



Because every action matters

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01

Who we are

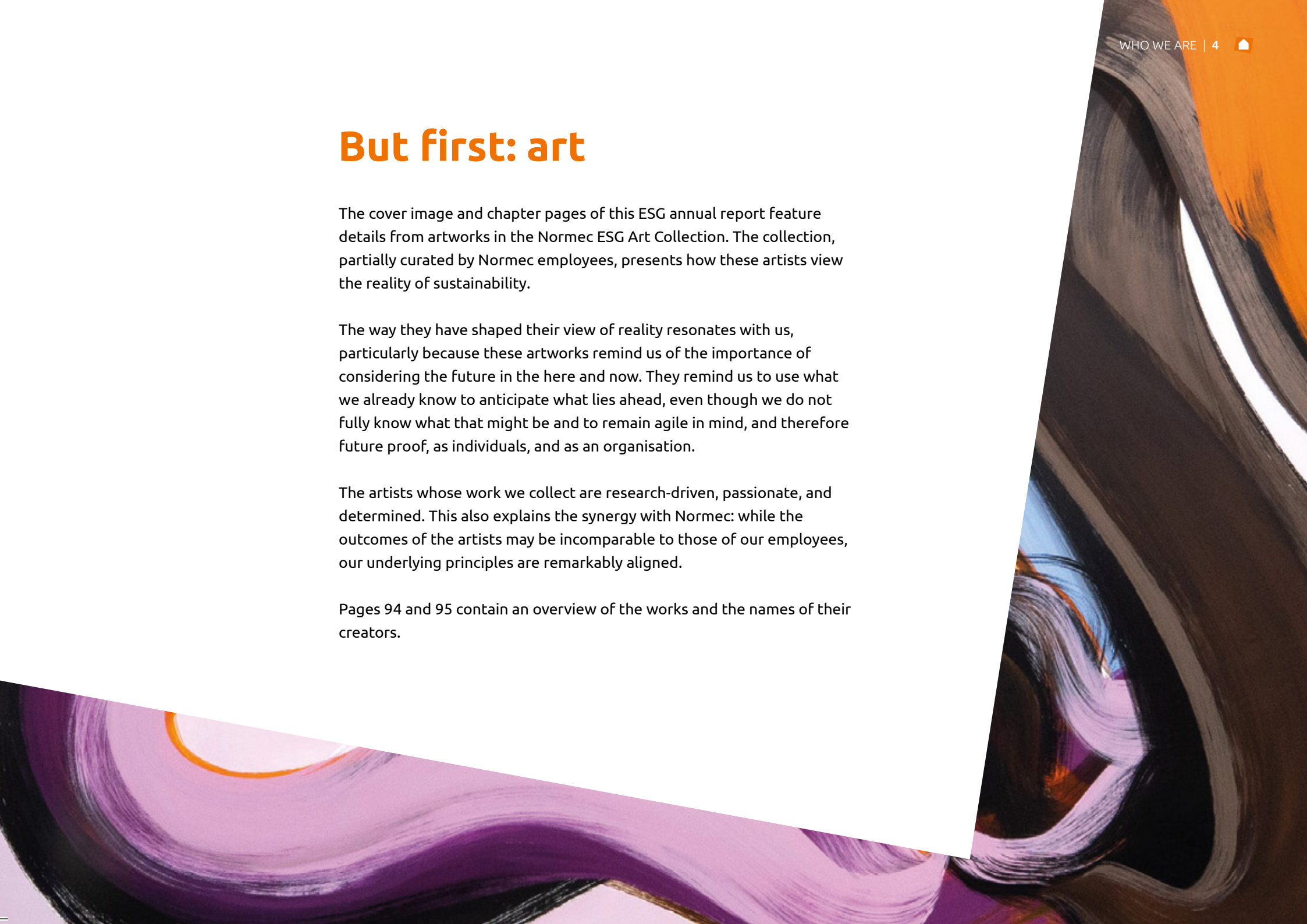
But first: art

The cover image and chapter pages of this ESG annual report feature details from artworks in the Normec ESG Art Collection. The collection, partially curated by Normec employees, presents how these artists view the reality of sustainability.

The way they have shaped their view of reality resonates with us, particularly because these artworks remind us of the importance of considering the future in the here and now. They remind us to use what we already know to anticipate what lies ahead, even though we do not fully know what that might be and to remain agile in mind, and therefore future proof, as individuals, and as an organisation.

The artists whose work we collect are research-driven, passionate, and determined. This also explains the synergy with Normec: while the outcomes of the artists may be incomparable to those of our employees, our underlying principles are remarkably aligned.

Pages 94 and 95 contain an overview of the works and the names of their creators.



1.1 And now, it's a pleasure to meet you

The abbreviation ESG may be unfamiliar to you, along with the name Normec. We aim to change that with this report.

Before you is our third annual ESG report, covering our activities from mid-2023 to mid-2024 in the areas of environmental, social, and governance (ESG). Why are we publishing this? The answer is simple: accountability.

In 2021, Normec committed to the UN Global Compact, the world's largest corporate sustainability initiative. Committing to something automatically means you have to be able to account for your actions. This report provides an overview of what we have done in the past year in the field of ESG, how and why we did it, and what it has achieved, quantifiable or not.

While accountability is the main reason for publishing an ESG report, this year we have also added another element.

For many, Normec is an unfamiliar name. Even many of our own employees, from laboratory technicians to business unit directors, had never heard of Normec before joining us. Even so, you will have undoubtedly encountered our services before. Our core business

affects every aspect of daily life, as everything – products, processes, and services – must be tested for quality, safety, and sustainability. That is what Normec does: we test, inspect, certify, and verify whether companies comply with current laws and regulations in food, water, soil, and labour.

That is why this ESG annual report aims to show you who we are as an organisation, the broad scope of our work, and the context of the issues we address, more explicitly than we have done before. You will learn what we stand for, how we help our clients become leaders in their sectors, and how we take our responsibility to society. You will also meet our employees – the people who help us make all this possible.

This annual report invites you into the fascinating and incredibly broad world of testing and inspection; a world that we strive every day to make a little safer, more socially responsible, and sustainable.



GRI 2-22

1.2 Sustainable growth

Normec has grown fifteen-fold in size since 2016 through organic (international) growth and acquisitions. This shows us that not only are our services valued but also how we deliver them.

At the same time, it is a challenge to meet our established sustainability goals while we are continuously growing and developing. Growth comes with consequences. Increased procurement leads to more waste, more travel results in higher emissions, and additional laboratories, office spaces, and testing facilities require heating or cooling, which means greater energy consumption. As our workforce grows, so do our social responsibilities. In short, the larger we become, the more complex it all becomes.

This could be a sobering conclusion – were it not for the fact that we are actually energised by this.

Developing solutions for cleaner, more efficient, and more socially responsible operations is precisely why we founded Normec. We recognised opportunities for improvement in both working methods and processes within the testing and inspection sector. We saw what an



Joep Bruins, Chief Executive Officer Normec

impact we could make with Normec in a field that touches so many aspects of everyday life! ESG has been embedded in our DNA from the very start, albeit informally.

Fast forward to today: the formalisation of ESG in our strategy and policies, combined with the meticulous monitoring of data, have put our vision of becoming cleaner, more efficient, and more socially responsible into practice. It also fosters greater awareness, curiosity, and enthusiasm.

‘ESG has been in our DNA from the start’



Marco Zomer, Chief Sustainability Officer Normec

In this annual ESG report, we showcase what we have achieved from mid-2023 to mid-2024. We show you the actions, initiatives, and structural changes we have implemented on our journey towards becoming cleaner, more efficient, and more socially responsible. Yes, that really is ESG. At the same time, this all stems from the vision we had from the start of what we wanted Normec to be: for our employees, for our clients, and for the world.

We are fully aware that sustainable business is a journey and that we have not yet reached our destination, but we feel positive when we look back on the past year. We hope that you will also feel positive after reading this report.

Kind regards,
Joep Bruins and Marco Zomer

1.3 Key facts & highlights

General

Revenue

+53%

(vs 2022)

Total workforce

4,617

+44%*

Operational presence

109

+18%*

Normec Impact Services

90%

80% of revenue assessed

Governance and D&I

Gender diversity workforce

42.2%

45%²

Gender diversity leadership positions

36.6%

45%²

Gender diversity Executive Board

33.3%

45%²

Honest work program/participation

3.3%

3.0%²

People

Employee E-NPS

+16

+20¹

Employee development

25.2

20¹

Jobs created

488

+162*

Environment

Total GHG emissions

55,693 tCO₂e

Like-for-like -9.6%*

GHG emissions intensity

118 tCO₂e

-2.5%*

Renewable energy sources

26.3%

2022=13.9%

Ethics and Fair Business

Confirmed ethics breaches

0

2022=0

Confirmed cyber security breaches

4

2022=1

Philanthropy and Social Return

Sponsorship and philanthropy spending

395k

1‰ of revenue, current 0.9‰¹

Community volunteering

343 hours

* Compared to 2022 ¹ Target per 2025 ² Target per 2027

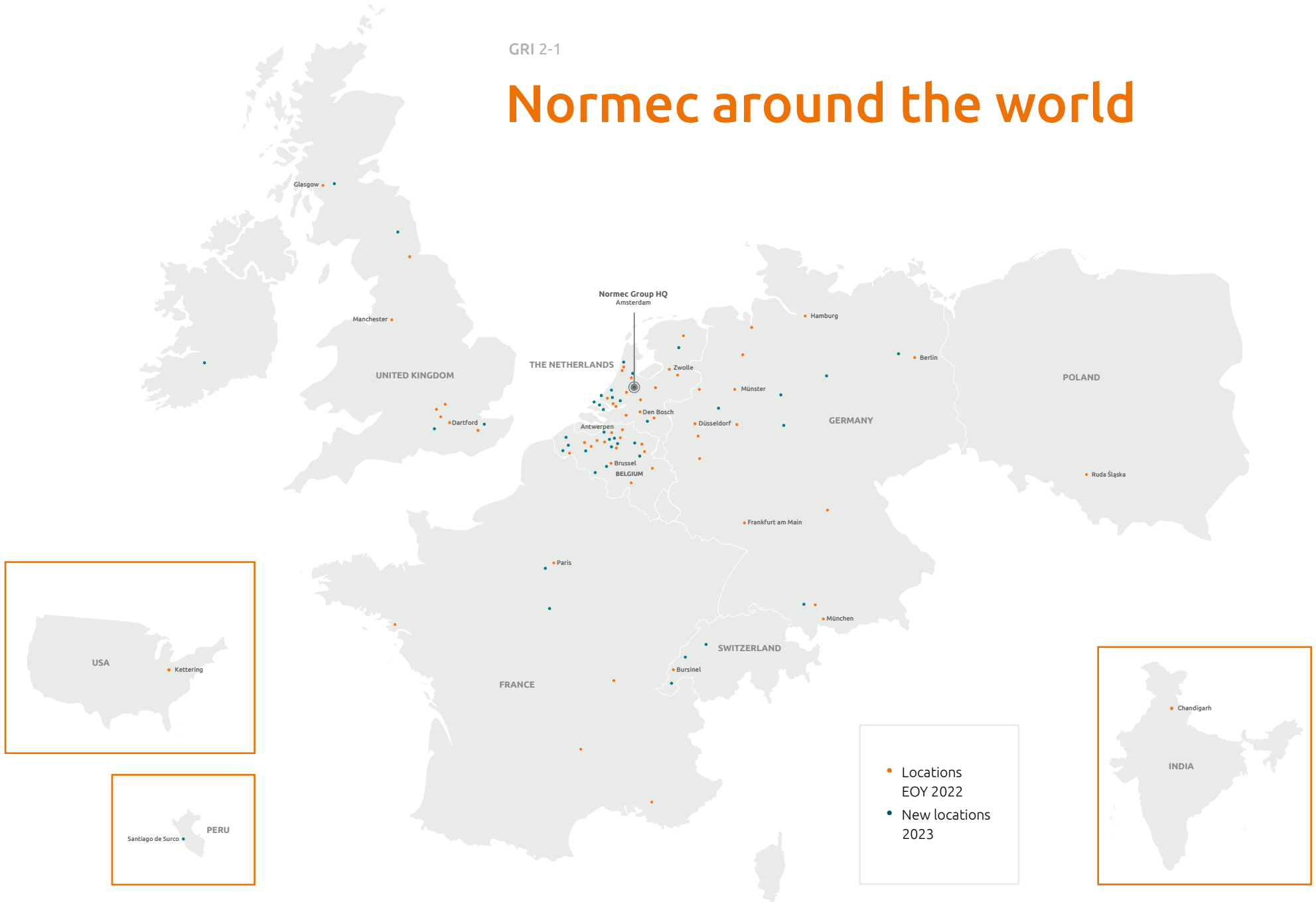


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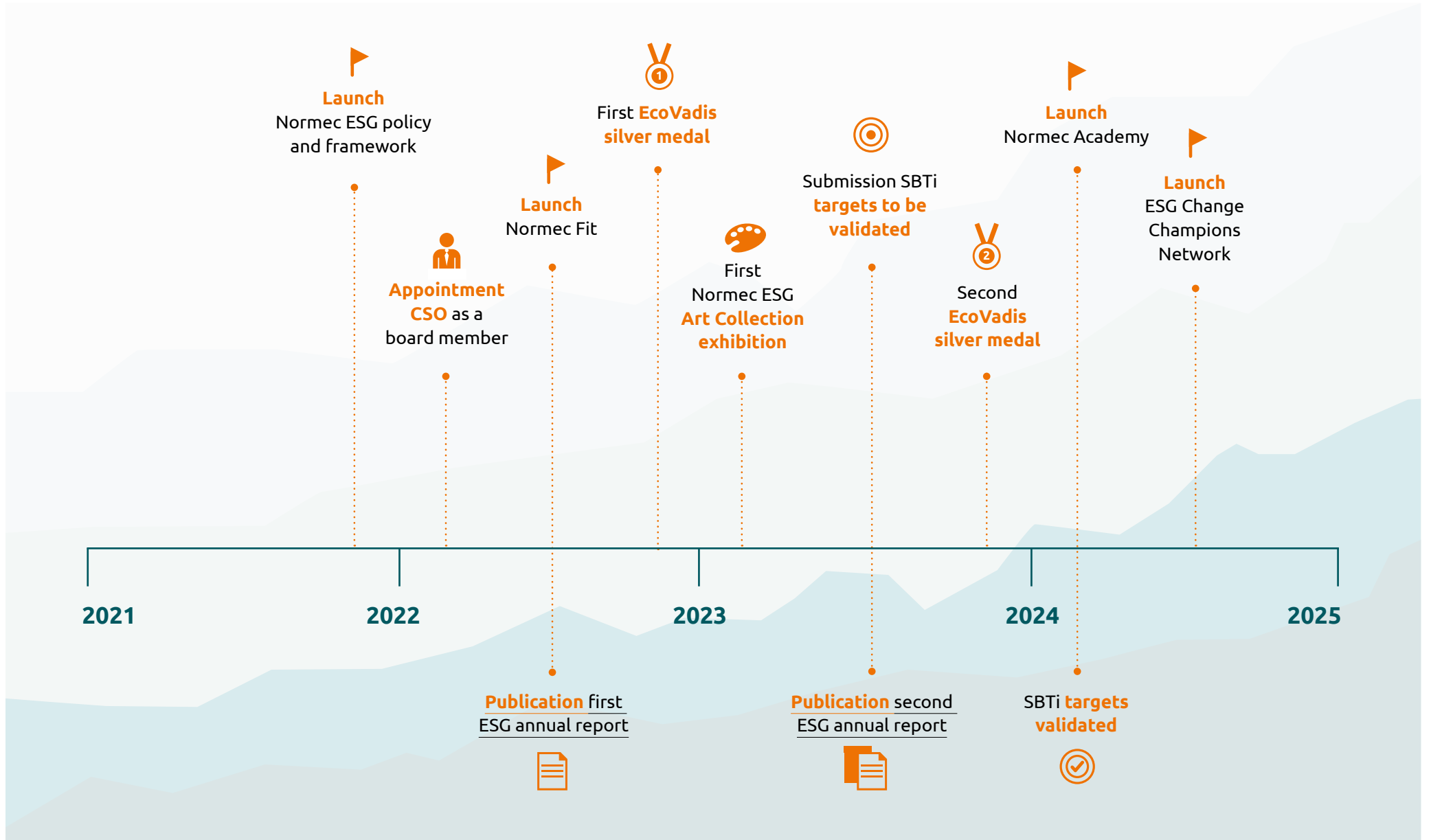
**Normec
at a glance**

GRI 2-1

Normec around the world



ESG milestones



2.1 Making an impact is what we do

Normec tests, inspects, and verifies quality, safety, and sustainability. We do this based on ISO standards and laws and regulations related to, or arising from, ESG topics. Environmental advocacy is thus integrated into training our employees and is reflected in the services they deliver to clients.

Our clients operate in a wide range of sectors: from food to water treatment, from transport to staffing, from construction to pharmaceuticals. Normec supports them in delivering their products and services in line with applicable quality, safety, and ESG standards, which makes a significant impact on their businesses and, consequently, on the lives of people worldwide.

This is why we call our services impact services.

Every day, we strive to improve. This defines Normec and is the very reason the company was founded: to improve the testing and inspection world. You only know what is good and what is better by measuring. Positive client interactions are highly valuable but hard to quantify. Being consulted at the EU level on legislation and certification schemes affirms our position as experts, but again, this is not quantifiable. If you want to understand where you stand and how you can move forwards, you have to measure and dive into the data.

Meaningful data

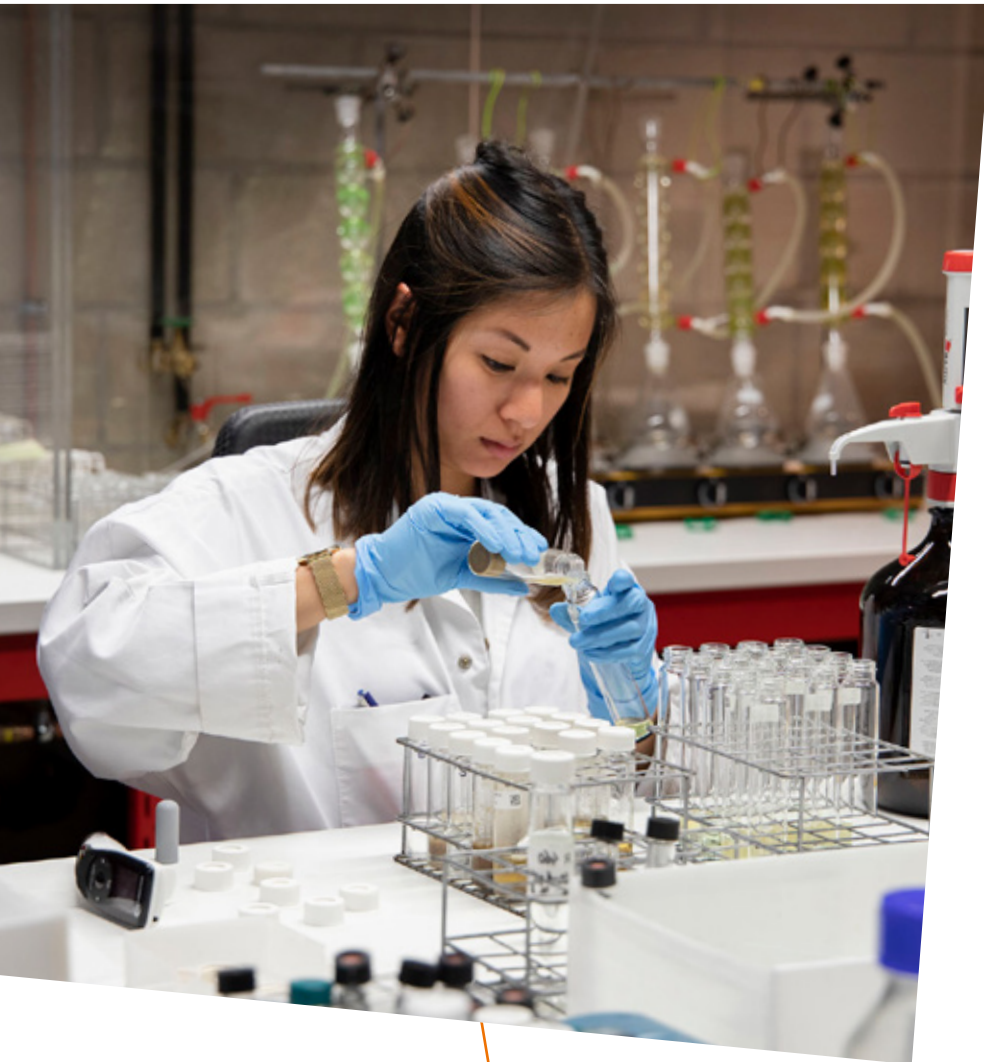
In 2016, with just one entity, 35 employees, and a few hundred clients primarily based in the Netherlands, our database was relatively small.



Today, with over seventy entities, nearly five thousand employees, and thousands of clients worldwide, we are able to draw from an impressive volume of data.

Data is a world in itself – a fascinating world that provides the tools to guide, adjust, or even reverse course. Data compels us to take action. You cannot ignore figures that reflect reality, whether that reality is favourable or not. When you work with quality day in and day out, data becomes an essential guide – for improving internal operations, for helping your clients advance, and for holding yourself accountable to your stakeholders.

We also mean this when we say impact services.



We test, inspect, and verify quality but we do more than that. We focus on making positive changes in lives and businesses. We give employees the space to grow. In fact, we actively encourage this. We evolve alongside them, ensuring that they will continue to evolve with us, while creating a sustainable relationship. We support our clients in their journeys towards improvement, enabling them to become leaders in their sectors. We also inspire our stakeholders with an approach that reflects our fundamentally positive mindset.

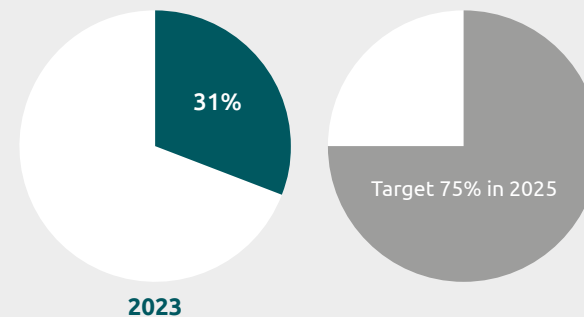
Better together

The beauty of making an impact is that it is an inexhaustible source of energy. It brings like-minded individuals onto your path, challenging you to keep thinking about ways to improve. Because we create impact together and there is always room for improvement.

In this chapter, you will read how our clients benefit from our relentless pursuit of improvement, and how we, in-house, are continually engaging with the question: what else can we do to do things better?

Training & environmental advocacy

The total workforce across all locations who received training on environment and advocacy



GRI 2-6

CLIENTCASE | THE GREENERY

‘Exactly what I was looking for’

The flexible labour market is dynamic and is subject to constantly changing laws and regulations. For companies that rely on temporary staffing, it can be challenging to ascertain whether the agencies they partner with are applying the rules correctly. Eric Don from The Greenery experienced that Normec VRO provides a solution to this.

**Eric Don***Operations Manager at The Greenery Logistics*

‘The Greenery relies heavily on temporary staff for our logistical operations. Annually they work hundreds of thousands of hours for us. We value them just as we do our permanent employees – literally. We believe it is only fair that temporary workers are rewarded and treated the same as our permanent staff.

With the upcoming amendments to the SNA standard framework set to take effect in 2026 due to the introduction of the Employment of the Temporary Workers Admission Act, (also known as *Wtta*), we wanted to understand the extent to which our current flexible partners comply with these new regulations. To this end, I consulted several inspection bodies, but my experiences were not particularly positive.

A colleague from our quality department suggested we try working with Normec. They had had positive experiences with the Normec VRO certification process. One of the employment agencies we work with also expressed a very positive opinion about the organisation.

I understand why. Even during the introductory meeting with Julisa and Patrick, it was clear that I was dealing with a sympathetic organisation that possesses a high level of expertise – both in terms of laws and regulations as well as industry-specific knowledge. Not only that, but their collaborative mindset, pragmatism, and solution-oriented attitude were exactly what I was looking for in an inspection body. Perhaps even more than that, as they even discussed services with us that were outside their scope.



NORMEC VRO ABOUT THE GREENERY

'A shining example'

Julisa Fereijra-Phelipa

Business Unit Director Normec VRO

'The Greenery has an intrinsic desire to be a good employer. They had already decided to engage only with staffing agencies that hold the SNA certification. Taking this decision distinguished them from many other hiring companies and demonstrated their responsibility for the fair treatment and remuneration of employees working with the agencies The Greenery collaborates with. Eric's request to inspect these agencies in light of

the new admission system (Wtta) due to come into effect in 2026 further illustrates how attentively The Greenery follows developments to create a fairer and more transparent industry and establish a level playing field.

Thanks to their proactive approach and their social HR policy, The Greenery is a shining example of a hiring company that excels in their practices. It is companies like these that serve as inspiration for others, improving the chain, and elevating the entire labour market.'

In conclusion, I can affirm that Normec VRO is a partner that demonstrates the same drive as we have regarding good employer practices. That is what The Greenery stands for. Healthy work and healthy living are a vital thread running through our company. Our temporary workers have left their homes to come and work in the Netherlands. We want to give them a sense of belonging, provide opportunities for advancement within the organisation, and support their further development. Every employee, whether permanent or temporary, receives a warm welcome, undergoes an identical onboarding programme, and receives intensive guidance and coaching. Thanks to Normec VRO, I now also know for certain that the important aspects we do not manage internally still operate in accordance with laws and regulations. That is really a wonderful confirmation: at The Greenery, every employee receives what they are entitled to.'



GRI 2-6

CLIENTCASE | ROYAL HEIJMANS

Looking ahead

An example of how sustainability is embedded in Normec services is provided by Normec Rei-Lux. This company is entirely dedicated to stability measurements for items such as light masts and wall anchors and was founded over twenty years ago with the principles of sustainability in mind: 'Why replace something that still works and where we can still ensure safety?'

Royal Heijmans, one of the largest construction companies in the Netherlands, utilises the services of Normec Rei-Lux for its client, the Rijksvastgoedbedrijf (RVB). Each year, Normec Rei-Lux conducts random inspections of approximately 13,000 light masts at barracks, air bases, and other defence locations in the southern Netherlands.

Jachimo van Ophoven, Project Leader E&I at Heijmans, was the one who brought Normec Rei-Lux into the tender process for the RVB in 2020, as they were seeking a partner for the maintenance of light masts. He was immediately impressed by the company.

'What stood out to me,' says Jachimo, 'was the personal contact. Other companies I approached for a quote simply sent an email in response. Roderik Span from Normec Rei-

Lux picked up the phone to arrange a personal meeting. Call me old-fashioned, but I saw that as a real advantage.'

Life-cycle investment

During the conversation with Roderik, the sustainable approach of Normec Rei-Lux became immediately clear. Jachimo states, 'I had heard of stability measurements before, but I wasn't well-informed about them. However, the philosophy Roderik outlined for the company, the vision regarding life-cycle investment for the client, and the calculated savings in costs and materials provided solid reasons for Heijmans to award the tender to Normec Rei-Lux.' Now, after years of collaboration, Jachimo notes another benefit: the conscientious communication and execution of the tasks at hand.

NORMEC REI-LUX ABOUT HEIJMANS GREENERY

'We both think in solutions'

Roderik Span, Area Sales Manager for the Southern Netherlands, Normec Rei-Lux

'We have been working with Heijmans for four years, and it has been immensely satisfying. Each year, we assess changes or improvements in our mutual cooperation and discuss any requests or requirements from the RVB. Completed projects are routinely evaluated, and new projects are thoroughly examined to maintain that streamlined collaboration. Communication channels are short; we literally sit at the same table whenever issues arise, and, last but not least, we both think in terms of solutions. This is the key factor for successful collaborations.'



About Normec Rei-Lux

In 2003, Normec Rei-Lux was the first on the Dutch market to prioritise the technical lifespan of light masts over their economic lifespan. So, for over twenty years, Normec Rei-Lux's motto has been: 'Measure first.' If a light mast passes the patented measurement method developed by Normec Rei-Lux, the measuring technicians issue a five-year guarantee. While this is financially advantageous, it is the focus on sustainability and the unique expertise that Normec Rei-Lux has developed as a pioneer in the field that has driven the company's growth right from the start. As a result, Normec Rei-Lux has been spotlighted by an increasing number of municipalities, other (semi-) governmental bodies, airports, and sports facilities.

'Don't underestimate what's involved,' he remarks. 'Before you can even get to the work on-site, there is a considerable amount of admin that needs to be completed each time. We are dealing with highly secured areas, with all the protocols that that entails. These include background checks for all employees entering the site and registration requirements that must be meticulously followed. Naturally, the work at the location needs to be conducted neatly and professionally, under the supervision of a defence employee.'

'You can trust the people at Normec Rei-Lux with all of this,' says Michel van der Velden too, the Service & Maintenance Project Coordinator at Heijmans. He has now taken over from Jachimo. Michel explains, 'A promise is a promise. That is how we operate, and that is how Normec Rei-Lux operates. At the same time, they are open to improving processes. For instance, when I had a query about a specific reporting element, it led to an adjustment that significantly enhanced the overall report. That was simply because we discussed it, they listened to my feedback, realised that yes, it could be improved, and implemented that enhancement. Helping each other like that is fantastic teamwork.'

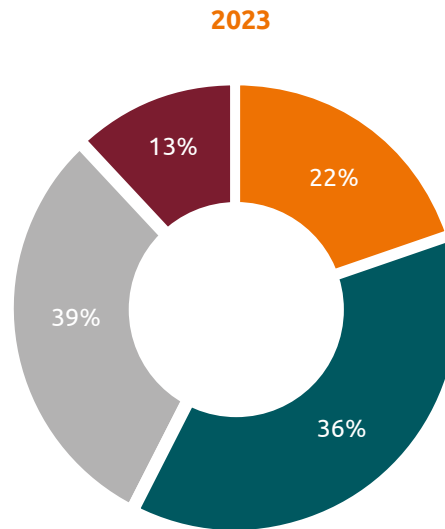
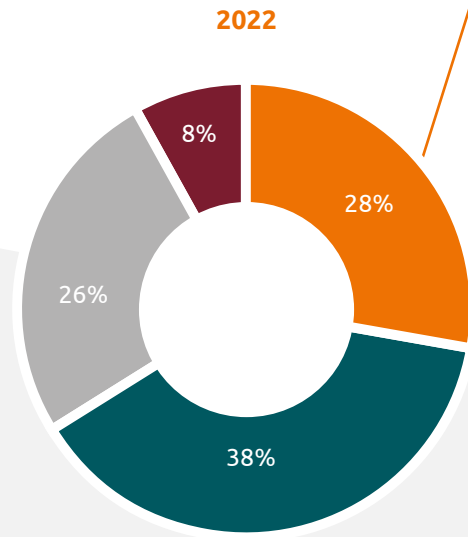


Setting an example

The masts at defence locations eligible for measurements are nearing the end of their technical lifespan. However, only a very low percentage is actually deemed unfit for use. This prevents still-functional masts from ending up as scrap and conserves scarce resources. Moreover, the costs associated with conducting a 3D stability measurement are significantly lower than purchasing a new light mast. This means that the RVB benefits from the services provided by Normec Rei-Lux in multiple areas. Michel concludes, 'I see Normec Rei-Lux setting an example of how to work sustainably, with a personal touch and a high level of service. Heijmans is a satisfied customer.'

GRI 2-1, 2-6

2.2 Divisions



Normec

The majority of shares in Normec, headed by Greyhound Dutch Bidco B.V., are held by private equity. Until May 2024, Normec's headquarters were located in Utrecht, after which they moved to Amsterdam. Normec's clients generally operate at a national level. Our services are delivered on-site at our clients' premises or in one of our laboratories. Our suppliers are primarily service providers, with the laboratories mainly purchasing consumables for their analyses. As our services are primarily digital, ICT

equipment, related expenses, and applications represent a significant expense for Normec.

Normec Foodcare

Quality assurance, laboratory research, taste testing, and QA automation within the food industry. Employee training, risk management, label verification, specification management, auditing, and inspection.

Normec Life Safety

Testing, inspection, certification, and compliance within building, infrastructure, and environmental management.

Normec Sustainability

Laboratory activities regarding building materials, biodegradability and compostability of products, and measuring and analysing emissions for both air and water. Certification activities for product and process management systems within the construction and infrastructure sectors, fair labour processes in the supply chain, and CO₂ emission certification in aviation and the maritime sector.

Normec Healthcare

A specialist in GxP (Good Practice), providing engineering, compliance, and training services including to hospitals.

GRI 2-6

2.3 Making an impact within Normec

We also strive every day to make the right, sustainable choices in house, always keeping the principles of environmental advocacy in mind. Even if results sometimes fall short of expectations, our pursuit of improvement keeps going.

Normec Sustainability and Normec Foodcare

Entities: Normec AWS (southern part of The Netherlands), Normec Dumea (northeastern part of The Netherlands), and Normec Servaco (Belgium)

Action: Collaboration in sampling, analysis, and transport

Results: Each year, hundreds of thousands of kilometres are saved by the employees of the three collaborating laboratories.

Hans van der Wart, *Managing Director at Normec AWS*

'By establishing several logistical hubs, three laboratories benefit from transport efficiency. The new hub at Normec AWS in 's-Hertogenbosch facilitates our transport to the two laboratories, while they use the hub for their clients in the Limburg and North Brabant regions. The cancelled trips to and from Dumea alone save us 480 km per week. Providing our field staff with supplies eliminates their need for a round trip to our site. With fifteen staff members in the field, this amounts to about 1,000 kilometres per week, which equates to a reduction of 75,000 kilometres annually!'

Normec Healthcare

Entity: Institute Dr. Schrader

Action: Developing a revolutionary HDRS method and associated ISO 23698 standard

Results: Testing of sunscreen products is now conducted without causing erythema (red discolouration of the skin). Concurrently, Dr. Schrader established a global standard for testing sunscreen products.

Dr. Mathias Rohr, *Director at Testing Skin and Hair (COO)*

'Conducting tests is our core business. Investigating how we can perform this ethically, responsibly, and considerately towards our test subjects is an inherent part of this process. After ten years of research, we achieved a breakthrough with the HDRS method that impacts consumers worldwide. Writing the accompanying ISO standard, along with two American colleagues, was a project in itself. It reaffirmed for me how important it is that people, scientists and consumers, can trust quality'



Normec Foodcare

Entity: Normec Innovative Fresh

Action: Putting unused fresh produce to good use

Results: Two bins full of fresh products are sent to the food bank twice a week. Young people who are disadvantaged in the job market collect ingredients for their cooking classes three times a week.

Maud Jentjes, Director at Normec Innovative Fresh

'The nature of our services means that we receive products in large quantities. Donating the surplus to those who can make good use of it, such as food bank beneficiaries and young people at a disadvantage in the job market, makes sense. Take the young people: they knock on our door, introduce themselves, receive the ingredients, and share what dish they are going to prepare... It takes us fifteen minutes, and for them, it is often a milestone towards participating in society.'

Normec Sustainability

Entity: Normec Latis

Action: Replacing sampling bottles with alternatives containing less plastic

Results: The project has been paused because customers and laboratory staff were not enthusiastic about the low-plastic alternative.

Daniela Marques Miguel, Sales Director at Normec DETS and Normec Latis Scientific

'Annually, Normec Latis uses hundreds of thousands of plastic water sampling bottles. The alternative we experimented with contained a good 75% less plastic. Although we were eager to convert the pilot into a successful implementation, this did not work out. Customers and lab technicians struggled with the non-moulded bottles. This complicated sampling, transport, and processing in the lab. While we have currently reverted to using the old bottles, we continue to seek a sustainable and workable alternative.'



03

Governance



'It resonated with me when photographer Jimmy Nelson spoke at our management event about his approach-making connections, adding value, and passionately achieving your goals. While Normec's services revolve around processes, like Jimmy, we also focus on something more important: the human element.'

Stéphanie Haarsma
Commercial Director at Normec

Our core values

Growth is a constant factor at Normec. The way we shape that growth has attracted companies and individuals who resonate with our core values since 2016. These values are fundamentally rooted in growth. Literally, because each letter represents a fundamental principle that has been crucial to Normec's success and is a guiding principle for the future. GROWTH reflects who we are and how we work.



GRI 2-9, 2-10, 2-11, 2-19, 2-20

3.1 Our governance structure

MB, SB and EMB

Normec's governance consists of the Management Board (MB), the Supervisory Board (SB) from the parent company Astorg, and the Executive Management Board (EMB). Representative members of the EMB attend both the monthly MB and SB meetings.

Normec's MB consists of CEO Joep Bruins, CFO Robert Wolff, and COO Britt Schuurs. The EMB is chaired by the CEO and includes the managing directors of the four divisions of Normec, along with Normec's CHRO, CIO, CTO, General Counsel, and CSO.

Appointment

The MB members are appointed by Astorg, as well as the members of Normec's Audit Committee and Remuneration Committee. The SB is a member of the Audit Committee together with Normec's CFO. The Remuneration Committee consists of one member of the SB, Normec's CHRO, and the CEO. The chairman of the SB is the Managing Partner of Astorg and does not hold any daily executive responsibilities for Normec.

The **Audit Committee** oversees several processes related to finance, internal controls, risk management, and audits. The members of the Audit Committee ensure accurate and transparent financial reporting and the publication of financial statements. They also verify that Normec operates in accordance with current laws and regulations.

The **Remuneration Committee**, comprising one member of the SB, the CHRO, and the CEO, makes recommendations to the MB regarding the remuneration and hiring of members of the Executive Board, assesses compensation for senior managers taking their contribution to building a successful and sustainable business into account.

Other committees

In addition to the aforementioned governance bodies, Normec also has an **IT Steering Committee** and a **Security Committee**.

The IT Steering Committee consists of senior executives who direct, evaluate, and approve strategic IT plans. They also oversee significant initiatives and allocate resources. The Security Committee is responsible for reviewing and addressing broad information security issues, cyber threats, and IT security across Normec and all its entities. Both committees hold meetings on a monthly basis.

GRI 2-12, 2-13, 2-17, 2-18, 2-23, 2-24

3.2 Our ESG structure

With our ESG policy, we are striving for responsible business practices. We adhere to norms and applicable laws and regulations in all these areas: the environment, labour rights, human rights, modern slavery, diversity, equality, and inclusion. We are inspired by best practices and join global initiatives.

All our ESG-related policies are reviewed by the ESG Group Advisory Council, our General Counsel, and HR representative, along with the EMB. During the reporting period of the annual ESG report, the CSO provides regular briefings and updates to the governing bodies. Additionally, they also hold periodic meetings with the ESG officer at Astorg.

The ESG policy primarily applies to all our own activities across all jurisdictions, but we also extend it to our suppliers through various mechanisms, such as our Supplier Code of Conduct. All our policies, standards, and guidelines are published on our intranet, and another key source for our policies is the employee handbook, which newly hired employees must familiarise themselves with.

From two to three

With the establishment of the ESG Change Champions Network in September 2024, the ESG policy has now been further embedded within Normec. The change champions are fifteen to twenty employees from the four divisions of Normec, who have volunteered for this role. They serve as the eyes and ears of the CSO and act as points of contact for Normec employees throughout the organisation. They consult and assist the

CSO, brainstorming with him on internal ESG-related activities and projects. The CSO presents their input to the relevant governing bodies, which ultimately decide on the rollout of pilots, projects, and the implementation of measures.

Valuable network

Thanks to the Change Champions Network, the CSO has ESG partners throughout Normec. The value of this third layer lies in its locality; ESG proposals emerge from the local needs and opportunities of the seventy business units. This bottom-up approach, along with the responsibility of the Change Champions for executing and implementing initiatives, adds an extra dimension to Normec's ESG commitment and policy.

Every two months, the Change Champions gather under the guidance of the CSO to share experiences, discuss initiatives, brainstorm solutions, and learn from each other's approaches. Every year, a mini ESG conference is organised where the champions all present their success stories and are treated to an inspiring talk by an interesting guest speaker.



GRI 2-28, 2-29

3.3 Our stakeholders

Given the diverse landscape in which Normec operates, we engage with a wide variety of stakeholders.

These stakeholders influence the ambition level and prioritisation of Normec's objectives in different ways. We consider and respond to developments in the market and our customers' needs at both societal and commercial levels.

Our key stakeholders include:



The background is a teal-colored image featuring a network of fiber optic cables. The cables are bundled and run in various directions, creating a complex web of light paths. A dark teal grid is overlaid on the image, with lines intersecting at various points. The overall aesthetic is modern and technological.

04

Sustainability

4.1 The impact of three letters

ESG is fundamentally a collective effort. Marco Zomer, CSO at Normec, understands this better than anyone.

'ESG, three letters that represent a whole world. A world where the question every day is: how can we do better? This is a question that cannot be answered alone. This report is proof of that. Actually, about 5,000 people have contributed to it.

We start by emphasising the importance of ESG during the onboarding process for new employees. It is crucial for everyone who joins us to understand how we take responsibility for creating a more sustainable, social, and safe world – and what impact they can make as Normec employees.

My own experience in creating this annual ESG report was different from the previous two years. For the first time, we are reporting in accordance with the GRI guidelines, which basically involves gathering a massive amount of detailed data from over seventy entities. This is no small feat, especially amid the almost continuous growth surge Normec is experiencing. The systems of newly acquired companies are not yet synchronised with Normec's, and during such integration processes, daily operations take precedence over everything else. So, providing data on things like energy consumption at a site or the average training hours per employee is not really the top priority for the director concerned. Even amid this unique dynamic, we still managed to succeed more often than not, which reflects the intrinsic drive of our people.



Normec's growth yields a valuable extra benefit in terms of ESG. With every new employee, each newly acquired company, and, consequently, every new client, supplier, and stakeholder, the number of inspiring suggestions and exchanges on how processes can become even more sustainable, more socially responsible, and safer continues to grow.

Questioning how things can be improved leads to numerous other questions, with answers from various perspectives. This makes ESG a continuous, never-ending process. Admittedly, this process is not always easy. Being an ESG-minded organisation requires investment – financially, but definitely in terms of time as well. However, knowing that you are working – together – on the right things is motivating. It's just as encouraging as the confirmation from external parties, which shows that we are on the right path.

We will continue down this road with an ever-growing community of like-minded individuals who understand that there is always room for improvement. Together with Normec, we are genuinely contributing to this journey.'



GRI 2-24, 205-2

4.2 ESG onboarding

The ESG e-learning programme is a mandatory component of the onboarding process. It consists of the following required trainings:

- 1 Onboarding training, including career- or skills-related training
- 2 Training on diversity, discrimination, and/or harassment
- 3 Training on ethics – Code of Conduct
- 4 Training on cybersecurity
- 5 Training on the environment and advocacy

Below, we briefly outline the key results identified in September 2024.

Increased awareness of ESG principles

Feedback from participants shows a high level of understanding of ESG principles, including environmental sustainability, social responsibility, and governance best practices.

Practical insights for sustainability initiatives

Participants reported feeling better equipped to actively contribute to ongoing sustainability initiatives. Several participants have already proposed new ideas to reduce environmental impact and enhance social responsibility within their teams.

Greater engagement with social and governance issues

The feedback indicates that participants are more aware of the social and governance dimensions of ESG, such as diversity, equity, inclusion, and ethical business practices, and are committed to implementing these in their work. We will continue to monitor progress periodically through engagement surveys.

Improved collaboration across functions

The training has enhanced communication between various departments about ESG matters. Several teams are now exploring joint projects focused on sustainability and ethical governance.

To build on these results, we will:

- Hold follow-up workshops to deepen understanding of specific ESG topics.
- Establish additional measurable KPIs to track the impact of the training on actual business practices.
- Continue to encourage teams to submit proposals for ESG-driven initiatives that align with our corporate goals.

GRI 2-22, 3-1, 3-2, 3-3





4.3 ESG, our foundation

Our ESG policy is based on a variety of factors, such as international initiatives, both mandatory and voluntary international guidelines, methodologies, and standards. Additionally, it reflects our own vision of the organisation we aspire to be – for our employees, our clients, and society at large – the field in which we operate, and the direction we wish to take in the coming years. This is evident in the UN’s Sustainability Development Goals prioritised by Normec, namely 5, 6, 8 and 13, and the six Normec Sustainability Goals..

The visual to the right is a simplified representation of Normec’s ESG framework. It illustrates how the elements are embedded in the foundations of our business and how we have refined the resulting material topics into fifteen KPIs. The detailed overview of our ESG framework can be found on page 93.



4.4 Material topics & risks

Theme	Normec pillars	Material topics	Risk elements	Corresponding article
 Environment	Business model & strategy	Environmental services & advocacy	Encouraging customers to choose the products and services that are better for the environment, or make innovations that reduce the impact on the environment.	2.1 Making an impact is what we do 2.3 Making an impact within Normec
		Energy consumption & GHGs	Energy consumption in operations as transportation combined with the GHG emissions that this directly but also indirectly results from.	7.1 Energy consumption 7.2 CO ₂ emission assessment
	Environment	Materials, chemicals & waste	The consumption of materials in the operation as well as the waste resulting from this in, both general waste or hazardous waste.	7.3 Waste management
 Labour & human rights	Diversity, equity & inclusion	Diversity, equity & inclusion	Preventing discrimination and harassment (in its broadest form) in the work environment and all related processes.	5.3 Diversity, safety & inclusion
	Health, safety & well-being	Employee health & safety	Providing a safe working environment for Normec employees, both physical and mental safety taking into account the working conditions of all employees.	5.2 Safety in the workplace
		Working conditions	Providing the right working conditions allowing all Normec employees to live a healthy life with the right work-life balance.	5.1 Our employees
	Employee development & engagement	Career management & training	Provide a career plan from recruitment, your career with internal job opportunities (including training) until employee leaves'.	5.4 Career management
		Social dialogue	Provide the opportunity for social dialogue between employer and employee, allowing employees to freely collectively associate and be represented.	5.6 Social dialogue
 Ethics	Business ethics & risk management	Corruption	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 and money laundering.	6.1 Integrity & safety
		Responsible information management	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 Normec's reputation.	6.2 Ethics in IT
 Sustainable procurement	Supply chain management	Supplier environmental practices	We are aware that we are part of a supply chain, and imposing the same goals we pursue on environmental issues towards our suppliers ensures better chain accountability.	8.1 SRCP=ESG
		Supplier social practices	We are aware that we are part of a supply chain, and imposing the same goals that we pursue in terms of socially and corporate responsibility issues towards our suppliers ensures better chain accountability.	8.1 SRCP=ESG

GRI 2-22, 3-3

4.5 Sustainability at Normec

With our commitment to the UN Global Compact in 2021, Normec pledged to operate towards becoming a more verifiably sustainable organization.

The Global Compact is the world's largest corporate sustainability initiative, established in 2000 to connect businesses, UN organisations, trade unions, and social organisations toward socially responsible practices. The guiding principles of this initiative focus on ten key areas: human rights, labour standards, environmental protection, and anti-corruption.

The term *principles* is significant here. This is not just a case of participating in the Global Compact and undertaking sporadic sustainable actions. It is about embedding these principles into your business processes and operations –in essence, it is your corporate conscience.

In 2015, all 193 UN member states signed the 2030 Agenda for Sustainable Development, which is based on the ten principles of the Global Compact. How sustainable development can be achieved was made concrete through seventeen Sustainable Development Goals (SDGs), further divided into 169 sub-goals. All these goals have to do

with improvements in the areas of people, the planet, prosperity, peace, and partnership.

From these seventeen SDGs, Normec has prioritised four as the pillars of our sustainability policy. These goals are aligned with our services and resonate with our identity as a service-oriented organisation. To specifically manage using the four SDGs defined by the UN and to focus our attention on issues within our organisation, we have refined these four SDGs into six Normec Sustainability Goals with corresponding KPIs. These goals are as follows:



Normec Sustainability Goals

1 Supporting the transition to a more sustainable and safe living and working environment (SDG 8)

By 2025, at least 90% of Normec's revenue will positively impact people and the planet.

2 Climate action (SDG 13)

By 2040, the net climate impact of our activities will be reduced to 0%.

3 Gender equality (SDG 5)

By 2027, at least 45% of senior management and leadership positions will be filled by female talent.

4 Decent work (SDG 8)

By 2025, at least 3,0% of our workforce will consist of individuals with barriers to employment.

5 Sustainable supply chain (SDG 8)

By 2030, 30% of our purchasing will be conducted according to sustainable criteria.

6 Clean water & sanitation (SDG 6)

Annually, the number of individuals in a developing country receiving access to clean drinking water and sanitation through our donations will at least equal the number of employees at Normec.



4.6 Our contribution to the SDGs



SDG	Normec commitment	Target & timeline	Progress EoY 2023
Business model & strategy			
8.1	Stimulate long-term business growth	Tripling in revenue by 2029 compared to 2023	Both organic and inorganic on track for this goal'
8.3	Stimulate decent job creation	Annual net organic job creation by at least 5%	By 2023, organic net new hires were 7.5%
Environment			
13.2	Reducing GHG emissions from operations	Scope 1 and 2 CO ₂ emissions by 42% in 2030 compared to base year 2022	Scope 1 and 2 emissions in 2023 vs. 2022 decreased by 17% based on the like-for-like comparison with the base year 2022 locations.
7.2	Increase the usage of renewable energy	100% renewable energy by 2030	In 2023, 26% of energy consumption came from renewable sources
12.5	Ensure high levels of electronic waste recycling	75% of all IT and other electronic waste recycled by 2030	In 2023, 17% of IT and other electronic waste recycled
Diversity, equity & inclusion			
5.5	Stimulate women's participation and equal leadership opportunities at all levels of decision-making	45% of senior and leadership positions held by women by 2027'	In 2023, 36.6% of leadership and senior management positions were held by female talent.
8.5	Stimulate equal pay for equal work	Annual reduction in gender pay gap with target of 3% by 2035	In 2023, the unadjusted gender pay gap was 18.9%, this is due to inorganic growth in 2023. The like-for-like comparison with Normec 2022 shows a gender pay gap of 5.7%.
16B	Enforce Normec HR policies including non-discriminatory policies	Accepted by all employees by 2026	In 2023, we began formally having all new employees sign the Normec HR policies and also retroactively having all employees sign for receipt and acceptance. By the end of 2023, we are at 43% of all Normec employees.

SDG	Normec commitment	Target & timeline	Progress EoY 2023
Health, safety & well-being			
8.8	Promote safe and secure working environments for all employees	TRIR lower than 1.0 by 2030	In 2023, the TRIR was 1.36 where 2022 TRIR was 1.68.
Business ethics & risk management			
16.5	Enforce Code of Conduct including anti-corruption and bribery policies	Accepted by all employees by 2026	In 2023, we started to have all new employees formally sign the Normec Code of Conduct and also retroactively have all employees sign for receipt and agreement. By the end of 2023, we are at 23% of all Normec employees.
Supply chain management			
8.7	Enforce human rights throughout the supply chain	30% of our procurement according to sustainable criteria by 2030'	In 2023, we started to have all new employees formally sign the Normec Code of Conduct and also retroactively have all employees sign for receipt and agreement. By the end of 2023, we will be at 81% of all Normec employees.
12.6	Improve the sustainability performance throughout the supply chain	30% of our procurement according to sustainable criteria by 2030'	By mid-2024, 8% of all identified suppliers within the scope of the policy have complied with our supplier code of conduct.
Corporate citizenship			
6b	Improve the sustainability performance throughout the supply chain	For every Normec employee, someone in an underdeveloped country gets access to clean drinking water and/or sanitation.	By the end of 2023, we managed to provide 5,800 people with clean drinking water and sanitation in the Philippines. This number exceeds the number of Normec's employees (4,617).

A stylized illustration of a person's legs and feet in a forest setting. The person is wearing pink socks and brown shoes. The background is a dense forest with green foliage and brown tree trunks. A large, semi-transparent number '05' is overlaid on the center of the image. The entire illustration is set against a dark red background.

05

Human resources

GRI 2-7, 2-8, 2-30, 401-1, 401-2, 401-3

5.1 Our employees



As CHRO at Normec, Lotty Willemsen-Tijhaar is highly motivated to inspire people not only to join Normec but to stay. Lotty says, 'Our services are wide-ranging and touch upon many societal aspects. The way we operate, both towards clients and employees, makes Normec an attractive employer for a broad audience.'

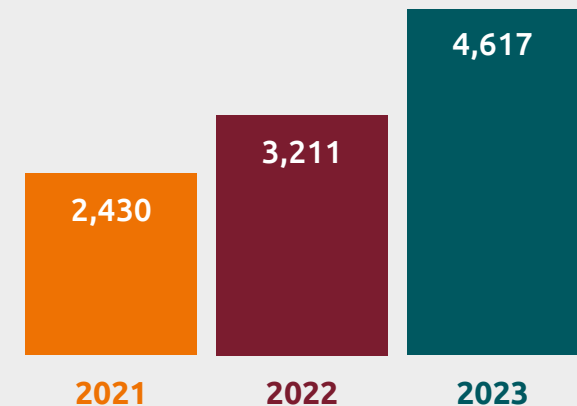
Given Normec's growth ambitions, the need for qualified employees is significant. Despite the tight labour market, it remains crucial that recruitment and selection are carried out carefully. Lotty continues, 'We believe that finding the right match is essential for future employees, as well as for our current staff. We are looking for people who share our values and can thrive in the dynamic environment of our organisation, because a lot is happening at Normec.'

Normec's open approach to recruitment is evident in the organisation's commitment to having a diverse workforce. 'As a service-oriented company operating in such a broad field as Normec's, it is only logical that we want this diversity reflected in our employees. Consider people who, for various reasons, face barriers to the labour market, or individuals from completely different sectors than the testing and inspection industry, but whose energy, entrepreneurship, and ambition align with our own.'

Equally important as recruiting the right people, Lotty emphasises the importance of retaining them. 'We invest in our employees. There are

'Normec has experienced remarkable growth. Over the past two years, the number of employees has almost doubled!'

Total workforce headcount*



* There are 350 workers classified as 'not employees,' of which at least 90% are independent contractors. We primarily utilise these contractors as a flexible resource to manage work-related peaks, often related to auditing or laboratory tasks. Additionally, there are seconded external employees who provide assistance on a project basis within Accounting and Finance.

Before joining Normec, I worked at executive search firm Ebbinge for eight years, becoming a partner in January 2023. In that role, I was responsible for the Consumer Goods & Retail practice, providing leadership development advice and conducting executive searches for boards of mid-market companies. My previous work experience included various HR roles at companies including Jumbo Supermarkets, where I specialised in learning & development, performance management, and compensation & benefits.

numerous opportunities for career progression within Normec. If our employees are ready for further development in another role – whether we identify this or they express it themselves – we strive to facilitate this. This could be within the entity they already work for or at another Normec location.’ Additionally, Normec supports the development of its employees by offering tailored training programmes and coaching, masterclasses, and an in-company training through TIAS Business School.

Lotty says, ‘The stories of our employees, shared later in this chapter, demonstrate how crucial we consider making that perfect match. Together, we can take this incredible brand even further! I am thrilled to contribute to Normec’s future and that of our employees alongside the HR team.’

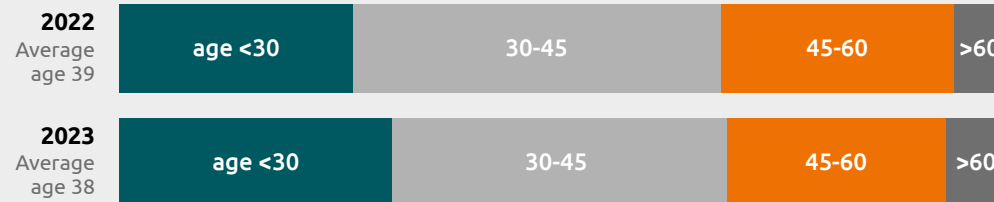
‘Due to our strong growth, we hire a large number of new people annually. At the same time, our turnover is higher than we would like. A key focus for HR!’

Changes in workforce

	2021	2022	2023
Organic new hires	482	150	311
Terminations	447	670	886
General attrition rate	18.4%	20.9%	19.2%
Voluntary attrition rate	-	-	62%
Percentage of women within leavers*	38.7%	45.8%	45.1%

* Target 42% (equal to the percentage of women in the organization). See section 5.4

Demographics



Ethnicity	2023		Level of education	2023	
	Male	Female		Male	Female
Europe	96.4%		Below bachelor	61%	57.3%
Americas	0.6%		Bachelor or higher	39%	56.9%
Asia	2.1%				43.1%
Africa	0.9%				

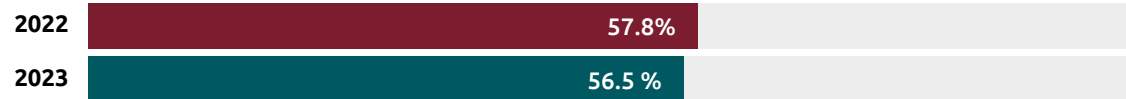
‘With an average age of 38, we are a relatively young organisation. The development and growth of talent is crucial for Normec’s continuity.’

Working conditions

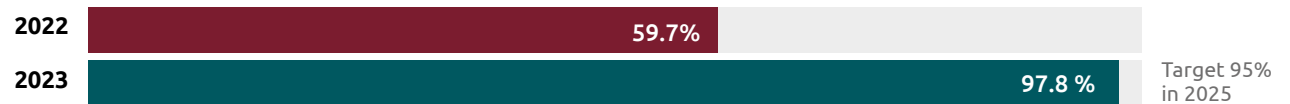
The total workforce across all locations who are covered by formal collective agreements concerning working conditions



The total workforce across all locations who are covered by formally-elected employee representatives



Two way communication system in place to facilitate employee voice regarding working conditions



Flexible hybrid work model

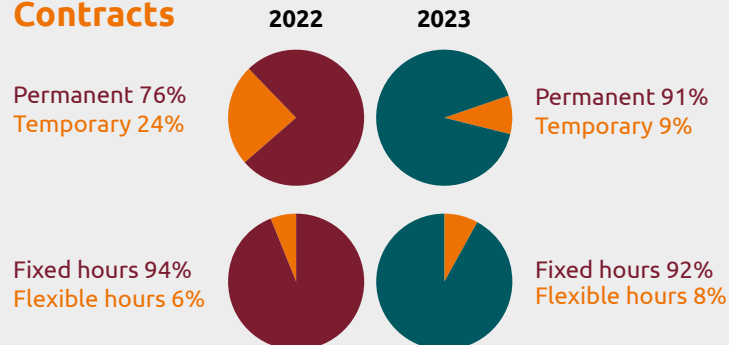


Percentage of employees that were entitled to parental leave



‘Employee retention is inherently linked to working conditions. We strive to facilitate this as best we can, offering competitive employment agreements, two-way communication regarding working conditions, the possibility of hybrid working, and parental leave for all Normec employees.’

Contracts



‘The vast majority of Normec employees have permanent contracts for a fixed number of hours. We believe it’s important to offer that security and clarity.’

GRI 404-2

'Normec gives you confidence and space'

Jouke Staring
IT Project Manager

'I started at Normec Certification through a temporary employment agency in 2020 as a functional application manager. It was a great way to spend my gap year. I had just completed my bachelor's degree in Information Science and already knew that I wanted to pursue a master's after a year of working. However, after that year, I felt so at home at Normec that I didn't want to leave. Yet, the allure of that master's degree still lingered.

Fortunately, after discussing it with my supervisor, we figured out a way for me to do both. I would continue working two days a week, now at the headquarters for Normec LSE, while spending the rest of my time on my studies. Within two years, I graduated with honours.

After that, my supervisor and I set a new goal for me: to grow into the role of project manager. This goal gained momentum when he took on a different role within Normec, and I followed in his footsteps. I faced an additional challenge as well because, due to some personnel changes, I had to form an entirely new team. Suddenly, I found myself conducting job interviews on the other side of the table. Initially, I had the HR manager alongside me, but after two interviews, she told me that I could handle it on my own. Not long after, I had hired two people. Guiding them adds a new dimension to my work. I really enjoy seeing their development while also experiencing personal growth myself.



My growth has been further enhanced by the masterclass from Martje Princen that I'm taking with two others. It's incredibly valuable, and I'm learning a lot from her and the other participants.

Looking back, it's gone incredibly fast. But that's how it goes at Normec; I see the same with others. If you want to develop, they give you the confidence and space to do so, along with the necessary guidance. People actively seek out challenges for you within the organisation. Despite the high ambitions and the growth Normec is experiencing in terms of personnel, there's a fantastic atmosphere. It's very casual and equal. Working here gives me more than just energy; what I learn and how I can grow here enriches my life.'

'Our GROWTH principles are reflected in everything we do, including the recruitment and development of our employees. By attracting the right people and optimising the skills of our current staff, we continue to grow. As Normec, and as individuals.'

Lotty Willemsen-Tijhaar
Chief Human Resources Officer
Normec

GRI 403-1

5.2 Safety in the workplace

In his thirty-plus-year career, Peter Goetschalckx, product manager for lifting equipment and safety advisor at Normec BTV, has witnessed significant changes in workplace safety practices. The biggest shift he has observed? ‘The mindset.’

Peter started working at BTV in 1990 as an electrical agent-inspector. He recalls, ‘Back then, the training consisted of closely watching an experienced colleague inspect an electrical installation. After that, you were on your own. This was not just at BTV; it was the overall attitude in the industry. Safety was not something people really thought about. You just did your own thing.’

Creating awareness

How different things are today. Each month, Normec BTV issues a newsletter covering safety issues, (near-)incidents, and updates related to safe working practices. If a (near-)incident occurs, the team leader and the employee involved openly discuss it. The team leader then incorporates it into the monthly safety meetings, using it as an example to raise awareness within the team.

It’s common for the employee involved in the incident to have valuable insights on how to prevent it in the future, and these suggestions are often incorporated into protocols. Peter notes, ‘The mindset has shifted 180 degrees. Before there was often shame and scepticism about reporting incidents, but we’ve managed to encourage employees to



let go of that. This is simply through emphasising how important it is for Normec BTV as an employer that people can work safely, and that they shouldn’t feel bad about making a report. We also stress that reporting can actually help keep colleagues alert.’

The incidents that Normec BTV employees might encounter vary widely. They can include tripping at a client’s site, minor road accidents, slipping on a wet roof, or spraining an ankle on a construction site. ‘Regardless of what the incident is, the cause can almost always be traced back. Whether it’s a carelessly conducted Last Minute Risk Assessment (LMRA) or a dirty windshield that severely limits visibility during low sun, we are all human and we make mistakes. The key is for our employees to acknowledge this, learn from it, and help others avoid making the same mistakes. I would

venture to say we have succeeded in this, and I'm genuinely proud of that.'

Safe transition

As a result of this changed mindset, employees proactively seek ways to create a safe working environment, which in turn raises safety awareness among clients. Peter provides an example: 'Our agent-inspectors no longer climb a sand pile to inspect a parked excavator on-site. Instead, they have the machine brought to them, eliminating the risk of slipping while climbing.'

Another example, directly linked to Normec BTV's sustainability efforts, relates to the electrification of the vehicle fleet. 'Next year, we are considering training our employees on the nuances of driving electric vehicles. Electric cars respond more quickly, reach high speeds faster, and touchscreen controls can be distracting. Many of our employees have been accustomed to vehicles running on fossil fuels for decades. We naturally want to ensure they can drive safely.'

This illustrates how workplace safety has evolved over the years and how the push for sustainability presents new challenges for

'Safe work as the standard'

Sigrid Vranckaert,

Personnel Director at Normec BTV

'The number of incidents at Normec BTV is decreasing, though we haven't yet reached the zero incidents we are striving for. At the same time, we are noticing that employees – exactly as we ask – are now reporting many more (near-)incidents. Events that would have gone unreported a few years ago are now openly discussed, even something as minor as a finger getting caught in a car door.'

We realise there is always room for improvement. However, considering the industry we operate in and our workforce of about five hundred people, we are performing pretty well. In part, we have achieved this by reducing team sizes and appointing team leaders who maintain close connections with the employees. These leaders then serve as a trusted first point of contact for reporting (near-)incidents. They also conduct site visits to ensure that safety protocols are being followed. Safe work practices are also always the first item on the agenda for team meetings.

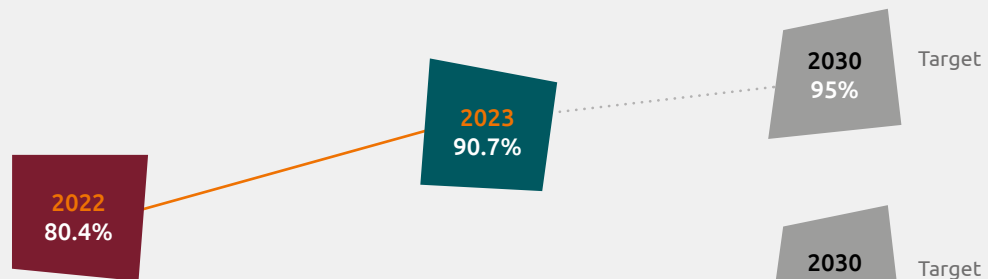
Although BTV was already on the right path, merging with Normec has added an extra dimension to our awareness of safe working practices. This is a significant benefit. My colleagues are the reason I look forward to coming to work every morning. Their safety is of the utmost importance.'

companies and employees. Peter: ‘Normec BTV’s core business revolves around safety. Our inspections ensure the safety of everyone who interacts with the inspected installations or machinery, whether they are residents of

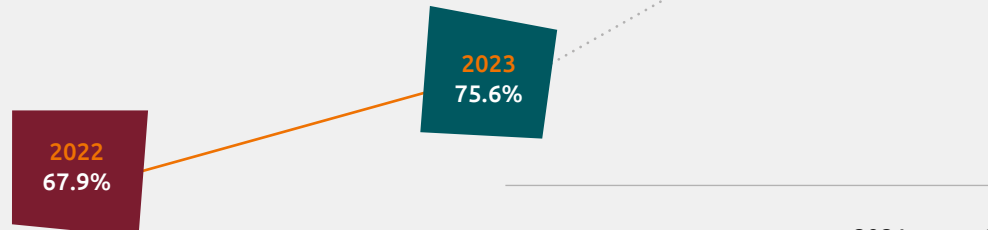
a home where we have inspected the gas installation or operators of the cranes we have certified. Safety is now Normec BTV’s number one priority. People have come to realise: awareness of safe working practices leads to safe working environments.’

Health & safety

Operational sites for which an employee health & safety risk assessment has been conducted (date of RI&E)



The total workforce across all locations represented in formal joint management-worker health & safety committees (or officer)



	2021	2022	2023	
Number of accidents	33	43	52	
TRIR	1.69	1.68	1.36	Target 1.0 in 2030
Days lost due to injury	698	411	590	
ASR	35.7	16.1	15.4	Target 10 in 2030

GRI 2-9, 2-21, 405-1, 405-2, 406

5.3 Diversity, safety & inclusion

Kerem Isitan

Functional Application Manager at Normec LSE

'Openness is, in my opinion, the key to a respectful working relationship. For example, during my job interview, I told Jouke, who is now my supervisor, how important Fridays are to me. I explained that I prefer not to work on those days because I go to the mosque. I asked if that would be a reason for him to reconsider my application. It wasn't.

This was even though all the offices were occupied when I joined. While I would have been willing to seek out a corner myself, Jouke took the initiative to arrange a suitable room for me, even ensuring it was appropriate for its intended purpose.

I mention these examples to demonstrate how pragmatic Normec is. I don't believe Jouke was aware of salat al-juma before our conversation or how fine it is for a Muslim to have a prayer space at work. The fact that these things were non-issues and were promptly addressed shows his inclusive attitude. On the other hand, these examples illustrate the two most noticeable differences between my colleagues and myself. I use the word 'differences' cautiously though as I always focus on the similarities. And I see many more of those.

Through friends and acquaintances, many of whom are also highly educated, I know that things can be quite different in other companies. Employers are not always so open-minded. Apart from finding this

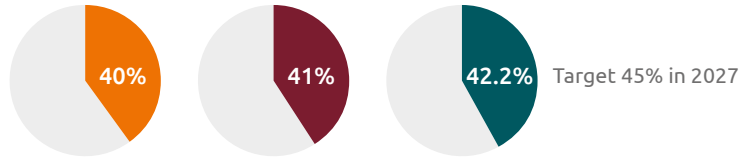
strange – especially during a time of labour shortages! – it saddens me. Simply put, organisations profit from adopting a flexible attitude and reconsidering certain beliefs. The more diverse, the stronger, right?

What should matter most is how well you perform your job. Someone's cultural background, gender, skin colour, or religion is entirely secondary. I experience this daily at Normec. As an application manager, I assist colleagues who encounter issues with specific software. They submit a ticket in our system, which is then picked up by my colleague Rick or me. Whether I help them, or he does, they are just happy that we enable them to get on with their work. Isn't that exactly how it should be? Just working together nicely.'

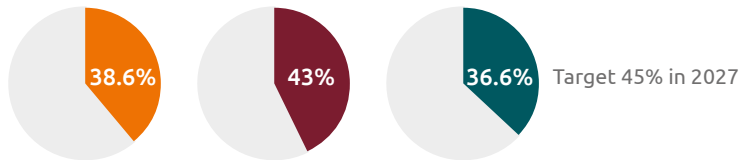


Diversity statistics

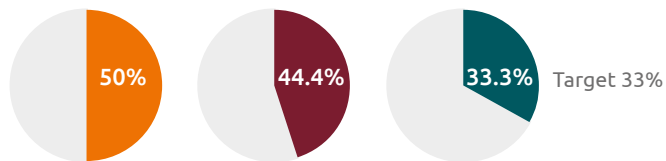
Women in the workforce



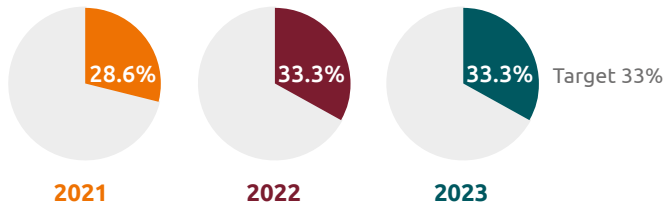
Women in leadership positions and senior management



Women on the Executive Board



Women on the Board of Directors and Supervisory Board



¹ All salary analyses applied the Big Mac index to adjust for purchasing power differences across countries.

² Increase caused by large number of company acquisitions in countries where senior management is predominantly male, while the broader operational staff is predominantly female. This increases the pay gap.

³ An LfL analysis based on entities in 2022 shows that the gender pay gap fell from 13.3% to 5.7%.

Inclusiveness reporting

	2022	2023
Honest work program	2.60%	3.30%

Compensation¹

	2021	2022	2023
Gender pay gap ²	15.3%	13.3%	18.9% ³
Highest vs mean annual compensation		9.52	9.00
Linked compensation and sustainability (of senior management)		13%	30% Target 98% in 2030

Training

The total workforce across all locations who received training on diversity, discrimination and/or harassment



GRI 404-2

5.4 Career management

Our learning management system, Normec Academy, offers all our (mandatory) trainings, e-learning modules, and other essential information in four languages. It serves as our platform for onboarding, talent development, and the training and education of both employees and clients.

Cybersecurity awareness, ESG within Normec, diversity & inclusion: these and more are highlighted for our employees via Normec Academy. A tracking system provides insights into each employee's completed trainings and modules.

Experts

The Training & Education team is responsible for the content on Normec Academy. This team includes both internal and external experts who assess the educational quality of the material. During the development process, external parties also play a role by evaluating the content based on their field of expertise and the topic at hand.

As a learning organisation, we value the feedback we receive on the Normec Academy content. Before rolling out content across the organisation, we gather valuable insights from employees who have volunteered to be part of a feedback team during multiple feedback rounds.

Growing platform

Like Normec itself, Normec Academy is a growing platform. As the organisation continues to professionalise, so do the capabilities of Normec Academy. This platform is available not only to our (new) employees worldwide but also offers specific trainings and courses to our clients, ensuring they too can benefit from what Normec Academy has to offer.

GRI 404-2, 405-1

'Normec truly offers opportunities'

Lucie Cardon

Account Manager at Normec Groen Agro Control

'I have been working at Groen Agro Control since May 2024. From day one, my enthusiasm for this company, and for Normec in general, has only grown. An initiative like the Female Leadership Event, which took place mid-September 2024, has contributed to this. The women I met that day, from various roles in different – international – entities, the conversations we had, and the insights I gained about Normec itself: just thinking back to the event gives me energy.

It was fascinating to hear Joep speak about Normec's origins and his vision on the differences between male and female leadership. The panel discussion with three women, each of whom had followed their own path within the organisation, was highly engaging. Their openness about both their struggles and successes was inspiring. The format of the smaller subgroups, where we discussed specific themes in a more intimate setting, was also well thought out and led to meaningful conversations.

That day reaffirmed again that Normec offers opportunities. The recruiter described the company as dynamic, and that has proved to be no exaggeration. This is partly due to the wealth of experience brought together from different organisations within Normec, which fosters diversity. I was pleasantly surprised by the number of women in leadership positions at Normec. This is a wonderful prospect: here, I can grow and achieve my ambitions. Overall, I see Normec as a group of great people working together in a positive atmosphere towards growth – both personal and organisational. And I get to be a proud part of that.'

'Together, we are one Normec, regardless of gender, age, background, or work experience. Anyone with energy and ambition can build a career here. With that mindset, we work towards growth and leadership. Of course, this requires effort, but if you have the right approach, anything is possible at Normec.'

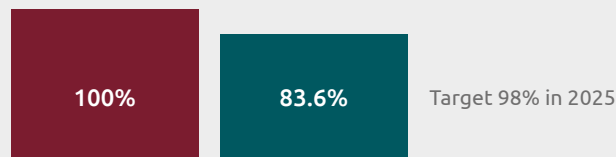
Britt Schuurs
Chief Operating Officer at Normec



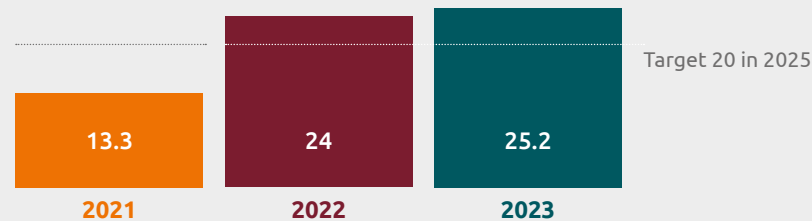
GRI 404-1, 404-3

Career management

The total workforce across all locations who received regular performance and career development reviews

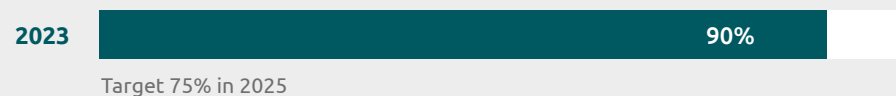


Average number of training hours per employee



Training

The total workforce across all locations who received the onboarding training including career- or skills-related training



‘After working for a large multinational corporation for eight years across various countries, divisions, and disciplines, I joined Normec in February 2024. I was initially unfamiliar with the organisation and the field in which Normec operates, but I was immediately drawn to its pragmatism. Despite applying from America, a practical solution was quickly found to facilitate a meeting. Shortly after my onboarding, I was enrolled in a language course to enhance my German skills. Within a week, I was assisting the Managing Director of Healthcare with new acquisitions that were just about to be formalised. The ease with which this and other matters occurred was striking. This decisiveness is palpable throughout the entire Normec organisation.’

Milan Portengen
Financial Director Healthcare

GRI 403-1

5.5 The Normec Fit

To enable our employees to provide top-notch service to our clients, Normec believes strongly in delivering outstanding support to our employees. Their well-being is inextricably linked to the quality of our services. We have committed to this through the Normec Fit initiative.

What began two years ago as a wellness programme primarily focused on offering physical activities has gradually evolved into a more holistic initiative: The Normec Fit. The programme addresses the 'fit' that each employee feels with our company culture, their team, and their work. The aim of The Normec Fit is to create a workplace where employees feel at their best both physically and mentally.

Well-being

We aim to strengthen the bonds between employees, enhance happiness in the workplace, and create a positive, supportive environment where everyone can thrive by focusing on both individual and collective well-being. Through The Normec Fit, we offer webinars and training sessions on a variety of topics related to health and well-being. These include sessions with experts on sleep, relationship coaching that provides tips on maintaining connections with friends and colleagues, mindful eating, and stress management – subjects employees can benefit from both personally and professionally. Additionally, we encourage the individual Normec entities to engage employees at the local level through sports and social activities. Examples include padel training sessions, bowling evenings, or participating in a local running event.



1071

Number of The Normec Fit activities organized

95.4%

Target 95% in 2025

Participation rate/number of employees who participated in the Normec Fit activities

'Connection is important to me'

Martha de Hart (55), a regular participant in the webinars and training sessions offered through Normec Fit, also frequently takes part in activities organised by her Normec location.

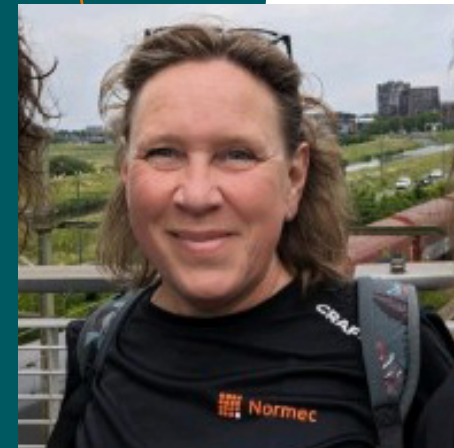
Martha de Hart, Accounts Receivable Employee at Normec Foodcare

'Staying fit is important to me. I wouldn't describe myself as super athletic, but I try to stay active whenever I can. For instance, I often bike to work. I'm also a real people person – both at the office and in my personal life. That makes it fun to exercise with my colleagues. Not long ago, a group from Normec Foodcare and I walked ten kilometres during a city walking event. It was fantastic that colleagues from Normec Sensory drove an hour to participate in the same event. That connection matters to me, and it's valuable that the organisation facilitates this.

Normec Fit also offers plenty of interesting online content, such as the Maintaining Relationships training. Although I already knew some aspects, it was enlightening to hear, for example, the importance of a genuine

compliment. The interactive nature of the training added a slightly nerve-wracking element as we did exercises with other participants, but that added depth to the experience.

Overall, I believe Normec truly makes an effort to ensure that employees feel seen and valued. Besides what I've mentioned, there are also thoughtful gestures for birthdays and bank holidays, and enjoyable social gatherings. They are also an understanding about personal situations. For instance, I sometimes experience menopausal symptoms, resulting in broken nights. My manager – a man – and my colleagues have no issues with me not always feeling my best and preferring to work from home on certain days. Being able to discuss such personal matters is very comforting. I've experienced some very different attitudes during my working life.'



5.6 Social dialogue

‘We are proud to have achieved a 70% participation rate in our Normec Employee Experience Survey, a clear sign of our team’s engagement. This is an important first step. At the same time, we recognise there is room to improve our e-NPS, and we are focused on increasing it. We can create even greater momentum for growth through strengthening our social dialogue and enhancing engagement.’

Milou Drenth
Group HR Director

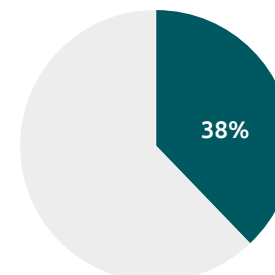
Employee feedback & Social dialogue

Engagement survey participation/completion

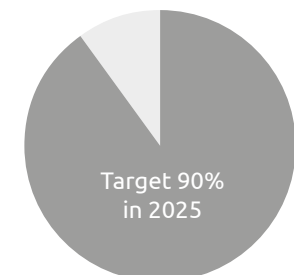
Participation 67% Absolute number: 1,936 e-NPS: +18	2022
Participation 70% Absolute number 3,114 e-NPS: +16	2023

Target 70%
e-NPS: +20
in 2025

Does any form of social dialogue takes place in your organisation, such as focus groups or town hall meetings?



2023



Target 90%
in 2025

An abstract painting with a dark background, featuring various colors and textures. The painting is divided into sections by orange lines. The colors include white, yellow, brown, blue, and grey. There are brushstrokes, splatters, and some small white dots. The overall style is expressive and modern.

06

Ethics

GRI 2-4, 2-15, 2-16, 2-24, 2-25, 2-26, 2-27, 205-1, 205-2, 205-3, 406-1

6.1 Integrity & safety

We strive for every employee to feel proud to work for Normec. An essential element of that pride is a sense of safety. If this is compromised in any way, every employee can be assured that they can report it safely.

As an organisation and employer, we want to maintain and protect Normec's excellent reputation. That is why we make every effort to ensure that the Normec values are the cornerstone of our behaviour and culture. Our Code of Conduct is the basis for this and articulates our core values through the acronym GROWTH.

The Code of Conduct is the guiding principle for our everyday ethical and social behaviour and is central to everything we do at all levels of the organisation, including top management. For example, the Management Board (MB) and Supervisory Board (SB) declare any potential

conflicts of interest at the start of every meeting and ensure that any reported conflicts are documented properly.

Safe employment practices

We serve not only our clients but also our employees. So, we provide support to help employees understand the Code of Conduct and, where necessary, assist them in making the right decisions in ethical dilemmas. This is essential for the continuity of Normec and in our responsibility as an employer of nearly five thousand people. Each of them deserves good employment practices.

At the same time, we expect everyone representing Normec to comply with this code. To ensure that our core values are well understood and internalised, we offer periodic, mandatory training through the Normec Academy. During the reporting period of this ESG report, there were zero reports of discrimination, and zero corrective measures had to be taken.

Safe reporting

We are dedicated to building a culture where integrity and professional ethics can be discussed openly. However, sometimes issues are too sensitive for open dialogue. If a conversation isn't possible, and intervention from a direct manager or HR representative does not yield results, any employee can make a report to the independent platform

‘Knowledge, expertise, and trust are key to a satisfied customer. These three factors are reflected in integrity. Within our ESG programme, integrity has been meticulously mapped and made measurable. This makes ESG an essential ingredient for the continued success of Normec.’

Frederik Bernoski
General Counsel at Normec

Lighthouse Services LLC. This anonymous reporting channel allows individuals to report potential ethical violations without fear of retaliation. Protecting whistleblowers from any professional harm is equally important to us.

Safe business practices

In line with workplace safety, we also emphasise safe and ethical dealings with third parties. Every year, we conduct a corruption risk assessment to determine which measures we need to take to mitigate these risks and remain vigilant.

*The corruption incidents reported in previous years were suspicions that were never confirmed. We now only report confirmed corruption incidents, and none have occurred since.

Additionally, we train our employees in anti-corruption policies. During the reported period, there were zero confirmed incidents of employees being terminated or disciplined for corruption, and zero public lawsuits related to corruption against Normec or our employees.*

We are also committed to not engaging with countries or parties that present unacceptable

risks or are linked to arms, or human trafficking, child labour, or prostitution. We earn and strengthen the trust of our stakeholders through our unwavering commitment to uncompromisingly high standards of integrity and service, positioning Normec as an ethical beacon in the industry.

Introducing the Code of Conduct during onboarding

During the onboarding process, our Code of Conduct is one of the first documents presented to new employees. In addition to outlining what we as Normec expect from our employees, what we see as ethical business practices, and what employees can do if they encounter inappropriate behaviour, internally or from a client, we also provide contact information for the CEO Joep Bruins and the CSO Marco Zomer. Their approachability is crucial when it comes to addressing ethical issues. The success of our efforts to give employees a sense of safety is evident from the feedback we receive after they have completed the onboarding program. The extensive safety net we provide is highly valued.

Normec and Orange the World

Gender equality, inclusivity, and a safe workplace should be the norm for women everywhere. Unfortunately, the reality is different, which is why Normec supports the global campaign Orange the World.

The UN campaign Orange the World addresses violence against women. In 2023, we raised awareness for this issue from 25 November, the International Day for the Elimination of

Violence Against Women, until 10 December. We will repeat this every year. As an organisation that upholds these values, we believe it is our responsibility to take action. During this period, we express our support for this initiative through posters and flags, making our commitment to the issue visible to the outside world and contributing to societal awareness.

The purchase of promotional materials also serves as a donation to the campaign, enabling the initiators to provide medical care, food, psychological support, and shelters for women who are victims of violence. We also focus on this theme internally and through our social media channels, around these dates, as it claims victims both near and far on a daily basis.

Ethics

% of employees that acknowledged our Code of Conduct

81.5%

Target 95% in 2027

% of all operational sites for which an internal audit/risk assessment concerning business ethics has been conducted

89.4%

Target 90% in 2027



GRI 418

6.2 Ethics in IT

A robust information security policy is crucial for our business continuity, as well as for maintaining the trust of our customers, employees, and other stakeholders that corporate data and privacy-sensitive information are secure with us. Werner de Wever, Group Chief Digital Officer at Normec, discusses how we strive to mitigate risks through our IT security measures.

'Ethics in the context of information security is about what is right and what is wrong in the management, use, and protection of information. How do we handle data and systems appropriately? And how do you deal with the consequences of certain actions on individuals, organisations, and even society at large? By placing ethics at the heart of our information security, Normec not only complies with legal and regulatory requirements but often exceeds them. It is also equally important that we build trust with customers, employees, and other stakeholders.

Normec is growing both organically and through acquisitions, creating a complex dynamic that requires a clear overview. This clarity is essential in access management, data protection, and operational continuity. It also necessitates close collaboration between group IT teams, local IT teams, and key IT service providers. Direction and coordination occur based on a unified policy, shared processes, and common software and applications. This allows us to streamline our operations and improve IT security step by step. It also enables us to act swiftly in the event of a cyber incident. With four divisions and five thousand employees, a consistent approach



is indispensable. We want everyone within Normec, regardless of the services they provide or the work they perform, to receive the same training on safely storing data, appropriately using IT equipment, and being vigilant about potential threats. This is accomplished through mandatory e-learning modules on cybersecurity awareness and topical push videos via Normec Academy.

Keeping up with your IT architecture and solutions, along with ensuring that your employees remain vigilant, are key components of a sound cyber defence. Part of the acquisition process is conducting an IT risk assessment for each new company. This allows us to quickly identify areas of concern and establish our foundational IT security during the integration phase, placing the new entity under the central 'Normec security.' The results of our latest external assessment indicate that we are on the right track to effectively protect our crown jewels. However, we have to follow is the mantra 'never say never.' The rapid evolution of cyber threats demands constant vigilance and adjustment.'

Information security

IT Security Rating (NIST)



The total workforce across all locations who received training on cyber security



'As I mentioned earlier: staying vigilant against threats is crucial. And it is just as important to respond adequately in the event of an incident and to report it correctly, even in accordance with laws and regulations that are not yet in force for Normec. This ensures that we remain sharp while also being inspired to do even better.'

Werner de Wever
Group Chief Digital Officer at Normec

GRI 418-1

Cyber lessons learned

In 2023, Normec experienced four cyber incidents related to the protection of customer data. We have differentiated between reports from external parties and an internally identified data breach. In anticipation of the implementation of important laws and regulations regarding operational resilience and cyber resilience, these incidents were managed, classified, and reported in accordance with the relevant standards and guidelines.

In all four cases, we responded effectively by addressing vulnerabilities, restoring affected accounts, and informing relevant parties in accordance with legal requirements, utilising the expertise of our cyber defence partners and/or IT service providers. In compliance with applicable regulations, we promptly reported relevant incidents to the appropriate supervisory authorities when necessary. This included an initial report within four hours of classifying an incident as 'critical,' followed by a detailed description within three working days and a final report within twenty working days.

Proactive efforts

We recognize the importance of these time-related obligations and have proactively

worked to meet all the reporting requirements, including additional notifications where incidents were no longer classified as 'critical.' Thanks to our strict adherence to these protocols, we did not receive any substantial complaints from regulatory authorities.

To further strengthen our organisation, we have tightened our internal information security controls. Integrating the lessons learned from these incidents into our IT processes and internal training programs has also increased our resilience against future incidents. We remain committed to continuously improving our security measures and standards.

07

Environment

GRI 302-1, 302-3

7.1 Energy consumption

In the reporting year, we closely monitored and analysed Normec's total energy consumption. This allows us to evaluate absolute energy usage and gain insights into consumption in relation to our operational performance.

Energy consumption per million in revenue and per FTE

In addition to total energy consumption, we have also linked energy use to our revenue and workforce (FTEs). This enables us to relate energy consumption to our growth and efficiency. The analysis shows a marginal increase in energy consumption per thousand euros of revenue, due to our relatively large number of new laboratories that we acquired in 2023. However, a like-for-like (LFL) comparison reveals a 5% decrease in energy consumption per thousand euros of revenue.

Similarly, energy consumption per FTE showed a slight increase between 2022 and 2023. However, the LFL comparison indicates a 4% reduction. This demonstrates that during increasing productivity our efforts to operate more sustainably and energy-efficiently are beginning to pay off.



Increased share of renewable energy

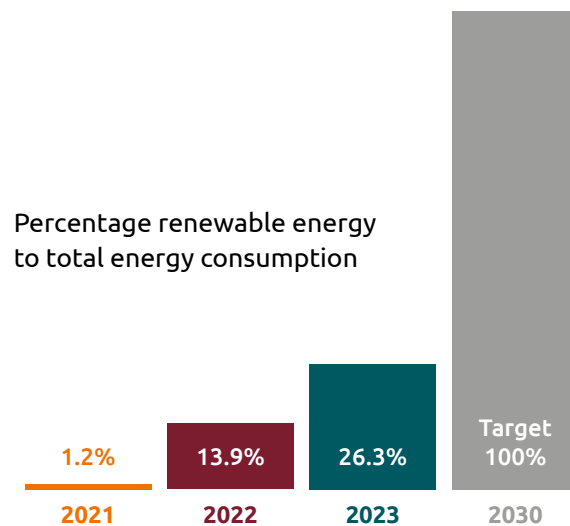
A key focus of our sustainability strategy is increasing the share of renewable energy in our total energy consumption. We have made significant strides in reducing our reliance on fossil fuels and transitioning to sustainable energy sources. This year, a larger portion of our energy needs were met by renewable sources. This has not only contributed to reducing our CO₂ emissions but has also made Normec more resilient to fluctuations in the energy market.

Our focus remains on furthering our sustainability and improving our energy efficiency. Evaluating our performance annually allows us to make timely adjustments to achieve our energy consumption and sustainability goals.

Energy consumption

	2021	2022	2023
Total energy consumption (MWh)	9,716.4	12,771.0	19,776.2
Total energy consumption (MWh) per EUR k revenue	40.8	41.4	41.8
Total energy consumption (MWh) per FTE	4.6	4.6	4.8
Total renewable energy consumed (MWh)	118.1	1,769.0	5,209.7

Percentage renewable energy to total energy consumption



Normec utilises an external carbon reporting service from South Pole. They follow the GHG Protocol to help us calculate our CO₂ footprint. To do this, they use various conversion factors from different sources, including DEFRA, IEA, GHG Protocol, SEAI, and the EPA.

7.2 CO₂ emission assessment

Each year, we conduct a CO₂ emission assessment based on all entities within Normec. However, as we add multiple entities to the group annually, making a fair comparison of CO₂ emissions between years can be challenging.

On an absolute basis, we can see that CO₂ emissions increased from 43,775 tCO₂e in 2022 to 55,693 tCO₂e in 2023. However, when we look at CO₂ emissions relative to revenue and/or the number of full-time employees (FTEs) within the Normec organisation, it is easier to understand how total emissions relate to the organisation's growth. In this case, CO₂ emissions per €1 million in revenue decreased from 142 tCO₂e in 2022 to 118 tCO₂e in 2023. Per FTE, there was a reduction from 16 tCO₂e to 13 tCO₂e.

Progress on SBTi

As of February 2024, Normec has validated SBTi (Science-Based Targets initiative) goals. These include:

- Scope 1 and 2 emissions: Reduce by 42% by 2030 compared to the base year of 2022.
- Scope 3 emissions: Reduce by 52% per EUR of added value in Scope 3 emissions by 2030 compared to 2022.
- Renewable electricity: Around 2030, 100% of our electricity will be sourced from renewable energy, up from 10% in 2022.

In light of the above, it is crucial to use 2022 as the reference year to measure progress against these targets. A like-for-like comparison (LFL) based on 2022 (excluding the entities acquired in 2023) shows that Scope 1 and 2 CO₂ emissions decreased by 11.5%. The development in Scope 3 from 2022 to 2023, based on an LFL comparison, shows a 9.0% reduction in CO₂ emissions. The total reduction in CO₂ emissions across Scope 1, 2, and 3 combined between 2022 and 2023, on a like-for-like basis, is 9.6%. Finally, the share of renewable electricity in total energy consumption increased from 10% in 2022 to 26.3% in 2023.

GHG emissions overview

	2021	2022	2023	
Total Scope 1 CO ₂ emissions (tCO ₂ e)	5,256	8,103	10,900	42% SBTi Scope 1&2 reduction per 2030
Total Scope 2 CO ₂ emissions (tCO ₂ e)	1,347	1,743	1,477	
Total Scope 3 CO ₂ emissions (tCO ₂ e)	16,640	33,929	43,316	
Total overall CO ₂ emissions (tCO ₂ e)	23,242.5	43,775	55,693	
Total overall CO ₂ emissions (tCO ₂ e) per EUR 1M revenue	101.07	141.96	117.77	
Total overall CO ₂ emissions (tCO ₂ e) per FTE	10.94	15.75	13.39	

PV Installations

In line with our objective to source all consumed electricity from renewable sources by 2030, we aim to install solar panels (PV installations) on our offices and laboratories where possible. Unfortunately, it is not always feasible or cost-effective to implement this everywhere. However, we still believe it is important to assess the feasibility and viability of such installations.

As of the end of 2023, Normec has 109 locations and 4,617 employees. The status regarding PV installations is as follows:

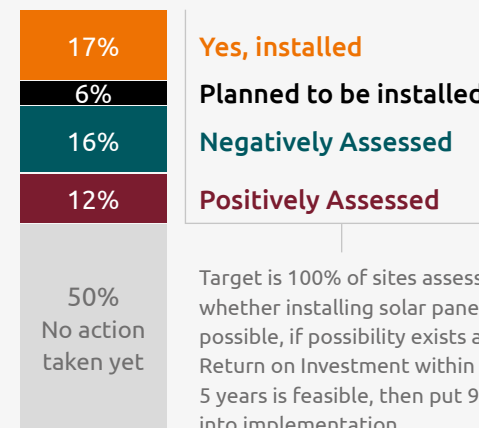
- 17% of employees work at a location where a PV installation is already in place.
- 6% of employees work at a location where a PV installation will be installed in the near future.
- 16% of employees work at a location where the feasibility of a PV installation has been assessed, but it was deemed impossible, unfeasible, or not permitted by the building owner.
- 12% of employees work at a location where an assessment has shown that a PV installation is possible. The next step is to consult with the property owner to determine how this can be implemented.
- 50% of employees work at a location where no action regarding PV installation has yet been taken.

Car charging stations (CCS)

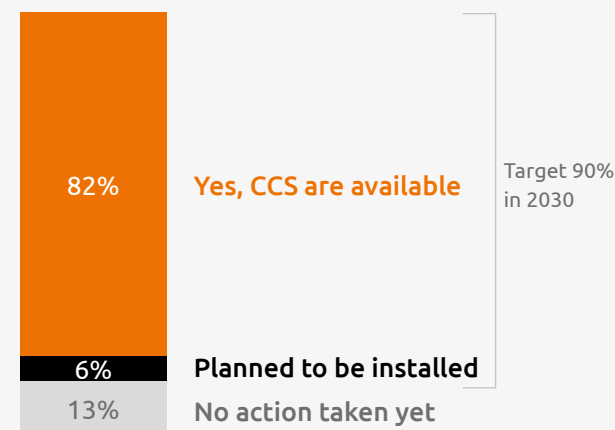
Our ambition is for all new company vehicles in the Netherlands and Belgium to be fully electric by 2024-2025. To support this, all Normec locations must either have their own charging stations or have access to charging facilities within a reasonable distance.

Carbon reduction initiatives

% of all entities (based on the number of employees) that have solar panels or are inventoried to have solar panels or other options to generate their own renewable energy



% of all entities (based on the number of employees) that have electric car charging stations or have been inventoried as to whether charging stations are possible



GRI 306-1, 306-2, 306-3, 306-4

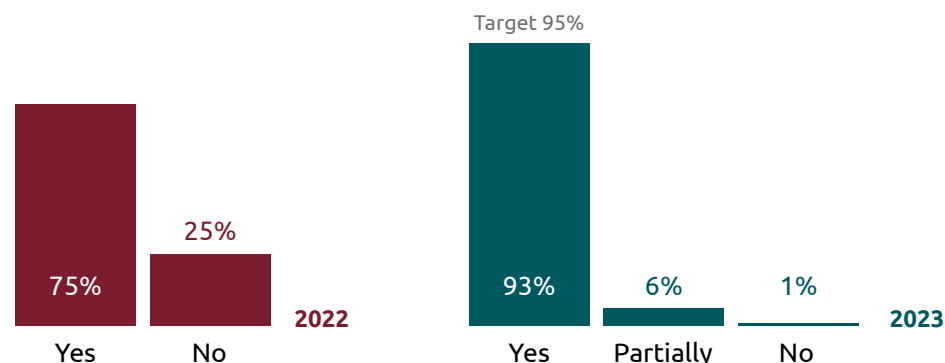
7.3 Waste management

‘Waste separation is truly a matter of customisation. The number of employees at a location, the type of facility – whether it’s an office or a laboratory – along with the region in which it’s located, and the specific regulations from local waste collectors and deposit schemes... There’s a lot involved. And that’s exactly what makes it so fascinating!’

René Mulders
 Manager Real Estate, Energy & Procurement at Normec

Waste management

% of all entities (based on the number of employees) already actively engaged in waste separation or have waste separation bins available. For laboratories, an optimisation inventory has taken place



	2021	2022	2023	
Total weight of waste (t)	1,146	3,416	3,114.4	
Total weight of hazardous waste (t)			452.3	
Total weight of diverted waste for recovery (t): recycled	336	682	1,223.2	Target: 30% of the total waste in 2027
IT asset disposition programs			17%	Target: 30% of the total waste in 2027

AS MENTIONED EARLIER IN THIS REPORT, environmental advocacy is deeply embedded in our employees and, as a result, in our services. This is reflected in various ways, and the following three interviews offer a clear picture of how this manifests.

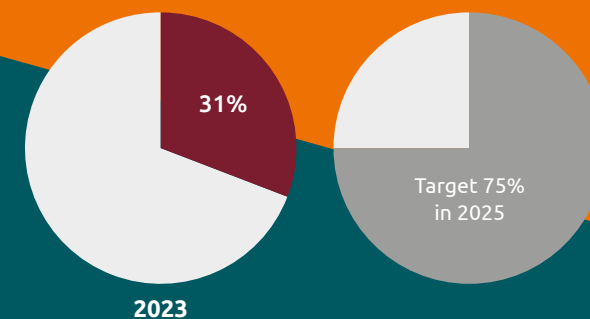
We begin with Lucas Kuijper, our Head of IT Governance, Risk and Compliance, who has made it his personal mission to find the right partner for data wiping and the raw material processing of Normec's hardware. His choice of the final partner was partly influenced by social considerations – something you wouldn't typically associate with discarded IT equipment.

Next, we hear from Els Van Gassel of Normec Isec, who was initially sceptical about the use of VR in industrial fire safety training. However, her colleague's enthusiasm won her over, and thanks to this innovative approach, the company has significantly reduced its emissions.

Finally, we wrap up with a lively conversation with Jelger de Vriend from Normec Groen Agro Control, who, along with his team, tackled a very topical environmental issue. Their work brought much-needed clarity to a large group of consumers on this crucial topic.

Training and environmental advocacy

The total workforce across all locations who received training on environmental and advocacy



GRI 306-2

A valuable partnership

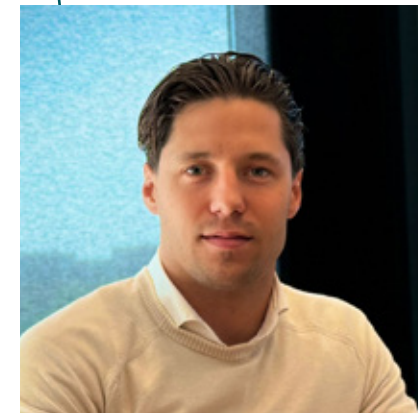
Lucas Kuijper, Head of IT Governance Risk and Compliance (GRC), Data Protection Officer at Normec

'As a leading player in the TICC sector, safety and sustainability are more than just pillars of our operations, they underpin our very existence. From this value proposition, I constantly seek ways to align our IT strategy with our business objectives, effectively integrating both people and technology for the benefit of our business and clients.

The connection between IT and sustainability arose from my prior experience as the leader of our cybersecurity programme. Implementing this programme means that Normec complies with existing laws and regulations. The ICT Life Cycle Programme I established combines secure data handling with the reuse of IT equipment. This means that we uphold our compliance and governance standards while simultaneously creating sustainable value for the long term.

The partner I wanted to collaborate with on this programme had to meet our strict requirements in integrity, knowledge, and IT security, and also contribute to Normec's own sustainability performance. I found this partner in Vooruit, an organisation that stands out due to its certified data wipes and sustainable disposal of hardware. Their social approach – where a significant portion of their workforce has barriers to entering the job market – was particularly appealing. In addition, their being part of an investment group fostered a shared foundation and mutual understanding.

The benefits of the programme quickly became evident after a series of pilots. Local entities were no longer individually responsible for the disposal of decommissioned hardware and other equipment; instead, they could leverage a centralised mechanism to benefit from the convenience and logistics of working with a single partner. This led to significant savings in both time and costs. Added to that is the



financial reimbursement for e-waste from Vooruit which provided further benefits. More significantly, during the first savings round in the Netherlands, which involved the disposal of around 500 to 1,000 devices, we managed to reduce our carbon footprint by 94,463 kg of CO₂.

It is clear that a programme of this scale requires strong support within the organisation – from our CIO, CSO, and the employees themselves. I am pleased to observe that, thanks to the engagement and awareness of our staff – an essential factor for success – the ICT Life Cycle Programme has quickly gained internal visibility. With this initiative, we have positioned the IT department, as an active contributor to Normec's organisation-wide sustainability goals.'



Bob Winkel, Service Manager at Vooruit

'During our initial conversation with Lucas, there was an immediate click. Normec sounded like an intriguing organisation with a broad service offering. There were similarities with Vooruit as well; we too have been built by a buy-and-build strategy. So, I understood why we needed to decentralise our service delivery. Rather than seeing this as a complicating factor, I viewed it positively, as we would effectively gain dozens of new clients in one go.

Lucas's questions regarding the safeguarding of processes, given our target employee demographic did not surprise me. It was refreshing that he was open about this. I often

encounter this in my role. I could only explain how Vooruit operates, detailing how we have structured the work processes for our colleagues facing barriers to employment, allowing them to optimally utilise their specific talents. I described how our processes are validated and how we can demonstrate compliance with certificates and reports detailing exactly what we have done with each device or piece of equipment and when. Additionally, we are also compliant towards the government and report annually to them on the kilos of material that enter and exit for further processing. We hold an ISO 27001 certificate and a PSO standard of 30+, and we use software for data wiping that is recognised as the industry standard. And so on.

Our mutual expectations were also characterised by openness. As mentioned, the ICT Life Cycle Programme at Normec is decentralised. We are in direct contact with the Normec locations from which we collect the equipment. Collaborating with Lucas on efficiently structuring that process and communicating as clearly as possible with the Normec locations to

achieve smooth logistics for both the locations and our drivers has gone very smoothly. After all, we both shared the same goal.

I genuinely believe that both Normec and Vooruit have evolved thanks to this partnership. Normec, as the organisation can demonstrate to its stakeholders that it takes IT security and reuse seriously, promoting this service and comprehensive care as an appealing proposition for new businesses. For Vooruit the challenge was to deliver new things through this specific request. I find it inspiring that two organisations focused on value creation have found each other. Ultimately, this partnership is about creating value – for our people and for the planet.'

GRI 305-1

Dare to innovate = sustainable operate

To set up your operations sustainably, an open mindset is essential, as is the willingness to let go of certain beliefs. Els Van Gassel, HR Manager at Normec ISEC (BE), initially believed there was only one way to conduct training in industrial firefighting. She turned out to be wrong about that.

'It was one of our industrial firefighting trainers who suggested the idea of incorporating VR into our training sessions at the end of 2021. He was enthusiastic about the possibilities of VR in the context of our field. To be honest, I did not see the value in it at all. How could technology replicate the impact of an industrial fire? The heat, the explosions, the smells that are released... I believed you really need to experience that in a training environment where you learn to act in such situations. However, our Managing Director was open to the idea. So, at the beginning of 2022, we started working on his suggestion. He undertook training, we purchased software, acquired a suitable laptop, and later invested in an even better one.

Now, we have been providing these training sessions for the second year, and I must admit: I was wrong. Not least due to the VR trainer; he has really mastered it. Participants in our VR training sessions are very enthusiastic afterwards, especially those who were initially sceptical, like me.'



'Thanks to VR, we can save 7,000 litres of propane gas with each five-day Basic Fire Team Leader training session. With an average of five training sessions per year, this significantly reduces our carbon footprint. Additionally, this application has strengthened our competitive position. For example, in early 2024, we were awarded a tender by the Fire Brigade Network of the Zeehaven Schelde. Normec ISEC was selected to organise training on industrial incident management for team leaders from public and private fire services. Again, the feedback was overwhelmingly positive. This was all because we were able to train on many different scenarios without the downtime that would be required for clearing materials and



'A creative mindset, solution-oriented thinking, and mutual trust: these are Normec's principles. We can see the results of this vision in Normec Isec's approach. By doing things differently, we empower our employees, support our clients, and contribute to a better world.'

Martje Princen

Co-founder of Normec, Managing Director of Normec Life Safety

relocating them across the plant. We conducted six one-day training sessions, saving 21,000 litres of propane. Furthermore, the fire trucks from the participating services could remain at the station since they were simply not needed. This resulted in minimal emissions from the participants themselves to attend the training. Our ability to engage with highly interesting contacts is thanks to our use of VR, even though we were not the cheapest provider.

Since then, the VR trainer has also been able to conduct specific disaster training at the nearby nuclear power plant in Doel. He has been doing this on behalf of ISEC for ten years, but with VR, you can train for scenarios that cannot be simulated in real life – especially in the case of a nuclear facility.'

The right mindset

'It's not profitable just yet, but we are not going back. We believe this is the future, partly because the new generation of employees is more environmentally conscious and much more familiar with the use of technology and its possibilities. It's a mindset that we also want to share with our clients. This applies to myself as well; although I am still quite old-fashioned in my use of new technologies and devices, I can see how companies can significantly benefit from these opportunities on all fronts. I also recognise that we have the capacity for such investments because we are a financially healthy company, part of a very robust group. This makes a difference if you want to stay ahead.'

Always alert

PFAS. Four letters that are increasingly dominating the headlines, especially following the discovery in early 2024 that chicken eggs from hobby farmers contained high concentrations of PFAS. Normec Groen Agro Control, however, was able to quickly respond to the concerns of a worried group of consumers. A Q&A with Managing Director Jelger de Vriend about an unusual project, even for his organisation.

Jelger, first of all: what do the letters PFAS stand for?

'PFAS stands for per- and polyfluoroalkyl substances. These are man-made compounds that do not break down – never, ever. That's why they are also referred to as 'forever chemicals.'

That doesn't sound good.

'Well, these substances do have desirable properties. They are water, grease, and dirt-repellent and heat-resistant. This versatility means PFAS has many applications, from non-stick coatings to firefighting foam. They are also found in rain gear, food packaging, and cosmetics.'

Why is there suddenly so much concern?

'Because for a long time, it was believed that PFAS primarily occurred in the vicinity of PFAS-producing factories. This was certainly problematic for the local residents, but it seemed to be a manageable issue. However, when measurements were taken at other locations, it turned out that PFAS was literally everywhere, often at concentrations harmful to health.'



What led you to offer tests for consumers, a group you normally do not target?

'That's correct; we are a B2B organisation focused on making the food and agricultural sectors safer and more environmentally friendly. At the same time, we are always alert to developments in the societal context. The PFAS issue kept growing in early 2023, and we noticed an influx of questions from consumers who are hobby farmers, or keep poultry or other animals. That's why we decided to focus on developing PFAS testing for food products.'

Developing?

'Exactly. In our lab, we are usually working on around fifty analyses each week. Depending on market developments and demands, we continue to work on those analyses that are in demand. For example, a few years ago,

we quickly responded to the fipronil scandal. Within six weeks, we had developed a testing method, allowing all chicken farmers in the Netherlands to have their eggs analysed by us. We approached the PFAS issue in a similar way, but this time, it was focused on consumers.'

Despite this being a new target audience for Normec Groen Agro Control, everything progressed quickly: lab accreditation, launching a website, organising the logistics for sending out test kits...

'The accreditation was one thing. Establishing the platform testenopffas.nl and everything involved was quite another. However, we received assistance from an unexpected source. A hobby chicken farmer interested in such a test approached us. To register him in our system, we needed a Chamber of Commerce number for his poultry farm. Naturally, as a hobby farmer, he did not have one. However, it turned out that this individual not only kept chickens but also ran an IT company that sets up platforms like this one. You guessed it; we developed testenopffas.nl with him.'

Another fine example of the alertness of Normec Groen Agro Control.

'Absolutely. We are all like that here: alert and intrinsically motivated to contribute to food safety. The people who work here are driven by a genuine commitment to developing something good. The PFAS tests are a wonderful, visible example of that.'



An abstract painting of a tree with green and brown tones, overlaid with a teal geometric shape. The painting is composed of various shades of green, brown, and white, with some darker, more textured areas. The teal shape is a large, irregular polygon that covers the left side and bottom of the image. The number '08' is written in a large, white, sans-serif font in the upper left quadrant.

08

Sustainable procurement



8.1 SRCP = ESG

Sustainable services are inextricably linked to having a sustainable procurement policy, also known as Socially Responsible Contracting and Purchasing (SRCP). As part of Normec's ESG policy, SRCP not only contributes to achieving our own organisational objectives but also those of our suppliers. After all, SRCP is, by its very nature, a supply chain matter.

The impact of selecting the right suppliers on business continuity cannot be underestimated. However, we prefer to refer to them as partners, as we mutually support each other in making processes more sustainable. Our SRCP framework operates on two levels: it provides our procurement team with guidance on evaluating current suppliers and selecting new ones, while offering suppliers insight into what Normec seeks in a partner.

The framework consists of the following elements:

- 7 steps to SRCP
- Supplier Code of Conduct
- SRCP checklist



While our ideal scenario involves working with partners committed to the Science Based Targets initiative (SBTi), this is not always feasible for the procurement of certain products. In such cases, the framework, particularly the Supplier Code of Conduct and SRCP checklist, serves as the next best alternative. Below, we briefly explain the components of the framework.

In 7 steps to SRCP

The procurement process overview next to this text provides our procurement team with guidelines on what to purchase, from whom, the formalities involved in the process, and how order follow-up should be conducted. While much of the procurement was previously decentralised, significant strides have been made towards centralising our procurement activities with the appointment of our new Group Procurement Director in June 2024. One of her key objectives is to ensure that Normec's ESG goals and ambitions are consistently reflected in the supplier base. The framework therefore offers a workflow for all procurement staff to operate in line with Normec's standards while the central procurement function is being fully established.

Supplier Code of Conduct

Just as we are committed to providing sustainable services to our clients, we expect the same from our partners. We have recorded our exact expectations in a Supplier Code of Conduct, covering topics ranging from legal compliance and circularity to equal pay and the prevention of corruption and bribery. By agreeing to our procurement conditions, our suppliers confirm that they adhere to our values and standards. Initially, the Supplier Code of Conduct will be included in all new and renewed Normec contracts, with further rollout to all other suppliers we do business with.

SRCP checklist

There may be situations where suppliers are unable or unwilling to meet these conditions. In such cases, the checklist we have developed provides our procurement team with a guide to determine SRCP compliance. The same checklist is used to assess both long-standing and new suppliers. This approach enables Normec to evaluate whether the supplier's practices and values align with our guidelines and whether we are the right partners for each other. The checklist is built around six main themes:

1 Environment

This section covers the environmental friendliness of the raw materials and resources used in the product, the impact of the production process on the environment, on water usage, water and soil quality, soil biodiversity in the region where the product originates, and whether deforestation caused by the production process is offset by tree replanting.

2 Climate change

This section focuses on the supplier's commitment to the Science Based Targets initiative (SBTi), their measurable CO2 reduction targets, and the

possession of relevant certifications, such as the Carbon Performance Ladder.

3 Circularity

This section addresses the supplier's policies to optimise and manage their raw material flow, their active efforts to use secondary or organic raw materials, extend product life cycles, and reuse materials.

4 Supply chain responsibility

This section relates to the supplier's policies for identifying and addressing abuses in the supply chain, maintaining a proactive fair-trade policy, and respecting human rights throughout the supply chain.

5 Diversity and inclusion

This section examines the supplier's policies for fostering an inclusive work environment, ensuring physical accessibility of locations, having a diverse and inclusive selection and recruitment process, and promoting social safety.

6 Social return

This section assesses the supplier's policies on promoting workforce participation, offering volunteer opportunities for employees, and making regular donations to charitable organisations.

Each of these themes includes a series of yes or no questions, with a total of 27 questions on which a supplier can be evaluated.

Small steps, big impact

The SRCP checklist applies to purchases from €50,000 annually. However, we encourage all our entities to prioritise sustainability when procuring products and services below this amount. In addition to centralised bulk purchases for the laboratories, Normec uses ultra-sustainable toilet paper



Patricia McDermott,
Group Procurement Director

'With over twenty years of procurement experience, I have led transformation programmes and teams across sectors including healthcare, consultancy, financial services, and aerospace & defence.

Holding degrees in civil engineering, marketing & advertising, and having participated in INSEAD Executive leadership programmes, I possess a strong combination of technical and strategic expertise. I bring my experience from designing and implementing ESG procurement programmes aimed at achieving carbon-neutral objectives to Normec.

I feel privileged to contribute to the continued success and growth of Normec, where I will place a special focus on raising procurement awareness throughout the organisation.'

across the company, has an ESG-conscious notary, and serves coffee at the head office that is kind to farmers, beans, and brewers alike. For our IT waste, we partnered with a company in mid-2023 that places a high emphasis on Corporate Social Responsibility (CSR). In this way, we are working with our suppliers to make sustainability a guiding principle, step by step, day by day.

Change starts from within

Every Normec employee plays a crucial role in our ability to achieve the ESG objectives and ambitions outlined earlier. To raise awareness

and enhance collaboration within the organisation, the Group Procurement Director is developing a marketing campaign to bring the importance of SRCP to life. The campaign will highlight all the elements discussed in this report and demonstrate how, by applying a few simple principles and approaching procurement with a sustainability focus, Normec is on its way to making significant progress in building a sustainable supply chain.

The campaign will be part of the 2025 Normec content strategy and will be launched in phases. Our first priority is to reach all employees within Normec by early 2025, followed by publications on our external corporate website and various newsletters throughout the year.

Implementation of sustainable procurement

Sustainability risk screening

10%

Target 75% in 2027

Sustainability self assessment

9%

Target 75% in 2027

Sustainability performance assessment/On-site audit

0%

% of all suppliers who have signed the sustainable procurement charter/supplier code of conduct

8%

Target 75% in 2027

All percentages based on 2024.

Based on the number of suppliers in scope of the procurement policy

09

Philanthropic initiatives



9.1 Water for Life

'You can't imagine it until you see it with your own eyes.' Nienke Faber-Van Lokven and Tatiana Pershukova were deeply moved by their visit to the Philippines in November 2023.

These Normec Foodcare and Normec Hybeta employees visited one of the projects of the Water for Life foundation, which is dedicated to providing clean drinking water and sanitation to the poorest communities worldwide.

At the beginning of November, the two, who had not met prior to the trip, travelled to Balamban and Carcar, where they were continuously astonished by what they encountered.

'It was an emotional rollercoaster,' Nienke describes the visit. Tatiana agrees: 'The reality of poverty is unimaginable. We all know the images from developing countries, the difficult living conditions of the people there. But that is literally far away. When you see with your own eyes how people live – sometimes in cardboard houses with no flooring, built right on the unpaved road...' Outside, the conditions were, to say the least, primitive too. Nienke recounts, 'We visited an elementary school with two hundred students and not a single toilet. The children and staff had to relieve themselves in the bushes. It defies comprehension.'

The resilience and optimism of the local people, who were delighted by the visitors from the Netherlands, and the gratitude of the residents who, thanks to a donation from Normec, now had access to clean water also

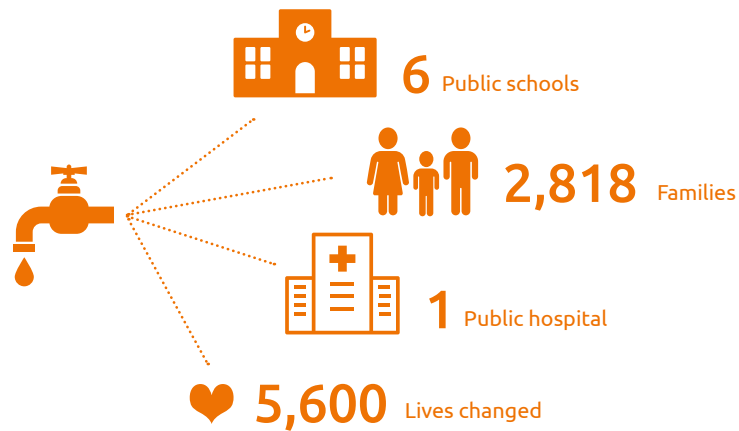


made a big impression. Tatiana shares, 'Their lives had truly changed. They saved an enormous amount of time because they no longer had to fetch their drinking water from the distant waterfall. The risks they faced while making the slippery descent to the river to wash their clothes – often in flip-flops – were now also a thing of the past.'

The two visitors also thought that the bond between the local Water for Life team and the villagers connected to the water supply was worth mentioning. 'You could see the warmth between them. It was beautiful to witness how the Water for Life projects are the result of local efforts. They are genuinely initiated and realised by locals for locals.'

When asked about the biggest insight they gained, Nienke responds, 'Many of the people we spoke with own almost nothing while their daily struggles are numerous. Yet, their mindset, their morale is so positive

Access to clean water made possible by Normec's donation



and optimistic. Truly inspiring. On another level, I've come to realise how easy it is to be sceptical about charitable causes or to think that a donation won't make a difference. To be honest, I used to think that way myself. But I saw the opposite there – how even small steps can have an enormous impact.'

Tatiana adds, 'Sometimes I felt guilty walking around there. When I saw the problems the people faced – lack of clean water is just one of them – and that they were making music and singing throughout the day despite it all, we Westerners have a lot to learn from that. I've also started looking at Normec differently. As employees, we all contribute to improving the lives of people there. What we do matters, even for those in the Philippines. That was a real eye-opener for me.'



Why Water for Life?

Normec donates annually to charitable causes. In doing so, we seek connections with our services and aim for a sustainable, ongoing impact from our donations. Water for Life meets these criteria. Clean (drinking) water is a core business for many Normec entities. In addition, the foundation operates in a truly sustainable manner by leveraging local expertise. While Water for Life provides advice, allocates resources, and monitors the projects, all activities related to the establishment and implementation of clean water and sanitation are carried out by local entrepreneurs, businesses, project groups, and communities. With this donation, the number of citizens whose lives we have positively impacted significantly exceeded the number of Normec employees in 2023.



9.2 The art of ESG

Art can be highly inspiring when implementing ESG policies within an organisation, as we have experienced ourselves with the creation of the Normec ESG Art Collection.

The Normec ESG Art Collection encourages the exchange of ideas about the role of work, society, and other topics that touch upon ESG in all its dimensions. Sustainability, in the broadest sense, was the starting point for building the collection. The artists with whom we collaborate are socially and environmentally engaged. Their artistic forms may be very diverse – ranging from drawings, photography, and painting to video and sound art, ceramics, and digital works – but each of them addresses the theme of sustainability in their own way.

The impact of art

Although art may at first glance seem to have little in common with our services, the similarities between the artists and Normec employees and between their artworks and our services – are numerous. After all, both operate in a rapidly changing world, a world that demands we adapt to contemporary issues that are unlike those from twenty or even ten years ago, and that will change again in five years' time. Adapting means being flexible, looking beyond your own horizon, and shifting your perspective – just as the artists do through their works. They are always looking at things differently. They investigate, experiment, and surprise themselves

and their audience with the results. They create impact through their ethical and aesthetic capabilities.

For everyone

The Normec ESG Art Collection has been curated by an external ESG Art Manager and a diverse group of Normec employees without significant affinity for (contemporary) art. They also worked with employees from the Normec location where the art was to be installed. The comprehensive approach to selecting, acquiring, installing, and embedding the artworks, gives a deeper significance to the collection for everyone within Normec. This is further reinforced by rotating the collection among the various Normec locations.

By purchasing art locally, Normec supports the cultural climate and connects the organisation with young thinkers and creatives. Moreover, our biennial ESG Art Exhibition provides an additional platform for their works.



10

Reporting and data collection

10.1 Scope, data collection, and data quality

The scope of this report aligns with the consolidation scope of Normec, over which Normec has control. This scope is also used for the publication of the consolidated annual financial statements.

The 2023 financial year covers the period from 1 January 2023 to 31 December 2023, and the majority of the data pertains to this period. For some reported data points, the underlying actions were only initiated in 2024. In such cases, a year-to-date figure has been included up to month 6 or month 9.

A bottom-up approach was applied for all the data included in this report, where all Normec business units were asked to collect the data for their respective entities and submit it to Normec's head office. The data was then consolidated at the head office.

If no data was provided for a particular data point, a careful assessment was conducted for each component. After all, there are situations where the answer may be 'none' or 'not applicable.'

Additionally, there are cases where the data was not available, even though the situation was relevant. In such instances, an estimate was made based on various parameters to provide as complete a picture as possible. From all the data points used only 6% were estimated and that to the best of our ability. All other data was directly provided by the business units, and we consider it highly reliable.

For the 2023 GHG emissions assessment, we applied a specific data quality evaluation:

Scope 1 CO₂ emissions

- **Energy:** Primary data. Consumption of natural gas and propane. No assumptions made in 2023.
- **Company vehicles:** Primary data, recorded in litres (84.5% of emissions from company vehicles), in kilometres (9.2% of emissions from company vehicles), and secondary data in euros (€) (3.9% of emissions from company vehicles).
- **Refrigerant losses:** Primary data (in kg). Since no information was available, an estimate was made based on area (per m²) for Food-Care Holding and Sensory.

Scope 2 CO₂ emissions

- **Electricity:** Primary data. Data provided in kWh, distinguishing between sources of electricity. No assumptions made.
- **District heating and cooling:** Primary data. Data provided in kWh. No assumptions made.

Scope 3 CO₂ emissions

- **Goods and services purchased:** Data provided in monetary value (99%) or in data volumes (GB, less than 1% of purchased emissions).
- **Capital goods:** Primary data, no assumptions, very high data quality.
- **Waste:** Primary data (in kg). No extrapolations or assumptions were made.
- **Business travel:** Primary data (in km). No extrapolations or assumptions were made.
- **Commuting:** Primary data obtained through surveys. An extrapolation of the results was made to cover 100% of employees.

GRI 2-2, 2-3, 2-5, 2-14

10.2 Assurance & verification

‘Just as with financial reporting, we place a strong emphasis on accuracy and reliability in our ESG figures. We also pay significant attention to transparency and the reporting processes themselves, ensuring that the ESG data is comparable to previous years and that we can track relevant trends for our stakeholders.’

Robert Wolff
Chief Financial Officer Normec

The data in this ESG report is sourced from all subsidiaries that fall under the operational control of Normec Holdings B.V. Minority interests over which we have no control have not been included in this report.

The consolidated entities presented in the annual accounts are also included in this report. All entities that were part of the Normec Group as of 31 December 2023, and thus were controlled interests, have been included pro forma for the entire reporting year, regardless of their acquisition date.

While the annual figures pertain to 2023, the editorial pieces, interviews, and other content also relate to activities in the current year.

All figures, percentages, and other units of information in this report have been collected and consolidated by the CSO Marco Zomer. The CFO Robert Wolff and the COO Britt Schuurs, members of the Board of Directors, have reviewed and validated this information.

11

KPI
table

	2021	2022	2023	Targets	Comment
HUMAN RESOURCES					
Workforce					
			1.406		
Total workforce headcount	2,430	3,211	4,617		
Permanent contract		76.1%	91.0%		
Temporary contract		23.9%	9.0%		
Fixed hours contract		93.6%	92.3%		
Flexibele hours contract		6.4%	7.7%		
Number of FTE's	2,125	2,780	4,159		
Total number of hours worked by workers	3,828,446	4,887,240	7,269,932		
The remuneration and compensation provided to Normec employees	112,826	152,957	222,292		
Average remuneration per FTE	29.5	31.3	30.6		
Diversity statistics					
Women in the workforce	40.0%	41.0%	42.2%	45%	<i>in 2027</i>
Women in leadership positions and senior management	38.6%	43.0%	36.6%	45%	<i>in 2027</i>
Women on the Executive Board	50.0%	44.4%	33.3%	33%	
Women on the Board of Directors and Supervisory Board	28.6%	33.3%	33.3%	33%	
Inclusiveness reporting					
Honest Work Program		2.60%	3.30%		
Changes in workforce					
Organic new hires	482	150	311		
Terminations	447	670	886		
General attrition rate	18.4%	20.9%	19.2%		
Voluntary attrition rate			62%		
Percentage of women within leavers	38.7%	45.8%	45.1%	42%	<i>Equal to the number of women in the organisation</i>

	2021	2022	2023	Targets	Comment
Demographics					
Age: average		39	38		
Age: < 30		26%	31%		
Age: 30-45		41%	38%		
Age: 45-60		26%	25%		
Age: > 60		6%	7%		
Ethnicity: Europe			96.4%		
Ethnicity: Americas			0.6%		
Ethnicity: Asia			2.1%		
Ethnicity: Africa			0.9%		
Level of education: below bachelor			61%		
Level of education: bachelor or higher			39%		
Working conditions					
The total workforce across all locations who are covered by formal collective agreements on working conditions		59.7%	54.5%		
The total workforce across all locations who are covered by formally-elected employee representatives		57.8%	56.5%		
Two way communication system in place to facilitate employee voice regarding working conditions		59.7%	97.8%	95%	
Flexible hybrid work model			93.3%	100%	
Percentage of employees that were entitled to parental leave			100.0%	100%	
Compensation					
Gender pay gap	15.3%	13.3%	18.9%		LfL 5,7% in 2023, based on entities in 2022
Highest vs mean annual compensation		9.52	9.00		
Linked compensation and sustainability (of senior management)		13%	30%	98%	in 2030

	2021	2022	2023	Targets	Comment
Health & Safety					
Operational sites for which an employee Health & Safety Risk assessment has been conducted (date of RI&E)		80.40%	90.7%	95%	<i>in 2030</i>
The total workforce across all locations represented in formal joint management-worker Health & Safety committees (or officer)		67.90%	75.6%	95%	<i>in 2030</i>
Number of accidents	33	43	52		
TRIR	1.69	1.68	1.36	1.00	<i>in 2030</i>
Days lost due to injury	698	411	590		
ASR	35.7	16.1	15.4	10	<i>in 2030</i>
Career management					
The total workforce across all locations who received regular performance and career development reviews		100.0%	83.6%	98%	
Average number of training hours per employee	13.3	24	25.2	20	
The total workforce across all locations who received the onboarding training including career- or skills-related training			90%	75%	
The total workforce across all locations who received training on diversity, discrimination and/or harassment			30%	75%	
The Normec Fit					
Number of The Normec Fit activities organised			1071		
Participation rate/number of employees who participated in The Normec Fit activities			95.4%	95%	
Employee feedback & Social dialogue					
Engagement survey participation/completion		67%	70%	70%	
Absolute number		19.36	3,114.00		
Engagement survey score (e-NPS)		+18	+16	+20	
Can you indicate whether any form of social dialogue takes place in your organisation, such as focus groups or town hall meetings?			38%	90%	

	2021	2022	2023	Targets	Comment
ETHICS					
% of employees that acknowledged our Code of Conduct		80%	81.46%	95%	
The total workforce across all locations who received training on Ethics - Code of Conduct		39.00%	43.00%	75%	
% of all operational sites for which an internal audit/risk assessment on business ethics has been conducted		75.93%	89.37%	90%	
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 relating to contracts with business partners that were terminated or not renewed due to violations related to corruption or bribery		1	0		
Number of (anonymous) whistleblower reports	0	0	0		
Information security					
IT Security Rating (NIST)	1.5	2.3	3.2	4	
The total workforce across all locations who received training on cyber security		15%	53%	75%	
Number of cyber security incidents	1	1	4		
ENVIRONMENT					
Energy consumption					
Total energy consumption (MWh)	9,716.4	12,771.0	19,776.2		
Total energy consumption (MWh) per EUR k revenue	40.8	41.4	41.8		
Total energy consumption (MWh) per FTE	4.6	4.6	4.8		
Total renewable energy consumed (MWh)	118.1	1,769.0	5,209.7		
Percent renewable energy to total energy consumption	1.2%	13.9%	26.3%	100%	<i>in 2030</i>
Total water consumption (m ³)		20,706	36,200		

	2021	2022	2023	Targets	Comment
GHG emissions overview					
Total Scope 1 CO ₂ emissions (tCO ₂ e)	5,256	8,103	10,900	42%	<i>SBTi Scope 1&2 reduction per 2030</i>
Total Scope 2 CO ₂ emissions (tCO ₂ e)	1,347	1,743	1,477		
Total Scope 3 CO ₂ emissions (tCO ₂ e)	16,640	33,929	43,316	52%	<i>SBTi Scope 3 intensity reduction per 2030</i>
3.1 Purchased goods and services	10,731.3	27,546.6	34,279.5		
3.2 Capital goods	159.6	1,775.8	2,193.3		
3.5 Waste generated in operations		210.6	899.7		
3.6 Business travel		528.9	539.2		
3.7 Employee commuting	2,036.0	1,880.3	2,362.0		
Total overall CO ₂ emissions (tCO ₂ e)	23,242.5	43,775	55,693		
Total overall CO ₂ emissions (tCO ₂ e) per EUR 1M revenue	101.07	141.96	117.77		
Total overall CO ₂ emissions (tCO ₂ e) per FTE	10.94	15.75	13.39		
Carbon offsetting (tCO ₂ e)		274	724		

Carbon reduction initiatives

PV-installations % of all entities (based on the number of employees) that have solar panels or are inventoried to have solar panels or other options to generate their own renewable energy	Yes, installed		17%	100%	<i>of sites assessed whether installing solar panels is possible, if possibility exists and a Return on Investment within 5 years is feasible, then put 90% into implementation.</i>
	Planned to be installed		6%		
	Negatively assessed		16%		
	Positively assessed		12%		
	No action taken yet		50%		
Car charging stations % of all entities (based on the number of employees) that have electric car charging stations or have been inventoried as to whether charging stations are possible	Yes, CCS are available	62.40%	82%	90%	
	Planned to be installed		6%		
	No action taken yet	37.60%	13%		

	2021	2022	2023	Targets	Comment
Waste management					
% of all entities (based on the number of employees) already actively engaged in waste separation or have waste separation bins available. For laboratories, an optimisation inventory has taken place	Yes	75.28%	93%	95%	
	Partially		6%		
	No	24.72%	1%		
Total weight of waste (t)	1,146	3,416	3,114.4		
Total weight of hazardous waste (t)			452.3		
Total weight of diverted waste for recovery (t): recycled	336	682	1223.2	30%	<i>of the total waste in 2027</i>
IT asset disposition programs			17%	30%	<i>of the total IT waste in 2027</i>
Training & environmental advocacy					
The total workforce across all locations who received training on environmental and advocacy			31%	75%	

SUSTAINABLE PROCUREMENT

Implementation of sustainable procurement

Sustainability risk screening			10%*	75%	* Based on 2024 Based on the number of suppliers in scope of the procurement policy
Sustainability self assessment			9%*	75%	
Sustainability performance assessment / On-site audit			2%*	75%	
% of all suppliers who have signed the sustainable procurement charter/supplier code of conduct			8%*	75%	

Training

The total workforce across all locations who received training on sustainable procurement (for managers)			0%	75%	
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	2021	2022	2023	Targets
PHILANTHROPY				
ESG ART project		115,761	91,075	
Charity WASH progress: Water for Life		15,000	58,811	
Other sponsorships/donations - Normec		22,103	59,957	
Philanthropy - other Normec entities			6,660	
Sponsoring - other Normec entities			178,975	
Community volunteering			343 hours	



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GRI
content
index

GRI STANDARD	DISCLOSURE	PAGE	
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	2-3	Reporting period, frequency, and contact point	<u>81</u>
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	2-8	Workers who are not employees	<u>36</u>
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We value our people

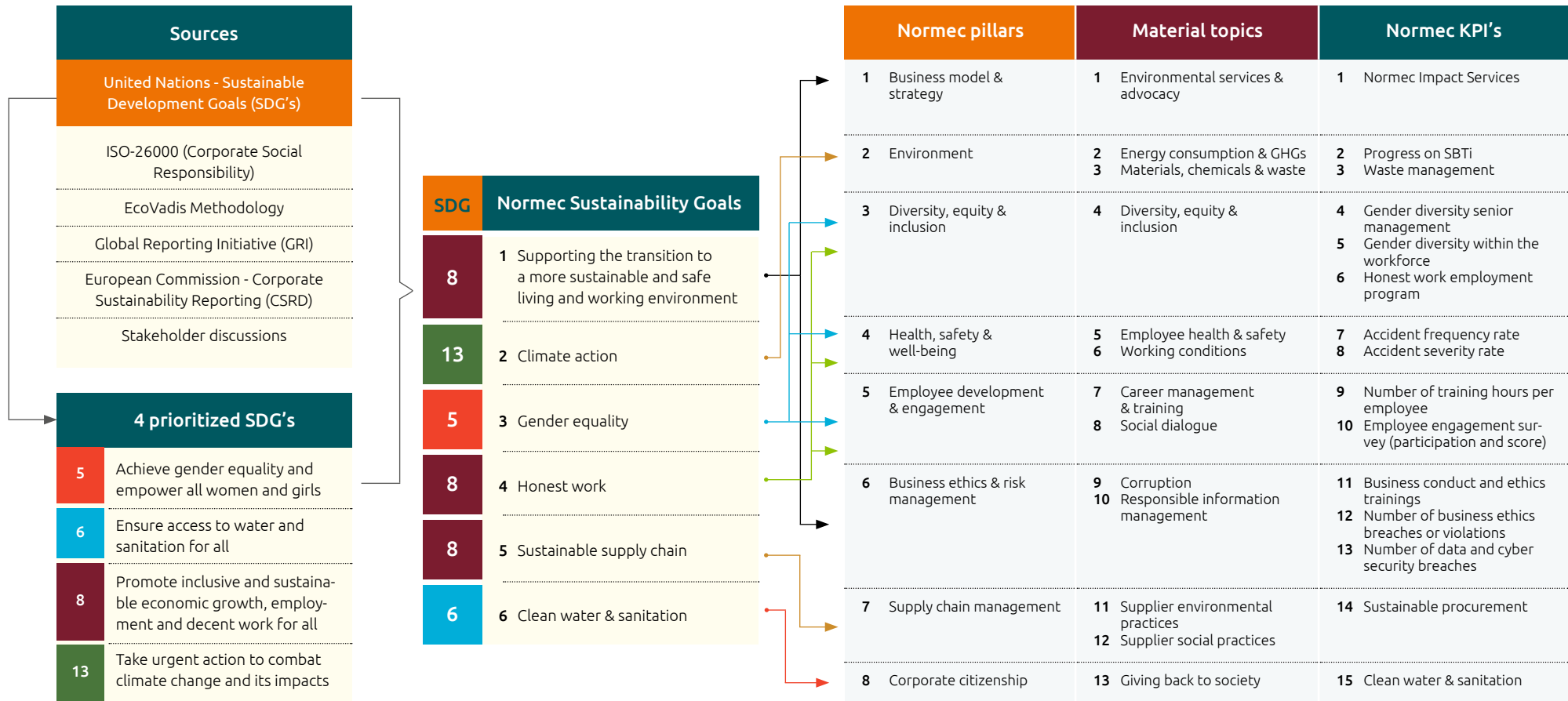
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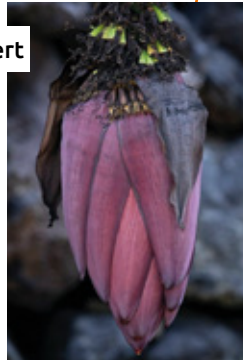
* Information not disclosed due to it being unavailable or incomplete.

Normec ESG framework



Normec ESG Art Collection

Natascha Libbert
Untitled 0521 | 2022 | P3



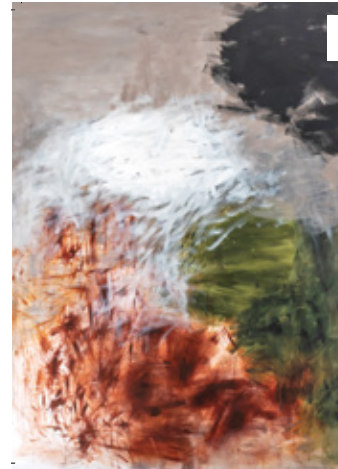
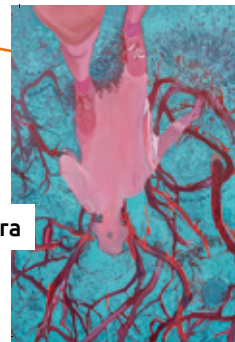
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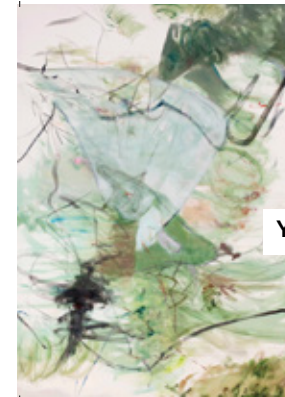
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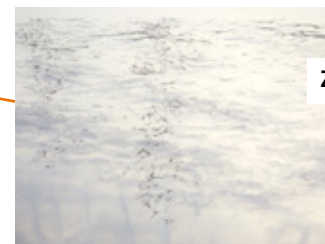


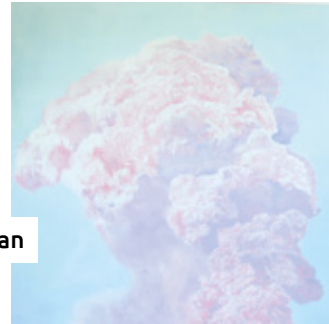
Ciro Duclos
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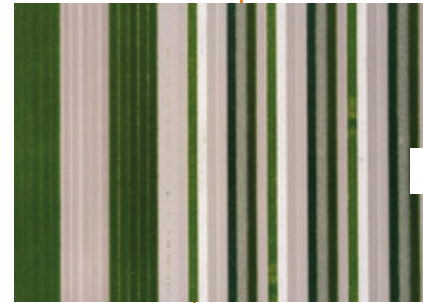
Janine van Oene
Sensual Species | 2022 | P4/76

Zhu Hong
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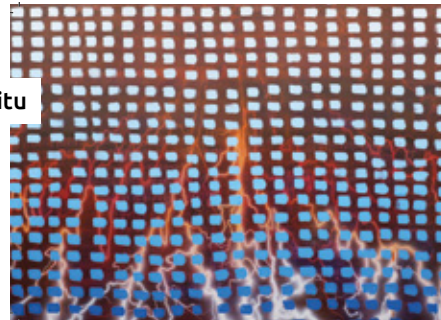
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Colophon

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October, 2024

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