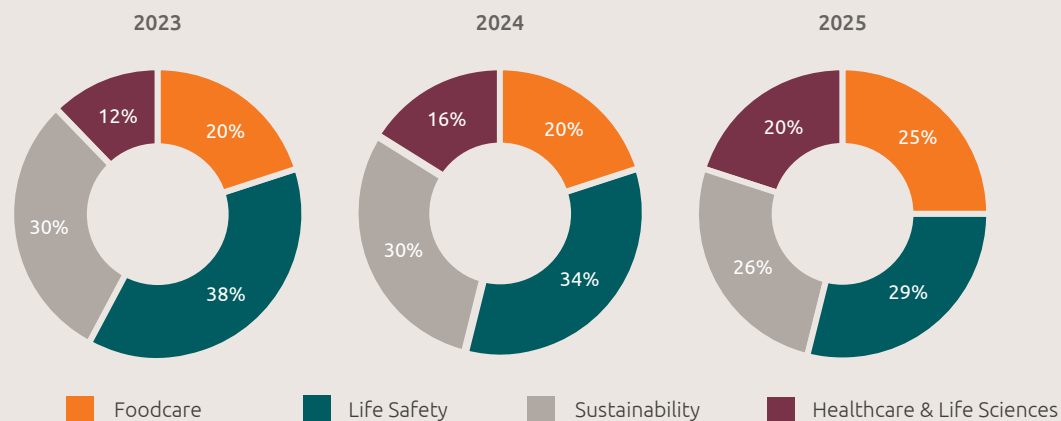
Revenue

+27%*
in million EUR

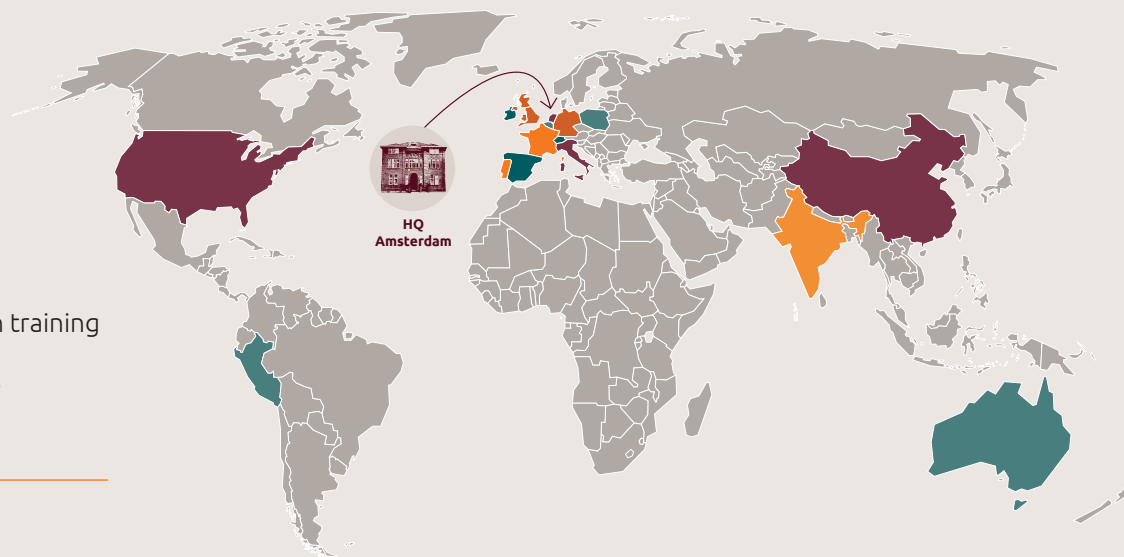
Normec Impact Services

95.7%
Target 95% by 2030

Revenue breakdown by service line



Locations



Operational highlights

Number of lab tests

3,859,996

+13%*

Number of billable audit hours

198,253

+8%*

Number of billable inspection hours

1,584,386

+27%*

Number of billable compliance hours

989,417

+7%*

Number of participants in training

43,006

-2%*

* Comparison to 2024

What we do

The majority of shares in Normec, which is headed by Greyhound Dutch Bidco B.V., are held by private equity. Normec operates as a testing, inspection, certification and compliance (TICC) service provider. We support our clients in ensuring product quality, safety, regulatory compliance and sustainability performance across a wide range of industries. Our clients primarily operate at a national or regional level, although some serve international markets. We deliver our services either on-site at client locations, remotely through digital solutions or in one of our laboratories. Our key service activities include testing, inspection, certification, auditing, assurance, quality control, regulatory compliance support, and specialist consultancy services.

Value chains

The upstream value chain mainly consists of suppliers of laboratory consumables, testing equipment, calibration and measurement devices, personal protective equipment, facility services, professional services, subcontracted specialists and information technology

infrastructure. As a knowledge- and service-driven organisation, Normec has relatively little dependency on raw materials and manufacturing supply chains compared to industrial businesses.

The downstream value chain mainly consists of delivering testing, inspection, certification, auditing, and compliance services to enable clients to improve product quality, operational performance, regulatory compliance, health and safety standards, environmental performance, and market access. Normec's services increase trust, transparency and compliance throughout its clients' value chains.

Vital ICT

A significant proportion of Normec's operating costs are related to personnel, laboratory operations, facility management and digital infrastructure. Information and communication technology (ICT), software applications, cloud services, cybersecurity, telecommunications and data management systems are all vital to our operations and service delivery.





Get
it done



Responsibility
and
ownership



Optimism
and energy



Winning
through
simplicity



Trust and
teamwork



Harnessing
structure

GROWTH

‘Normec’s core values, as expressed through GROWTH, embody our identity, energy, and drive, as well as our pragmatic approach. They also reflect how we deal with all our stakeholders. The great thing about them is the space they leave for interpretation. They provide an ethical framework that gives guidance to both Normec as a group, as well as the Normec entities, and even to individual employees’

Frederik Bernoski
General Counsel at Normec

New territory

Since mid-2025, M.J. Reider (based in Reading, Pennsylvania, USA) has been part of Normec. Founded in 1952, this full-service environmental laboratory specialises in the analysis of drinking water, groundwater, surface water, wastewater and residual waste. Erin McKechnie, Managing Director at M.J. Reider: 'Normec challenges us to take a fresh look at sustainable business practices.'

Erin: 'As an environmental laboratory, sustainability is an ever-present guiding principle for us in providing our services. Yet, in the context of ESG, it is uncharted territory for us. It is one of the reasons why becoming part of Normec presents us with interesting and exciting challenges.'

Several potential acquirers expressed interest in M.J. Reider. Our decision to choose Normec was partly influenced by something I think is a typical ESG topic: the high proportion of women in senior roles within the company. M.J. Reider has itself been led by women for decades, so that already felt right. Another reason was Normec's acquisition philosophy of supporting new companies so they can perform better within their areas of expertise and thereby add value to the entire group. To us, it was important that we could maintain a certain degree of autonomy throughout the process. Until we joined Normec, M.J. Reider had always operated independently. Therefore, a rigid structure simply wouldn't fit our culture.'



Strategic advantage

'At Normec, we find ourselves in an environment where the highest levels of service and quality are the norm. At the same time, communication between Normec's various entities is direct and informal. We noticed the benefits of this quite soon after the acquisition. We were in the process of purchasing a new PFAS analyser. Following Normec Servaco's advice, we changed our original choice and opted for a device with which they had had a positive experience. This exchange of know-how and best practices has given us a real strategic advantage. All thanks to a tip from a sister company! Another benefit of the acquisition is that we can now offer in-house services under our own accreditation that we previously outsourced.'

Growing awareness

'We are at the beginning of our ESG journey, and we are facing all the associated challenges. Reporting, for example, is based on parameters that are completely new to us: the matrices we use, the performance



indicators we establish, the targets we set ourselves. This is partly due to the differences between EU and US legislation. On the other hand, the reporting requirements are forcing us to consider issues that we hadn't previously considered. Thanks in part to the acquisition, for instance, we are moving into a new building. Inspired by ESG principles, we are currently evaluating the choices we can make from the outset. For example installing solar panels on the roof to reduce our emissions. Or placing stickers on the windows to prevent birds from flying into them. These may seem like disparate examples, but the starting point for both is the same: awareness of our footprint, of our impact on the environment.

I look forward to seeing what else lies ahead for us as part of Normec, and to spreading the ESG philosophy further from Pennsylvania throughout the United States. Little by little, step by step. We certainly have the best possible partner for that.'

MARISKA VAN SCHAIK | MD NORMEC SUSTAINABILITY:

'Erin's reflections perfectly capture the spirit of what we aim to achieve across Normec. Sustainability is a journey, and it is inspiring to see how M.J. Reider is approaching this new chapter with curiosity, openness, and ambition. The team has already demonstrated how collaboration within the Normec family can create tangible benefits for customers, employees, and the environment. I am particularly pleased to see sustainability considerations influencing everyday business decisions, from operational improvements to future facility planning. These are the steps that collectively make a lasting difference. M.J. Reider brings valuable expertise and a strong culture to our group, and we are equally excited about what we can learn from one another. Together, we are building a stronger and more sustainable future.'

Governance & ownership

Normec's boards

The highest governance body is the Supervisory Board (SB). The chairman of the SB is the Managing Partner of Astorg and does not hold any daily executive responsibilities for Normec. The members of the Normec Management Board (MB) are appointed by Astorg. The MB is chaired by the CEO and comprises three non-independent executive members: the CEO, CFO and COO who are collectively responsible for the day-to-day management of the company and the execution of its strategy.

The Executive Management Board (EMB) is chaired by the CEO, CHRO, CIO, CTO, General Counsel and CSO. Representatives of the EMB attend monthly meetings of the MB and the SB. The EMB provides expertise in finance, sustainability, industry operations, international markets, legal and compliance matters, technology and cybersecurity, and human capital management. This diversity of competencies supports balanced decision-making and effective governance. The Board is supported by two principal committees: the Audit Committee and the Remuneration Committee.

Committees

The Audit Committee comprises the SB and Normec's CFO. The committee oversees processes relating to finance, internal controls and audits. Its members ensure accurate and transparent financial reporting and publication of financial statements. They also verify that Normec operates in accordance with current laws and regulations. The Remuneration Committee consists of one SB member, Normec's CHRO and the CEO, and makes recommendations to the MB on various matters. The members of Normec's Audit Committee and Remuneration Committee are appointed

by Astorg. The policy guidelines and process for determining remuneration are explained in the **Remuneration** section.

The Risk & Compliance Committee, chaired by Normec's General Counsel, is responsible for overseeing the company's risk management and compliance framework. The committee meets annually to conduct a thorough review of the company's risk profile, compliance framework, and significant risk developments. Quarterly status updates are also provided to monitor progress on risk mitigation actions, compliance matters and significant developments requiring management attention. Through its activities, the committee supports the MB and SB in maintaining effective risk management, regulatory compliance and sound corporate governance practices across Normec and its entities.

Evaluation of performance

The performance and effectiveness of Normec's highest governance body are evaluated through ongoing oversight, regular management reporting and annual performance reviews.



The CSO regularly updates the EMB on the performance of material sustainability matters against key ESG objectives and targets. The performance and effectiveness of the EMB are assessed on an ongoing basis through regular interactions between board members and executive management. These discussions cover strategic priorities, risk management, financial and operational performance, sustainability matters and the achievement of key business objectives.

Additionally, the EMB reviews performance annually against a set of KPIs, including relevant financial, operational and sustainability-

related metrics. This review provides insight into progress against strategic objectives and supports accountability for achieving agreed targets. The CSO's performance is formally reviewed annually by the CEO, who chairs the EMB. This evaluation considers the execution of the sustainability strategy, progress on ESG objectives, stakeholder engagement, regulatory compliance and the effectiveness

of sustainability governance within the organisation.

Currently, Normec does not carry out a formalised external or independent evaluation of the collective performance of its highest governance body. Instead, performance and effectiveness are monitored continuously through governance processes, management reporting and regular board discussions.

Remuneration

Our remuneration policy for members of the highest governance body and senior executives is designed to promote long-term value creation and responsible business practices. Normec takes a balanced approach to remuneration to attract, motivate and retain qualified leaders. Remuneration consists of a combination of fixed and variable components. Fixed compensation reflects roles, responsibilities, and relevant market benchmarks. Variable compensation includes short-term incentives linked to overall business performance, determined by performance against predefined criteria which may include financial, operational, and sustainability-related objectives. These

objectives are aligned with Normec's strategic priorities and risk management framework. At business unit level, the Managing Directors are responsible for collecting and reporting ESG data. Timely and complete quarterly reporting of ESG data to the CSO is one of the determining factors in the assessment of variable remuneration.

Progress towards Normec's Science Based Targets (SBTi) is also monitored. Performance against these targets may influence future variable remuneration outcomes, thereby reinforcing the integration of sustainability objectives into executive incentives. The remuneration policy is overseen and reviewed annually by the Remuneration Committee.

Normec's governance structure



ESG governance

At Normec, sustainability is not a separate structure operating independently; instead, it is embedded in our core governance, strategy and daily operations. Top management is actively involved in overseeing the delivery of our ESG strategy. Responsibility for ESG is divided between three key groups: the CSO, the ESG Group Advisory Council and the ESG Change Champions, as well as local entities.

ESG considerations are integrated into governance and decision-making processes through:

- Inclusion of the CSO on the EMB
- Alignment of the ESG strategy with business objectives
- Cross-functional coordination across departments.

Normec's ESG governance model ensures both:

- Top-down direction (strategy, targets and oversight)
- Bottom-up execution (local implementation and innovation).

Moreover, employees are engaged through training and internal communications, ensuring that ESG commitments are consistently implemented and continuously refined across the organisation.

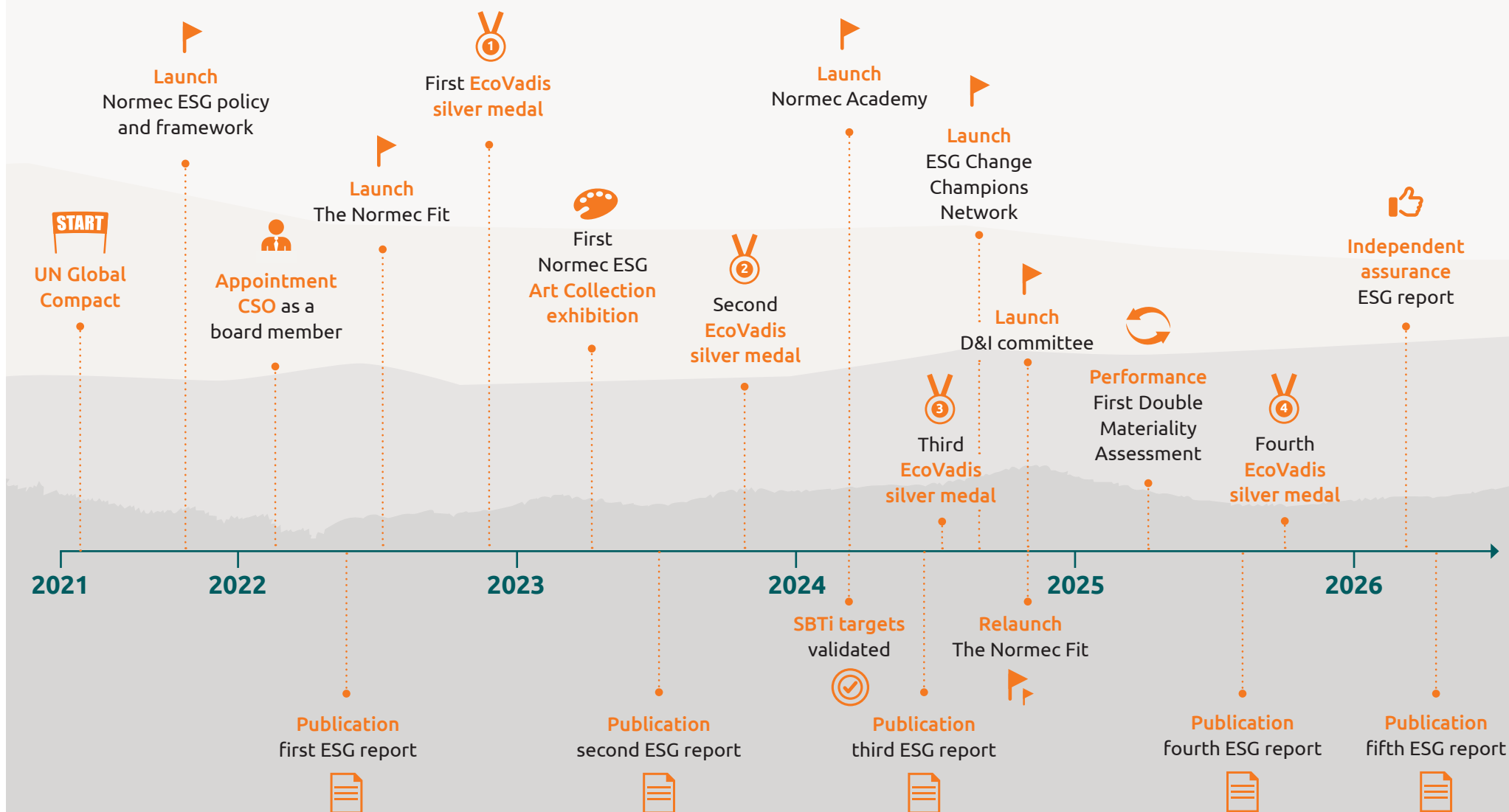
ESG policies

All of our ESG-related policies are reviewed by the ESG Group Advisory Council, the General Counsel and the HR representative, as well as the EMB. The CSO provides regular briefings and updates for the governing bodies. Additionally, periodic meetings are held with the ESG officer at Astorg. Our ESG policy applies to all our activities in all jurisdictions, and we extend it to our suppliers through various mechanisms, such as the Normec Supplier Code of Conduct.

Normec's ESG governance structure



ESG milestones



The background of the image is a close-up, high-resolution photograph of a wood grain. The wood is light brown with darker, wavy lines representing the grain. There are several prominent, dark, irregular cracks or fissures running across the surface. Overlaid on this background is a solid orange rectangle. Inside this orange rectangle is a white, thin-lined geometric shape that resembles a stylized 'L' or a corner of a square. The text 'Our ESG strategy' is written in white, sans-serif font within the orange area.

Our ESG strategy

A unique journey



'It was Normec's 2022-2023 ESG report, in which I shared my views on their ESG policy, initiatives and strategy. In the article, I emphasised the vital contribution of the people behind Normec, and how they are the driving forces behind its success. The article concluded with the following words:

'[...]An example of how a sustainable strategy is not an impediment to business or just a massive cost item, but an ingredient of success. Normec is capable of much more, of that we are convinced.'

I can easily pick up where I left off because Normec's success story is ongoing. The leadership team has become even more professional, with greater diversity at C-level in terms of nationality, culture and gender. At the same time, the operational quality is amazingly high. It is fair to use the word 'amazing' when you consider the twelve to fifteen acquisitions per year. Given that every acquisition involves a transformation process for the company in question, maintaining such a high standard is a major achievement. Thanks to its pragmatic, structured and

scalable approach, Normec is able to onboard and integrate companies effectively, including with regard to the corporate ESG policy.

Five years ago, when Normec published their first ESG report, organisations of their size and with their range of services were not required to report on things like their total CO₂ emissions. The fact that Normec did so demonstrated that they viewed sustainability as a driver of value creation, even then. This is why they were such an attractive asset for Astorg.

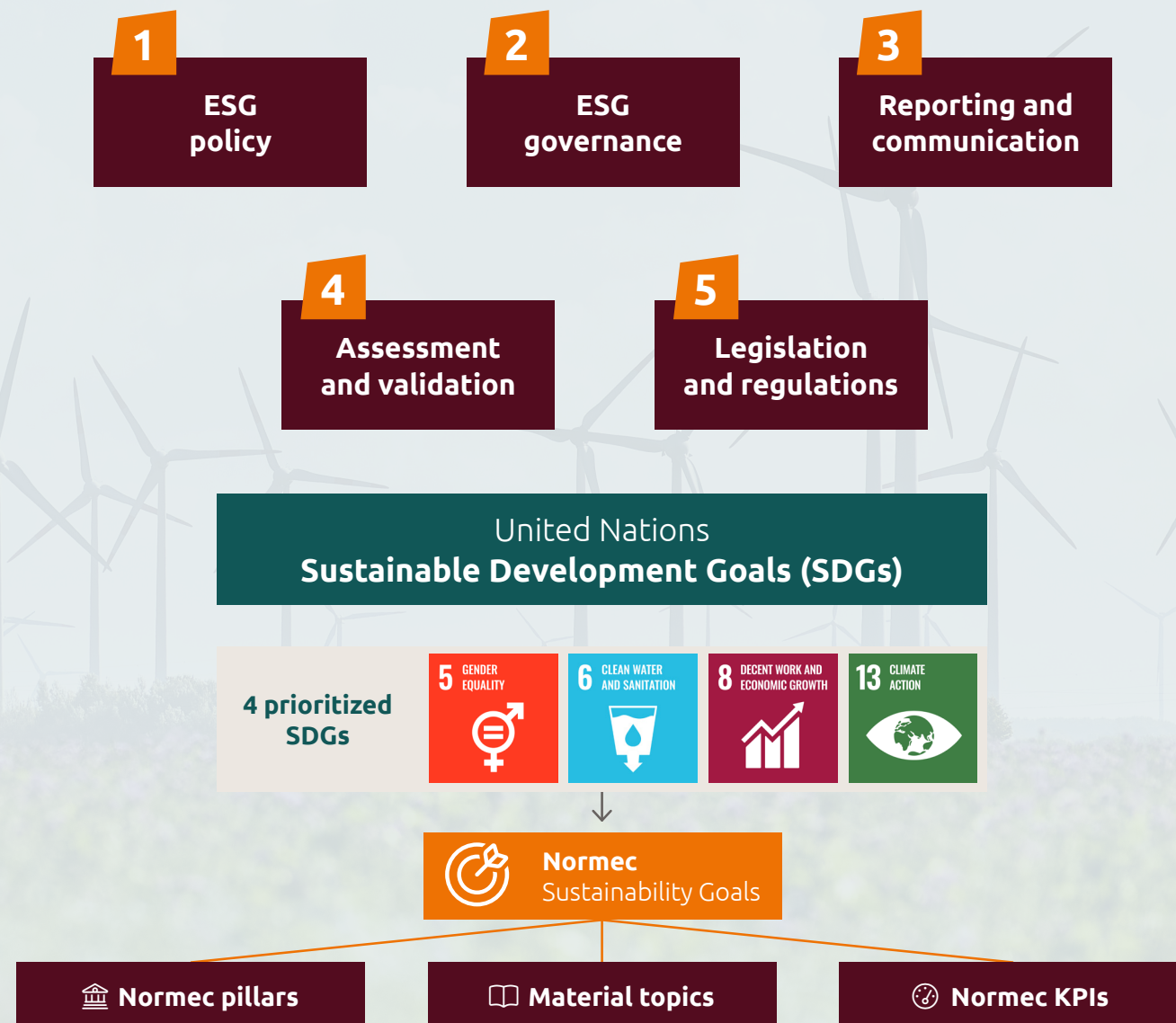
Today, Normec is one of the most prominent organisations in our portfolio. Despite Normec's current scale bearing no resemblance to that of five years ago, their EcoVadis scores remain consistently high. Even in 2025, when corporate sustainability faced a backlash that reshaped how companies approach environmental, social and governance issues, Normec outperformed others by disclosing its data.

Through its services, which touch on so many aspects of people's lives, Normec is firmly rooted in society. As a TICC organisation, Normec is uniquely placed to take its stakeholders and the entire value chain with it on its ongoing ESG journey. This position is underpinned by a forward-thinking approach and an intrinsic belief that sustainability is a value creation lever. Normec demonstrates that achieving conscious, intentional growth and making an impact can go hand in hand. It's a privilege to be able to follow their journey so closely.'

Viviana Occhionorelli, *Partner at Astorg, Head of Sustainability*

Our sustainability framework

Our ESG framework is based on international policies and guidelines, both mandatory and non-mandatory, as well as methodologies and standards. It reflects our vision for the organisation we want to be for our employees, our clients and for society. The image on the right shows a simplified version of our ESG strategic framework.



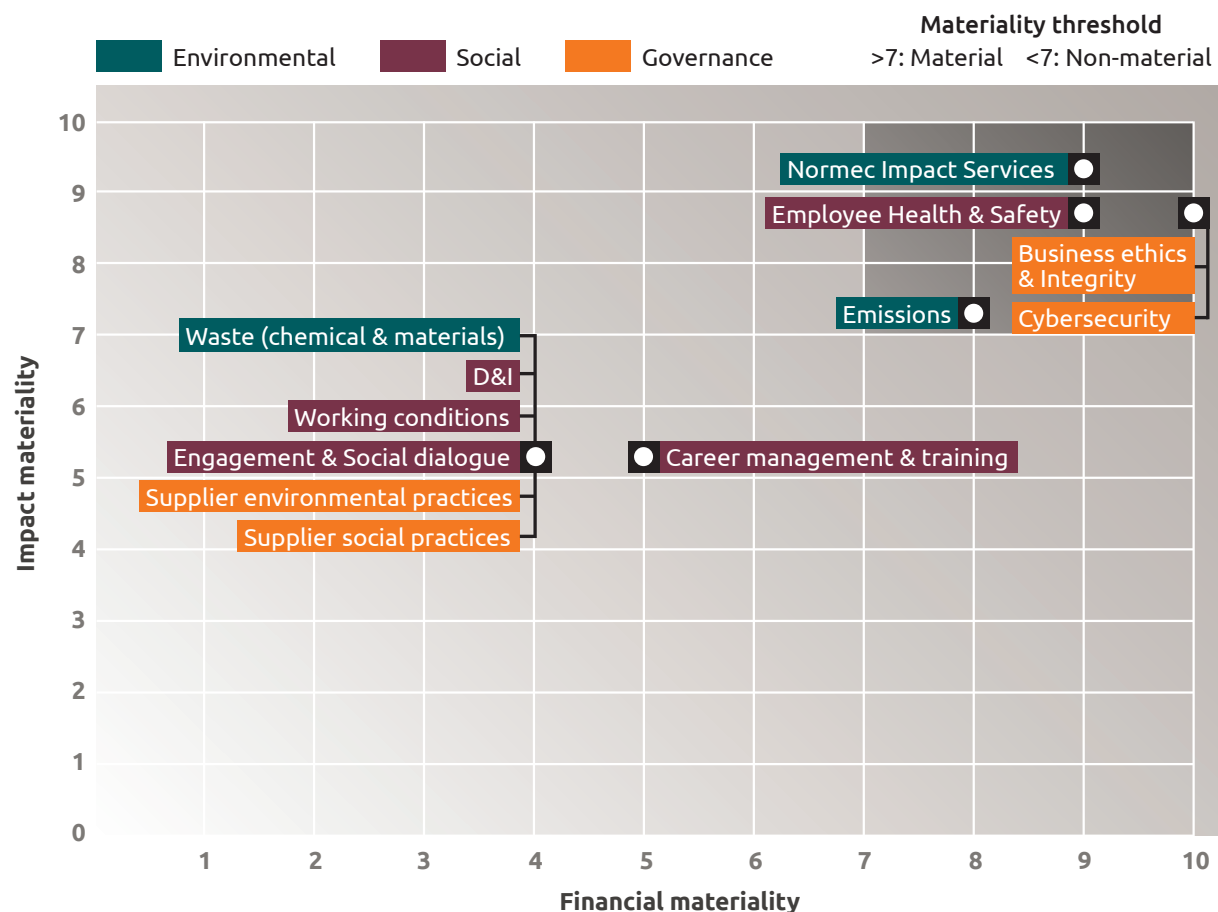
Double Materiality Assessment

In 2025, Normec conducted its first Double Materiality Assessment (DMA). This was carried out in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). The material topics disclosed in this report are based on the results of this assessment.

In order to determine materiality thresholds, we followed a number of steps. First, we compiled a comprehensive list of Environmental, Social and Governance (ESG) topics and subtopics based on the GRI Standards, the United Nations Sustainable Development Goals (SDGs), the Normec Sustainability Goals, EcoVadis assessments and the nature of our business activities. For each topic, we evaluated the actual and potential impacts across the entire value chain. We assessed the severity of these impacts based on their magnitude, scope and irreversibility. At the same time, we assessed the likelihood and potential financial magnitude of impacts, risks and opportunities. This process allowed us to identify sustainability issues



Double materiality analysis



that are also financially material. Another key factor in setting the materiality thresholds was the feedback we received from key stakeholder groups, including employees and investors, through workshops and interviews. Topics that did not meet the established materiality thresholds were excluded from further consideration.

This approach led to the identification of the following five material topics for Normec: Environmental Services & Advocacy (in this report referred to as Normec Impact Services), Greenhouse Gas (GHG) emissions, Occupational Health & Safety, Business ethics & Integrity, and Cybersecurity & Data privacy.

Scope

The results of the DMA determine the scope of Normec's disclosures in this report. This assessment forms the basis of our sustainability strategy, enabling us to prioritise the most material topics and ensure that these topics align with stakeholder expectations, legal requirements and Normec's strategic priorities. Oversight of these topics is ensured by the ESG governance structure, which includes the ESG Group Advisory Council and the Board of Directors. This structure is also responsible for reviewing and approving key results and strategic directions.

Our material topics

Topic	Impact	Risk	Opportunity	Value chain	Time horizon	Page(s) corresponding article
 Normec Impact Services	Services that promote responsible progress which drive meaningful environmental impact. Not limited to the Sustainability service line only.	Failure to innovate or respond to sustainability market demand may reduce competitiveness and market position.	Expansion of sustainability-related revenues and growing demand for environmental testing, certification and advisory services.	Entire value chain	Short, medium & long term	31
 GHG emissions	Direct operational emissions and climate impacts arising from energy use, laboratories, instruments and fridges, commuting and transportation.	Carbon pricing, regulatory compliance obligations and increasing customer expectations regarding climate performance.	Energy efficiency improvements, cost savings and growth of climate-related services.	Entire value chain	Medium & long term	35
 Occupational Health & Safety	Occupational health and laboratory safety impacts affecting employee well-being and safe working conditions.	Workplace injuries, claims, operational disruption and absenteeism. Providing a safe working environment for Normec employees, both physical and mental safety taking into account the working conditions of all employees.	Increased productivity, employee retention and improved wellbeing through a strong safety culture.	Own operations	Short, medium & long term	53
 Business ethics & Integrity	Integrity, anti-corruption, accreditation independence and ethical business conduct impact stakeholder trust and corporate reputation.	Corruption, fraud, conflicts of interest, regulatory breaches and reputational damage. Independence and impartiality are important values within Normec, which means that no form of corruption is tolerated. This also includes extortion, bribery, conflict of interest, fraud, money laundering.	Increased customer confidence, stronger reputation and business growth.	Entire value chain	Short, medium & long term	56
 Cybersecurity & Data privacy	Cybersecurity and data privacy impacts related to the handling of client, employee and third-party information.	Normec has access to third party information and securing this data in the context of privacy and IP rights is of paramount importance to maintain the reputation of Normec. Data breaches, ransomware attacks, business interruption and regulatory fines.	Enhanced client trust, operational resilience and secure digital growth.	Own operations	Short, medium & long term	60

Advancing the SDGs

SDG	Normec commitment	Target & timeline	Progress EoY 2025
		Business model and strategy	
8.1	Stimulate long-term business growth	Tripling by 2029 compared to 2023 in revenue	Organic growth remained on track. Organic growth finished slightly below budget in 2025, with recovery expected during 2026-2027.
8.3	Stimulate decent job creation	Annual net organic job creation by at least 5%	Organic net hiring slightly declined in 2025, mainly due to lower organic growth and efficiency initiatives implemented during the year.
		Environment	
13.2	Reducing GHG emissions from operations	Scope 1 and 2 CO2 emissions by 42% in 2030 compared to base year 2022	Since 2022, Normec has reduced Scope 1 and 2 emissions by 23.3%, remaining on track towards its 2030 target.
7.2	Increase the usage of renewable energy	100% renewable energy by 2030	The share of renewable energy increased to 45.3% in 2025.
12.5	Ensure high levels of electronic waste recycling	75% of all IT and other electronic waste recycled by 2030	26% of IT assets were reused or recycled in 2025.
		Diversity, equity and inclusion	
5.5	Stimulate women's participation and equal leadership opportunities	45% women in senior & leadership positions by 2027	Women represented 44.6% of leadership positions in 2025.
8.5	Stimulate equal pay for equal work	Annual reduction in gender pay gap; target 3% by 2035	The unadjusted gender pay gap improved to 13.9% in 2025.
16B	Increase awareness of diversity, inclusion, and respectful behaviour across Normec through mandatory employee training	≥ 90% of the total workforce to have completed the training by 2028	82% of the total workforce completed diversity, discrimination, and harassment training by the end of 2025.
		Health, safety and well-being	
8.8	Promote safe and secure working environments	Total Recordable Incident Rate (TRIR) lower than 1.0 by 2030	The Total Recordable Incident Rate (TRIR) was 1.50 in 2025.
		Business ethics and risk management	
16.5	Enforce Normec Code of Conduct incl. anti-corruption and anti-bribery	Accepted by all employees by 2026	94% of employees had a valid acknowledgement of the Normec Code of Conduct by the end of 2025.
		Supply chain management	
8.7	Enforce human rights throughout the supply chain	Have 30% of our procurement according to sustainable criteria by 2030	38% of in-scope suppliers completed a sustainability risk screening or self-assessment by the end of 2025.
12.6	Improve sustainability performance throughout supply chain	Have 30% of our procurement according to sustainable criteria by 2030	35% of in-scope suppliers had signed the Normec Supplier Code of Conduct by the end of 2025.
		Corporate citizenship	
6B	Providing access to clean water and sanitation for people in underserved countries	For every Normec employee, someone in an underserved country gains access to clean drinking water and/or sanitation	9,058 people gained access to clean water and/or sanitation, compared with 6,403 Normec employees.

Engaging our stakeholders

We recognise the vital role of our stakeholders in determining our success. Engaging with our stakeholders effectively has become a strategic necessity for us.

Our activities, decisions and outcomes impact our customers, employees, shareholders, suppliers, local communities, regulatory bodies and other parties, either directly or indirectly. Given their unique perspectives, interests and expectations, it is crucial for us to engage with them and manage these relationships effectively.

The table on the right provides information on the various stakeholder groups that we have defined, how we engage with them and how frequently we do so.

As we provide services that positively impact people's daily lives, our stakeholders help to keep us grounded and aware of future issues. By sharing their concerns, ideas and perspectives, they inspire us to improve. As a service provider, as an employer, and as an organisation acting firmly within society.

Stakeholder group	Engagement methods	Frequency
Management	Regular meetings	Weekly
Investors	On-going reports, meetings, ESG discussions, yearly events	Continuous, annually
Shareholders	Meetings, and virtual meetings	Monthly and quarterly
Debt providers	Meetings	Quarterly
Suppliers	Performance reviews, contractual interactions	Annual, ongoing
Employees and works councils	Employee Engagement Survey, town halls, training sessions, networking events	Annually, quarterly
Customers	Account management meetings, audits, satisfaction surveys	Continuous, annual surveys
Communities	Local engagement, project-based interaction	As needed
Accreditation bodies	Meetings	Yearly
Government agencies	Meetings	Ongoing, ad-hoc

Industry partnerships and memberships

Normec is involved in a wide range of industry associations, professional organisations, accreditation-related organisations and technical committees. Due to the diversity of our activities and geographic locations, membership varies by business unit and sector.

Our business units are members of national and international trade associations representing laboratories, inspection bodies, certification bodies and conformity assessment organisations. Through these memberships, we monitor market developments, changes in regulations and accreditation requirements, emerging technologies, and developments in certification and testing schemes.

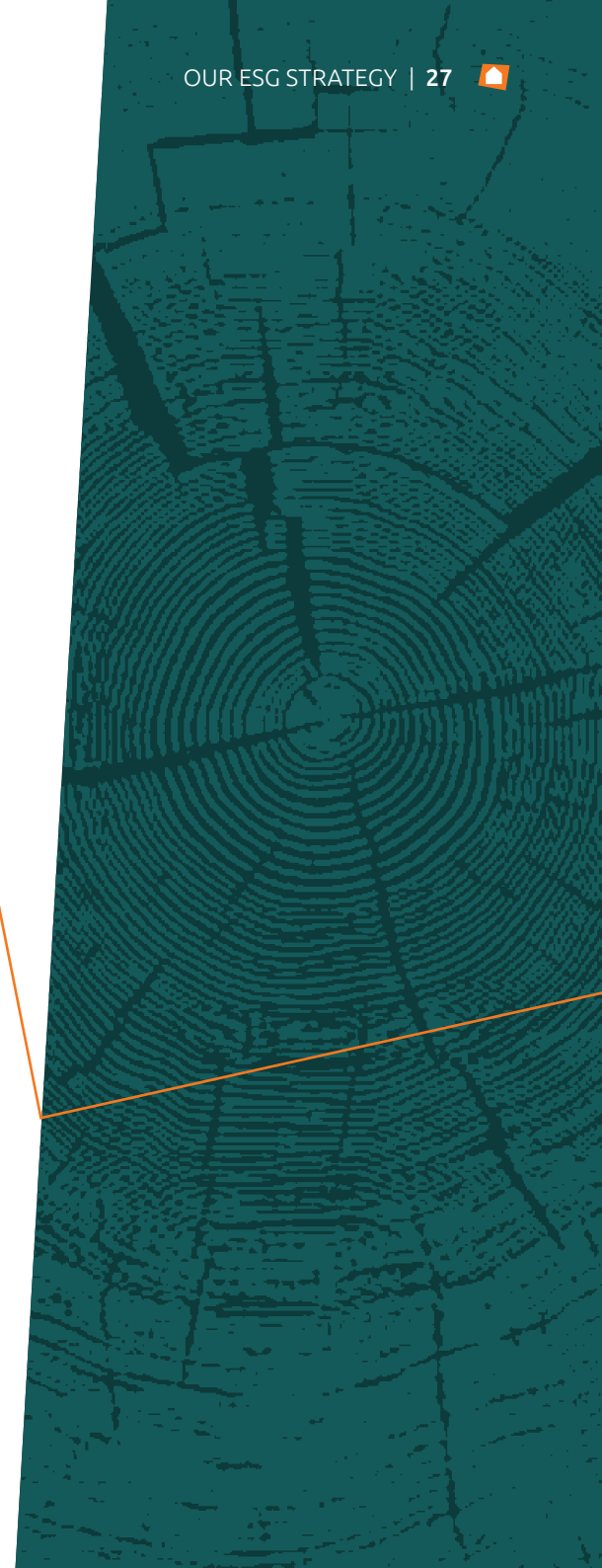
Continuous improvement

In addition, many of our experts participate in technical working groups, industry committees and expert panels that are established by scheme administrators, standards organisations, accreditation bodies and professional

associations. These forums provide a platform for discussing, maintaining, and continuously improving technical requirements, testing methodologies, certification criteria, and frameworks for conformity assessment. We ensure the quality, reliability, and comparability of laboratory analyses across different laboratories and testing methods by participating in proficiency testing programmes and interlaboratory comparison studies ('ring tests').

Valuable expertise

Our relationships with accreditation bodies, regulatory authorities, inspection services, policymakers and other parties involved in market surveillance and regulatory oversight help to harmonise practices within the sector and interpret technical requirements. They also ensure the effective implementation of applicable regulations and standards. This enables us to ensure quality, safety, and regulatory compliance in the sectors in which we operate.



Our sustainability ambitions

In 2021, we formalised our ESG policy by committing to the UN Global Compact. Of the seventeen SDGs that emerged from the Compact, we have prioritised four. These four goals have led to the establishment of six Normec Sustainability Goals, each of which is linked to a KPI.

1

Supporting the transition to a more sustainable and safer living and working environment  updated 2025

By 2030, at least 95% of Normec's revenue will have a positive impact on people and the planet.

8 DECENT WORK AND ECONOMIC GROWTH



4

Decent work  updated 2025

By 2027, at least 4% of our workforce will consist of individuals who face disadvantages in the labour market.

8 DECENT WORK AND ECONOMIC GROWTH



2

Climate action

By 2040, the net climate impact of our activities will be reduced to zero.

13 CLIMATE ACTION



5

Sustainable supply chain  updated 2025

By 2030, 95% of entities (weighted by the number of employees) will have implemented the Socially Responsible Contracting and Purchasing (SRCP) Policy and will apply it.

8 DECENT WORK AND ECONOMIC GROWTH



3

Gender equality

By 2027, at least 45% of senior management and leadership positions will be held by women.

5 GENDER EQUALITY



6

Clean water and sanitation

On an annual basis, through our donations the number of people in underserved countries who gain access to clean drinking water and sanitation will be at least equal to the number of Normec employees.

6 CLEAN WATER AND SANITATION



Champs

Our ESG Change Champions support our ESG policy by offering their own unique approach and vision. They work at various Normec entities and hold a variety of different roles. What unites them is their unwavering belief that ESG is not a passing trend, but rather a fundamental aspect of how organisations can ensure their long-term survival and future success. They take a pragmatic and realistic approach to achieving a more socially responsible and sustainable way of working and delivering services. Their professional dedication and inspiring enthusiasm act as catalysts for embedding ESG more deeply within the organisation, making it less abstract and much more part of day-to-day practice. The ESG Change Champions are therefore key to the implementation of our ESG policy.

Curious to know how our
ESG Change Champions are driving
change through ESG initiatives?
Read their stories [here](#).



Marcel Jeschke,
Managing Director, GP Prüfservice



Tatiana Pershukova,
*Fleet Management & Event Organisation,
Normec Hybeta GmbH*



Egbert Leiting,
*Technical Director,
Normec AquaServa & Kalsbeek*

A person wearing a blue lab coat and blue nitrile gloves is pouring a dark brown, granular substance, likely soil or sediment, from their hands into several black trays. The trays are arranged on a surface, and some already contain the substance. In the background, there are laboratory glassware, including test tubes and beakers, some containing a reddish-brown liquid. The scene is set in a laboratory or research environment. A teal-colored geometric overlay is on the left side of the image.

ESG

ENVIRONMENTAL



Normec Impact Services

Through our impact services, we contribute to improvements in quality, safety, and sustainability. In other words, our services deliver positive outcomes for both people and the planet. Delivering consistent quality is therefore not merely an aspiration, but a necessity to ensure the continuity of our clients' and our own operations.

Our range of services is extensive. We check that medical instruments have been properly cleaned and sterilised. We ensure that water pipes are free from Legionella. We verify that food labels contain the legally required information. That passenger lifts are safe to use. That organic products are genuinely free from synthetic pesticides. That flex workers are paid in accordance with laws and regulations. That incinerators keep their emissions below the standard... And so on.

This is what we mean when we say that our services make a difference to people's lives worldwide. Every day, our 6,000+ employees

across five continents work on virtually everything related to quality, safety, and sustainability.

The largest share

In 2025, we asked all Normec entities to assess their service portfolios and determine the proportion of their revenue derived from impact areas. The entities reported their total gross revenue and the proportion they attributed to Normec Impact Services based on their targeted results. We then consolidated these figures at group level. The result? In 2025, 95.7% of our total revenue came from Normec Impact Services.

The value of independence

To make an impact, it is essential to earn trust. Trust amongst our clients, suppliers and other stakeholders. And trust at a societal level, in the services, systems and control mechanisms that form the pillars of societies worldwide. Independence is a key factor in building trust in our services. For our laboratory technicians and auditors, and for us as the TICC organisation as a whole, independence is one of our greatest assets and requires continuous reflection, safeguarding and monitoring. For stakeholders across our entire sphere of influence, independence must be synonymous with Normec.

Positive impact area

Health & Safety
Environmental protection

Quality & Trust

Sustainable transition

Example of positive impact contribution

Food safety, healthcare testing, life safety, workplace safety
Environmental monitoring, emissions testing, water and soil analysis
Certification, inspection, compliance verification, independent assurance
ESG assurance, sustainability advisory, climate and resource efficiency services



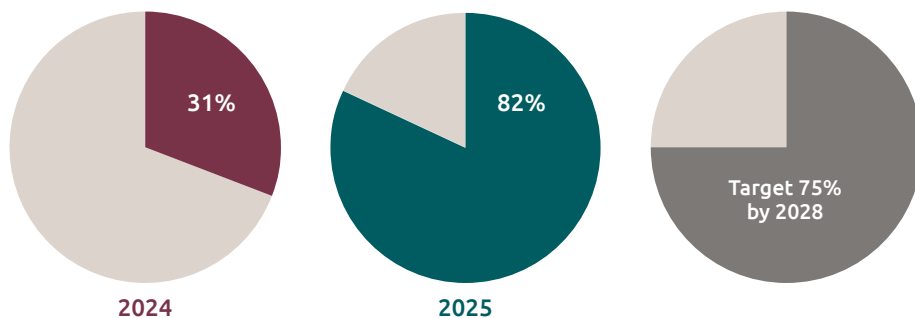
A better world

As legislation and regulations concerning product and process safety and sustainability become more stringent, demand from our clients for reliable testing, inspection, certification and compliance services is growing. This enables us to continually raise the bar in terms of staff training and investment in analytical equipment, as well as offering an even wider range of services. By supporting our clients in ensuring compliance with laws and regulations, we contribute to a better world. In this way, Normec Impact Services are a genuine value driver. Both for others, and for ourselves.



Training on environmental advocacy

The total workforce across all locations that completed training on environmental and advocacy.



‘Just as we are committed to supporting our customers in reducing their environmental impact and achieving their sustainability goals, we are equally dedicated to training our employees in environmental advocacy, equipping them with the knowledge and practical tools to help our clients achieve their targets. The figures demonstrate the close intertwining of the environmental advocacy of our staff and Normec Impact Services.’

Marco Zomer, CSO Normec

CLIENT CASE

CLIENT

Finnair, national carrier of Finland

SERVICES USED

SAF Program Assurance audits and EU ETS, CORSIA, ReFuel, and non-CO₂ verifications

PROVIDED BY

Normec Verifavia



Verification supporting transparency

Sustainable aviation fuels (SAFs) play a crucial role in reducing aviation's climate impact. However, SAFs entail a significant amount of complex administrative procedures. Finnair relies on Normec Verifavia's verification services to support regulatory compliance. Tuomo Karppinen, Head of Environment at the Finnish flag carrier, shares his experiences.

Tuomo: 'To reduce its greenhouse gas emissions, Finnair is taking action in several operational and strategic areas. A central question for us is how to make flying as energy-efficient as possible. The answers to this question cover a wide range of factors, including improving fuel and energy efficiency, optimising flight operations where feasible, developing the

fleet, and working with stakeholders across the aviation value chain. Network planning, aircraft utilisation, load factors and cargo operations all affect overall emissions performance, alongside commercial, operational and customer-related considerations.

Sustainable aviation fuels (SAF) are essential for both the energy transition and Finnair's long-term decarbonisation strategy. At the same time, SAF-related claims, accounting and regulation are complex and continue to evolve. This makes clarity, traceability and independent assurance especially important.

Transparency is therefore a prerequisite when communicating about SAF-related initiatives and voluntary customer contributions. Clear and traceable information helps stakeholders understand what has been purchased, how the related emissions reduction has been accounted for and what the limits of the claim are. This principle is central to Finnair's voluntary SAF programme, which enables travellers to make a contribution towards Finnair's additional SAF procurement on a voluntary basis.'

Credibility

'The independent verification conducted by Normec Verifavia supports the credibility of

CLIENT CASE



Finnair's SAF-related information by assessing selected data, processes and documentation against defined criteria. Normec Verifavia has supported Finnair in this area by providing aviation-focused verification expertise, knowledge of relevant regulatory developments and practical tools for managing the verification process for several years. Their understanding of aviation operations, Finnair processes and audit requirements with a personal touch helps focus the work on the relevant data, controls and documentation.

Finnair is also exploring ways to make the verification of SAF-related customer contributions even more efficient, this involves cooperation between Finnair, our SAF Registry Norwegian partner, and Normec Verifavia. For Finnair, this is important because voluntary SAF programmes must be understandable for customers and supported by robust and clear accounting and verification practices.

Working with partners such as Normec Verifavia supports Finnair in navigating this complex area and contributes to the aviation sector's broader climate transition in a responsible and credible way.'

NICOLAS DUCHÊNE | PRESIDENT & CEO NORMEC VERIFAVIA

'Sustainable aviation fuel will only deliver on its promise if the claims behind it can be trusted. That is why our work with Finnair focuses on transparency, so that a passenger can actually understand the programme. Melissa, one of our SAF verification leaders, has worked with the Finnair team for several years, and that continuity allows us to challenge the data rather than simply confirm it.'

Transparency in SAF auditing means showing what was purchased, how the reduction was accounted for, and where the claim stops. Requirements are still evolving; in the meantime, independent verification ensures coherence between the claims made and the actions implemented.

Finnair's willingness to be explicit about the scope of its claims is an example of best practice the sector needs. If SAF is to scale, credibility has to scale with it.'



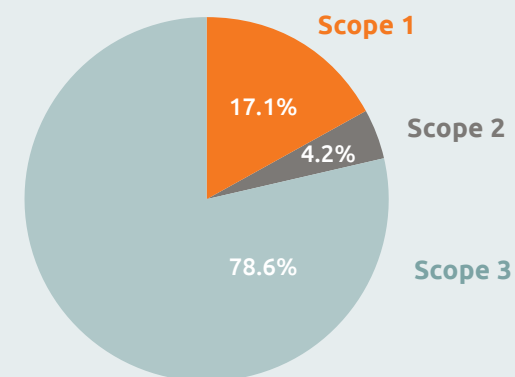
GHG emissions

Strong growth appears to be incompatible with reducing emissions. However, we can see that Normec's overall emissions figures are decoupling from its growth figures. This is a significant milestone on the path to achieving our long-term ambitions regarding climate neutrality and the SBTi targets.

Scope 1 GHG emissions

In 2025, Normec's Scope 1 emissions totalled 12,958 tCO₂e, accounting for 17.1% of our total emissions. This figure increased by around 8.1% compared to 2024, primarily due to the organisation's growth and the integration of acquired entities. Company vehicles remained the largest source of Scope 1 emissions, while

fuel consumption in buildings and refrigerant losses accounted for a smaller proportion of the total carbon footprint. Normec continues to develop initiatives aimed at reducing operational emissions, including gradually electrifying the vehicle fleet, optimising energy consumption at sites and improving the monitoring of refrigerants and energy consumption.



GHG emissions breakdown per scope

GHG emissions overview

	2023	2024	2025	
Total Scope 1 CO ₂ emissions (tCO ₂ e)	10,900	11,988	12,958	42% SBTi Scope 1&2 reduction by 2030
Total Scope 2 CO ₂ emissions (tCO ₂ e)	1,477	3,552	3,218	
Total Scope 3 CO ₂ emissions (tCO ₂ e)	43,316	59,112	59,553	
Total overall CO ₂ emissions (tCO ₂ e)	55,693	74,652	75,729	
Total overall CO ₂ emissions (tCO ₂ e) per EUR 1M revenue	117.8	124.4	99.6	
Total overall CO ₂ emissions (tCO ₂ e) per FTE	13.4	14.7	13.2	



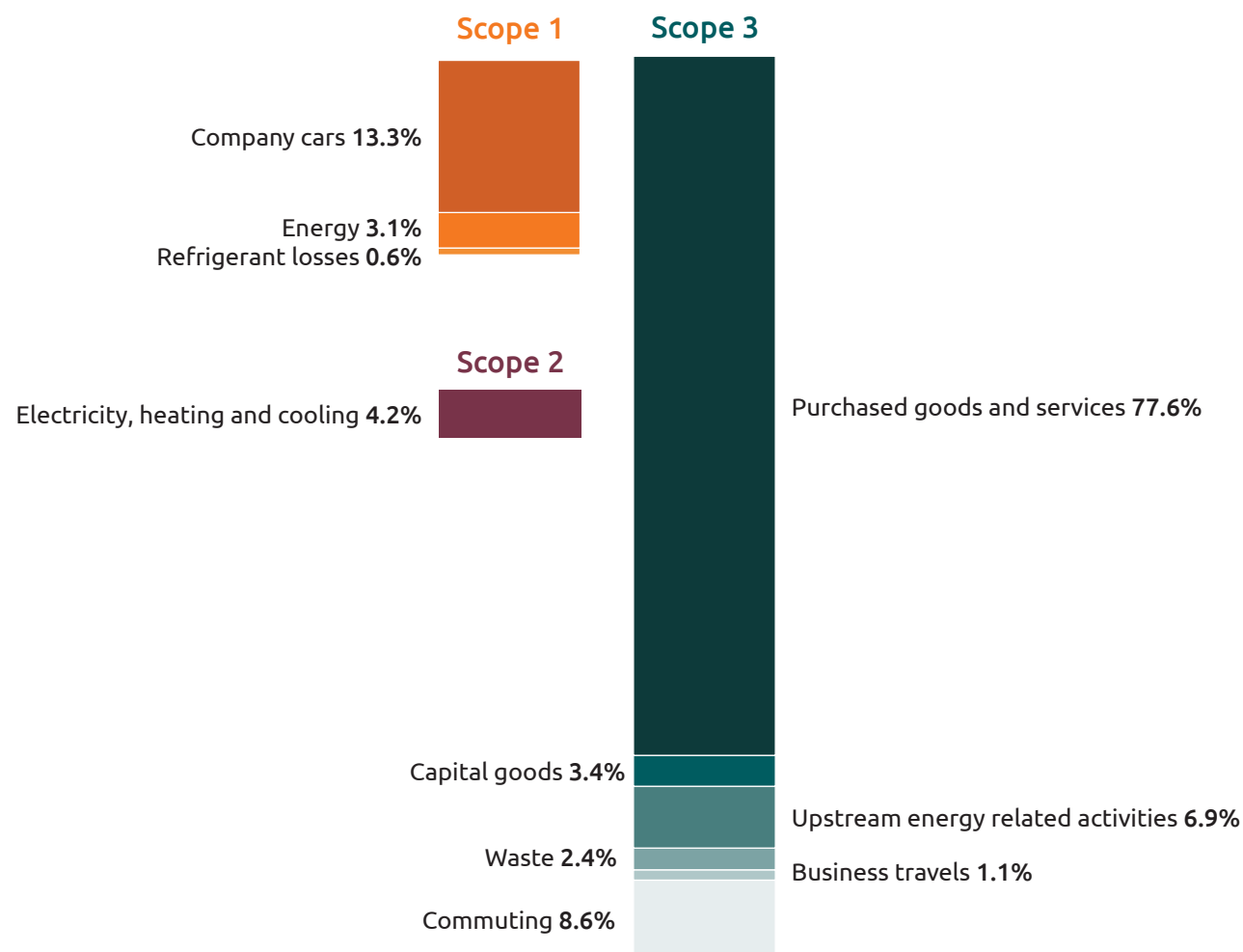
Reducing direct emissions remains a key part of Normec's efforts to meet its SBTi target: a 42% reduction in Scope 1 and 2 emissions by 2030, using 2022 as the base year.

Scope 2 GHG emissions

Scope 2 emissions decreased from 3,552 tCO₂e to 3,218 tCO₂e in 2025. This equates to a reduction of around 9.4%. Scope 2 emissions accounted for 4.2% of Normec's total carbon footprint that year. Purchased electricity remains the main source of these emissions. The reduction achieved in 2025 reflects ongoing efforts to improve energy efficiency and increase the use of renewable electricity across all of Normec's offices, laboratories and operational sites.

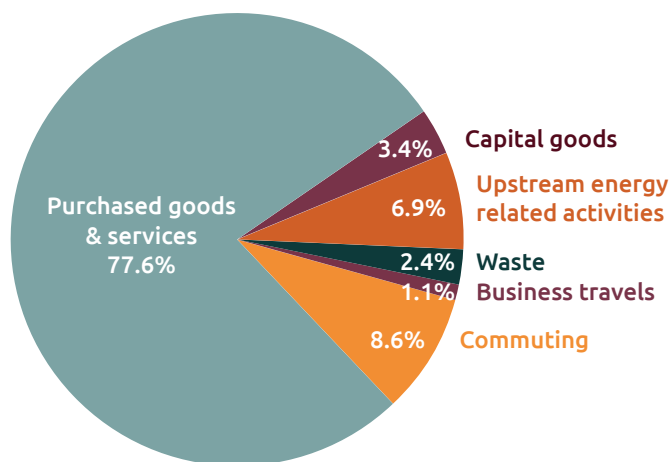
Increasing the procurement of renewable electricity is a key part of Normec's climate strategy and supports our commitment to sourcing all procured electricity from renewable energy sources by 2030.

Carbon footprint breakdown





Scope 3 emissions breakdown per category*



*At Normec, we consider energy consumption not only in our offices and laboratories, but also across our entire value chain. Our annual GHG assessment evaluates energy-related activities such as transport, employee commuting and business travel, as well as other indirect activities that contribute to our carbon footprint. This broader perspective gives us a clearer idea of where energy is being used throughout the value chain and where we can reduce emissions beyond our direct business operations. The inventory is an integral part of our climate strategy, supporting the achievement of our SBTi commitments.

Scope 3 GHG emissions

In 2025, Scope 3 emissions accounted for 78.6% of Normec's total GHG emissions. This shows that most of our climate impact occurs outside of our direct business activities. Reducing these emissions requires a conscious procurement policy and a genuine joint effort between Normec, its suppliers, and other parties in the value chain.

GHG emission intensity

In 2025, total GHG emissions equalled 99.6 tCO₂e per EUR 1M revenue, compared to 124.4 tCO₂e per EUR 1M revenue in 2024. This represents a reduction of around 20%. Emissions per employee also decreased, falling from 14.7 tCO₂e per FTE in 2024 to 13.2 tCO₂e per FTE in 2025; a reduction of around 10%.

Reduction of GHG emissions

The 2025 emissions profile shows that future reductions mainly lie within the value chain. Going forward, Normec's decarbonisation efforts will focus on the following:

- Further electrification of our vehicle fleet
- Expanding the procurement of renewable electricity for all business operations
- Improving energy efficiency in laboratories and offices

- Improving reporting on supplier-specific emissions and data quality
- Integrating climate considerations into procurement policy
- Supporting newly acquired entities in aligning with Normec's climate strategy, emission reduction targets and SBTi commitments following integration.

Conclusion

Normec monitors its emissions intensity in order to determine whether GHG emissions are decoupling from business growth. As the data presented here shows, the measures taken to achieve operational decarbonisation are yielding tangible results. The improved carbon efficiency observed across the entire organisation demonstrates that Normec has succeeded in decoupling its emissions from its financial and operational growth, as is evident by the improvement in emissions intensity based on both revenue and headcount.

Therefore, it is reasonable to conclude that the reduction in GHG emissions we expect to achieve in the coming years can be realised alongside Normec's growth and the fulfilment of our long-term climate ambitions.

Energy consumption

As Normec continues to grow, our commitment to enhancing energy efficiency and expanding the use of renewable energy in our operations remains unwavering. Examining the figures reveals encouraging progress. While there is certainly room for improvement, they demonstrate that our efforts to reduce the environmental impact of growth are paying off.

The main energy sources powering our laboratory, testing, inspection and office activities are electricity, natural gas, and other energy purchased to operate our facilities.

We monitor energy intensity in relation to business growth and the size of our workforce to measure the efficiency of our operations. This enables us to assess whether energy consumption is increasing in proportion to the expansion of our activities. These insights also provide us with tools for reducing emissions.

Significant improvement

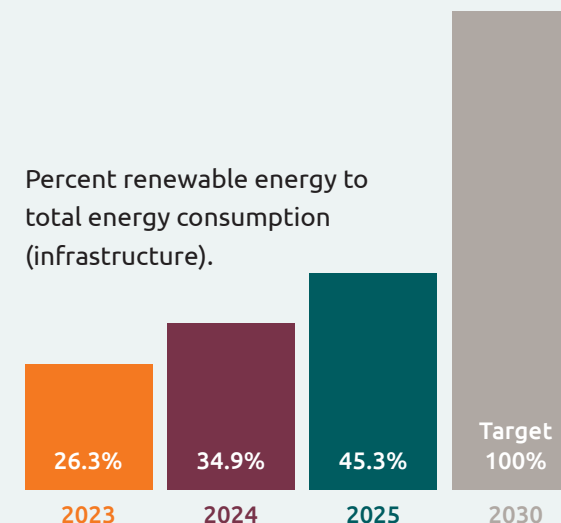
In 2025, the total energy consumption within the Normec infrastructure was 26,417 MWh, compared to 22,967 MWh in 2024. This increase reflects continued growth and the inclusion of



Energy consumption

	2023	2024	2025
Total energy consumption (MWh)	19,776.2	22,966.6	26,417.0
Total energy consumption (MWh) per EUR 1M revenue	41.8	38.3	34.8
Total energy consumption (MWh) per FTE	4.8	4.5	4.6
Total renewable energy consumed (MWh)	5,209	8,011	11,972

Percent renewable energy to total energy consumption (infrastructure).



new entities in the reporting scope. At the same time, consumption of renewable energy rose significantly to 11,972 MWh. This represented 45.3% of total energy consumption, up from 34.9% the previous year. This progress brings us closer to our goal of sourcing 100% renewable energy by 2030. Looking at energy consumption per EUR 1M revenue in 2025, we also observe a decrease. This was 34.8 MWh per EUR 1M revenue, compared to 38.3 MWh per EUR 1M revenue in 2024.

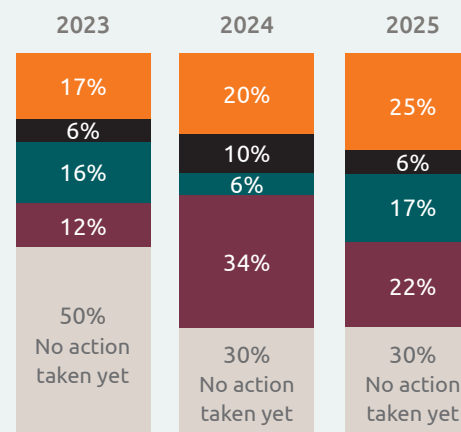
Climate strategy

Despite its growth, the figures show that Normec is managing to use energy more efficiently across all its business activities. Through our Energy Management Program, we are striving for greater energy efficiency throughout the organisation. This involves switching to renewable electricity where possible, and continuously assessing local renewable energy generation, such as solar panel installation. This approach supports our climate ambitions and our commitments under the Science Based Targets initiative (SBTi).

The energy KPIs reported in this section relate to energy consumption within Normec's infrastructure, including its offices and laboratories. Energy use associated with mobility and other activities included in Normec's GHG inventory is reported separately as part of our climate disclosures.

Percentage of entities (weighted by the number of employees) that have installed solar panels or have completed an assessment of the feasibility of installing solar panels or other on-site renewable energy generation solutions.

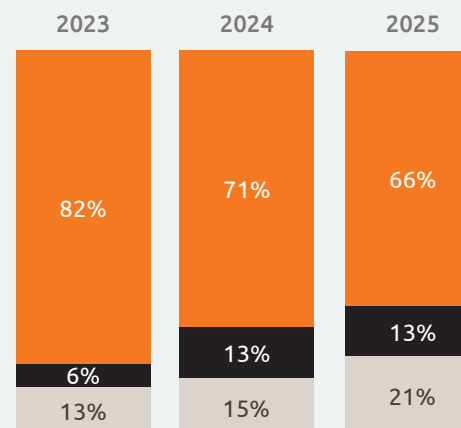
PV-installations



Yes, installed
Planned to be installed
Negatively assessed
Positively assessed

Target 100% of sites assessed whether installing solar panels is possible, if possibility exists and a payback period of 5 years is feasible, then put 90% into implementation.

Percentage of entities (weighted by the number of employees) that have electric vehicle (EV) charging stations installed or have completed an assessment of the feasibility of installing EV charging stations.



Yes, CCS are available
Planned to be installed

Target 90% by 2030

No action taken yet

Waste & circularity

The larger the organisation, the more waste it produces. In 2025, we recycled more waste than in the previous year, but this was simply because more waste was generated. Therefore, waste management and circularity remain a key focus for Normec.

The total volume of waste in 2025 amounted to 5,870 tonnes. During the year, 1,526 tonnes of waste were sent for recovery or recycling, which was an increase compared to 2024. However, as total waste production grew faster than the volume recovered, the recycling rate remained one percentage point below that of the previous year. This underlines the importance of paying greater attention to waste

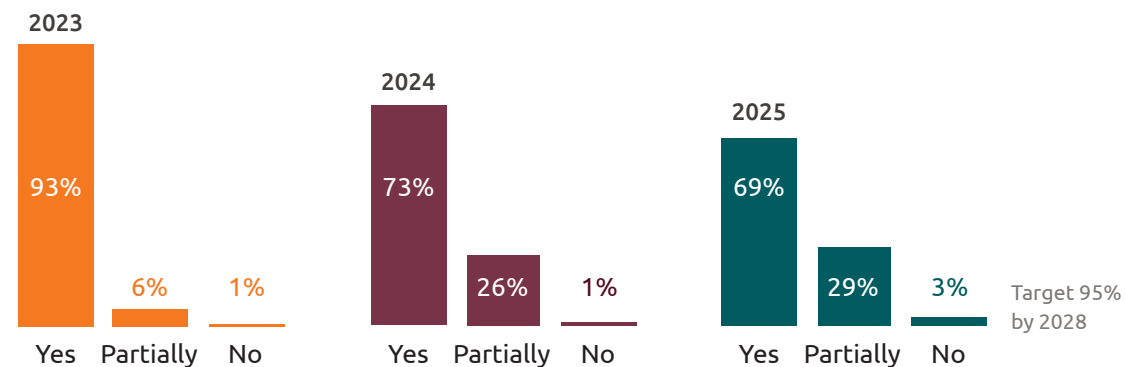
separation, recovery and responsible handling of hazardous materials across all our operations. By sharing best practices between our laboratories and operational sites, we aim to achieve a 30% recycling rate by 2028.

Responsible disposal of hardware, data erasure, and recycling processes for end-of-life IT equipment, which contribute to reducing electronic waste and making more efficient use of resources, remained stable compared to the previous year. Given Normec's growth in 2025, we regard this as a modest achievement, whilst it is fully recognised that we can still step it up a notch.



Waste management

Percentage of entities (weighted by the number of employees) that actively implement waste separation or provide waste separation facilities. For laboratory entities, this includes completion of a waste optimization assessment.



Waste circularity

	2023	2024	2025	
Total weight of waste (Ton)	3,114	5,508	5,870	
Total weight of non-hazardous waste (Ton)	2,662	5,122	5,410	
Total weight of hazardous waste (Ton)	452	386	460	
Total weight of diverted waste for recovery (Ton): recycled	1,223	1,469	1,526	
% Recycled waste streams	39%	27%	26%	Target 30% of the total waste by 2028
IT asset disposition programs	17%	26%	26%	Target 30% of the total waste by 2028

ESG

SOCIAL





We strive for mutual growth

At Normec, 'People Excellence' is more than just a slogan, it's a daily commitment. However, this isn't easy for an organisation that grows both organically and through acquisitions. After all, every acquisition brings a new culture to Normec. Growing together is therefore a real journey. Chief Human Resources Officer Lotty Willemsen-Tijhaar discusses the steps taken in 2025.

Lotty: 'To build a future-proof organisation, we invest in the excellence of our people and their work environment. In 2025, we continued the transformation of HR from an operational function to a strategic business partner supporting the organisation's long-term growth objectives. We took a data-driven approach to this. A key focus of this process was retaining our people. After all, attracting talent is one thing, but retaining employees for the long term is another matter entirely. This requires creating a sense of connection and appreciation, as well as offering opportunities for development.'

Value proposition

'In order to foster that sense of connection, it is crucial that we understand our identity as an organisation and as an employer. Building on our strengthened Employer Value Proposition (EVP), we improved our recruitment approach and enhanced the candidate experience in 2025. This enables us to attract professionals with the right expertise and who align with our culture and values. Thanks to our new HR analytics dashboards,

we can provide management with better insight into developments within the workforce, such as recruitment, staff turnover, absenteeism as well as workforce trends. As a result, managers are better able to make informed decisions and proactively support their teams.'

High-performing and inclusive

'Leadership development remained another key priority. Throughout the year, we continued to integrate our GROWTH principles into our recruitment, talent development and leadership practices. We further strengthened our approach to succession planning and management development to ensure that our leaders are well equipped to guide our growing organisation while fostering an inclusive, collaborative and high-performing culture.'

For a rapidly growing organisation operating across continents, establishing a single shared



culture that respects local identities presents a challenge. HR plays an active role in supporting integration, fostering collaboration between business units and strengthening employee engagement. The aim is not to impose a rigid framework, but rather to encourage shared values, leadership behaviours and working methods that will enable sustainable growth throughout Normec. Our programme The Normec Fit is a key pillar in this effort.'

Responsible growth

'The professionalisation of HR goes hand in hand with Normec's maturation. By combining data-driven insights with a human-centred approach, we aim to create a workplace where people can perform at their best and contribute to Normec's long-term success. This is how we continue to grow together, both as Normec and as an employer.'



HR data explained

Changes in workforce

	2023	2024	2025
Organic new hires	311	265	-60
Percentage organic new hires vs FTEs	7.5%	5.2%	-1.1%
Terminations	886	902	1,002
General attrition rate	19.2%	17.8%	17.5%
Voluntary attrition rate	62.0%	63.8%	62.3%
Percentage of women within leavers*	45.1%	40.6%	46.2%

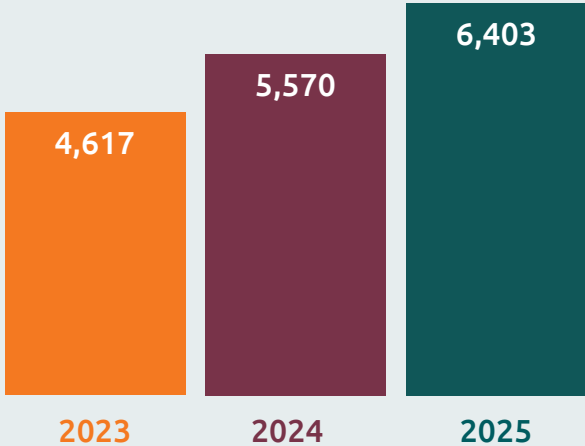
* Target 44.2% (Equal to the percentage of women in the organisation)

‘Despite our growth in 2025, we recruited fewer staff organically that year. Partly thanks to the data from our HR analytics dashboard, this decline can be explained by the fact that we have an ever-better understanding of which roles are needed and which aren’t, and within which entities and teams. Furthermore, Normec’s growth requires a constantly evolving organisation. We take a critical look at where responsibilities can best be allocated, closer to the business where possible and centrally where this adds value. Consequently, roles and positions may change, merge, or in some cases, be phased out. However, the slight fall in staff turnover compared with 2024 indicates that we are getting better and better at finding the right fit for our employees and retaining them.’

Figures, percentages and graphs alone, sometimes do not tell the whole story. Normec's CHRO Lotty Willemsen-Tijhaar provides some background on the numbers.

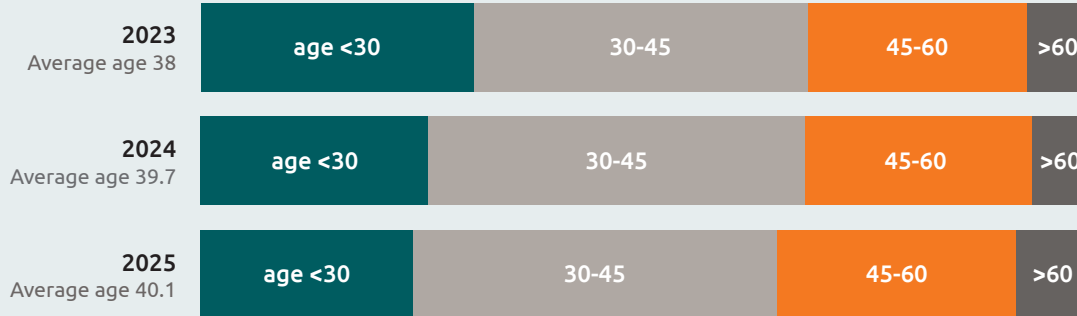
‘Normec is continuing to grow, both through acquisitions and organically. In 2025 alone, we welcomed over 800 new colleagues. These are impressive figures. They also demonstrate the importance of data-driven analysis when making strategic decisions.’

Total workforce headcount*



* Around 3% of Normec’s total workforce were non-employees in 2025. We primarily use these contractors to provide a flexible workforce to manage work-related peaks, address temporary business needs, and contribute specialised knowledge and expertise that is unavailable internally. Consequently, the engagement of freelancers and consultants is both limited and targeted.

Demographics



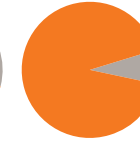
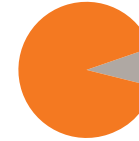
Origin of birth	2025	Level of education	2025	Male	Female
Europe	93.7%	Below bachelor	44%	59%	41%
Americas	1.3%	Bachelor or higher	56%	49%	51%
Asia	3.8%				
Africa	1.1%				
Australia	0.1%				

'The trend towards an increasing average age of the workforce is in line with wider societal developments, including at an international level. With regard to the geographical origin of our staff, Europe remains the continent with the largest proportion of Normec employees. However, thanks to overseas acquisitions, this proportion is shifting very slightly. This is good news for the diversity of our workforce!'

Contracts

2023

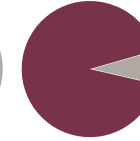
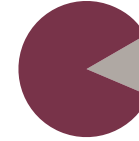
Permanent 91%
Temporary 9%



Fixed hours 92%
Flexible hours 8%

2024

Permanent 85%
Temporary 15%



Fixed hours 92%
Flexible hours 8%

2025

Permanent 87%
Temporary 13%



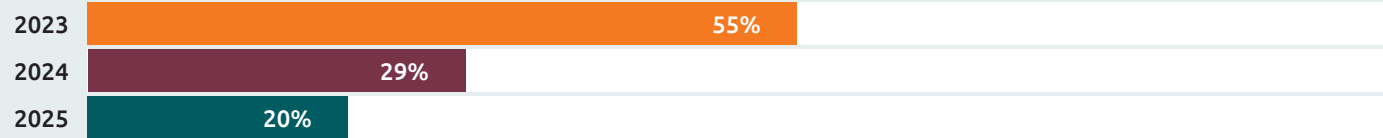
Fixed hours 93%
Flexible hours 7%



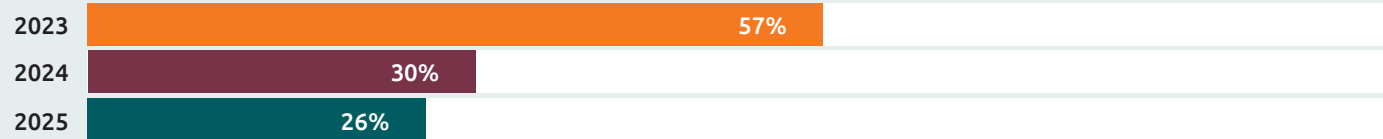
Working conditions

'The fluctuations we see here can largely be explained by acquisitions involving non-Dutch companies. The figures are understandable; they are not cause for concern, but they do call for action to ensure that working conditions for everyone within Normec remain as consistent as possible. However, I am pleased that parental leave is now a reality across all entities.'

Percentage of the total workforce covered by formal collective bargaining agreements concerning terms and conditions of employment.



Percentage of the total workforce represented by formally elected employee representatives (e.g. works councils or employee representative bodies).



Percentage of the total workforce covered by a formal two-way communication mechanism that enables employees to raise and discuss matters relating to working conditions.



Target 95%
by 2028

Percentage of the total workforce eligible for flexible or hybrid working arrangements, where the nature of the role permits.



Target 95%
by 2028

Percentage of the total workforce entitled to parental leave in accordance with applicable legislation or company policies.



Target 100%
by 2028



'Of course, diversity in the workplace is reflected in more than just the proportion of women in senior roles. Nevertheless, at Normec, we believe it is important to link specific KPIs to this issue. This is clearly evident in the figures presented. While there is a slight dip in 2024 in terms of the overall proportion of women in the workplace, an upward trend can be seen in all areas. I find that very positive.'

Diversity statistics

	2023	2024	2025	
Women in the workforce (FTE)	42.2%	40.7%	44.2%	Target 45% by 2027
Women in leadership positions and senior management (FTE)	36.6%	42.6%	44.6%	Target 45% by 2027
Women on the Executive Board (FTE)	33.3%	33.3%	41.7%	Target 33% by 2030
Women on the Board of Directors and Supervisory Board (FTE)	33.3%	33.3%	33.3%	Target 33% by 2030

Inclusiveness reporting

	2023	2024	2025
Honest work program	3.30%	4.48%	4.84%

'The Honest work programme provides meaningful employment opportunities for people such as those with disabilities, the long-term unemployed and (soon-to-be) pensioners. Although participation has exceeded our target of 4%, as it already did last year, we continue to look for opportunities for these target groups.'

Compensation

	2023	2024	2025	
Unadjusted gender pay gap	18.9%	18.2%	13.9%	
Highest vs mean annual compensation	9.00	6.66	7.25	
Linked compensation and sustainability (C-1)	30%	99%	99%	Target 98% by 2028

'Although the unadjusted gender pay gap has fallen significantly since 2024, it is still too high. This remains a key focus area for Normec, as does the ratio of the highest to the mean annual compensation.'

'By linking measurable ESG targets to remuneration, we are establishing a proven track record of achieving sustainability targets and implementing policy. Having already exceeded our 2028 target in this area demonstrates strong internal support for ESG and proves our ESG credibility to the outside world.'

Training

Percentage of the total workforce that has completed training on diversity, discrimination, and harassment.



'The sharp rise in participation figures is the result of our ongoing efforts to make the training platform more accessible. These efforts also enable us to monitor participation in training sessions more accurately. The figures prove that our efforts are paying off!'

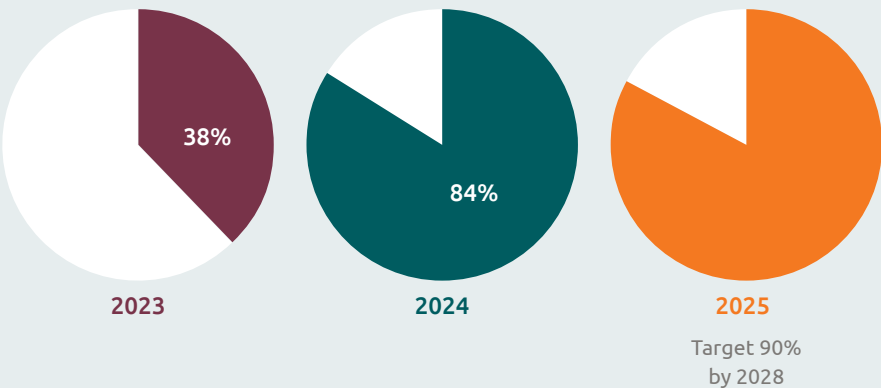
Employee feedback and Social dialogue

Engagement survey participation/completion

Participation 67% Absolute number: 1,936 e-NPS: +18	2023	
Participation 70% Absolute number 3,114 e-NPS: +16	2024	
Participation 73% Absolute number 3,787 e-NPS: +13	2025	Target 70% e-NPS: +20 by 2028

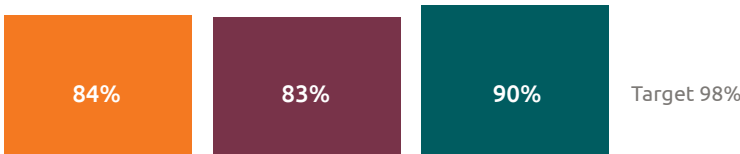
‘I’m pleased to see that the overall participation rate in our employee satisfaction survey has increased again compared to last year. However, the slightly lower e-NPS is less encouraging. This is an area that Normec needs to pay attention to.’

Percentage of the total workforce covered by formal social dialogue mechanisms (e.g. focus groups, town hall meetings, employee forums, or similar initiatives).

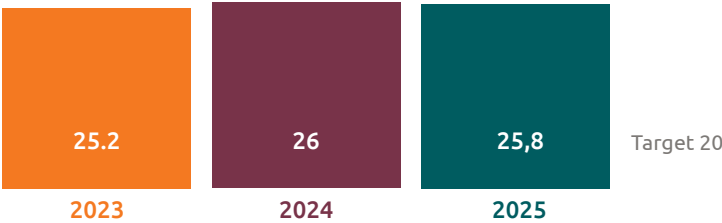


Career management

Percentage of the total workforce that received a performance and career development review during the reporting period.



Average annual training hours per FTE.



‘Thanks to improved accessibility to our training platform, participation in training courses has increased at all levels. The slightly lower participation rate in 2025 can be explained by the fact that a large group of new staff had not yet completed their onboarding training by then. This group will be apparent in next year's figures.’

‘Employee development is a key priority for Normec. The increase in the number of performance and career development reviews demonstrates the progress we are making in this area. Management cycles have become more professional, with reviews taking place more promptly and in a more structured manner. The feedback and insights gained are actively utilised to further develop employees, teams and our organisation. By doing this, we are taking a clear step towards achieving our objective.’

Training

Percentage of the total workforce that completed onboarding training, including career- and skills-related training.



The Normec Fit

The Normec Fit is a holistic programme that considers the individual employee and their 'fit' within the company, team and work. The programme is based on four focus areas, each with their own appearance and activity type.

- 1 Physical fitness: activities that promote physical health, ranging from local sporting events to fitness challenges.
- 2 Mental wellbeing: tools and events that support mental wellbeing, such as stress management workshops and mindfulness sessions.
- 3 Social contacts: opportunities for workers to network and build relationships, fostering a sense of belonging and community.
- 4 Cultural alignment: initiatives that help employees understand and identify with Normec's values, strengthening their bond with the company and their colleagues.



'The Normec Fit has undergone several reinventions in recent years. It has evolved from a vitality programme into a holistic approach to wellbeing and organisational culture, aiming to achieve the best possible 'fit' between Normec and its employees. While it still focuses on vitality, it is now much more geared towards strengthening a sense of togetherness without – and I would like to emphasise this – imposing anything. The platform aligns with our Employer Value Proposition. The four pillars on which the programme is based embody our values and our commitment to our employees.'

992

Number of The Normec Fit activities organized in 2025

88%

Target 95%
by 2028

Percentage of the total workforce that participated in one or more The Normec FIT activities during the reporting period



Occupational Health & Safety

At Normec, providing a safe and healthy work environment for our employees is of the utmost importance. It is therefore no coincidence that employee health and safety ranks among the top three of our five ESG priorities. However, when we compared the figures for work-related incidents in 2025 with those from previous years, we noticed an increase. The Normec ESG Team decided to take a deep-dive into the data.

Looking beyond the numbers

In a targeted investigation to better understand the underlying drivers of incidents, we focused on entities with relatively high incident rates and where lost workdays exceeded two days. We engaged with local management and HR Business Partners across the business units to review incident types and root causes. It is important to note that we paid particular attention to the nature and severity of incidents rather than to their frequency.

Once we had excluded incidents that occurred outside office or laboratory premises - i.e. while travelling to and from work - the analysis revealed that the incidents reported were concentrated within a limited number of entities rather than being evenly distributed across Normec. As expected, this was particularly

evident in businesses carrying out laboratory, testing, inspection, and field-based activities, where employees are exposed to a broader range of occupational hazards due to the nature of their work. This, in contrast to Normec entities and employees who provide office-based services.

Severity over frequency

One of the most important findings from the investigation was that severity might be considered a more meaningful indicator than incident frequency alone. Although the total number of reported incidents increased, a relatively small number of incidents accounted for a high number of lost workdays.

Another key insight from the analysis was the distinction between actual severity and potential severity. The actual consequences of

the reviewed incidents were limited as most injuries were minor. There were no fatalities, no permanent disabilities, and only a few incidents resulted in lost workdays. However, several incidents involved hazards with significantly higher potential consequences. For example, two incidents involved contact with corrosive acids, while another involved handling acid without the necessary face protection. While the resulting injuries were limited, these events had the potential to cause serious chemical burns, permanent eye damage, or long-term disability.

Room for improvement

The distinction between actual severity and potential severity emphasises the importance of considering not only what happened, but also what could have happened. Normec already conducts regular site-level risk assessments to identify workplace hazards, evaluate risks, and implement appropriate mitigation measures. Incident data is regularly monitored and analysed to identify trends, support preventive actions, and reduce the likelihood of recurrence. This explains the

relatively low number of eighty incidents, three of which were potentially severe, given a total workforce of 6,403 employees. While the overall findings were positive, the analysis identified opportunities to further strengthen incident follow-up processes. These include implementing corrective actions, providing targeted training, improving equipment, reviewing processes, and reinforcing safety requirements.

Safety culture

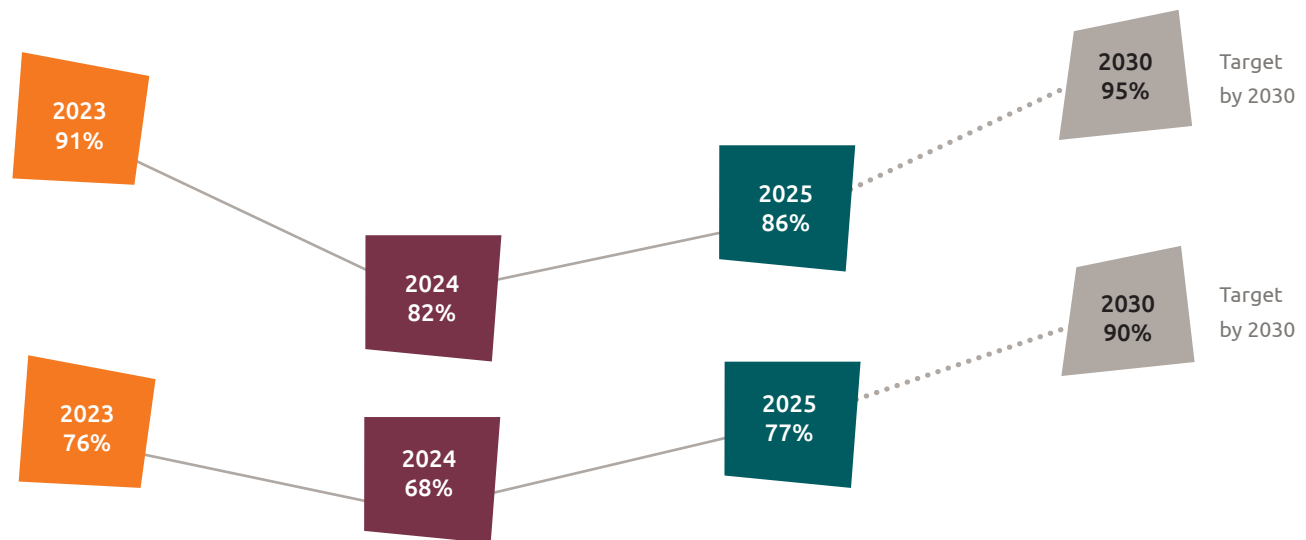
These findings reinforce our belief in the importance of looking beyond incident counts and focusing on the potential consequences of workplace hazards. They provide a clearer understanding of where targeted improvements can have the greatest impact. By strengthening operational controls, reinforcing safe working

practices, and continuing to learn from reported incidents, Normec aims to further reduce both the likelihood and potential severity of workplace incidents, while maintaining a strong safety culture across the Group. After all, it is not only our duty as a leading service provider in the TICC-industry, it is also our responsibility to our most valuable asset: our employees.

Health & Safety

Percentage of operational sites for which a formal Health & Safety risk assessment (e.g. RI&E or equivalent) has been completed and is valid.

Percentage of the total workforce represented by a formal joint management-worker Health & Safety committee or covered by a designated Health & Safety representative or officer.



	2023	2024	2025	
Number work-related accidents	52	54	80	
Total Recordable Incident Rate (TRIR)	1.4	1.2	1.5	Target 1,0 by 2030
Number of days lost to work-related accidents	590	612	613	
Accident Severity Rate (ASR)	15.4	13.1	11.6	Target 10 by 2030

Percentage of the total workforce that has received training on the Normec Safety Manual.

Target
82%
by 2025

A photograph of a business meeting in progress. Two people are seated at a wooden desk. One person, wearing a white shirt, is holding a black pen and pointing at a tablet held by another person wearing a blue striped shirt. The desk is cluttered with various items: a laptop, a calculator, several sheets of paper with charts and graphs, and a notebook. In the background, a window with a grid pattern is visible. The image is partially covered by an orange geometric overlay on the left side, which contains the text 'ESG GOVERNANCE'.

ESG

GOVERNANCE



Business ethics & Integrity

As a certification body, Normec sets a high standard of integrity, transparency and independence. We therefore uphold high ethical standards in all our activities, both internal and external, to build and maintain trust amongst employees, customers, suppliers, regulators and other stakeholders.

Our governance framework supports responsible decision-making, effective risk management, and compliance with applicable laws and regulations. Our ethical principles are set out in a series of policies and procedures, in which we define what Normec means by ethical behaviour, integrity, compliance, and conducting business with respect. One of these is the Normec Code of Conduct, 'Upholding Ethical Standards', which is part of our ESG Policy. Additional policies, which also form part of the Normec Code of Conduct, cover topics such as:

- Integrity and culture
- Conflicts of interest
- Anti-bribery, anti-corruption and fraud
- Whistleblower protection and reporting procedures.

These principles apply to all our employees, regardless of their role or seniority, as well as to our suppliers, business partners, and other third parties acting on behalf of Normec.

As a participant in the United Nations Global Compact (UNGC), we respect internationally recognised human rights. Our activities and business relationships therefore do not contribute to human rights violations. We submit an annual progress report (Communication on Progress, COP), describing our implementation of the ten UNGC principles.

Governance and oversight

The Executive and Supervisory Boards oversee Normec's approach to ethics, compliance, and corporate social responsibility. Ethical risks, integrity issues, and relevant compliance matters

are reported via established management channels and discussed where necessary.

To manage potential conflicts of interest, members of the Executive and Supervisory Boards declare any actual or potential conflicts at the start of meetings. These declarations are formally recorded and managed in accordance with governance procedures.

The CSO, as a member of the Executive Board, is responsible for overseeing the implementation of ESG-related policies and commitments across the entire organisation. Progress is supported by the ESG Group Advisory Council and the ESG Change Champions, who are based in various business units and help embed ethical and responsible business practices throughout Normec.

Embedding ethics

With the Normec Code of Conduct forming its foundation, ethical business conduct has been embedded into all of Normec's business



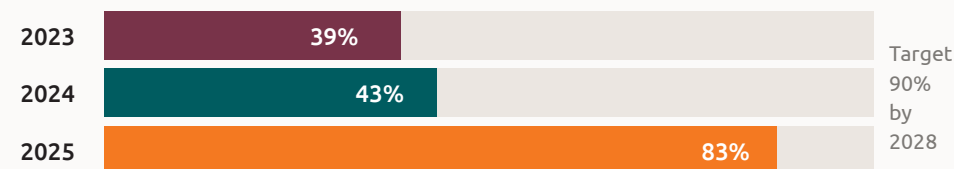
activities through policies, training, communication and management oversight. The Normec Code of Conduct provides guidance on expected behaviour, conflicts of interest, anti-corruption regulations, reporting obligations, and the procedure for raising concerns.

We support the implementation of the Normec Code of Conduct as follows:

- Employees receive training on the Normec Code of Conduct and business ethics during their induction period and through regular refresher courses.
- Policies and guidelines are accessible via internal communication channels and the Normec Academy.
- The Normec Code of Conduct is reviewed annually and updated whenever necessary due to developments in regulations, the organisation or the sector.
- Topics relating to ESG and ethical business conduct are communicated regularly via internal channels, including Normec Inside.

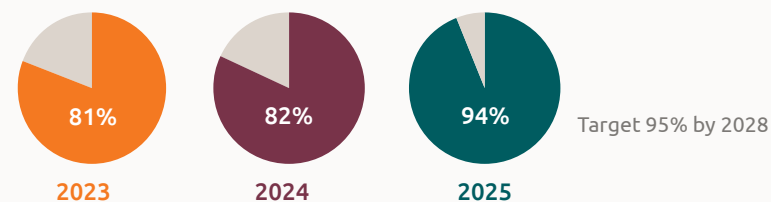
Training Normec Code of Conduct

Percentage of the total workforce that has completed training on the Normec Code of Conduct and business ethics.

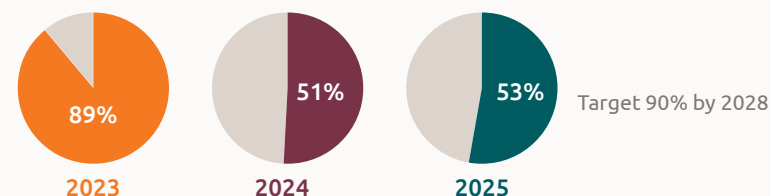


Ethics

Percentage of the total workforce with a valid acknowledgement of the Normec Code of Conduct.



Percentage of operational sites for which an internal audit or business ethics risk assessment has been conducted during the reporting period.





Speaking out and taking corrective measures:

At Normec, we foster a culture in which employees feel safe to speak out and raise concerns about potential misconduct, unethical behaviour, or breaches of compliance rules. They can seek advice or report their concerns through various channels, including:

- Line management
- Human Resources
- An independent, confidential advisor
- The external whistleblowing platform managed by Mitrastech Syntrio (formerly Lighthouse Services LLC).

These mechanisms allow concerns to be raised confidentially and, where permitted, anonymously. Reports are investigated in accordance with established procedures with the aim of resolving issues, preventing recurrence, and strengthening the learning process within the organisation.

Compliance and business conduct

Normec strives to conduct business in accordance with applicable laws, regulations, and internal standards.

In 2025, there were:

- ✓ No reports of discrimination received
- ✓ No corrective measures relating to discrimination required
- ✓ No public legal proceedings relating to corruption brought against Normec or its employees.

Anti-corruption

Normec has a zero-tolerance policy towards corruption, bribery and fraudulent behaviour. Corruption risks are assessed annually through internal audits and risk assessments in the field of business ethics. These cover topics such as corruption, bribery, conflicts of interest, and other integrity risks.

Additional measures to strengthen integrity and transparency include:

- Annual assessments of corruption risks
- Formal declarations regarding conflicts of interest by the Executive and Supervisory Boards
- Assessment of business relationships against Normec's ethical standard
- A policy of not doing business with parties involved in arms trafficking, human trafficking, child labour or prostitution.

Communication and training on anti-corruption

The Normec Code of Conduct contains anti-corruption guidelines and sets out our expectations regarding suspicious payments, fraud prevention, and our independent reporting mechanisms. These further contribute to raising awareness of corruption and promoting accountability throughout the organisation. Normec has robust controls in place to prevent, detect and respond to potential integrity breaches. During the reporting period, no confirmed cases of corruption were identified, meaning that no action was required.



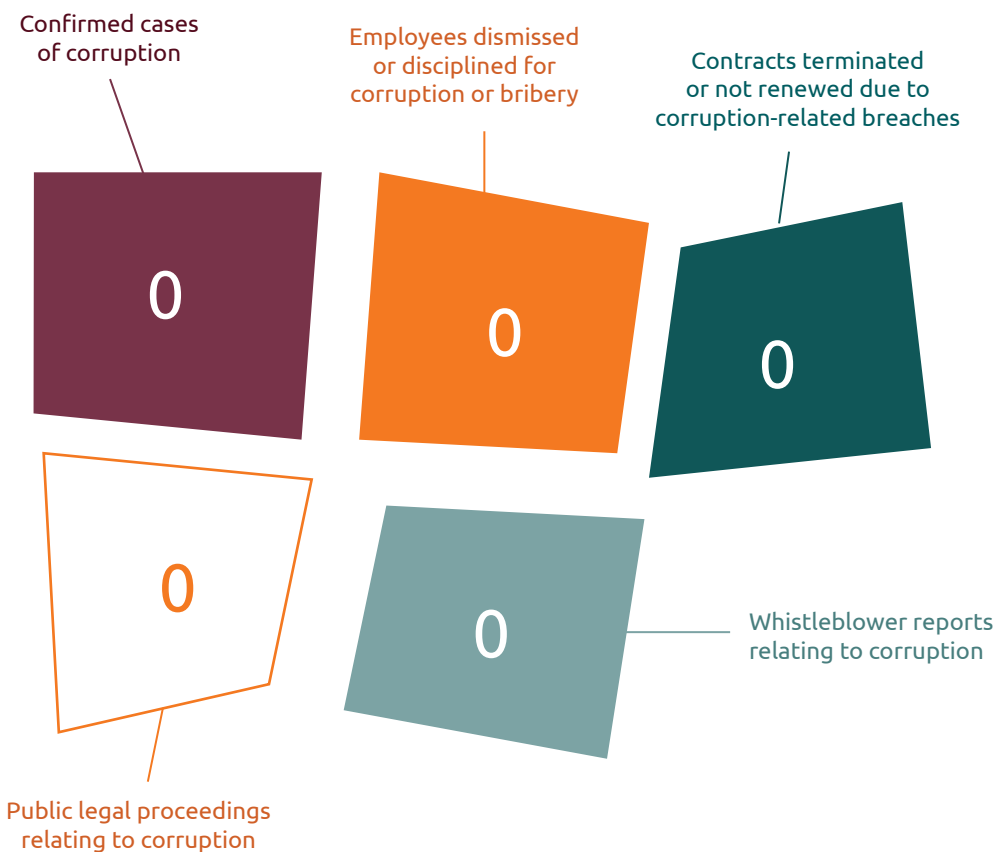
In 2025, there were:

- ✓ No employees dismissed or subject to disciplinary action for corruption-related conduct
- ✓ No contracts with business partners terminated or not renewed due to corruption-related breaches
- ✓ No public legal proceedings relating to corruption brought against Normec or its employees
- ✓ No whistleblower reports relating to corruption received.

Our conviction

Through our governance framework, policies, training programmes and reporting mechanisms, we continue to promote a culture of integrity, accountability and responsible business conduct. This stems not only from our sense of duty as a leading TICC organisation, but also from our belief that ethics are inextricably linked to sustainable business practices.

Cases of corruption





Cybersecurity & Data privacy

Normec manages information relating to customers, employees, suppliers and other stakeholders. Safeguarding this information is not only required by applicable data protection regulations, it is also essential for maintaining trust and ensuring business continuity. Information management has been identified as a material topic through DMA and is part of Normec's business ethics and governance agenda.

Our Normec-wide IT security policy outlines the principles, responsibilities and controls for information security and data protection. In accordance with this policy, Normec protects information against unauthorised access, disclosure, alteration, loss or destruction. This is achieved through a combination of technical, organisational, and physical security measures. These measures include identity and access management, network segmentation, firewalls, endpoint security, encryption, backup procedures, disaster recovery planning and application security measures. Maintaining and testing business continuity plans supports resilience in the event of disruptions.

Cybersecurity maturity

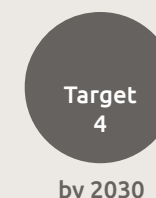
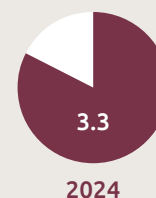
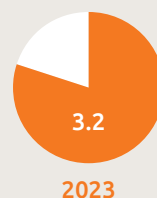
The Group Chief Information Security Officer (CISO), the Chief Information Officer (CIO), the IT

Steering Committee and the Security Committee are responsible for overseeing cybersecurity and data protection. They regularly discuss strategic IT security issues, risks, incidents and improvement initiatives with senior management and the Board. We track our cybersecurity performance using the NIST Cybersecurity Framework. Our goal is to achieve a maturity

score of 4.0 by 2030. Normec's cybersecurity maturity score rose from 3.31 in 2024 to 3.6 in 2025, demonstrating continued progress in strengthening information security capabilities. This is particularly notable given that Normec added more than fifteen new entities in 2025, each with varying levels of maturity in their IT landscapes.

Cybersecurity maturity

Measured using the NIST Cybersecurity Framework (CSF) Implementation Tiers (Tier 1–4).

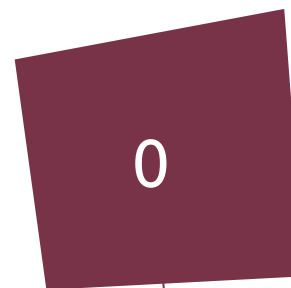




To support threat detection and response, Normec uses a Security Information and Event Management (SIEM) solution and a Security Operations Center (SOC). We also collaborate with the cybersecurity specialists at NVISO. This enables us to monitor for anomalous activity 24/7/365. We manage security incidents through a formal process that includes investigation, remediation and, if necessary, escalation procedures.

Awareness

Cybersecurity considerations are integrated into Normec's acquisition strategy through structured IT due diligence and onboarding processes for newly acquired entities. Employee awareness is a crucial element of cybersecurity. This is why we provide cybersecurity training to the whole organisation. By the end of 2025, 84.1% of the workforce had completed this training, which aligns with our goal of achieving a 90% participation rate by 2028. Employees also have access to cybersecurity awareness guidelines and e-learning modules on cyber risks, data protection and secure working practices.



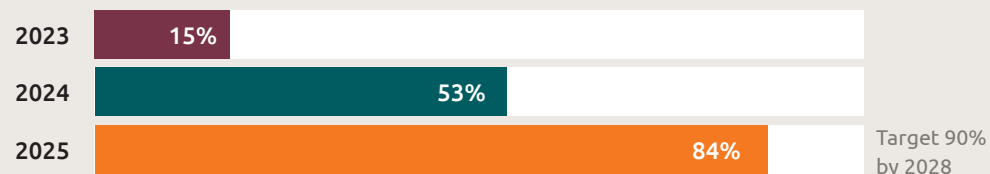
Breaches

Data protection

This performance demonstrates Normec's ongoing investment in governance, employee awareness, cybersecurity monitoring and data protection measures. It also supports our objective of maintaining a secure and reliable digital environment for customers and other stakeholders.

Cybersecurity training

Percentage of the total workforce that has completed cybersecurity awareness training.





It's about people

'Cybersecurity & Data privacy may be abstract and intangible fields, they revolve around something very concrete: people. The people behind the data and information that Normec manages. The people who manage that data and information for Normec. And the people who are after the data and information we manage.'

This is what makes Cybersecurity & Data privacy such fascinating, multifaceted and responsible fields. We recognise the risks and dangers that could compromise our cybersecurity and data privacy. Meanwhile, the number of clients whose interests need to be protected is constantly growing. The modern-day online threats to which every Normec employee is exposed, from receptionist to CEO, cannot be ignored. And the methods used by malicious actors to infiltrate our organisation are becoming increasingly sophisticated.

The way we respond to this? We keep communicating.

Communicating with our office staff. Communicating with auditors, who spend a lot of time

on the road and at client sites. Communicating with new colleagues from recently acquired entities, who are particularly vulnerable to attacks. Throughout all of this, we ensure that the message is conveyed clearly to those for whom IT is just one part of their job, unlike my colleagues and myself, for whom IT is our entire profession.

At the same time, we must not forget that IT is a value creation lever. The services we provide at Normec rely heavily on sophisticated, customised IT solutions. This was one of the USPs when Normec was founded ten years ago: driving efficiency gains in the TICC world through smart IT. Thanks to this approach, Normec has earned its position as a leading TICC organisation. It is up to us to safeguard this position, strengthen it and take it to an even higher level. We achieve this every day with our highly dedicated team, who have an eye for technology as well as for the other crucial element that is decisive for the ethical and safe use of technology: people.

Arno de Ridder, Group Chief Information Security Officer

Responsible procurement

Just as we are committed to providing sustainable services to our customers, we expect the same from our suppliers. After all, we cannot do this independently, but in collaboration with our partners in the supply chain.

At the same time, Normec's procurement is carried out both centrally and locally, and takes place in various countries. Furthermore, due to our annual acquisitions – in which existing relationships are respected wherever possible – we deal with suppliers who have sometimes supplied a particular entity for several decades. Our procurement policy is therefore fair, realistic and grounded in ESG principles. Various control mechanisms ensure compliance with our ethical principles, as set out in our Socially Responsible Contracting and Procurement (SRCP) policy.

To ensure our SRCP policy remains consistent and subject to continuous improvement, we apply various monitoring and evaluation mechanisms. These include an annual evaluation of the SRCP to verify its application

across all procurement activities. As sustainable procurement is constantly evolving, we monitor global best practices and regularly assess our SRCP approach against international standards. We also engage in regular dialogue with suppliers and stakeholders to identify improvement opportunities.

Guidance

Our SRCP policy is encapsulated in a framework that guarantees every procurement decision aligns with our environmental, social and economic commitments, from the initial needs analysis to supplier assessment. The framework includes sustainability checkpoints that provide our procurement staff with guidelines for evaluating current suppliers and identifying new ones, while offering suppliers insight into Normec's criteria for selecting partners. The implementation of our SRCP training programme in 2025 supports our procurement staff in this regard, embedding sustainable procurement and contracting within Normec. This training programme will also evolve in line with newly acquired SRCP insights.

Procurement process in 7 steps



Dialogue

Normec's collaboration with suppliers is guided by three core principles:

- 1 Transparency:** open communication regarding sustainability expectations, compliance requirements, and progress.
- 2 Partnership:** a balanced approach that encourages collaboration and shared responsibility for improvement.
- 3 Encouragement and support:** providing tools, information, and opportunities for dialogue to help suppliers improve their own sustainability performance.

This approach fosters a culture of open dialogue and mutual understanding, facilitating progress wherever possible.

The basis

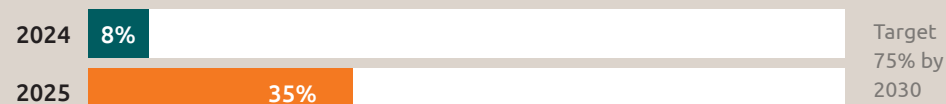
To ensure the consistent application of ethical and sustainability standards across our entire supplier base, we use risk screenings, a Normec Supplier Code of Conduct and a self-assessment checklist. The latter is structured around six key themes: Environment, Climate change, Circularity, Supply chain responsibility, Diversity & Inclusion, and Social impact. Together, these three tools form the operational basis of the SRCP programme across all business units and translate Normec's commitments into practical expectations, providing a consistent framework for responsible procurement. This enables us to meet the expectations of all our stakeholders.

Implementation of sustainable procurement

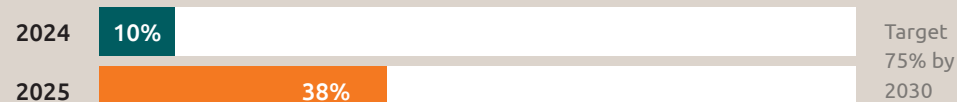
Percentage of entities (weighted by the number of employees) that have implemented the Socially Responsible Contracting and Purchasing (SRCP) Policy and apply it, where applicable, to suppliers within scope.



Percentage of suppliers within scope that have signed the Normec Supplier Code of Conduct.



Percentage of suppliers within scope that have completed a sustainability risk screening and self-assessment.



Percentage of suppliers within scope that have undergone a sustainability performance assessment and/or on-site audit.



The wealth of water



For the third consecutive year, Normec employees were given the opportunity to witness first-hand the impact of Normec's donation to the charity organization Water for Life. Four Normec employees visited several projects in Tanzania. For Kanika Sharma, Associate Manager of HR at Normec Verifavia (India), it was a particularly meaningful trip for personal reasons.

Kanika: 'Visiting the villages of Arusha and Mwanza, where water taps and restroom facilities had been installed for villagers and primary school children thanks to Normec's donation, was both impressive and confronting. Impressive, because of the residents' and schoolchildren's genuine gratitude. Confronting, because access to clean water remains an everyday struggle for so many communities around the world.'

Overjoyed

'I have seen for myself how water does not simply come out of the tap. Back in the days, when I used to visit my grandmother in the small yet beautiful village of Bharin in the Hamirpur district of Himachal Pradesh, I saw how she and my mother had to collect water from a natural spring. There was no mains water supply or central tap. Therefore, I can vividly imagine how wealthy Tanzanians must have felt when clean drinking water became readily available. The schoolchildren were overjoyed simply to have access to a toilet. Before, they had to relieve themselves in the bushes, being exposed to discomfort, indignity and health risks every day. Happy with a toilet! It's a joy that many people would find difficult to imagine.'



Wake-up call

'I truly believe that an organisation like Normec has the opportunity - and the responsibility - to help make life's most basic necessities accessible to those who still live without them. As Normec employees, being able to see the impact of the donation ourselves is an added bonus and helps to spread the awareness. After all, we share our experiences with family, friends and colleagues. In doing so, we inspire them to think differently about the world around them. For me, being conscious of my own water use has always felt natural. For my three colleagues, I imagine that the visit was a profound wake-up call.'

I'm proud to work for an organisation that looks beyond its own business and invests in communities that still lack many of the necessities we hardly think about. Knowing that I can contribute, even in a small way, to creating lasting positive change through Normec, gives my work a deeper sense of purpose. It's also a reminder that what we do together can improve lives. This makes coming to work feel meaningful in a way that goes beyond the job itself.'

Curious to see for yourself how Kanika and her colleagues experienced Tanzania? Watch the aftermovie [here](#).



Reporting & data collection

Normec has reported in accordance with the GRI Standards for the period from 1 January to 31 December 2025. This report covers the same entities as our consolidated financial statements, which report on a full-year basis. The figures, percentages and other data in this report were collected and consolidated by CSO Marco Zomer. This information has been reviewed and validated by the CFO, Mads Dehlsen Winther, and the COO, Britt Schuurs, who are both members of the Board of Directors.

For questions and clarifications, please contact our CSO at marco.zomer@normecgroup.com.

Restatements of information

- In this year's report, the number of locations for the year 2024 has been reduced from 161 to 147. The 2024 list contained several duplicates and, in some cases, included both the holding and operating companies of a single entity. This clean-up exercise resulted in a lower number of locations.
- In this year's report, the remuneration and compensation provided to Normec employees for the year 2024 has been increased from €251,735 to €291,649 due to salary expenses in the P&L Management accounts.

- In an effort to move towards CSRD-compliant reporting, we are now reporting for the full 2025 financial year.

External assurance

Selected ESG indicators included in this report have been subject to independent second-party limited assurance by Normec Verifavia, an accredited assurance provider that is independent of Normec and the preparation of the reported information. The assurance engagement assessed selected ESG data and disclosures and resulted in an independent assurance conclusion. Details regarding the scope, criteria, methodology, responsibilities, and conclusion of the engagement are provided in the Independent Assurance Statement (see pages [81-82](#)).

Normec Verifavia is accredited by the French Accreditation Committee (COFRAC), the United Kingdom Accreditation Service (UKAS), and the Singapore Accreditation Council (SAC). Under COFRAC, Normec Verifavia is specifically accredited to conduct non-financial disclosure audits. These accreditations demonstrate that its assurance activities are carried out in accordance with recognized standards of competence, impartiality, and independence.



An aerial photograph of a tea plantation, showing rows of green tea bushes arranged in a circular, concentric pattern. The bushes are vibrant green and densely packed. In the center of the image, there is a solid orange rectangular box. Inside this box, the word "Appendices" is written in a white, sans-serif font. A thin white line forms a larger rectangle around the orange box, slightly offset from its edges.

Appendices

	2023	2024	2025	Targets	Comment
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ENVIRONMENTAL

Energy consumption

Total energy consumption (MWh)	19,776.2	22,966.6	26,417.0		
Total energy consumption (MWh) per EUR 1M revenue	41.8	38.3	34.8		
Total energy consumption (MWh) per FTE	4.8	4.5	4.6		
Total renewable energy consumed (MWh)	5,209.7	8,011.2	11,972.6		
Percent renewable energy to total energy consumption (infrastructure)	26.3%	34.9%	45.3%	100%	by 2030
Total water consumption (m3)	36,200	58,926	65,224		

GHG emissions overview

Total overall CO2 emissions (tCO2e)	55,693	74,652	75,729		
Total overall CO2 emissions (tCO2e) per EUR 1M revenue	11.7	124.4	99.6		
Total overall CO2 emissions (tCO2e) per FTE	13.4	14.7	13.2		
Total Scope 1 CO2 emissions (tCO2e)	10,900	11,988	12,958	42%	SBTi Scope 1&2 reduction by 2030*
Total Scope 2 CO2 emissions (tCO2e)	1,477	3,552	3,218	42%	SBTi Scope 1&2 reduction by 2030*
Total Scope 3 CO2 emissions (tCO2e)	43,316	59,112	59,553		

PV-Installations

Percentage of entities (weighted by the number of employees) that have installed solar panels or have completed an assessment of the feasibility of installing solar panels or other on-site renewable energy generation solutions.	Yes, installed	17%	20%	25%	100%	of sites assessed whether installing solar panels is possible, if possibility exists and a payback period of 5 years is feasible, then put 90% into implementation.
	Planned to be installed	6%	10%	6%	100%	
	Negatively assessed	16%	6%	17%	100%	
	Positively assessed	12%	34%	22%	100%	
	No action taken yet	50%	30%	30%	100%	

* Compared to 2022 baseline

		2023	2024	2025	Targets	Comment
EV charging infrastructure						
Percentage of entities (weighted by the number of employees) that have electric vehicle (EV) charging stations installed or have completed an assessment of the feasibility of installing EV charging stations.	Yes, CCS are available	82%	71%	66%	90%	
	Planned to be installed	6%	13%	13%	90%	
	No action taken yet	13%	15%	21%	90%	
Waste management						
Percentage of entities (weighted by the number of employees) that actively implement waste separation or provide waste separation facilities. For laboratory entities, this includes completion of a waste optimization assessment.	Yes	93%	73%	69%	95%	
	Partially	6%	26%	29%	95%	
	No	1%	1%	3%	95%	
Waste & circularity						
Total weight of waste (Ton)		3,114	5,508	5,870		
Total weight of non-hazardous waste (Ton)		2,662	5,122	5,410		
Total weight of hazardous waste (Ton)		452	386	460		
Total weight of diverted waste for recovery (Ton): recycled		1,223	1,469	1,526		
% Recycled waste streams		39%	27%	26%	30%	<i>of the total waste by 2028</i>
IT asset disposition programs		17%	26%	26%	30%	<i>of the total IT waste by 2028</i>
Training and environmental advocacy						
Percentage of the total workforce that has completed environmental and sustainability awareness training.			31%	82%	75%	<i>by 2028</i>
Dedicated budgets for environmental resilience (NEW)						
Total dedicated budgets or capital investments allocated for environmental resilience (k EUR)				496.9		

	2023	2024	2025	Targets	Comment
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SOCIAL

OWN WORKFORCE

Workforce

Total own workforce employees (headcount)	4,617	5,570	6,403		
Total own workforce non-employees (headcount)	350	159	182		
Total own workforce employees (FTE)	4,159	5,063	5,724		
Total number of hours worked by workers	7,269,932	9,037,455	10,223,064		
The remuneration and compensation provided to Normec employees	222,292	291,649	366,274		Salaries expenses P&L Management accounts
Average remuneration per hour	30.58	32.27	35.83		

Changes in workforce

Organic new hires (FTE)	311	265	-60		
Percentage organic new hires vs FTEs	7.5%	5.2%	-1.1%		
Terminations (FTE)	886	902	1,002		
General attrition rate	19.2%	17.8%	17.5%		
Voluntary attrition rate	62.0%	63.8%	62.3%		
Percentage of women within leavers	45.1%	40.6%	46.2%	44.2%	Equal to the percentage of women in the organisation

Demographics

Age: average	38.0	39.7	40.1		
Age: < 30	30.6%	25.6%	23.9%		
Age: 30-45	38.1%	42.5%	40.9%		
Age: 45-60	24.5%	25.6%	27.0%		
Age: > 60	6.8%	6.4%	8.2%		

	2023	2024	2025	Targets	Comment
Origin of birth: Europe	96.4%	94.6%	93.7%		
Origin of birth: Americas	0.6%	0.7%	1.3%		
Origin of birth: Asia	2.1%	3.5%	3.8%		
Origin of birth: Africa	0.9%	1.2%	1.1%		
Origin of birth: Australia			0.1%		
Level of education: below bachelor	39%	45%	44%		
Level of education: bachelor or higher	61%	55%	56%		
Employment contracts					
Permanent contract	91.0%	85.5%	87.3%		
Temporary contract	9.0%	14.5%	12.7%		
Fixed-hours contract	92.3%	92.0%	93.0%		
Flexible-hours contract	7.7%	8.0%	7.0%		
Working conditions					
Percentage of the total workforce covered by formal collective bargaining agreements concerning terms and conditions of employment	55%	29%	20%		
Percentage of the total workforce represented by formally elected employee representatives (e.g. works councils or employee representative bodies)	57%	30%	26%		
Percentage of the total workforce covered by a formal two-way communication mechanism that enables employees to raise and discuss matters relating to working conditions.	98%	87%	91%	95%	by 2028
Percentage of the total workforce eligible for flexible or hybrid working arrangements, where the nature of the role permits.	93%	78%	87%	95%	by 2028
Percentage of the total workforce entitled to parental leave in accordance with applicable legislation or company policies.	100%	99%	100%	100%	by 2028

	2023	2024	2025	Targets	Comment
DIVERSITY & INCLUSION (D&I)					
Diversity statistics					
Women in the workforce (FTE)	42.2%	40.7%	44.2%	45%	by 2027
Women in leadership positions and senior management (FTE)	36.6%	42.6%	44.6%	45%	by 2027
Women on the Executive Board (FTE)	33.3%	33.3%	41.7%	33%	by 2030
Women on the Board of Directors and Supervisory Board (FTE)	33.3%	33.3%	33.3%	33%	by 2030
Inclusiveness reporting					
Honest work program	3.30%	4.48%	4.84%	4.0%	by 2027
Inclusion index			7.46	8.00	by 2030
Compensation					
Unadjusted gender pay gap	18.9%	18.2%	13.9%		Compensation figures are adjusted for Purchasing Power Parity (PPP) to improve comparability across countries
Highest vs mean annual compensation	9.00	6.66	7.25		
Linked compensation and sustainability (C-1)	30%	99%	99%	98%	by 2028
Training Diversity & Inclusion (D&I)					
Percentage of the total workforce that has completed training on diversity, discrimination, and harassment.		30%	82%	90%	by 2028
EMPLOYEE FEEDBACK & SOCIAL DIALOGUE					
Employee feedback and Social dialogue					
Employee Engagement Survey completion rate (%)	67%	70%	73%	70%	by 2028
Total number of employees who completed the Employee Engagement Survey	1,936	3,114	3,787		
Employee Net Promoter Score (eNPS) – Europe	+18	+16	+13	+20	by 2028
Percentage of the total workforce covered by formal social dialogue mechanisms (e.g. focus groups, town hall meetings, employee forums, or similar initiatives).	38%	84%	83%	90%	by 2028

	2023	2024	2025	Targets	Comment
HEALTH & SAFETY					
Health & Safety					
Percentage of operational sites for which a formal Health & Safety risk assessment (e.g. RI&E or equivalent) has been completed and is valid.	91%	82%	86%	95%	by 2030
Percentage of the total workforce represented by a formal joint management-worker Health & Safety committee or covered by a designated Health & Safety representative or officer.	76%	68%	77%	90%	by 2030
Work-related accidents					
Number work-related accidents	52	54	80		
Total Recordable Incident Rate (TRIR)	1.4	1.2	1.5	1.00	by 2030
Number of days lost to work-related accidents	590	612	613		
Accident Severity Rate (ASR)	15.4	13.1	11.6	10	by 2030
Sickness absence					
Number of recordable sickness absence cases among own workforce employees	7600	7115	9487		
Number of recordable sickness absence cases per FTE	1.83	1.41	1.66	1	by 2030
Number of days lost to work-related recordable sickness absence among own workforce employees	47178	62956	53146		
Average sickness absence duration	6.21	8.85	5.60	3	by 2030
Sickness absence rate	4.9%	5.4%	4.0%	4%	by 2030
Training					
Percentage of the total workforce that has received training on the Normec Safety Manual			82%	95%	by 2028

	2023	2024	2025	Targets	Comment
CAREER MANAGEMENT					
Career management					
Percentage of the total workforce that received a performance and career development review during the reporting period.	84%	83%	90%	98%	<i>by 2028</i>
Average annual training hours per FTE	25.2	25.95	25.80	20	<i>by 2027</i>
Training					
Percentage of the total workforce that completed onboarding training, including career- and skills-related training.		90%	86%	95%	<i>by 2028</i>
The Normec Fit					
Number of The Normec Fit activities organized	1071	844	992		
Percentage of the total workforce that participated in one or more The Normec Fit activities during the reporting period	95%	88%	88%	95%	<i>by 2028</i>

	2023	2024	2025	Targets	Comment
GOVERNANCE					
ETHICS					
Percentage of the total workforce with a valid acknowledgement of the Normec Code of Conduct.	81%	82%	94%	95%	by 2028
Percentage of operational sites for which an internal audit or business ethics risk assessment has been conducted during the reporting period.	89%	51%	53%	90%	by 2028
Training Normec Code of Conduct					
Percentage of the total workforce that has completed training on the Normec Code of Conduct and business ethics.	39%	43%	83%	90%	by 2028
Incidents or breaches					
Number of confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents.	0	0	0		
Number of confirmed incidents in which own workers were dismissed or disciplined for discrimination.	0	0	0		
Number of confirmed incidents in which own workers were dismissed or disciplined for human rights violations.	0	0	0		
Number of confirmed incidents regarding child or forced labor within the operations of Normec-owned businesses.		0	0		
Number of confirmed incidents relating to contracts with business partners that were terminated or not renewed due to violations related to corruption or bribery.	0	0	0		
Whistleblower reports					
Number of (anonymous) whistleblower reports	0	0	0		

	2023	2024	2025	Targets	Comment
INFORMATION SECURITY					
Cybersecurity framework					
Cybersecurity maturity, measured using the NIST Cybersecurity Framework (CSF) Implementation Tiers (Tier 1–4).	3.2	3.31	3.6	4	by 2030
Training cybersecurity					
Percentage of the total workforce that has completed cybersecurity awareness training.	15%	53%	84%	90%	by 2028
Incidents or breaches					
Number of cybersecurity incidents	4	4	0		
SUSTAINABLE PROCUREMENT					
Implementation of sustainable procurement				<i>Based on the number of suppliers in scope of the SRCP policy</i>	
Percentage of entities (weighted by the number of employees) that have implemented the Socially Responsible Contracting and Purchasing (SRCP) Policy and apply it, where applicable, to suppliers within scope.			90%	95%	by 2030
Total number of suppliers within the scope of the (SRCP) Policy.		368	711		
Percentage of suppliers within scope that have signed the Normec Supplier Code of Conduct.		8%	35%	75%	by 2030
Percentage of suppliers within scope that have completed a sustainability risk screening and self-assessment.		10%	38%	75%	by 2030
Percentage of suppliers within scope that have undergone a sustainability performance assessment and/or on-site audit.			1%	75%	by 2030
Training					
Percentage of the total workforce in management positions that has completed training on sustainable procurement.		0%	1%	75%	by 2030

	2023	2024	2025	Targets	Comment
PHILANTHROPY					
Charity WASH Program					
The impact we have made on the number of people with our contribution to clean water and sanitation in underserved countries.	4,411	5,800	9,058		For every Normec employee, someone in an underserved country gains access to clean drinking water and/or sanitation
Community investment & Social impact					
ESG ART project (EUR)	91,075	113,332	38,122		
Charity WASH progress: Water for Life (EUR)	58,811	110,000	104,952		
Other sponsorships / donations - Normec Group (EUR)	59,957	63,755	98,671		
Sponsorships by other Normec entities (EUR)	185,635	141,098	198,896		
Community volunteering (valued in EUR)	34,385	92,460	36,685		

Normec Group (consolidated within head of the group Newton Dutch Bidco B.V.) has reported in accordance with the GRI Standards for the period from 1 January 2025 to 31 December 2025. GRI 1 used: GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE		PAGE*	GRI STANDARD	DISCLOSURE		PAGE*
GRI 2: General disclosures 2021	2-1	Organisational details	8, 9, 67		2-20	Process to determine remuneration	13, 15
	2-2	Entities included in the organisations sustainability reporting	67		2-21	Annual total compensation ratio	45
	2-3	Reporting period, frequency, and contact point	67		2-22	Statement on sustainable development strategy	4, 7, 21, 28
	2-4	Restatements of information	67		2-23	Policy commitments	56
	2-5	External assurance	67, 81		2-24	Embedding policy commitments	56
	2-6	Activities, value chain and other business relationships	8, 9		2-25	Processes to remediate negative impacts	56
	2-7	Employees	45		2-26	Mechanisms for seeking advice and raising concerns	56
	2-8	Workers who are not employees	45		2-27	Compliance with laws and regulations	56
	2-9	Governance structure and composition	13, 15		2-28	Membership associations	21, 25, 27
	2-10	Nomination and selection of the highest governance body	13, 15		2-29	Approach to stakeholder engagement	26
	2-11	Chair of the highest governance body	13, 15		2-30	Collective bargaining agreements	45
	2-12	Role of the highest governance body in overseeing the management of impact	16, 17		Material topics		
	2-13	Delegation of responsibility for managing impacts	17	GRI 3: Material topics 2021	3-1	Process to determine material topics	22
	2-14	Role of the highest governance body in sustainability reporting	17, 67		3-2	List of material topics	24
	2-15	Conflicts of interest	56		3-3	Management of material topics	22, 31, 35, 53, 56, 60
	2-16	Communication of critical concerns	56		We value our people		
	2-17	Collective knowledge of the highest governance body	15, 16	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	45
	2-18	Evaluation of the performance of the highest governance body	13, 15		401-3	Parental leave	45
	2-19	Remuneration policies	13, 15	GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	53

* The page numbers link to articles and interviews that include the relevant GRI standards.

GRI STANDARD	DISCLOSURE	PAGE*
We value our people		
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	45
	404-2 Programs for upgrading employee skills and transition assistance programs	45
	404-3 Percentage of employees receiving regular performance and career development reviews	45
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	15
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	56
We value strong governance		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	56
	205-2 Communication and training about anti-corruption policies and procedures	56
	205-3 Confirmed incidents of corruption and actions taken	56
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	60

GRI STANDARD	DISCLOSURE	PAGE*
We value our planet		
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	38
	302-2 Energy consumption outside of the organisation*	35
	302-3 Energy intensity	38
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	35
	305-2 Energy indirect (Scope 2) GHG emissions	35
	305-3 Other indirect (Scope 3) GHG emissions	35
	305-4 GHG emissions intensity	35
	305-5 Reduction of GHG emissions	35
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	40
	306-2 Management of significant waste-related impacts	40
	306-3 Waste generated	40
	306-4 Waste diverted from disposal	40
	306-5 Waste directed to disposal	40

* The page numbers link to articles and interviews that include the relevant GRI standards.

** Information not disclosed due to it being unavailable or incomplete.

Independent Assurance Statement

Introduction

Normec B.V. ("Normec") has engaged an independent second-party assurance provider to perform a limited assurance engagement over selected sustainability information presented in the Normec ESG Report 2025, *Growth Through Impact* (the "Report"), for the period from 1 January 2025 to 31 December 2025.

The Report presents information on Normec's environmental, social and governance performance and covers the material topics identified through Normec's CSRD-based double materiality assessment. The disclosures have been prepared with reference to the applicable GRI Standards and include disclosures relevant to the following material topics: Normec Impact Services, Greenhouse Gas Emissions, Occupational Health & Safety, Business Ethics & Integrity, and Cybersecurity & Data Privacy.

Management's responsibility

The management of Normec is responsible for the preparation and presentation of the sustainability information included in the Report. This responsibility includes:

- determining the appropriate reporting boundaries and scope;
- selecting and applying appropriate reporting

- principles, methodologies and assumptions;
- establishing and maintaining appropriate internal controls and processes for collecting, consolidating and reporting sustainability information;
- ensuring that the information is complete, accurate, reliable and presented in accordance with the applicable reporting criteria; and
- preparing the Report in accordance with the reporting criteria described in the Report.

Normec management is also responsible for the statements and disclosures contained in the Report and for preventing and detecting fraud and other irregularities.

Our responsibility

Our responsibility is to provide an independent conclusion on the selected sustainability information within the scope of our engagement based on the procedures we have performed.

Our assurance engagement has been conducted in accordance with ISO 17029, the Global Reporting Initiative (GRI) and Normec Verifavia's internal Assurance Management System Manual (AMSM).

The engagement was performed by a team with experience in sustainability reporting, ESG data,

greenhouse gas emissions and assurance.

We have maintained independence and complied with applicable ethical requirements throughout the engagement.

Scope of the assurance engagement

The scope of our assurance engagement covers the sustainability information identified by Normec as subject to external assurance, including:

- greenhouse gas emissions and intensity, including Scope 1, Scope 2 and Scope 3 emissions (cat 1 and 3);
- occupational health and safety performance;
- work-related accidents and related safety indicators;
- business ethics and anti-corruption information;
- cybersecurity and data privacy information; and

The assurance engagement did not extend to information outside the defined scope, including forward-looking statements, targets, ambitions, case studies, opinions, testimonials, photographs, or other narrative information unless explicitly identified within the assurance scope.

Assurance procedures performed

Our procedures included, among others:

- obtaining an understanding of Normec's reporting processes and relevant internal controls
- assessing the reporting principles, definitions, methodologies and assumptions applied
- conducting interviews with relevant personnel responsible for sustainability reporting and data collection. For this assurance exercise, interviews were conducted with the CSO and ESG Program Manager.
- assessing the design and implementation of relevant data collection and reporting processes
- testing selected data and information on a sample basis
- tracing selected reported information to underlying documentation and source records
- assessing selected calculations and consolidations
- evaluating the consistency of selected information with supporting evidence

For greenhouse gas emissions, our procedures included consideration of the methodologies, emission factors, activity data and consolidation approaches used by Normec in determining its reported emissions.

The sampling approach included both random and risk-based selection of invoices relating to gas, electricity, waste, and water consumption across Normec and its entities.

Criteria

The sustainability information has been prepared by Normec using the reporting criteria described in the Report, including the GRI Standards, where applicable, together with Normec's internal policies, definitions, methodologies and reporting procedures.

The Report states that Normec's material topics were identified through a double materiality assessment conducted in 2025, with the assessment informed by, among other sources, the ESRS and GRI Standards, the UN Sustainable Development Goals, Normec's internal Sustainability Goals, EcoVadis assessments and the nature of Normec's business activities.

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 selected sustainability information identified in the scope of our engagement and included in the Normec ESG Report 2025, *Growth Through Impact*, has not been prepared in accordance with the applicable reporting criteria.

Inherent limitations

Sustainability information is subject to inherent limitations due to the nature of non-financial information, including the use of estimates,

assumptions, emission factors, conversion factors and other calculation methodologies. The accuracy and completeness of sustainability information may also be affected by limitations in data availability and the maturity of data collection processes, particularly where information is obtained from newly acquired entities or third parties.

Independence statement

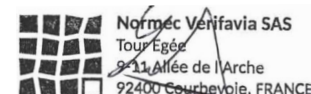
We confirm that NORMEC VERIFAVIA and the verification team remained independent of NORMEC GROUP and have not assisted in any way with the development of the data and documents used for this ESG report, with the exception of:

- This Assurance Statement
- Finnair Client Case section (p 33-34)
- Primary data provided by Normec Verifavia (e.g. waste, energy, employees)

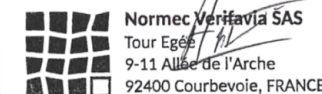
Restriction on use

This assurance statement is prepared solely for the information and use of Normec Group B.V. and its stakeholders in connection with the ESG report. It should be read together with the Report and the methodology and reporting criteria described therein.

Leonard Barkley
Lead Auditor
Normec Verifavia
07.09.2026



Amina Shangereyeva
Independent Technical Reviewer
Normec Verifavia
07.09.2026



Colophon

The ESG annual report 2025 is published by Normec.

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