



# ESG-report<sup>22/23</sup>

## INCLUDING

Interviews with stakeholders

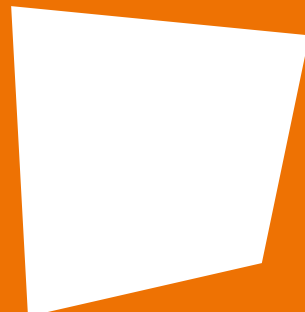
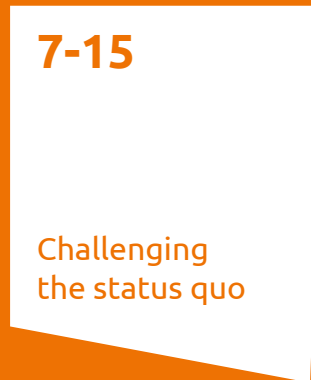
Figures and KPIs

Inspiring ESG initiatives within Normec

Improve Quality. Reduce Risk.



# Table of contents



# 01

# Impact is created together



**Making an impact. It is Normec's mission. Making an impact by improving quality, reducing risks and thus creating a sustainable and safe living and working environment. Our currently 4,000 employees pursue this by developing innovative services, by going that extra mile, by not only thinking with the customer but also ahead. And by investing in themselves to make the above as optimal as possible.**

Impact is made together. Making impact is inspiring and contagious. And is necessary.

Good service, satisfied employees and customers... It is essential for your business continuity. At the same time, it is no longer enough. More is happening within the organisation and beyond. Making an impact is thus directly related to ESG topics. Because ESG starts with awareness. Of the energy a product or service has cost. And of who worked on it. Of the value of time and raw materials and how important it is to be economical with them. Of the implications of a change. And how a change - no matter how small - can affect a product, service, process, an employee. Adversely and beneficially.

The sustainable mindset is embedded in Normec from the beginning. At the same time, we are on our way to even better and continue to take a critical look at the effective results of our ESG policy. While it starts with

wanting, it is ultimately about delivering. We also adopt a critical-constructive attitude towards our customers, industry organisations, governments and other stakeholders. In this way, we continue to inspire each other back and forth. I said it before: making an impact is contagious. That positive outlook, that is characteristic of Normec, is important, because the challenges are many. But as Mariska van Schaik, Managing Director of Normec Sustainability, says on [page 12](#): 'Nothing beats being part of the solution.'

Normec is part of the solution to Foodcare, Safety, Sustainability and Healthcare challenges. I hope you experience the same while reading this ESG report.

Greetings,

**Joep Bruins**

*Chief Executive Officer Normec*

## 1.1

# ESG is in everything

*'Sustainable policy is not just about achieving the smallest possible footprint and minimising CO<sub>2</sub> emissions. It is reflected in the services you provide and the way you do it. It sees itself reflected in your procurement policy, the suppliers you choose or don't choose. And in how you treat your employees.'*

These are the words of Viviana Occhionorelli, partner ESG at our parent company [Astorg](#). Her words give a good impression of the content of this ESG annual report. Namely, the topics and themes it contains are very diverse.

From a [client story](#) about the efforts (and the fruits reaped) of an ISO 14001 certification, to how our [notary](#) puts [ESG into practice](#) through his services. From how we use our knowledge and expertise to support the EU in the transition to [hydrogen](#) to the reason behind the [toilet paper](#) we use in our offices.

From how we have an eye for [clean water](#) on other continents to how we are inspired by our own [customers](#) in a sector that is quite under the microscope. And everything in between.

As we said, the topics and themes are very diverse. But that is ESG. It recurs everywhere. That is what makes ESG so incredibly interesting. ESG invites reflection on the question: what can we do even better? A question that precisely articulates the drive behind our services.



# Highlights and key figures 2022

## Normec at a glance



### Locations

> 50 locations



### Headquarters

Utrecht, the Netherlands



### Mission

A healthy and safe living environment  
for ourselves and future generations



### Services

Testing, inspection,  
certification and compliance



### Employees

> 3.200



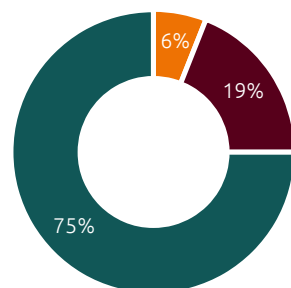
### Accreditations

ISO 17020, 17021, 17025, 17065\*

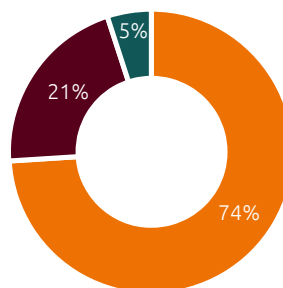
*\* and many other recognitions*



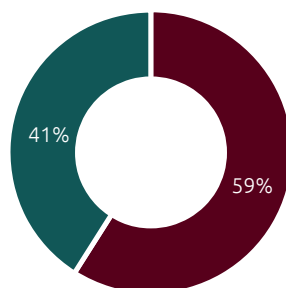
Turnover  
Foodcare 2022



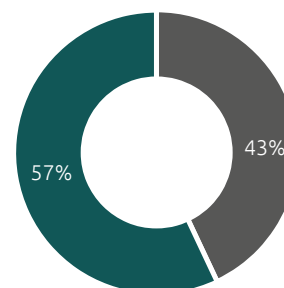
Turnover  
Safety 2022



Turnover  
Healthcare 2022

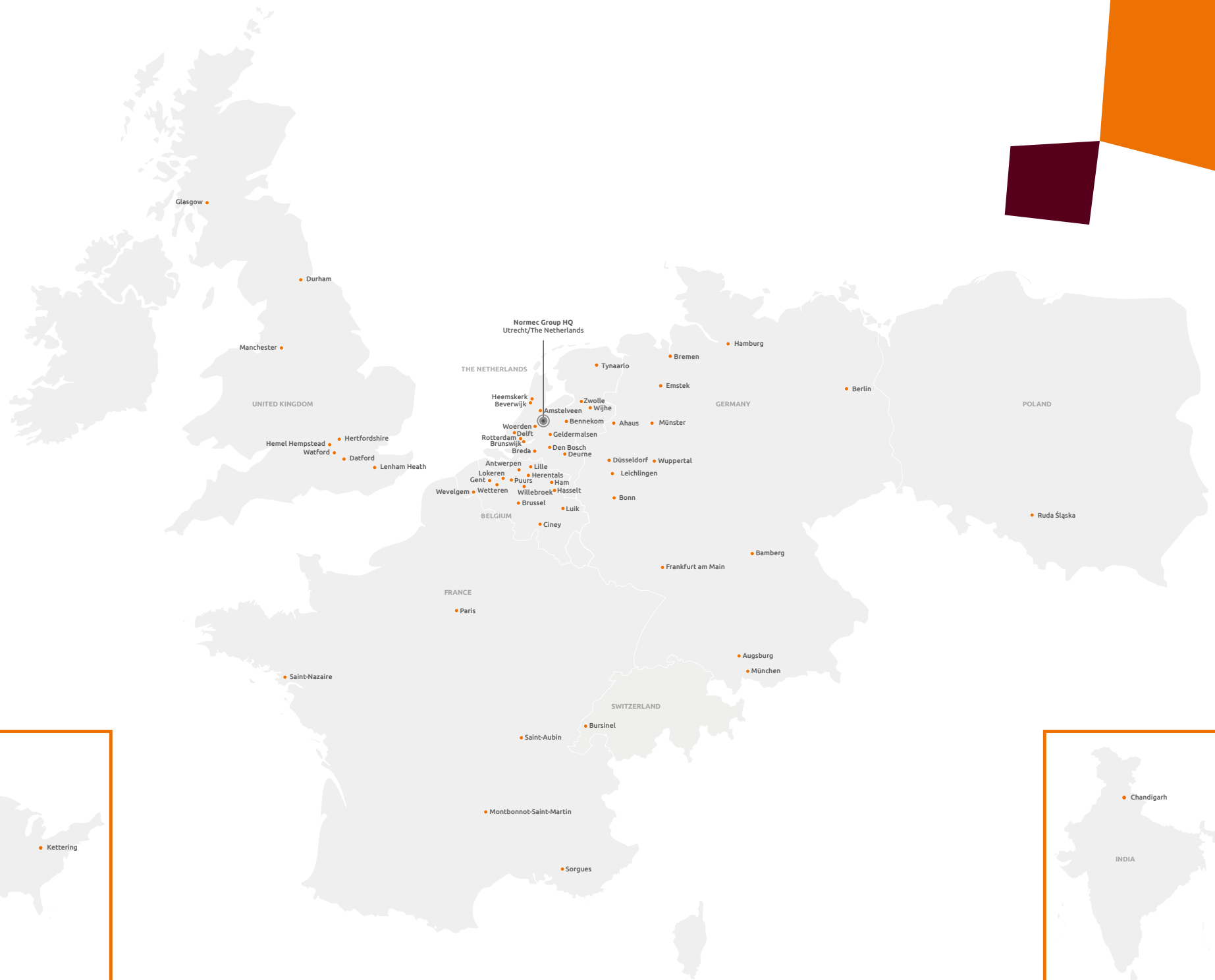


Turnover  
Sustainability 2022



### Legend

- Testing
- Inspecting
- Certification
- Compliance



## 02 Challenging the status quo

Implementing sustainable policies into the capillaries of your organisation requires investment in every aspect and is an ongoing process. To make strategic, sustainable choices, you have to challenge the status quo. Asking yourself: how can things be done differently, better? This question is also on the minds of our stakeholders. On the following pages you can read how they answer this question.



## 2.1

# An inspiring example

**Viviana Occhionorelli is partner ESG at Astorg, Normec's parent company. Although impressed by the organisation's performance, she has an explanation. 'The biggest asset of Normec are the people.'**

'That Astorg had its eye on Normec in 2020 was not without reason. Even more than the interesting sector in which Normec operates, which touches on just about every important area in a person's life, it was the company spirit that appealed to us. The entrepreneurial spirit, the fresh energy, the outlook on service, the positive approach: it resonated with our way of doing business. It was clear to us: this organisation is a great addition to our portfolio.'

Even so, Normec continued to surprise us. Among other things, with the speed with which the organisation managed to shape its ESG policy. A sound ESG policy requires organisations to change management processes, to change employee behaviour. It normally takes years for a company to get that far. What Normec achieved last year - receiving the silver rating from EcoVadis while only having its score ratified for the second time - is astonishing. It also shows that sustainable policies are in Normec's DNA. Indeed, it has been implemented from the start, albeit on an informal basis. No wonder that, once formalised, it scored highly.



Sustainable policies are not a trend or a fad but a necessity for companies to survive. Not just to hold their own in a changing world but to be ahead of the curve. Sustainable policy is also comprehensive. It is not just about achieving the smallest possible footprint and the fewest possible CO<sub>2</sub> emissions. It is reflected in the services you deliver and the way you do this. It sees itself reflected in your procurement policy, the suppliers you choose or don't choose. And in how you treat your employees. That brings us to perhaps Normec's greatest asset: its people.

The people at Normec are special. They thrive in an environment that is nothing short of disruptive. The speed at which Normec is growing is enormous, with new companies being added to the group at the drop of a hat. Change is the constant at Normec. Not everyone can operate in such an environment, let alone thrive.



The people at Normec do. Why? Because they feel connected to Normec's purpose, which is bigger than themselves. Bigger than the team they work with and the department they work in, bigger than the business unit in which they operate. Bigger than Normec itself.

In its short existence, Normec gave the TICC world a wake-up call. On all fronts, Normec's approach set it apart from existing peer organisations. True, expectations about what else Normec is capable of, rise with each new startling achievement. It also makes Normec an inspiring example, also and even, for other companies within our portfolio.

An example of how sustainable strategy is not a barrier to the business or just an immense cost, but a success ingredient. Normec is capable of much more, of that we are convinced.'



**Viviana Occhionorelli**  
*ESG Director Astorg*



## 2.2

# Well worth the investment

**With an ISO 14001 certificate, as a company you meet at least seven SDGs\* in one fell swoop. So if you want to become more sustainable, obtaining this certificate is the obvious thing to do. But you have to do something to achieve it. Jurn Van Steenkiste knows all about it. The owner of Meco Group decided to go for the certificate last year. Under the guidance of Normec Foodcare (BE), he and his employees managed to take Meco Group to another level.**

### **Jurn Van Steenkiste, Managing Director Meco Group**

'I spoke with Frédérique Henderickx of Normec Foodcare last year about opportunities to distinguish ourselves even more from other market players. Frédérique has been coming to Meco for ten years. She knows our company, the history, the growth we have experienced and want to continue to experience. Her suggestion: go for ISO 14001 certification.

And so began a journey in which I sometimes thought: what have we gotten ourselves into? But always it was Frédérique who reassured us, guided us and gave us confidence. She was right: in October 2022, Meco Group's ISO 14001 certification was reality.

Although ISO 14001 is an environmental management system, the certification process makes you think about all your business processes. It is so comprehensive, it was sometimes maddening. But the longer we worked on it, I noticed a curiosity in myself to see what else could be improved. What other sustainability goals could we achieve through more efficient use of machinery, raw materials or a smarter design of our product flows?



It was special to notice that our customers appreciated these efforts and congratulated us on achieving the certificate. For them, this was proof that their supplier was serious about their business. In turn, we inspired our suppliers to think about how they could bring down their footprint. That is a nice by-product of this certification: the whole chain benefits.

Well then, once you have looked at your business with such a view, you keep seeing things that could be different, more sustainable, cleaner, more efficient. That no longer drives me crazy, it is a positive motivating incentive. After all, you can always do better. Let that be the very motto of Mecro Group!

**Frédérique Henderickx, Business Unit Director Normec Foodcare (BE)**

'Jurn's story shows how much impact you can make with an ISO 14001 certificate. It really makes you look good as a company. I dare say that thanks to this certification, Mecro Group is among the forerunners of the sector in Belgium.

Equally important is the cost saving Mecro Group has achieved. During the certification process, they were made aware of the energy guzzlers in the company, inefficient use of materials or machines, of time, of raw materials. They then came up with alternatives to these. ISO 14001 certification is therefore worth the investment for any company that wants to make its business processes more constructively sustainable.'



**Frédérique Henderickx**

*Business Unit Director Normec Foodcare (BE)*

**The 7 SDGs of ISO 14001**

SDG 6 Clean water and sanitation

SDG 7 Affordable and clean energy

SDG 11 Sustainable cities and communities

SDG 12 Responsible consumption and production

SDG 13 Climate action

SDG 14 Life below water

SDG 15 Life on land

## 2.3

# Part of the solution

**Mariska van Schaik is managing director of Normec Sustainability. Within this division, the sixteen entities\* work every day towards a cleaner, more fair world. The challenges are many, but the answers are also there.**

‘The joining of forces within Normec Sustainability that has been effected from 1 January 2023 represents a huge step forward. For ourselves and for our clients. The services we provide are directly linked to multiple SDGs. Whether it is calculating airline emissions, analysing wastewater or checking for fair labour. The shorter lines between entities allow us to support our clients even more completely and the door to jointly developing innovative services is wide open. This is badly needed to answer the numerous questions of today and tomorrow.

Those questions and the challenges we face together can sometimes seem a bit overwhelming. That is why it gives me personally great satisfaction when I see Normec Sustainability actually able to bring change. Take for example the story of Jorn hereafter. It shows how the expertise of Normec QS has given the move to clean fuels a huge boost. It not only energises me, I also find it hopeful. As Normec Sustainability, we can be part of the solution. Nothing is more beautiful than that.’



**Mariska van Schaik**  
*Managing Director  
Normec Sustainability*





'More and more companies are focusing on developing projects to produce and use green hydrogen as a replacement for fossil fuels. The Dutch government sees this renewable energy carrier as an important pillar in its climate policy. To stimulate companies in this invest, clarity is essential, for example on the guidelines they should adhere to. Auditors also need to know exactly what they are checking for.

Legislation and certification schemes for demonstrating sustainability existed only in draft form until 2022. The Rijksdienst voor Ondernemend Nederland, the agency that encourages entrepreneurs in sustainable, international and innovative entrepreneurship, therefore issued a tender for a pilot project to investigate whether the systematics would according to the (draft) European legislation and associated certification schemes was workable for companies and auditors.

#### \* Entities Normec Sustainability

Normec NCK | Normec FLC | Normec VRO | Normec Certification |  
Normec QS | Normec Certiprotect | Normec Laboratorium |  
Normec AWS | Mohler and Partner | Normec uppenkamp |  
Normec OWS | Normec Servaco | Verifavia | VQZ Bonn |  
Normec Zertifizierung | Since May 2023: I2 Analytical

As the only certification body, Normec QS was awarded this tender. It was the start of a very interesting project. Not only did we gain a lot of knowledge, we also expanded our network with valuable contacts and were able to conclude the pilot with a good result. Many of our recommendations to improve legislation and certification schemes were followed up. In addition, the spin-off from this project was almost immediate. The number of applications for assessment and certification of hydrogen chains thus got off to a serious start and is expected to continue to grow strongly.

Looking back, I can only conclude that all the efforts around this assignment were well worth it. In addition, it feels very good that Normec QS was able to show its expertise at EU level. It's not every day you experience being able to make such an impact.'



**Jorn Bronsvort**  
*Technical director Normec QS*

## 2.4

# ESG and the notary. How then?

### Who

Nicky Spaan

### Profession

Candidate notary at law and notary practice Lexence

Lawyers

### Relationship with Normec

Providing corporate law services from a notarial perspective

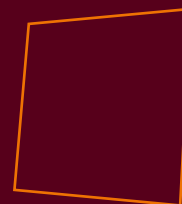
### Nicky, how is ESG reflected in Lexence's day-to-day practice?

'In several ways. I'll start with a decision we took back in 2015. The office was outgrowing its space, but we were not keen on having a new building built on the Zuidas. We then moved into a nice, existing building. Felt more comfortable. Furthermore, in the course of years, our vehicle fleet has been electrified,

we have started separating waste and we encourage employees who live nearby to come by bike. There are also opportunities to work from home and we no longer use paper. Those last two examples in particular are a trend change in our little world. As a lawyer or notary, after all, you worked in the office. Full stop. And a contract was supposed to be on paper. But things can be done differently.'

### How alive is ESG among Lexence's clients?

'Strongly. We assist many investment companies. ESG themes have really become topics in acquisition policy. If a company does not score well in terms of sustainability themes, the acquiring party may mark that as a risk and refrain from buying. The question: Is this company an addition to our portfolio? Sounds increasingly familiar to us.'



### **What does Normec notice about Lexence's ESG policy?**

'I work in Amsterdam but live in Utrecht. That's also where Normec's head office is. Instead of having four people from Normec go to my office by car, I go to them from home. Just as easy. And since we do digital signing these days, there is no need to send papers back and forth. Small but logical things when you think about it.'

### **Why is it important to take ESG seriously as a company?**

'Because ESG matters currently belong to what we call soft law. But there is more and more hard law in the making, to make it mandatory for companies to take measures and report on them. So it is better to anticipate that by simply doing your best now.'

### **Finally, what does ESG look like on the streets of the Zuidas?**

'Haha! I'll be honest: when I started here in 2010, the image on the street and in the office was rather um..., not very mixed. I myself was the first employee at Lexence with a coloured skin. That one-dimensional image has really changed. Also in terms of male-female ratio in senior positions. The new generation has a different idea about the role of work in their lives anyway in terms of hierarchy and work-life balance.

This is also causing a different wind to blow. Yet these are changes that have taken place everywhere and in all sectors.

So although it may not seem so, the Amsterdam Business Area is a working environment like any other!'



**Nicky Spaan**

*Candidate notary at law and notary  
practice Lexence Lawyers*

A man in a yellow polo shirt and a woman in a grey t-shirt are looking at a tablet together. They are in a modern office with large windows and orange vertical accents. A white square is visible in the top left corner.

03

# The stories behind the numbers

The value of a figure or percentage says nothing at all when the context is missing. Chief Sustainability Officer Marco Zomer gives you insight.



### Staff size

The number of FTEs within Normec will grow from 2,125 in 2021 to 2,780 in 2022. Most of this growth is due to seven acquisitions in 2022.

Between 2021 and 2022, the number of employees increases by 781. Again, this figure consists mostly of employees from the acquired entities. The net organic growth is 150 employees.

In mid-2022, the position of CSO will be added to the Normec board. The board will thus have one more person than at the end of 2021 and will consist of the following positions: CEO, CFO, COO, CHRO, CIO, CSO, GC, MD LSE and MD Food.

## Staff size

### FTE EOY

2021

2.125

2022

2.780

### Staff

2021

2.430

2022

3.211

### Board members

2021

8

2022

9

## Workforce

Total hours  
worked by  
employees

2021  
3.828.446

2022  
4.887.240

Organic net  
new recruits

2021  
482

2022  
150

Annual staff  
turnover

2021  
18,4%

2022  
20,9%

Average number  
of training hours  
per employee

2021  
13,3

2022  
24,0

### Workforce

The total number of hours worked in 2022 is 4,887,240. This is on average 1,522 hours per employee. This figure is slightly lower than the 2021 average, which was 1,575 hours per employee. In 2022, relatively slightly more parttime employees work at Normec.

In 2022, net organic growth in the number of employees totalled 150. That figure is a lot lower than in 2021, which can be explained by the high number of vacancies at the end of 2020. These were largely fully filled in 2021.

Staff turnover in 2022 is relatively slightly higher than in 2021. Some of the new employees in 2021 will leave again in the following year. Normec has set itself the goal of not letting turnover exceed 20%. This target was therefore not met for 2022. However, more time and energy was invested in the number of staff course and training hours in 2022, including in the form of the Normec Academy. The majority of these hours are internal training hours. The aim is to achieve an average of twenty training and education hours per employee per year to increase the knowledge and maintain or improve skills. For 2022, this is goal achieved.

## Staff accidents



### Staff accidents

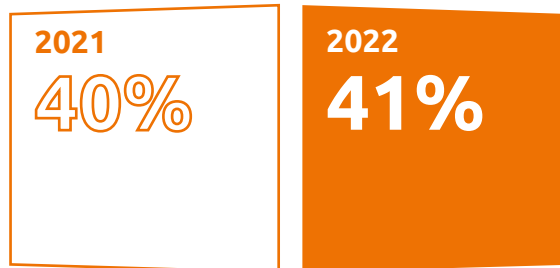
Normec is committed to providing its employees with not only a pleasant but also a safe working environment. Providing safety training, providing personal safety equipment and regularly drawing attention to safe working practices are concrete examples.

The absolute number of industrial accidents increases to 43 in 2022, where it was 33 in 2021. Plotting this number against the number of FTEs in both years shows that the relative number of accidents remained almost the same. When the number of accidents in 2022 is converted into the Total Recordable Incident Rate (TRIR), then it comes out to 1.7. Normec's goal is for the TRIR not to exceed 2.0.

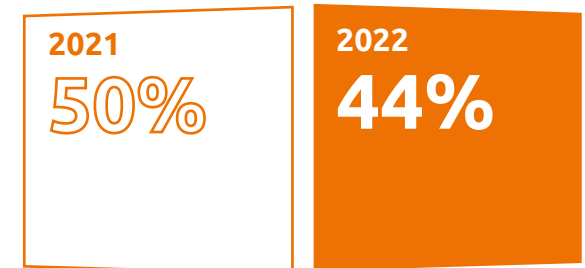
However, a clear reduction in the severity and intensity of incidents that occurred. The average number of days an employee is unable to work due to an accident decreases from 21.2 days to 9.6 days per incident. The number of days missed due to an accident in 2022 converted to the Accident Severity Rate (ASR) then comes to 16.1. Normec's target is for the ASR not to exceed 10.0. So this target has not been met for 2022 and will receive more attention in the coming years.

## Personnel-related KPIs

**Women employed  
across the  
organisation**



**Women on the  
organisation's  
board**



### Personnel-related KPIs

By 2022, 41% of employees within Normec will be women. This is one percentage point higher than the previous year. The board will consist of five men and four women in 2022, making 44% of the board women exists (50% by 2021). 43% of senior management positions are held by women (39% by 2021). The number of women in management and senior positions exceeds the total number of women employed within Normec. With this, this target has been met by 2022.

However, it can be seen that a relatively high number of female employees will leave by 2022 (46%). This percentage is higher than the percentage of women in the overall organisation. In 2021, this percentage was lower at almost 39%. Normec does not discriminate in pay: equal positions are rewarded equally regardless of gender or background. To test this, Normec annually conducts

an analysis to determine whether, and if so, what the gender pay gap is based on available information. In 2022, there is an overall gender pay gap of 13.3%, with no differentiation between position and/or function. In 2021, this integral pay gap found was 15.3%, in other words: the gender pay gap between men and women decreases between 2021 and 2022.

The present pay gap explains itself by the fact that the bulk of higher positions and functions - and thus higher rewards - are filled by men. The aim, of course, is to reduce this pay gap in the coming years decrease as a result of our efforts on SDG 5 Gender Equality.





**Women in  
senior positions**

**2021**

**39%**

**2022**

**43%**

**Women within  
the departing  
staff**

**2021**

**38,7%**

**2022**

**45,8%**

**Unadjusted  
gender pay gap**

**2021**

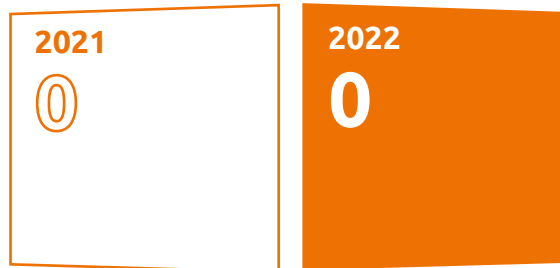
**15,3%**

**2022**

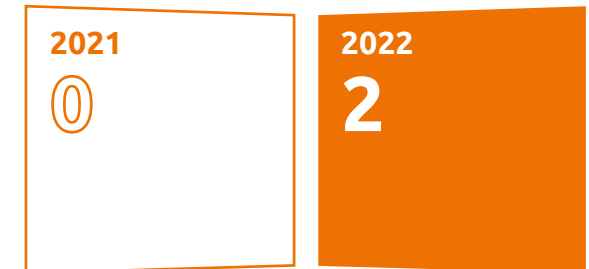
**13,3%**

## Incidents and notifications

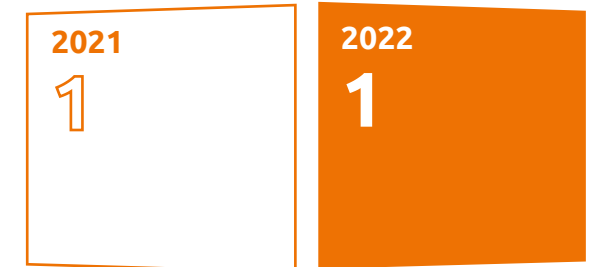
**Number of  
(anonymous)  
whistleblower  
reports**



**Number of  
corruption  
reports**



**Number of cyber  
security incidents**



### Incidents and notifications

In 2022 we see 2 ethics incidents (2021: 0 notifications), in one case a client falsified a report for a consultation process. The other suspected breach was investigated, and no employee misconduct was found.

In 2022 a server at a Normec business unit was hacked, investigation showed that no data was stolen, so the impact of the hack was minimal, however IT security was increased for all Normec companies because of this hack.

# Energy and waste consumption and CO<sub>2</sub> emissions

## CO<sub>2</sub> emissions

Normec is growing, both organically and through the acquisitions it makes every year. The consequence of this on CO<sub>2</sub> emissions is obvious: they increase every year, despite the efforts made to reduce emissions. Thus, absolute CO<sub>2</sub> emissions increase from 16,551 tCO<sub>2</sub> e in 2020 to 23,242 tCO<sub>2</sub> e in 2021 and to 43,775 tCO<sub>2</sub> e in 2022.

When these figures are set against the realised (pro-forma) turnover and the number of FTEs employed at the end of the year, it can be seen that scope 1 and 2 emissions develop in the same proportion between 2021 and 2022. For scope 3, a clear absolute and relative increase is visible. The absolute scope 3 emissions double between 2021 and 2022, while this development is not visible in the realised (pro-forma) turnover and or in the number of FTEs between the two years.

The significant increase in scope 3 emissions is due to more extensive and accurate delivery of the underlying data for calculating these emissions in 2022 compared to 2021. This is the third year that a CO<sub>2</sub> emissions assessment has been conducted and each year the data obtained becomes more accurate. In 2022, much focus has been on obtaining the data on scope 3, which has resulted in a more complete and comprehensive picture.

Incidentally, 2022 serves as the base year for setting Normec's SBTi targets\* to be submitted for assessment in Q4 2023.

*\* The Science Based Targets Initiative provides companies with a concrete roadmap to reduce greenhouse gases (particularly CO<sub>2</sub> emissions) in line with the Paris Climate Agreement. This initiative encourages companies to set sciencebased targets for climate neutrality that limit global warming to 1.5°C.*

	Scope 1	Scope 2	Scope 3
Gas consumption	✓		
Commercial vehicles	✓		
Refrigerant gas	✓		
Electricity		✓	
District heating		✓	
Business travel			✓
Capital assets			✓
Commuting			✓
Procurement of goods and services			✓
Transport and distribution			✓
Resulting from scope 1 and 2			✓

## CO<sub>2</sub> emissions

Scope 1  
CO<sub>2</sub> emissions

2021  
5.256,4  
tCO<sub>2</sub>e

2022  
8.103,3  
tCO<sub>2</sub>e

Scope 2  
CO<sub>2</sub> emissions

2021  
1.346,6  
tCO<sub>2</sub>e

2022  
1.742,7  
tCO<sub>2</sub>e

Scope 3  
CO<sub>2</sub> emissions

2021  
16.639,5  
tCO<sub>2</sub>e

2022  
33.929,0  
tCO<sub>2</sub>e



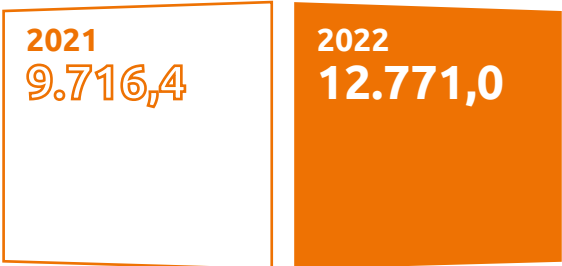
# Energy and waste consumption and CO emissions<sub>2</sub>

## Energy and waste consumption and CO<sub>2</sub> emissions

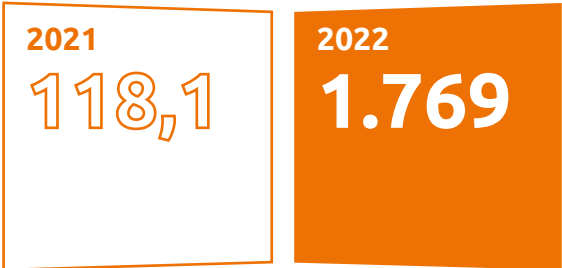
Energy consumption increases between 2021 and 2022 and, as with CO<sub>2</sub> emissions, is due to organic and inorganic growth of the Normec. When energy consumption is set against (pro-forma) turnover or FTEs, energy consumption in 2021 is almost the same as in 2022. Waste consumption increases between 2021 and 2022. It should be noted here that the completeness and accuracy of the estimates has increased significantly: for 2021, waste generation was estimated for 60% of the sites, for 2022 this is the case for 20% of the sites.

The percentage of re-usable waste streams (paper, gft, pmd and glass) is almost 20% of total waste generation by 2022. The share of renewable energy in total energy consumption is increasing significantly. In 2021, only 1.2% of energy came from renewable sources, reaching 13.9% by 2022. Based on the initiatives launched, more and more electricity will be self-generated in the coming years (see also chapter 4) and only green energy will be purchased. This annual report includes Normec’s water consumption for the first time. In 2022, this amounts to 20,706m<sup>3</sup>.

**Total energy consumption (MWh)**  
1 MWh = 3.6 GJ)



**Total renewable energy consumption (MWh)**





**Total water  
consumption (m<sup>3</sup>)**  
*New in 2022*

**2021**



**2022**

**20.706**

**Total weight of  
waste (tonnes)**

**2021**

**1.146**

**2022**

**3.416**

**Total weight of  
re-usable waste  
(tonnes)**

**2021**

**336,0**

**2022**

**682,0**

# 04 Initiatives and policies

There is a lot of talking about ESG, but it is the sustainable actions that speak louder than words. On the following pages, you can read about which initiatives we undertook in 2022-2023, with whom and why. This chapter also shows how widespread ESG is according to Normec's views: we involve the local neighbourhood farmer as well as the people in Mudada, Mozambique!



## 4.1

# Looking at people

**Susanne Laumans, Chief Human Resources Officer at Normec, and Milou Drent, Group Human Resources Manager, have a clear vision of Normec Group's HR focal points. They explain this vision and show how they incorporate these points into policy goals as well as concrete actions.**

### **Training and development - vision and policy**

'To support our customers in the best way possible, our employees are fully aware of laws and regulations and their (upcoming) changes. That is the basis. On top of that, we want them to distinguish themselves in the way they convey their professional knowledge. The way they know how to create opportunities for the client - and thus for Normec. We do this by tapping into and nurturing their talents, by stimulating and inspiring them. By giving them freedom and safety to come up with their own ideas and giving them room to develop them. By letting them learn from others, from people inside and outside Normec.'



### **Training and development - actions**

'We invest in all our people, regardless of their role, their work experience at Normec or their position. We offer them opportunities to develop their talents, shape and sometimes transform their vision. Through e-learning academies, management training and master classes, we prepare a new generation of leaders based on the principles of human-centric leadership. With an in-company training in cooperation with TIAS business school, we are providing for the development of our business unit managers.'

### **D&I - vision and policy**

'If there is one social issue that calls for a new perspective, it is diversity and inclusion, also called D&I. Because it challenges existing conventions, it makes you wonder; why do we actually think like this, why has this been the normal way of doing things for decades, why do we all consider this to be very normal and that not? If you delve into it without bias, D&I raises many why-questions. This while the answers are both logical and refreshing and also the right thing to do. At least, if you look holistically at people, employees and their needs. Valuable inspiration are the examples and best practices unlocked for us thanks to our affiliation with the SER charter D&I.'

### **D&I - actions**

'We are committed to having as many women as men in top positions. Our recruiting partners have a diversity commitment. In addition, we have short lines of communication with recruitment agencies that recruit specifically among people aged 50 and over, for instance, or people who for whatever reason are also on welfare. As a result, our workforce includes people who find it more difficult to find work. With job crafting, if necessary, they can join in without any problems. At the head office, to serve as an example to all other business units, we have chosen to have gender-neutral toilets, a pump room and a prayer/meditation room set up. All this diversity and different perspectives give the organisation much more strength.'

### **Governance - vision and policy**

'Integrity is perhaps the most important value in the workplace. Integrity towards customers and stakeholders. Integrity towards employees and between employees. Because integrity goes hand in hand with transparency, we are committed to creating a culture in which professional ethics and integrity issues can be discussed openly. What can we expect from each other, what behaviour do we consider appropriate and what do we as Normec disapprove of? What do we expect from our management, board and supervisors? And of course: what can an employee do if they experience things that go against the culture?'

### **Governance - actions**

'Our code of conduct, or integrity code, articulates our most important core values: trust, improvement, responsibility and safety. The code forms the basis of our daily ethical and social behaviour towards colleagues, customers and all other stakeholders and is central to everything we do. Through periodic, mandatory training sessions, we keep expectations sharp. If employees experience problems with behaviour or conduct they feel is not ethical, they can turn to an external confidential advisor. For cases involving structurally and fundamentally unethical behaviour, employees can anonymously make their report to a whistleblower hotline. Without unpleasant consequences, because protecting whistleblowers from possible professional damage is at least as important to us.'



### **Engagement - vision and policy**

'Normec is growing at a rapid pace. Many companies are attracted to our vision and are joining us. While this is a favourable development, we must prevent the distance between the group and the individual entities from becoming too great. A sense of connection between employee and organisation is incredibly important. For both parties. Before this, we talked about the training and career opportunities within Normec: here too, the shared values, the Normec DNA, are reflected.'

### **Engagement - actions**

'As a tool to gauge the state of that sense of connection, we have developed an engagement questionnaire that we periodically send out to all our employees. Our employees can anonymously answer questions about, among other things, personal well-being, development opportunities within Normec, communication within their team and the level of appreciation of their manager. The first results have pleasantly surprised us. To start with the high response rate of 67.2%. General satisfaction and average satisfaction with psychological safety both scored 7.4. Employees' average satisfaction with their manager was rated 7.5. The opportunities for personal growth even with an 8.4. These are valuable data that give us tools to steer on.'



**Susanne Laumans**

*Chief Human Resources Officer Normec*



**Milou Drent**

*Group Human Resources Manager Normec*

# Quotes



“For about 15 years, I had a pretty tough time. For the first few years during that period, I was struggling with the consequences of events that it was not possible to work any longer. Once I had recovered somewhat, a new struggle began: find a new permanent job. In job applications, the gap in my CV proved a problem every time. Although I really wanted to work, these rejections did not boost my self-confidence. I participated in courses facilitated by the municipality, but this did not have the desired result. After about ten years of fruitlessly applying for a permanent job, I had almost given up. Until Edwin Kool called, Managing Director of Normec Kalsbeek, and invited me for an interview. He looked through that jobless period, gave me a chance in the form of a trial placement and even a permanent contract six months after that. That was two years ago now.

Of course, you have to do it yourself. You have to want to work yourself, to make that contribution to society yourself. But you do need people to give you that space. I don't think employers realise how important they can be to someone in a position like mine. By giving a chance, they give someone a whole new life.”

**Niels Gramser**

*Employee ICT Normec Kalsbeek*

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“The participants of the master class were so fanatical, everyone was going for the win. It puts everything on edge, and brings out the best in everyone. I also feel even more connected to Normec now, and it has become clear to me what an incredibly driven and energetic company we work for!”

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**Tom Oude Vrielink**

*Business Unit Manager Operations Normec*

“I found it hugely inspiring to gain more insight into the Normec organisation. I myself always thought there was quite a playbook behind the strategic choices, but I found it refreshing to hear first-hand how **organically Normec came into being**. How much room there was and is for adjusting the course. **I thought that openness was cool anyway**, that you hear that even the board sometimes finds things difficult. It creates a certain trust which is nice if, as a participant in the master class, you might later become a director yourself and might report to the board.

**Anne-Co Treure**

*Area Sales Manager Normec Rei-Lux*

## 4.2

# Healthy employee in a healthy organisation

**Health and vitality, who doesn't pursue it? At the same time, it is far from easy to always make space for this in daily life. With the Normec Fit programme, we try to support our employees in this.**

Mens sana in corpore sano, the time-honoured adage is perhaps more topical than ever. If you feel healthy, fit and energetic, this has an immediate positive impact on your performance in everyday life. Even more than fit for the job, we wish our employees fit for life. Normec Fit, the vitality and health programme for all Normec employees, therefore goes beyond organising an occasional sports hour. Quitting smoking, stress management and clinics on improving sleep quality: these are just some of the themes and related activities initiated by Normec Fit.

Beside a positive impact on health and well-being, Normec Fit creates a sense of connection between employees. This is what Virginie Keereman of Normec OWS has experienced for herself:



### **Virginie Keereman, Normec OWS**

'My first introduction to Normec Fit was right at the kick-off of the programme. Together with some colleagues, I participated in the Haka clinic. I had signed up for that because I just started working at Normec at that time. I thought it would be fun to get to know my new colleagues that way. Besides, I am quite sporty so I am always up for such an activity. It was great fun and, because of the background information on the movements and facial expressions, really interesting. The clinic was followed by an evening of padel playing with some sixty colleagues - from beginners to experienced players - and an evening of bowling and karaoke. You notice that these activities are good for mutual involvement. After all, you have something to talk about. Something other than work. It also inspires you to think of other sporting initiatives at company level.

It's cool that Normec facilitates things like this. You are primarily responsible for your own health, but I genuinely like the fact that my employer supports my colleagues and me in this.'

### **What is Normec Fit?**

*Normec Fit consists of two levels: Normec Fit and Normec Fit Company. On behalf of Normec Fit Group, Claire Eringa is responsible for initiating, facilitating and communicating activities that take place at group level. Think of a webinar on mental health. In addition, support is provided at group level in the design of clothing, posters and other materials that can be (re)used Normec-wide. Normec Fit Company are all sports activities and initiatives that take place at entity level under the banner of Normec Fit. For example, participation of a group of colleagues in a local running or walking event. The initiative for this lies with the entity and the employees itself. To give Normec Fit a broad platform function, the programme can also be found on Normec Inside, Normec's intranet. There, employees find announcements of events, reports of team activities and inspiration for initiatives they and their colleagues can pick up.*



**Claire Eringa**  
Health & Vitality Manager



## 4.3

# SRCP = ESG

**Sustainable services are inextricably linked to a sustainable procurement policy, or Socially Responsible Contracting and Purchasing (SRCP). This is why we select our suppliers based on their efforts in this area. After all, sustainability is a chain responsibility.**

### 4 = 6

Of the 17 SDGs, Normec has chosen four as the starting point for its sustainability policy. These are SDG 5 (Gender equality), SDG 6 (Clean water and sanitation), SDG 8 (Decent work and economic growth) and SDG 13 (Climate action). Based on those four SDGs, we ourselves then formulated six sustainability goals, one of which is Sustainable supply chain - and thus SRCP.

### Check, check, double-check

By declaring our purchasing conditions applicable, our suppliers indicate that they comply with our values and standards. Nevertheless, there are conceivable situations in which they cannot or do not want to meet those conditions. In that case, the checklist we have developed provides our buyers with a guide to establish SRCP.



That checklist is structured around six themes, namely:

1. **Environment**
2. **Climate change**
3. **Circularity**
4. **Chain responsibility**
5. **Diversity and inclusion**
6. **Social returns**

The weight attached to each theme varies, as does the number of questions on which each theme can be scored. For example, for the environmental theme, we ask about the environmental friendliness of the materials from which the product is made (“Is the product we want to buy made of materials and raw materials produced with no or very little harm to the environment?”). The amount of water consumed in the production process and its impact on soil is also a concern. Other environment-related questions concern biodiversity and deforestation. If, for a product, only half of the four ‘environmental questions’ can be answered with ‘yes’, this topic is not part of the total score. Indeed, at the end of the checklist, each theme is scored as sustainable or unsustainable. Out of a total of six themes, at least four must meet the sustainability criteria for a product or service to be considered sustainable by Normec.

SRCP helps us achieve our policy and procurement objectives in the above areas and thus meet the terms of our overarching ESG policy. Both in the short and long term.

### **Small steps, big difference**

The above checklist applies to procurement above €50,000 on an annual basis. As much procurement at Normec is decentralised, we encourage our entities to put sustainability first when purchasing products and services covered by that amount. For services, consider locally based business service providers such as accountants and notaries, for example, to minimise the footprint of travel movements. A completely different example concerns canteen suppliers. For example, the head office buys products from the neighbourhood farmer and buys coffee from a company that has a demonstrable commitment to sustainability - from bean and farmer to brewer and cup.



**Marco Zomer**  
*Chief Sustainability*

### **Sustainable toilet visits**

Even our toilet paper is sustainable! See the following article.



## 4.4

# A clean story

**We use it every day, but we never actually think about it. Until we run out. At Normec OWS, we put a list with some facts about a piece of comfort in our lives and its surprisingly high footprint: toilet paper. But not to worry, there is a clean alternative!**

Nice when the label of a pack of toilet paper says: derived from wood from FSC-certified forests. Better, of course, than primal forest being lost for it. But still, felling the sustainably managed trees, transporting them, pulverising the wood and processing it into toilet paper generates quite a lot of emissions and, when added together, consumes a lot of energy and water.

Although it is called toilet paper, and therefore has an eco-friendly connotation, it is not as innocent as it seems. To make toilet paper retain its strength even when it gets wet, wet strengtheners are added. These super absorbers (SAPs) are polymers in the form of polyacrylate. Good for comfort as well as lots of microplastics. After all, GSPs are not biodegradable. Ew.

Snow white toilet paper looks so pretty on the toilet. And that print brightens up such a dull sheet, nice right? Well, that's not to be. To get toilet paper that nice and white, it has to be bleached. And chlorine is simply toxic. Those funny prints contain heavy metals. Not exactly good for the environment either.

So what do you do as an environmentally conscious organisation that tries to make every effort to minimise its footprint? Then you call in Normec OWS, which carries out an excellent study and then comes up with alternatives. Because there are.

For a start, you can opt for toilet paper made from 100% recycled paper. Saves quite a bit of logging (27,000 trees a day just for toilet paper) when you consider that paper fibres can last up to four to five recycling rounds before losing their features.

There is also toilet paper made from bamboo and elephant grass. The production process to make toilet paper from these fast-growing crops involves significantly lower CO<sub>2</sub> emissions compared to the process of converting wood from FSC-certified forests to toilet paper. Moreover, biodegradable alternatives exist for the non-degradable GSPs.





## About Normec OWS

**Services:** Degradation and toxicity tests, industrial and home composting tests, anaerobic degradation tests, waste inspection, litter monitoring

**At Normec since:** 2020

**Division:** Normec Sustainability

**Number of employees:** 150

**Country of establishment:** Belgium

Reason enough to switch to eco-friendly toilet paper that will help us avoid a lot of pollution. Because with more than 3,200 employees in 2022, we used 45,000 sheets of paper that left virtually no trace. With Normec's growth continuing unabated, that's just a bit more comfortable!



**Bruno De Wilde**

*Managing Director Business Development Normec OWS*

## 4.5

# Sustainable deeds

**Preparatory sustainability actions in previous years have paid off in 2023. Substantial strides have been made in installing solar panels and charging infrastructure. The facts and figures at a glance:**

### Solar panels

The following Normec sites have now been fitted with solar panels: Normec Foodcontrol in Wetteren, Normec Servaco in Wevelgem and Normec OWS in Ghent.

Still scheduled for 2023:

Normec Kalsbeek in Assen, H2K in Vlaardingen, Normec Foodlab in Woerden, Normec Groen Agro in Delfgauw, Normec Roba in Deurne and Innovative Fresh in Heemskerk.

Depending on several factors, more sites may be eligible to install solar panels by 2024. With the yield of the panels on the aforementioned sites, we can generate 1,000 MWh annually, or over 18% of the annual metered electricity consumption in Belgium and the Netherlands.



### Mobility policy

Driving as green as possible involves more than electrifying the entire fleet. Clean travel requires a sophisticated mobility policy, including an appropriate car policy. In short, it requires customisation, per business unit, per branch, per employee even. We also pay attention to economical driving, regardless of the type of fuel. Because that too is sustainable behaviour: using the tank or battery as long as possible. The mobility policy frameworks will be further tightened in the course of 2023.

### Loading infrastructure

The construction of charging stations at our sites in the Netherlands and Belgium is progressing steadily. Among others, the following sites are, or will be provided with loading infrastructure in 2023; Normec Foodcontrol in Wetteren, Normec Micro Smedt in Herentals, Normec Foodcare in 's-Hertogenbosch, Normec BTV (six different locations in Belgium), Normec ISEC in Beveren, OCB in Kontich, Normec Servaco in Wevelgem, Normec NCK in Beverwijk, Normec Kalsbeek in Assen, Advipro in Lille and ACA in Roeselare.



**René Mulders**  
*Manager Real Estate & Energy Normec*



## 4.6

# Clean water as a transformative force

**At Normec, we know what the impact of contaminated water can be. Toine Ramaker, director of the Water for Life Foundation, knows all about it. He is passionate about making the world aware that clean water is at the basis of, well... everything!**

**Toine, first of all: what exactly does Water for Life do?**

‘Water for Life works on access to clean drinking water and a toilet for the poorest, increasing their prospects for a better life.’

**What distinguishes Water for Life from other charities for the same target group?**

‘A lot of aspects. For a start, we supervise processes from A to Z and not just parts of them. We only work with local water companies, contractors and construction companies that we have known for years. This gives us sustainable expertise for good project design, implementation and monitoring of the infrastructure after project completion.

For the project design, together with the local water company, we approach tribal elders and community representatives and thus creating a lasting basis of trust. Thanks to our clear defined criteria, we only realise projects that truly help the poorest of the poor. But perhaps most importantly, clean water transforms lives and communities.

SDG 6 Clean water and sanitation is therefore a catalyst for at least five other SDGs.’

**Can you explain that?**

‘Lack of clean drinking water and sanitation has much more negative impact than just poor health. So does the turnaround that occurs because of clean drinking water!

For example, clean drinking water gives a boost to economic activity, something that Normec with all its water entities realises like no other. Spot the link with SDG 1 No poverty. That SDG 3 Good health and well being is linked to clean drinking water and sanitation is obvious. Perhaps less obvious is how SDG 4 Quality education is linked to clean drinking water. Healthy children are less often absent from school and thus increase their chances of getting a diploma. Girls who menstruate can continue to attend school because of improved sanitary conditions there. This then impacts on SDG 5 Gender equality, as girls and women can participate fully and can also use the time they normally spend on fetching water more usefully. And what about SDG 13 Climate action. Polluted water has a huge CO<sub>2</sub> footprint because of all the wood that is collected and then stoked to boil the water for use.

While forest is so important for keeping rural areas livable, fertile and erosion control.’



### **Why is it attractive for organisations to donate to Water for Life?**

'As one of the few foundations in the Netherlands, we guarantee that every donated euro goes 100% to projects. This is because Water for Life's overhead is covered by other projects. But much more importantly, we can accurately show the exact impact of the donation. Take Normec's contribution in 2022: from that, over two kilometres of water mains were laid, providing 65 homes and two public water points with clean drinking water. This has improved the quality of life of 1012 citizens in the Mudada district in Chibuto, Mozambique in an unprecedented way. For 2023, Normec has even expressed a commitment that the number of citizens whose lives are positively affected by a donation should equal the number of Normec employees. With this number in mind, we started looking for a suitable project. We found it in the Philippines, in a region hit hard by typhoon Odette in December 2021. By 2023, thanks to Normec's donation, 3,500 citizens in Carcar will have access to clean water and sanitation (again). That's a huge impact!'

### **How else can organisations support Water for Life besides making a donation?**

'By organising actions around (sports) events or donating via Christmas gifts, for example. Because besides fundraising, that is the other main goal of the foundation: making people aware that in large parts of the world, clean water is not a matter of course. Creating that awareness can also be done by having your employees visit a project in progress or a completed project. If I am not mistaken, that is also what Normec wants to do. Depending on their expertise, they could, for example, help think about a project design or participate in a project evaluation. Most importantly, those employees would then return inspired and take their experiences with them in conversations with colleagues, family, friends. And thus help spread the message: clean drinking water transforms lives.'



**Toine Ramaker**

*Director of the Water for Life Foundation*



# 05 Energetic and positive

Our entities within the divisions Foodcare, Safety, Sustainability and Healthcare offer solutions to today's challenges in their own - sometimes idiosyncratic - way. This concluding chapter of the ESG annual report shows how broad and interesting the ESG challenges are. And with what energy and positivism our entities meet those challenges. On the way to even better.







## 5.1

# A sustainable basis

**Food safety.** For Normec Foodcare, it is daily business. How is food safety related to sustainability? 'Sustainability is the basis,' says Elke Ribbers, Business Unit Director QA at Normec Foodcare.

Starting at the beginning: where does food safety start? With strict adherence to the HACCP plan? With well-trained employees? With quality products?

Elke: 'With all these and much more. Because these are not isolated elements, food safety is a culture. And you create a culture together.'

It's something Elke and her Foodcare colleagues cannot emphasise enough during working visits to (potential) customers. Elke: 'Food safety is not the responsibility of one department; it must permeate all layers of a company. Management has an important exemplary role in this. You cannot get away with saying you have delegated food safety in your organisation. Especially since food safety is directly linked to business continuity.'

### About Normec QA

**Services:** Advice around food safety and quality in the food, packaging, storage, distribution and logistics sector.

**At Normec since:** 2014

**Division:** Normec Foodcare

**Number of employees:** 47

**Country of establishment:** The Netherlands

### Sour result

With the outbreak of war in Ukraine, the latter became visible and palpable at a stroke, for consumers and businesses alike. Many food companies then received a wake-up call of sorts. The supply of raw materials stagnated. For many companies, business continuity was at stake. Under steam and boiling water, alternative suppliers had to be found who could supply the same product with the same quality. Elke: 'Under normal circumstances, you take the time for a thorough supplier survey so that you can be sure you are buying a product from

a transparent supplier who can guarantee good quality. That was now made incredibly difficult.'

Add to this the fact that the massive increase in energy prices caused stress in the production chain. Though that very thing led to increased awareness of energy consumption. The incredibly sour result was that solutions to produce more economically were devised in record time. Elke: 'A development that can only be applauded, provided it is done with policy. Because you can turn the oven down a few degrees, but if you don't achieve the core temperature of your product and the shelf life of your product can't be guaranteed, you're even further from home.' Which is all Elke is saying: if you make these kinds of changes, do so in a controlled and validated way. That's exactly where Normec Foodcare's expertise comes in.

### **Starting from scratch**

Knowing what you can improve starts with knowing where you stand. Elke: 'When mapping food safety, we start with a baseline measurement as standard. For this, we conduct organisation-wide interviews. This gives a picture of where the organisation is doing well in terms of food safety and where improvements can still be made. We can then help clients improve the process. Giving a customised training course to get that awareness across the board is an excellent start. We help implement changes and monitor the process. If everything is on track, the next measuring moment is an audit, if desired'. It may be clear, a food safety culture cannot be achieved in a few days. It is a process in which you grow as an organisation.

The above shows how food safety is closely linked to sustainability. Elke: 'While consumers mainly associate sustainability in food with healthy, preferably organic products that are ideally grown and cultivated locally, food companies themselves are also primarily looking for solutions that allow them

to reduce their energy consumption, reduce their amount of waste and (re)-use their residual streams. Although these solutions involve investments in the short term, they are costsaving in the long term. It is up to Normec Foodcare to advise and guide companies in the best possible way so that sustainability does not come at the expense of food safety. And vice versa.'

### **People's work**

Sustainability is also essential for business continuity in a different way than outlined above. Elke: 'Staff shortages are an issue everywhere, including in food. Greenhouse horticulture in particular has been hit hard by the developments of recent years. There you see that they don't shy away from innovation and come up with new solutions. That works like a magnet on the new generation of employees who value sustainability.' Which brings food safety full circle. Because whichever way you look at it: food remains human work. And people, they make the culture. A food safe culture.



**Elke Ribbers**

*Business Unit Director Normec QA*

## 5.2

# Open your mind



**Stefan Truthän, founder of hhpberlin, calls on policymakers and the construction industry to shake off conventions and be open to innovation in creating safety. According to Stefan, that is where sustainability begins, because 'a sense of insecurity leaves no room for sustainability'.**

'If you ask people what sustainability is, the answers will often come down to solar panels, green fuel or hybrid working. Only occasionally will something be said about conscious use of resources, avoiding waste, *better* rather than *more*. When asked "What is safety?", the answer is more likely to be "a wellfunctioning fire brigade" than "buildings designed not to burn".

It is exactly what makes the issue *What comes first, sustainability or safety?* so interesting.

We live in turbulent times. We are increasingly facing challenges and threats in all areas of our lives. Yet, policymakers, designers and regulators continue to look at things from their own limited perspective. In general, they are too reactive rather than proactive. In general, a rigid mindset prevails, while we precisely need a growth mindset.'





### **Skyscraper or torch?**

‘Within the field of hhpberlin, I still too often see building according to deeply rooted, outdated conventions. Not only in terms of materials, but also in terms of use and purpose. There is too little creativity and courage to think radically differently from a sustainable starting point. While it is possible, for example, to build a safe wooden skyscraper. The resource savings and CO<sub>2</sub> emissions are enormous. But many stakeholders only see the gigantic risk: a burning torch several hundred metres high. This often thwarts the idea of sustainable construction in advance. Whereas what is needed now is to be open to technological advances and trust other ways of thinking. That can, without compromising security. On the contrary, it will actually increase it.

It is quite possible to create safe buildings with different usage concepts under one roof. For example, a shopping centre one day, a conference centre the next. Yet buildings that could last for decades are still being demolished and replaced by new buildings. Sometimes even with exactly the same usage function! How thoughtless, what a waste of energy and resources.

We need to start allowing new perspectives and re-examining the possibilities.

Daring to think beyond conventions. Letting go of existing beliefs and thinking about the impact that can be achieved is where sustainability begins.’

### **Ripple effect**

‘People ultimately want nothing more than to feel safe. The climate disasters we are experiencing now and those to come are partly the result of mindless, unsustainable thinking. Of more, more, more instead of better. This while the impact of a disaster on sustainability is huge. Let’s take floods as an example, which often occur in economically weak areas. What happens there, I call the ripple effects of disasters. Floods increase poverty. Poverty often leads to hopelessness. To an intense sense of insecurity in which there is simply no room for sustainability. It is important to intelligently and proactively interrupt and reverse these processes.

At hhpberlin, with around 170 employees, we are involved in 25% of the German market for special, unique buildings and complexes. Think museums and theatres, but also airports, flagship stores and universities. This is a huge responsibility. We can help cities change in terms of sustainability. We can make a difference. With sustainable building methods, technology and materials that are safe. And by using data, a little-explored area in urban development, with which unsafe situations and risks can be predicted. For many of us, AI is an elusive, threatening phenomenon. Just like drones and robots. But the detection and prediction capabilities of this technology are unparalleled if used properly. The same applies to gamification and simulation concepts. These allow you to realistically depict fire scenarios, for example, and thus greatly increase awareness of the importance of efficient fire protection.

## About hhpberlin

**Services:** Fire-safe building design

**At Normec since:** 2023

**Division:** Normec Safety

**Number of employees:** 170

**Country of establishment:** Germany

I see a lot of great developments in the market. It is important to face them with an open mind. With a perspective that is not obstructed by limiting preconditions. The challenges we face as humanity will not let that stop us either.'



**Stefan Truthähn**

*Chief Executive Officer hhpberlin*

## 5.3

# On course towards emission-free flying

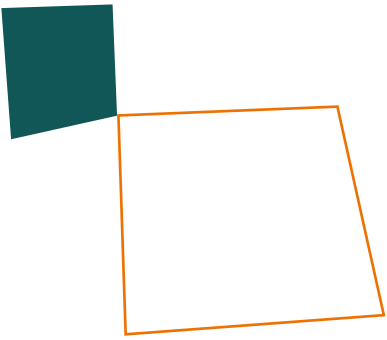


It is perhaps the most talked about sector in terms of CO<sub>2</sub> emissions: aviation. It is also a sector that will grow more in the coming years. Does that fit in with the Paris ambitions: emissionfree aviation by 2050? Verifavia - market leader in CO<sub>2</sub> emissions verification services for the maritime and aviation industry - sees what efforts its clients are making to achieve that goal. One such customer is airline Ryanair. Steven Fitzgerald, Head of Sustainability at Ryanair, explains how they are moving towards 2050: 'Being as efficient as possible is a mantra here.'

'Long before the Paris climate agreement, sustainability was already a Ryanair focal point. Even more so. This while most people will associate our airline with cheap flying. But to make air travel as affordable as possible, you have to be super-efficient. In everything. Ryanair is the most sustainable airline for a reason. In Europe, around the world.

Sustainability is woven into everything about flying at Ryanair: from single-engine taxiing and electric equipment for ground staff to flying at lower speeds at high altitudes to save fuel. It is in the advanced design of quieter aircraft that can carry more passengers with less fuel. In the use of sustainable aviation fuels (SAFs). In the continuous development of services, products and applications to operate even more efficiently and therefore more sustainably.





Operating sustainably means daring to stick your neck out and act proactively, including industry-wide. For example, Ryanair recently made an urgent appeal to the European Commission to keep airspace open during strikes by air traffic control employees. Currently, when there is a strike in France, for example, the entire airspace of that country is locked and flights have to be diverted, resulting in longer journey times and higher fuel consumption. If airspace remains open, it will make a huge difference in emissions.

We see the same proactive attitude with our testing and verification partner Verifavia. They are a driver of emerging initiatives. Examples include the development of calculation and compensation programmes that can help our end customers, both individuals and companies, to reduce their carbon footprint through meaningful actions within their supply chain. Verifavia's services allow us to provide accurate data and figures based on reliable performance indicators, whether reporting around the EU Emissions Trading Scheme (ETS) or SAFs. They are best-in-class when it comes to knowledge of upcoming changes. Neither do you want less. Aviation is under a magnifying glass, whether you think it's justified or not, given the 3% emissions our industry produces globally. We just have to do our best. We do, Verifavia does. That's why we believe: climate-neutral flying by 2050 is not a utopia, Ryanair is going to make it happen.'

## About Verifavia

**Services:** Emissions verification, certification and auditing for aviation, airports and maritime transport

**At Normec since:** 2021

**Division:** Normec Sustainability

**Number of employees:** 62

**Country of establishment:** France

Nicolas Duchene, Chief Operating Officer at Verifavia, said: 'Ryanair and Verifavia have a long-standing relationship and share many values such as efficiency, continuous improvement and reliability. Both companies are pioneers in greenhouse gas reduction initiatives and their verification for the airline industry. As recognised leaders in our respective fields, we consider it our responsibility to be at the forefront of sustainable aviation. We owe that to our planet, and to present and future generations.'



**Nicolas Duchene**  
*Chief Operating Officer Verifavia*

## 5.4

# People's work

**People as an ingredient for success: this view has been the norm at Advipro for more than 20 years. The way the company puts this into practice is inspiring. CEO Toon Witvrouw and HR Manager Charlotte Kinschots on how focusing on your employee makes the difference for your customer.**

**Toon Witvrouw (TW):** 'With our customers, it's mainly about patient safety and quality. What is tried and tested is maintained. Therefore, our service is not primarily aimed at advising our customers how their ingredients, raw materials, materials and processes can be more sustainable.'

**Charlotte Kinschots (CK):** 'In terms of ESG objectives, Advipro's main focus is on the S, which is our people.'

**TW:** 'Thanks in part to the vision of Advipro's founder. He started the company 20 years ago with people who had just graduated and taught them by himself. During job applications, he looked beyond diplomas and thought the motivation, the morale of the person sitting in front of him was especially important. Nothing has changed in all these years, it has only become more comprehensive.'

**CK:** 'For instance, we spend a lot of time onboarding our people. The majority of our experts work on site at the customer's premises. That is why our training programme always takes place at our offices. It consists of self-study, classroom GxP training, soft skills training and becoming familiar with HR processes.'

We simulate project scenarios that may occur in the industry and take on different roles, giving them an initial project experience. Each new employee is also assigned their own A-Team manager to listen and answer all kinds of questions. This way, we send our people well prepared and fully in the spirit of Advipro into the wide world.'

**TW:** 'For many employees, we are their first employer. The onboarding process is therefore also a kind of introduction to the corporate world and to our work ethics.'

**CK:** 'That commitment remains. Because young employees become older, get a relationship, children. Because that people orientation is ingrained in our company, we move with their changing work wishes and development needs.'



**TW:** 'We also organise monthly events taking into account different age groups. Think of a sporting teambuilding activity, or to a trip to an amusement park for families with young children.'

**CK:** 'On the ESG topics in terms of sustainability in our operations: of course we have charging stations for the electric cars and we separate our waste. We even compost!'

**TW:** 'By the way, that reminds me that I still have to hang up the bee hotel.'

**CK:** 'We also clean our own business park every month and clear litter.'

**TW:** 'That's even part of our training programme!'

**CK:** 'And so we explore each time how we can maintain that commitment and expand it according to the needs and the spirit of the times. To this end, we are often inspired by the ideas our employees suggest in an engagement questionnaire we send out monthly. The result of all this is that we have created a strong employer brand that appeals to people. We continue to succeed in welcoming a large group of colleagues every year.'

**TW:** 'It might be nice to end with an anecdote that illustrates how our peoplefocused approach delivers a lot to the client. There was a large pharmaceutical company that needed ten engineers for a new project. Fifteen preferred suppliers were allowed to send employees for interviews; we were allowed to send two candidates. When the first rounds of interviews were over, the customer informed us that our two were the best. Whether we couldn't provide ten? We eventually managed to accommodate seven people, including employees who were still in training with us. It shows what it achieves when you keep the focus on people. Then you really make a difference.'

## About Advipro

**Services:** Total services in design, implementation and operation of critical systems, processes and facilities for biopharmaceutical, medical and high-tech industries

**Part of Normec since:** 2022

**Division:** Normec Healthcare

**Number of employees:** 150

**Country of operation:** Belgium



**Charlotte Kinschots**  
*Human Resources Manager Advipro*



**Toon Witvrouwen**  
*Chief Executive Officer Advipro*

Normec  
Winthontlaan 6N  
3526 KV Utrecht  
[normecgroup.com](http://normecgroup.com)



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